

**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  
Mr. Stephen Ascuaga  
Mr. Greg Long  
Mr. John East

Commissioner Alexis Hill  
Ms. Cortney Young  
Mr. Glenn Carano  
Mr. Eddie Ableser

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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](http://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/>

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

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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.

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## **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. Presentation: Downtown Reno Partnership**

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. Presentation, Review, Discussion and Possible Approval on the Fiscal Year 2026-2028 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 Laraquetta'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. ADJOURNMENT**

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.

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## **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.

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#### **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

#### **Board Members Absent:**

Richard Jay, RSCVA Vice Chair

#### **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

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## **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.

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. Presentation, Review, Discussion, and Possible Approval on the Direction of the 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**

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**

July \_\_\_\_\_, 2025.

By: \_\_\_\_\_  
NOEL M. HERNANDEZ, Esq.  
Ogletree Deakins  
10801 W Charleston Blvd., Suite 500  
Las Vegas, NV 89135  
(702)369-6800

**OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION**

July \_\_\_\_\_, 2025.

By: \_\_\_\_\_  
SALLI ORTIZ, Division Counsel  
Division of Industrial Relations  
1886 College Pkwy, Suite 110  
Carson City, NV 89706  
(775) 684-7286



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

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### 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.



# Visit Reno Tahoe Annual Plan

2025 / 2026







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A stylized, handwritten signature in black ink, appearing to read 'Mike Larragueta'.

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.**  
-Deloitte

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.

**3.1**

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

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.

**79%**

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

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 destination'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-of-mouth 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.

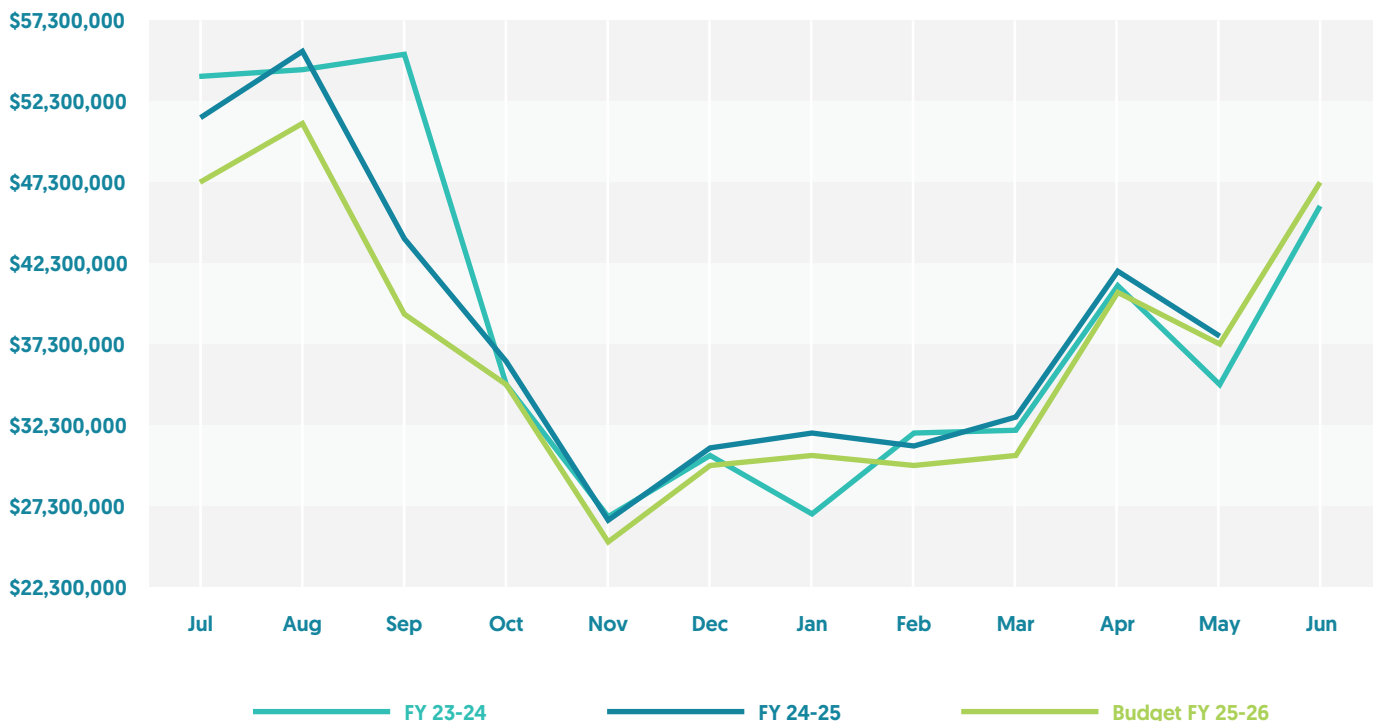
## Taxable Room Revenue - Washoe County

Month	Actual		Budget
	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

# X%

**Taxable Room Revenue  
from FY 2023-2024**

## Taxable Room Revenue - All Market Segments



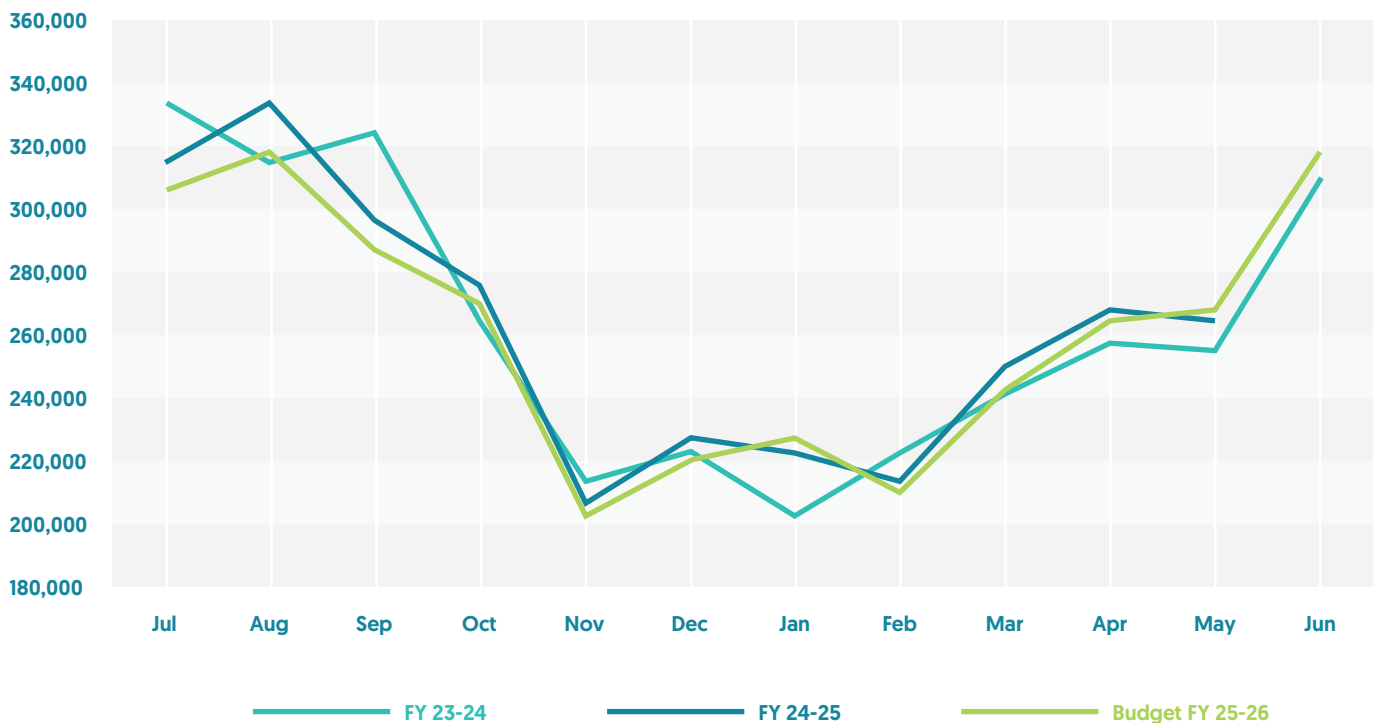
## Cash Occupied Room Nights - Washoe County

Month	Actual		Budget
	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

# X%

Cash Occupied Room  
Nights from FY 2023-2024

## Cash Occupied Room Nights - All Market Segments



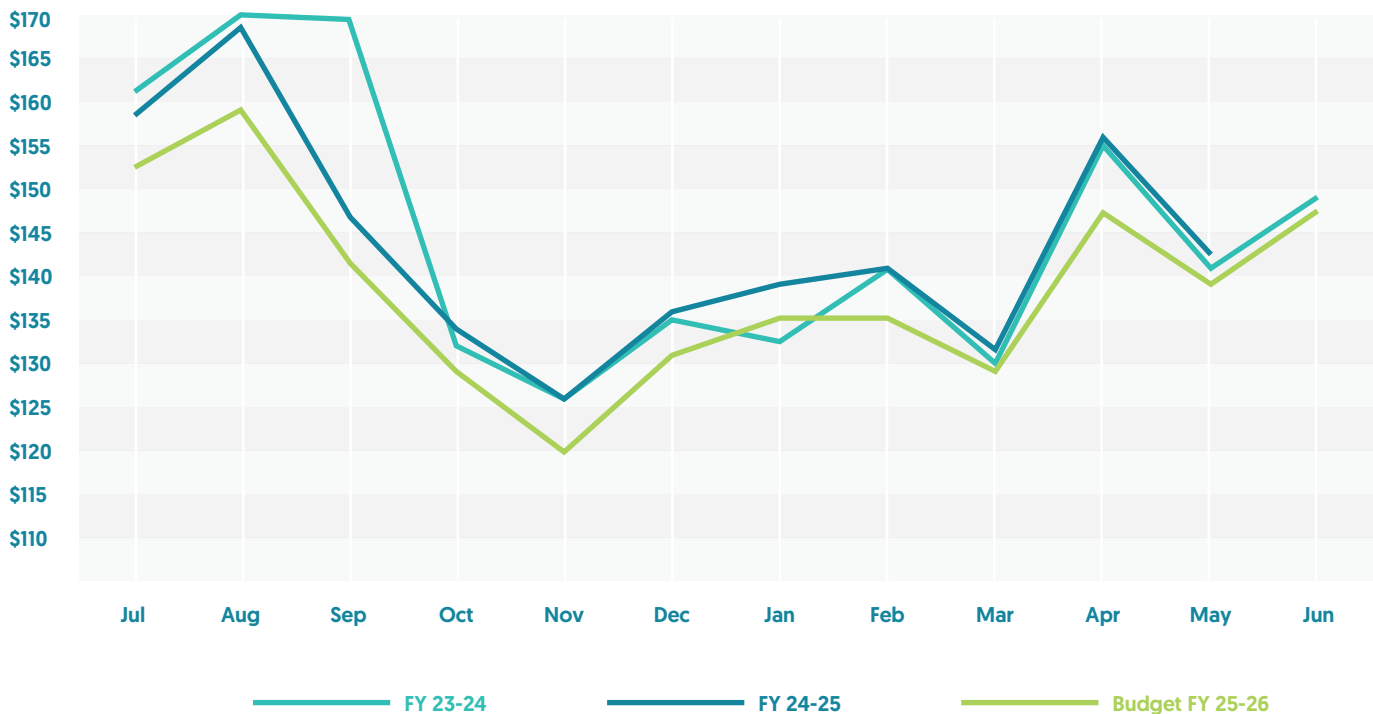
## Average Daily Rate - Washoe County

Month	Actual		Budget
	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

# X%

Average Cash Rates  
from FY 2023-2024

## Average Daily Rate - All Market Segments



## 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, AI-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](https://www.rscva.com).



#### ANNUAL PLAN INITIATIVES & TACTICS

**FY25/26 goals have  
been strategically  
bucketed into  
four pillars**

1



**Urban Core  
Revitalization**

2



**Venue Activation  
& Event Attraction**

3



**Visitor  
Access**

4



**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 guest 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
<b>Advocate for an activated, vibrant downtown</b>	<p>Support more events in the downtown core</p> <p>Engage with associations doing the work in downtown</p>	<p>Identify and support at least six key events in the greater downtown area, defining creative needs and generating assets</p> <p>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</p>
<b>Fully utilize the river as a tourism asset</b>	<p>Advocate for river infrastructure improvements</p> <p>Prioritize promoting the river as a key asset of our region</p>	<p>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</p> <p>Develop and promote a digital Truckee River Guide, including walkability and urban river experiences</p>
<b>Make it easier for visitors to experience Reno Tahoe</b>	<p>Develop a parking solution at the National Bowling Stadium</p> <p>Activate Greater Nevada Field as a promotion platform</p> <p>Drive traffic to the Reno Tahoe Visitor Center</p> <p>Activate public spaces for events</p>	<p>Activate public parking at the NBS garage to support events and attractions in downtown</p> <p>Connect visitors to Visit Reno Tahoe planning resources through onsite promotional campaigns at Greater Nevada Field</p> <p>Develop a minimum of two marketing activations to drive traffic to the Visitor Center, and incorporate Visitor Center promotions throughout venues</p> <p>Develop and install signage at major events and festivals within the urban core</p>



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

## #2: Venue Activation & Event Attraction

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





## #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
<b>Support air service development</b>	<p>Focus marketing resources</p> <p>Engage regional stakeholders</p> <p>Take a targeted approach to RTX programming</p>	<p>Maintain Air Service Development Fund, launch a campaign aimed at attracting and/or maintaining air service</p> <p>Work with RTAA, RASC and regional partners to promote Reno-Tahoe International Airport directly to airline representatives</p> <p>Host a minimum of one FAM incorporating air service decision-makers</p>
<b>Enable sustainable access to and from the Lake</b>	<p>Increase awareness, and ridership, of transportation options to and around Lake Tahoe</p>	<p>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</p>
<b>Be the voice of the visitor in getting around the community</b>	<p>Brand activations at Reno-Tahoe International Airport</p> <p>Identify needs in the visitor transportation experience</p>	<p>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</p> <p>Work with RTC to relay the visitor experience, identifying relevant solutions to better serve the Reno Tahoe visitor of the future</p>



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

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

**Vice Chair**

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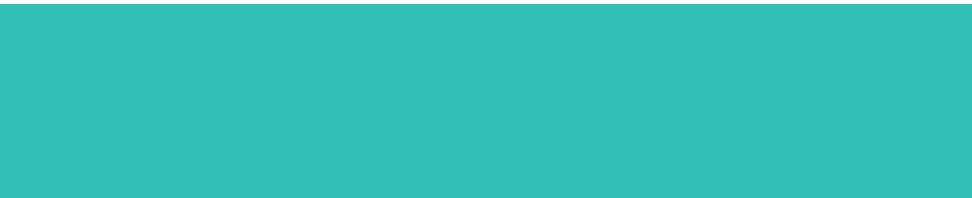
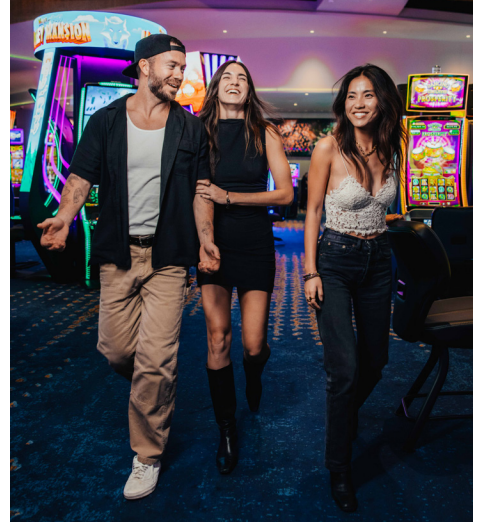
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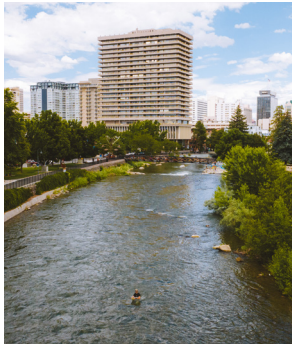
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Reno-Sparks Convention and Visitors Authority

FY 26 - 28

# Strategic Plan



# FY26-28 Strategic Plan

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## 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

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## **#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


 **\$5.2B**  
Economic Impact

 **43K**  
Jobs Generated

 **\$430M**  
Room Tax Revenue

 **3.8M**  
Estimated Visitors

 **78%**  
Visitor Satisfaction

 Awaiting updated data

**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.

### Strategic Opportunities:

- 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.

### Strategic Opportunities:

- 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.

### Strategic Opportunities:

- 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, AI-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.

### Strategic Opportunities:

- 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.

### Strategic Opportunities:

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





## #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.

# Venue Activation Strategy

VENUE	OPPORTUNITY TO ACTIVATE	INVESTMENTS NEEDED
<b>Reno-Sparks Livestock Events Center</b>  Actively pursue the equine and livestock market, via CapEx partnership with the State, to defend against new regional competitors	<ul style="list-style-type: none"> <li>State of Nevada investment in capital expenditures</li> <li>Host State Fair (FY27)</li> <li>Host local 4H events (NJLS)</li> <li>Pursue equine and livestock events</li> </ul>	<ul style="list-style-type: none"> <li>Grandstands, restrooms, suites</li> <li>Resurface parking lot</li> <li>Install HVAC</li> <li>Upgrade stall conditions</li> <li>Upgraded Wi-Fi</li> </ul>
<b>Reno Events Center</b>  Focus on event development and expanded entertainment offerings	<ul style="list-style-type: none"> <li>Leverage partnerships with festival organizations to host concerts during major downtown events</li> <li>Pursue tradeshow and sporting events</li> </ul>	<ul style="list-style-type: none"> <li>Upgraded sound system</li> <li>Purchase/install lighting, staging, back-drop</li> </ul>
<b>Reno-Sparks Convention Center</b>  Aggressively pursue track market and traditional meetings segments: Association, SMERF, convention, and sports	<ul style="list-style-type: none"> <li>Regional and national track meets (increase size and reach)</li> <li>Host Conference &amp; NCAA championships</li> <li>Sell naming rights and advertising</li> <li>Improve standards with food &amp; beverage provider</li> <li>Continue art program</li> <li>Provide statistics to commercial developers on convention center event impact to nearby businesses</li> </ul>	<ul style="list-style-type: none"> <li>Install digital signage</li> <li>Install digital keys</li> <li>Maintain GBAC certification</li> <li>Procure portable bleachers (track)</li> <li>Refurbish carpet</li> <li>Complete parking lot paving</li> <li>Wi-Fi renovation</li> <li>Refresh exterior appearance</li> </ul>
<b>National Bowling Stadium</b>  Pursue opportunities in addition to traditional usage, further activating the Kingpin Club, Theater and Stadium Club	<ul style="list-style-type: none"> <li>Lease the museum</li> <li>Host annual youth events</li> <li>Capitalize on national sporting events to drive social and group event bookings</li> <li>Cross-sell bowling lane availability during downtown activity and events</li> </ul>	<ul style="list-style-type: none"> <li>Replace carpet in theater and Hall of Fame</li> <li>Install blinds and windows in Stadium Club</li> <li>Install lockers</li> <li>Install gate and ticketing system in parking garage</li> </ul>

## FY26-28 Roadmap

STRATEGIC INITIATIVES	WHERE WE ARE TODAY	NEXT YEAR	WHERE WE WANT TO BE
<b>Enhance RSLEC venue attractiveness through facility updates</b>	<p>71 events hosted in FY24</p> <p>Forecasted 75 events hosted FY25</p> <p>&lt;10% operating budget allocated annually to venue improvements (\$750k-1M)</p>	<p>Work with the State on capital improvement budget</p> <p>Venue Sales Team and Director of Equine Events and Sports will pursue more equine &amp; livestock events</p>	<p>Greater mix of equine and livestock events</p> <p>Mitigate impacts of available and potential new competition (GSR, Fallon, Winnemucca arenas)</p> <p>Improved Wi-Fi</p> <p>Resurface parking lot</p> <p>Install HVAC</p>
<b>Activate REC with concerts and other events</b>	<p>43 events hosted in FY24</p> <p>Forecasted 30 events in FY25</p> <p>Upgraded suites</p>	<p>Underwrite 6 concerts bought by Visit Reno Tahoe</p> <p>Host 35 events in FY2026 with 15 being ticketed events</p> <p>Improved sound system</p> <p>Purchase staging</p> <p>Improved event lighting</p> <p>Complete dressing room remodel with furniture</p> <p>Install VIP Bar in suite concourse</p>	<p>Host 45 events per year</p> <p>Enhanced concert equipment package</p> <p>Purchase LED backdrop</p> <p>Attract the right artists, genres, and night of the week</p> <p>One added festival downtown</p>
<b>Maintain &amp; moderately expand RSCC track and convention business</b>	<p>Hosting 217 events in FY24</p> <p>Forecasted 210 events in FY25</p> <p>Improved Wi-Fi</p> <p>20 LED signs</p>	<p>Host 235 events in FY26</p> <p>Additional bleachers for track and group rental</p> <p>Improve internet coverage throughout all the venue</p> <p>Electronic key system</p> <p>New concourse carpet</p> <p>Improved F&amp;B experience</p>	<p>Hosting 255 events per year</p> <p>An advanced, clean, sustainable convention center with the appropriate technology, accessibility amenities, security, and safety</p> <p>Parking Lot C is repaved</p> <p>Refresh exterior appearance</p>

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



## #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.**

1.

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.

2.

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.

3.

**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
<b>Support air service development</b>	<p>Airlift is one of the Top 20 in the country for comparable size destinations</p> <p>Visit Reno Tahoe air service fund largely used for marketing support to preserve current routes</p> <p>Collaboration with RTAA, EDAWN, RASC, and stakeholders to identify routes of priority</p>	<p>Maintain air service fund, prioritizing sales, tourism, and media promotions</p> <p>Active outreach and engagement with airlines, including HQ visits with RTAA, EDAWN, and stakeholders</p> <p>Host RTX (FAMs) with EDAWN/RTAA</p>	<p>Maintain active partnership in air service development to support existing routes and create new air lift – Focus is improving frequency of routes</p> <p>Grow and cultivate relationships with legacy airlines</p>
<b>Enable sustainable access to and from the Lake</b>	<p>57% of visitors travel to the Lake</p> <p>~53,000 views on website shuttle page</p>	<p>Increase awareness around transportation options to the Lake</p> <p>Increase shuttle ridership by 5%</p>	<p>Increased ridership to Lake Tahoe to encourage sustainable travel</p> <p>Provide more options for public Lake transportation at a lower cost</p>
<b>Be the voice of the visitor in getting around the community</b>	<p>Limited walkability in the Convention Center District</p> <p>Downtown walkability experience is not seamless</p>	<p>Brand activations at airport to enhance sense of arrival</p> <p>Actively work with RTC to identify transportation project opportunities</p>	<p>Improved walkability in downtown, in around the convention center district, and urban areas</p> <p>Community partners are activated in support of infrastructure improvements surrounding the RSCC</p>





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

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

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**Richard L. Jay, Vice Chair**

**Stephen Ascuaga, Secretary/Treasurer**

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