



City Manager's Office

MEMORANDUM

DATE: March 30, 2022

TO: Mayor and City Council

THROUGH: Doug Thornley, City Manager Approved Electronically

FROM: Calli Wilsey, Government Affairs and Strategic Initiatives Administrator
JW Hodge, Director of Policy and Strategy

SUBJECT: Strategic Plan Refresh

The City is currently in the midst of its five-year, Council-adopted strategic plan, which goes through 2025. As a part of the implementation and monitoring process, staff is working to bring an item to Council on April 27 to review and refine the strategic priorities in the plan. Erica Olsen with OnStrategy is supporting the plan's refresh.

By April 11, 2022: Council will receive a memo that will detail the progress on the existing strategies, as well as initial recommendations for refinements to the plan.

April 14-15: Council members will meet with Ms. Olsen individually to discuss their preferred priorities in the strategic plan.

April 27: Staff, working alongside Ms. Olsen, will bring forward an item at the Reno City Council meeting for the body to consider accepting the refined plan. The document in front of Council will be informed by the feedback gathered during one-on-one meetings with each Council Member.

The plan includes six goals with tiered priorities adopted by Council on February 26, 2020.

Strategic Goals

- **Fiscal Sustainability** - Promote financial stability through long-term planning, pursuit of alternative revenue sources, and debt management.
- **Public Safety** - Foster a safe city through enhanced public safety, prevention, and emergency response programs.
- **Economic Opportunity, Homelessness, and Affordable Housing** - Work in partnership with other agencies to increase economic opportunities for residents, address the many

impacts of homelessness, and support the creation and maintenance of affordable housing.

- **Economic and Community Development** - Achieve a well-planned and economically sustainable Reno through proactive business attraction, community investment, a quality built environment, and efficient development services.
- **Infrastructure, Climate Change and Environmental Sustainability** - Improve the City's infrastructure and protect the environment.
- **Arts, Parks, and Historical Resources** - Enhance the community's living experience through the arts, its public parks, and historical resources.

Tier 1 Priorities

- Determine the sworn officers needed by assessing tasks performed and identifying a path for adding officers to the streets to manage continued growth and calls for service.
- Identify clear objectives to address homelessness and develop a cross-departmental approach.
- Research and implement proven approaches to address affordable housing.
- Advocate for new, sustainable, and equitable sources of revenue for the City and ensure equitable allocation of resources at the state and local level.
- Maintain comprehensive fiscal sustainability with a long-range forecast that will enable the City to provide a viable level of services, manage debt, and maintain adequate reserves.
- Implement the Downtown Action Plan in collaboration with the Downtown Reno Partnership.

Tier 2 Priorities

- Explore ways to partner with the private sector to fund and provide services to the homeless population.
- Complete a new Public Safety Center and identify options for the existing Police property.
- Cultivate alliances with regional partners, both public and private, to address mutual challenges and create opportunities for effective and efficient service delivery.
- Enhance procedures to comprehensively evaluate the environmental, infrastructure, and service impacts/benefits of developments.

- Implement the Master Plan to support revitalization of urban areas and well-designed neighborhoods.
- Identify dedicated and creative funding sources for parks and recreation to address aging facilities, maintain parks and trails, and expand recreational opportunities.
- Address flooding mitigation plan for the North Valley and Truckee Meadows areas, including evaluation of a stormwater utility.