



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**





# Contents

|                                                                    |           |
|--------------------------------------------------------------------|-----------|
| <b>Foreword</b>                                                    | <b>1</b>  |
| <b>Core Purpose &amp; Values</b>                                   | <b>2</b>  |
| What We Do                                                         | 2         |
| Mission                                                            | 3         |
| Values                                                             | 3         |
| <b>Current State</b>                                               | <b>4</b>  |
| <b>Key Trends &amp; Implications</b>                               | <b>4</b>  |
| <b>Big, Bold Vision</b>                                            | <b>9</b>  |
| <b>Strategic Goal Detail</b>                                       | <b>10</b> |
| <b>Strategic Goal #1</b> Urban Core Revitalization                 | <b>11</b> |
| <b>Strategic Goal #2</b> Venue Activation & Event Attraction       | <b>15</b> |
| <b>Strategic Goal #3</b> Visitor Access                            | <b>19</b> |
| <b>Strategic Goal #4</b> Organization Sustainability & Performance | <b>23</b> |
| <b>Performance Scorecard</b>                                       | <b>25</b> |
| <b>Board Members</b>                                               | <b>26</b> |

# 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

**\$459M**

Room Tax Revenue

**3.8M**

Estimated Visitors

**78%**

Visitor Satisfaction

**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>Eight events held in Victorian Square</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><br><br>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><br><br>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><br><br>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><br><br>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                             | 3,153,963      | 3,138,287     | 3,232,435     | 3,329,408     |
| Taxable Room Revenue                         | \$459,344,860  | \$441,665,462 | \$454,665,462 | \$468,562,887 |
| Average Daily Rate                           | \$145.64       | \$140.43      | \$144.64      | \$148.98      |
| Direct Visitor Spend (Calendar Year)         | \$3.35 Billion | +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<br>Response Rate | 75%            | 75%           | 80%           | 80%           |

# Board Members

**Hillary Schieve, Chair**

**Richard L. Jay, Vice Chair**

**Stephen Ascuaga, Secretary/Treasurer**

**Alexis Hill, Board Member**

**Charlene Bybee, Board Member**

**Greg Long, Board Member**

**John East, Board Member**

**Glenn Carano, Board Member**

**Eddie Ableser, Board Member**



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