



PUBLIC REVIEW DRAFT

PC-3 Economic Evaluation

**Preliminary Land Use
Opportunity Assessment**

Submitted to:

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Executive Summary

The Town of Truckee retained Bay Area Economics (BAE) to analyze the potential economic impacts of the proposed PC-3 Specific Plan development on existing development and other planned development within the Town of Truckee. Following is a summary of the research, analysis, and findings from the report. For additional detail, please see the corresponding sections in the main body of this report.

Taxable Retail Sales

Inflation-adjusted Townwide taxable sales rose from 1999 to 2007, with some years showing slight downturns, before dropping significantly in 2008 and then again over the most recent four quarters.¹ Data on the different retail sales categories indicate that the distribution of sales tax remained fairly constant over the 10 years from 1999 through 2008, but with an increase in sales tax from eating and drinking places, and a decrease in sales tax from the building materials category. A breakdown of data for 2008 and the most recent four quarters into sub-areas - including Downtown, Western, Southeastern, and Northeastern Truckee - shows that over both periods, Western Truckee generated the highest sales tax amount followed by Downtown Truckee. The use of these sub-areas allows data presented in this report to align with the data presented in the *Truckee Railyard Master Plan Economic Analysis*.

Truckee Retail Nodes

Detailed information on the retailers in the sub-areas of Western, Southeastern, and Northeastern Truckee shows that Western Truckee has seven major retail centers, Southeastern Truckee contains two major retail centers, and Northeastern Truckee has only one center. Together, these ten centers contain approximately 540,000 square feet of retail space. In addition, downtown Truckee subarea has an additional 151,600 square feet of retail space. Dividing the amount of taxable sales for each sub-area by the retail square footage in each sub area indicates that over the most recent four quarters, Downtown Truckee was the highest generator of sales tax on a per square foot basis followed by Western Truckee, Southeastern Truckee, and Northeastern Truckee. All of the sub-areas, with the exception of Western Truckee, proved to have lower retail sales per square foot over the most recent four quarters than in 2008.

Assessment of Downtown Commercial Uses

An assessment of downtown commercial uses was completed to identify opportunities to target land uses in PC-3 that would lessen the potential to compete directly with downtown Truckee. As mentioned previously, Downtown Truckee had just over 150,000 square feet of retail space and contains around 116 businesses, as of March 2010. The Truckee Downtown Merchant's

¹ Fourth quarter 2008 through third quarter 2009.

Association (TDMA) divides Downtown into four distinct districts: Commercial Row, Brickelltown, West/East River Street, Jibboom Street, and Bridge/Church Street. Commercial Row contains nearly 50 percent of the total businesses in Downtown. Retail spaces across these four districts tend to be between 1,400 to 1,800 square feet in size, with the largest single space being close to 2,200 square feet. The average rent as of March 2010 was about \$2.75 per square foot plus \$0.50 in common area maintenance (CAM) charges.² The office spaces in downtown range in size from about 850 to about 1,200 square feet, and rents are typically about \$1.25 to \$1.75 per square foot, triple net (NNN).³

In order to decrease the potential impact of PC-3 on downtown Truckee the Town should consider restricting retail spaces in PC-3 to serving larger users that would not physically fit into downtown Truckee's historic building spaces. This could also involve targeting businesses that need to move large products like furniture and appliances and which, therefore, may have trouble transporting goods in and out of downtown Truckee. While Downtown Truckee is a local and regional dining destination, PC-3 may represent a suitable location for certain restaurant types that would not be appropriate in Downtown area, such as fast food or chain casual dining restaurants. Finally, PC-3 could be targeted to large floor-plate office space or office campus development that would accommodate large tenants that could not find functional space in Downtown.

Retail Demand Projections

At the Town's request BAE updated estimates from the 2009 *Truckee Railyard Master Plan Economic Impact Analysis* using more current data, to the extent available, to create the retail demand projections. The retail demand model investigates both unmet current demand and increased future demand through 2023 from local residents as well as visitors and second homeowners. The demand model identifies nearly 270,000 square feet of additional retail space that Truckee could absorb through 2023 in the apparel; general merchandise; food stores; eating and drinking places; home furnishing and appliances; "other retail"; and building materials categories, with additional demand for acreage for automotive sales and service stations. Through 2023, the largest increase in demand for retail space is anticipated within the "other retail" category, including florists, gift and novelty shops, and jewelry stores. Eating and drinking places and non-retail establishments such as salons and other service providers that occupy retail space each present an opportunity for 40,000 to 45,000 square feet of additional retail space in Truckee through 2023. In addition, during this time frame, the Town is projected to be able to absorb the

² Common area maintenance charges are additional fees paid by tenants to cover the costs of spaces that are available for use by all of the building's tenants and customers, including common areas such as parking and restrooms.

³ Type of lease where the lease rate excludes the costs of real estate taxes, building insurance, and maintenance, with most building operating costs being passed on to tenants in the form of "triple-net" charges, which are in addition to base rent.

equivalent of one more full-sized supermarket or a couple of smaller format food stores; up to two service stations; and possibly a small recreational vehicle dealership selling motorcycles, snowmobiles, ATVs, boats, or personal watercraft.

Pending Commercial Projects

Pending commercial projects include those projects that are either under construction, approved, or under review, with the Town of Truckee Planning Division. A total of approximately 7,090 square feet of retail space, 151,860 square feet of office space, 204,840 square feet of space that could accommodate retail or office users; 160 hotel rooms; and 246,880 square feet of other commercial space (space that is currently undefined) are part of pending projects with the Planning Division. Along with the projects containing commercial spaces come 1,503 residential units, and this does not include planned and proposed projects contain solely residential uses. These projects represent a significant potential increase in the amount of commercial space within the Town of Truckee, relative to the existing base of commercial space.

Remaining Development Capacity in Master Planned Areas

The pending commercial projects include four major master planned areas, Coldstream (PC-1), Gray's Crossing (PC-2), Hilltop and the Railyard. These developments contain much of the planned and proposed development in Truckee, and therefore detailed information is provided on exactly what type of land uses could occur within each area. For each of the land uses listed, there is analysis of whether or not the land use is suitable for PC-3 based upon the retail demand projections and the prevalence of this use in each of the four master planned areas. Overall the land uses deemed potentially suitable for PC-3 include a regional 500 to 800-seat performing arts theater, an amphitheater, major office uses including professional/business services, manufacturing/light industrial, and vehicle repair/maintenance. There are additional uses that may also be suitable for PC-3, depending upon some outstanding factors.

Retail Gap Analysis

A comparison of retail demand projections with currently approved, planned, and proposed projects in Truckee indicates that there is not a significant amount of unmet demand for retail space over the next 15 years or so. Nearly 150,000 square feet of commercial space that may be used as retail space is already approved, with an additional 220,000 square feet under review. Projects currently approved or under review also include grocery uses in their plans. Retail demand that may not already be addressed in current approved, planned, or proposed projects include a recreational vehicle or motorcycle dealership as well as a service station. While there may still be some unmet future demand for grocery store space, after accounting for existing stores as well as currently approved space allocated for grocery sales in the Railyard and Gray's Crossing, the remaining need is estimated at less than sufficient to support a full-sized conventional supermarket.

Potential Linkages with Truckee Economic Development Strategy

This section reviews various commercial and industrial land uses targeted in the Truckee Economic Development Strategy and assesses whether these uses can be accommodated within the Coldstream (PC-1), Gray's Crossing (PC-2), Hilltop, or the Railyard planned developments. Land uses targeted for economic development that cannot be accommodated in these other master plan areas might be targeted for PC-3.

The analysis finds that smaller scale developments, such as medical and professional offices and most retail uses, are more suitable and can be absorbed within the other four developments as well as in existing commercial space. Uses requiring large spaces, such as large floor-plate office users, fitness and health clubs, light manufacturing, green construction and retrofit businesses, alternative and/or renewable energy generation and/or R&D facilities, and a small recreational vehicle dealership would encounter greater regulatory restrictions in the other four planned developments. Additionally, land use policies would permit a regional performing arts center, cultural center, museum or interpretive center, a culinary center, or a greenhouse farming operation within the four other planned developments; however, due to limited land availability, such uses may not all be accommodated in the other four developments.

PC-3 Land Use Opportunities

Based on the retail gaps analysis and the assessment of the ability to accommodate land uses targeted in the economic development strategy elsewhere within the Town, following are land uses which could be targeted for PC-3. While these uses may represent land use opportunities for PC-3, the Town will still need to consider whether these uses are desirable at PC-3, and to the extent that the uses are desirable, the applicant and the Town will need to evaluate whether site planning for PC-3 can accommodate the uses and still achieve the planning objectives for the site.

Due to limitations and restrictions on industrial uses within the Coldstream, Gray's Crossing, Hilltop, and the Railyard planned developments, PC-3 potentially represents a unique opportunity to house "green" sector uses within Truckee without competing with existing and planned commercial developments. These uses are targeted in the Town's adopted Economic Development Strategy and could include facilities for businesses involved in energy conservation, and alternative energy generation, whether R&D or manufacturing; manufacturing using local resources; businesses that build on the Town's outdoor and environmental sustainability culture and also require large spaces such as fitness clubs, R&D uses, green construction; or a dealership specializing in different types of recreational vehicles. Additional research is necessary to determine the possible suitability of greenhouse farming operations or local alternative energy production on the PC-3 site, though such uses may be a good fit with a green business park concept.

Depending on how the other planned developments build out, PC-3 could also represent an opportunity for larger cultural amenities that could serve the Town and the surrounding North Lake Tahoe region, including a regional theatre, cultural centers, museums, interpretive centers, and a culinary center. However, there are potential conflicts between these uses and the potential industrial uses at PC-3, which would need to be addressed in site planning. PC-3 may also be an opportunity for a gas station, larger format retail (not exceeding the Town's adopted limits on retail establishment size), and chain restaurants that are not appropriate for the downtown. Due to the fact that the Railyard and Gray's Crossing already target a substantial amount of new space for food stores, the long-term opportunity for a grocery tenant at PC-3 is limited to a smaller grocery store as opposed to a full-sized supermarket. The specific market gap that could be served by a grocery store at PC-3 may be better understood once specific tenants and their market niches are identified at the Railyard and Gray's crossing.

Initial Fiscal Assessment

The objective of the initial fiscal assessment was to ascertain whether there are any critical issues related to provision of Town services to the PC-3 site in the future, primarily with regard to the potential for the development to create disproportionate increases in service costs that might not be offset by increased revenues that the project would generate. Based on interviews with representatives of the Town of Truckee Administrative Services, Public Works Departments, and the Police Department, net General Fund cost of services for these departments will be minimal. It appears that because the PC-3 project is located in an infill area, and has good accessibility, it will be fairly efficient for the Town to expand services to serve PC-3 as it develops, and there would not be an expectation of any disproportionate service cost increases as a result.

Introduction

The Town of Truckee retained Bay Area Economics (BAE) to conduct an economic evaluation of the proposed PC-3 Specific Plan. General Plan Land Use Action A6.1 requires preparation of this report. The objective of this report is to serve as a resource for the preparation of the Specific Plan, by helping to identify opportunities for the PC-3 development to address unmet land use needs within the Town of Truckee. To this end, the report:

- Evaluates existing commercial market conditions within the Town with emphasis on the Downtown area;
- Updates retail demand projections;
- Identifies other significant development applications as well as the remaining undeveloped capacity of existing master plans within the Town, and;
- Identifies opportunities for the PC-3 project to address projected retail gaps and provide development site opportunities for uses targeted in the Town’s economic development strategy that may be difficult to accommodate elsewhere in the Town.
- Discuss the impacts of development in PC-3 on downtown and the community as a whole.

The report also provides a preliminary assessment of the potential fiscal impacts of developing the PC-3 site. Planning for development of this site may take into account any critical service provision issues, such as “triggers” for costly service upgrades or re-configurations, which might be avoided through careful site planning.

The first section of this report explores retail sales trends within Truckee overall and within sub-areas of Town. This section is followed by an analysis of retail sales at specific nodes in Truckee, including the Downtown. The report then provides an assessment of Downtown commercial uses followed by updated retail demand projections for Truckee. The next section summarizes the approved, planned, and proposed projects within Truckee followed by an assessment of the development capacity in the Town’s large master plan areas. The planned and proposed development capacity is also compared to the retail demand projections to develop a retail gap analysis. An analysis of potential PC-3 linkages with the Town’s Economic Development Strategy is followed by a summary of potential land use opportunities for PC-3, which concludes the report.

Taxable Retail Sales

This section presents data on local taxable sales conditions and trends. Local data for the years 1999 through 2008 came from the State Board of Equalization (BOE), and data for the last four quarters (fourth quarter 2008 through third quarter 2009) are from store-by-store retail sales data compiled and furnished by the Town of Truckee. Due to the need to preserve confidentiality of individual businesses' sales information, data are provided in aggregate form. In some cases, where there are small numbers of businesses in a particular group or category, data must be suppressed entirely in order to preserve confidentiality.

Table 1 presents taxable sales data for the Town of Truckee, over the period 1999 through 2008, with additional data provided from records furnished by the Town of Truckee for the last four quarters available (fourth quarter 2008 through third quarter 2009). The nominal value of the taxable transactions continually increased almost every year from 1999 through 2007. The average annual rate of increase over this period was 6.2 percent, which equates to an increase from \$179.8 million in 1999 to \$290 million in 2007. Then, from 2007 to 2008, the value of taxable sales transactions fell by nearly 11 percent, or about \$31 million. Although official data from the BOE are not available for 2009, data for the first three quarters of 2009 suggest that 2008 to 2009 will register an even greater percentage drop than 2007 to 2008.

After adjusting for inflation, the real value of the taxable transactions in Table 1 still showed an average annual increase from 1999 to 2007, although at a lower rate of 2.8 percent. This rate includes some slight decreases in the years 2001, 2002, and 2007. The inflation-adjusted value of taxable sales transactions in Truckee was \$239.2 million in 1999 and it increased to \$299 million in 2007. The real value fell significantly from 2007 to 2008 (negative 14 percent) and again from 2008 through the four most recent quarters. On an inflation-adjusted basis, the value of taxable sales in the last four quarters (Q4-2008 through Q3-2009), were less than the sales registered in 1999, almost ten years prior.

Table 2 examines changes in the distribution of taxable sales among types of establishments between the years 1999 and the last four quarters (4th quarter 2008 to 3rd quarter 2009). The distribution of taxable sales remained relatively consistent from 1999 through the last four quarters in Truckee. The biggest increases and decreases in share of total sales, from 1999 to the last four quarters, occurred among eating and drinking places and building materials, respectively. The proportion of total taxable sales transactions generated by eating and drinking places increased, with eating and drinking places producing about 12 percent of total value of taxable sales transactions in Truckee in 1999 and increased to 16.5 percent of the total for the last four quarters. In contrast, the proportion of taxable sales transactions from the building materials category decreased from 1999 to the last four quarters, from slightly more than 16 percent to 14.5 percent of the total value of taxable sales transactions in Truckee. This drop can be linked to a slowdown in construction activity over this period. The percentage shares stayed relatively consistent across the

remaining types of retail stores and only fluctuated by approximately three percent or less between 1999 and the last four quarters. In both years 1999 and the last four quarters, apparel, home furnishings and appliances, and motor vehicles and parts stores represented five percent or less of the value of total taxable sales transactions in Truckee, the lowest percentages among the different types of retail stores.

Taxable Retail Sales by Sub-Area

Table 3 shows the sales tax data by sub-area within the Town of Truckee, including Downtown, Western, Southeastern, and Northeastern Truckee, as defined for the purposes of the economic impact study for the Railyard project.⁴ There is also a separate category for a small number of businesses with addresses that appear to be outside the Truckee town limits. Figure 1 contains a map of the sub-areas, and Appendix E has a more detailed map of the sub-areas individually. As stated in the *Truckee Railyard Master Plan Economic Impact Analysis, 2009*, Downtown Truckee is bounded by I-80, Truckee River, the I-80 off ramp and the rail loop track; this includes Jibboom Street and parts of Donner Pass Road and West River Street. Western Truckee stretches from Donner Lake eastward to include West River Street and Donner Pass Road to the west of the I-80 off-ramp near Downtown Truckee. Retail in the Western Truckee sub-area is predominantly located in auto-oriented shopping centers on Donner Pass Road or Deerfield Drive. Northeast Truckee includes the area north of Downtown Truckee, including Pioneer Trail, and northeast of the Truckee River beyond the Railyard Master Plan area balloon track and is home to the Pioneer Commerce Center, in addition to freestanding businesses. Southeast Truckee encompasses the area south of Truckee River from approximately the I-80 off-ramp west of Downtown Truckee to the eastern edge of Town. The Southeast Truckee subarea contains the businesses located in the commercial areas southeast of the Downtown, including The Rock and Martis Village Shopping Center.

For each of these sub-areas, as was done in the *Truckee Railyard Master Plan Economic Impact Analysis, 2009*, service station and motor vehicle sales (a portion of the motor vehicles and parts category) were removed because they have disproportionately high sales. “In addition, Truckee has a large lumber segment, which reports retail sales taxes but behaves primarily as a wholesale industry.”⁵ The building material category “was therefore removed from the analysis to maintain a focus on traditional retail sales.”⁶

The remaining categories comprise consumer retail and were included in the analysis.”⁷ Overall, the number of consumer retail stores decreased from 430 stores in calendar year 2008 to 410 stores

⁴ The work scope for this project dictated that BAE evaluate current retail sales activity and project future potential retail sales activity using the data in the Railyard economic impact analysis as a starting point.

⁵ *Truckee Railyard Master Plan Economic Impact Analysis, 2009, (Pg. 98)*

⁶ *Ibid.*

⁷ *Ibid.*

for the last four quarters, as shown in [Table 3](#). There was a corresponding decrease in retail sales tax from about \$1.29 million to \$1.15 million, a fall of 11 percent over the period, which represents changes over only three quarters of a year.

The subarea that performed the best over this period was Western Truckee (retail sales tax decrease of eight percent) followed by Northeastern Truckee (fall in retail sales tax of ten percent). Meanwhile, two subareas had decreases in retail sales greater than the overall Town of Truckee total and these were Southeastern Truckee (22 percent retail sales tax decline), and a limited number of business outside the Town (21 percent retail sales tax decline). Downtown Truckee retail sales were 13 percent lower over the period, which was in the middle of the five subareas and close to the decrease in the Town of Truckee overall.

Downtown

For the calendar year 2008, 112 consumer retail stores paid sales tax in the Town of Truckee in at least one quarter in 2008. These stores generated a total of about \$320,200 in sales tax revenue in 2008. Data from the most recent four quarters indicate that the number of stores stayed about the same at 113, while the sales tax revenue fell to around \$278,800, a decrease of approximately 13 percent. All of the categories among consumer retail stores experienced decreases in sales tax revenue between the two periods, in the Downtown. The largest decreases in the Downtown occurred in the eating and drinking places category followed by apparel stores. The decrease in sales tax from eating and drinking places in Downtown is in contrast to the Town of Truckee overall where taxable sales rose slightly from calendar year 2008 to the last four quarters. More detailed sales information for these stores cannot be discussed due to confidentiality issues.

Western

Western Truckee, as shown in [Table 3](#), generated just under 60 percent of the retail sales tax among consumer retail stores in Truckee over the last four quarters. The retail sales tax from consumer retail stores in Western Truckee fell from about \$744,800 in calendar year 2008, to \$682,400 over the last four quarters. This decrease of approximately \$62,400 represents an eight percent decrease sales. An eight percent loss is significantly below the overall Truckee average of 11 percent for the same time period. As seen in Downtown Truckee, eating and drinking places and apparel stores experienced the greatest decreases in retail sales tax. Remarkably, the general merchandise stores category, which is composed of drug stores and department stores, managed a small increase in taxable sales over the period.

Southeastern

Southeastern Truckee represents a very small share of the overall retail consumer market in Truckee, generating just eight percent of retail sales tax in Truckee over the last four quarters. As shown in [Table 3](#), sales tax from consumer retail stores in Southeastern Truckee in calendar year 2008 equaled around \$116,000 and this number fell by about \$25,300 to \$90,750 by the most recent four quarters. This 22 percent decrease in sales tax is mainly attributable to reductions in the

home furnishings and appliance store category and eating and drinking places, from calendar year 2008 to the last four quarters.

Northeastern

In Northeastern Truckee, there is also only a very small amount of consumer retail, providing about seven percent of the total taxable sale generated in Truckee in the last four quarters. In calendar year 2008, the sales tax amount was around \$85,100 and this decreased to \$76,900 by the most recent four quarters. The main reason for this 10 percent drop in retail sales tax is a decline in the other retail stores category, and a fall in eating and drinking retail sales tax.

Outside of Town Limits

A couple of businesses have addresses outside the Town of Truckee limits.⁸ The revenue from the summer retail stores at these locations was equal to only about two percent of retail sales taxes from consumer retail establishments in Truckee. The number of establishments fell from 19 in calendar year 2008 to 12 in the last four quarters. The retail sales tax revenue, which had been about \$28,700 in calendar year 2008, decreased to \$22,500 by the last four quarters. This equals a 22 percent drop, and while this is significant, it corresponds with the percentage decrease seen in the Southeastern area and is probably generally attributable to the overall economic recession.

⁸ The addresses listed for these businesses placed them outside of the four subareas. The businesses are mostly operated out of residences just south of the Town limits.

Truckee Retail Nodes

Since data are not available on the square footage of all of the retail spaces in Truckee, with the exception of Downtown Truckee, [Table 4](#) outlines the tenants and the overall square footage for major shopping centers or nodes in Truckee. The square footage for Downtown Truckee represents all of the commercial square footage in Downtown Truckee, and equals 151,598 square feet. In all of the remaining areas of Truckee, only the square footage of major shopping centers, and not of stand-alone retail establishments, was available.

There is only one major commercial center in Northeast Truckee: Pioneer Commerce Center. All of Pioneer Commerce Center is about 160,000 square feet, and contains a variety of retail, light industrial, and office uses. The main retail uses include Consignment Home Furnishings, Sherwin Williams Paint, and Full Belly Deli. Approximately 13,400 square feet of space is currently available for rent within the Pioneer Commerce Center.

In Southeast Truckee, there are two major retail centers, The Rock and Martis Village Shopping Center. The Rock contains both retail and office uses and is located at the Martis roundabout. There is a total of 52,000 square feet of commercial space in the development, and close to half (25,200 square feet) remains vacant. The major retail establishments in The Rock include Fifty Fifty Brewing Company, Thai Delicacy, and Peluso's APizza. Meanwhile, at the Martis Village Shopping Center there are currently seven tenants in the 18,253 square foot center. Six spaces are currently available for rent, including five suites on the second floor, and one additional first floor retail space. The main retail stores in the center include the Blue Coyote Restaurant, and Cosmo's Footwerks and Clubwerks.

Western Truckee contains the majority of the retail space outside of Downtown Truckee. The seven centers in Western Truckee - Gateway Shopping Center (101,875 square feet), Crossroads Shopping Center (about 100,000 square feet), Deerfield Plaza (17,752 square feet), Donner Plaza Center (17,578 square feet), Westgate Shopping Center (16,315 square feet), Old Gateway Center (15,075 square feet), and Citizens Bank Plaza (38,160 square feet) - include a total of approximately 306,800 square feet of commercial space. Safeway and Rite-Aid anchor the Gateway Shopping Center. Three spaces in the Gateway Shopping Center are vacant including spaces formerly occupied by Radio Shack, Florians, and Sassafras. Savemart and CVS Drugs anchor the Crossroads Shopping Center. Six spaces are available for lease in the center. The Deerfield Shopping Center contains a variety uses and its main retail establishment is Truckee Automotive. The Donner Plaza Center is fully occupied and its major retail tenants include New Moon Natural Foods, and Java Sushi. The Westgate Shopping Center's major retailers include the Pet Station and Wild Cherries Coffee House. Two spaces of 2,200 and 2,004 square feet, respectively, are vacant and available for lease in the Westgate Shopping Center. The Start Haus and Sierra Nordic Cross Country Ski Store are the main retail tenants in the Old Gateway Center, and the center has two spaces currently available for lease. The vacant spaces were formerly

occupied by a dentist's office and Sierra Cosmetic Laser. The final retail center in Western Truckee is the Citizen's Bank Plaza. It contains a combination of retail outlet stores, and local-serving retail. One space in the center is vacant, but signage posted at the site indicated that Inter Rhythms Dance Studio will be moving into the space soon. There is an additional commercial center in Western Truckee called Gateway East, but it is not included in this analysis because it contains mainly office and service uses that do not generate a significant amount of retail sales tax, although it does include Thai Nakorn restaurant.

Retail Sales Tax per Square Foot

The data presented in [Table 5](#) examine the sales tax per square foot for each of the Truckee sub-areas for both calendar year 2008 and the last four quarters (fourth quarter 2008 through third quarter 2009). The reason that the retail sales tax amounts presented for each of the regions in [Table 5](#) is higher than those presented in [Table 3](#), is that [Table 5](#) contains the sales tax information for all of the establishments listed in [Table 4](#), and not just the consumer retail establishments presented in [Table 3](#).

For calendar year 2008, Downtown Truckee was the strongest generator of sales tax on a per square foot basis among all of the sub-areas in Truckee, with sales tax collections equal to about \$4.20 per square foot. One of the reasons for this high tax generation rate is that the majority of Downtown businesses are retail oriented, as compared to Northeastern Truckee, for example, where the commercial centers contain significantly higher proportions of office space compared to retail space. The next highest producer of sales tax revenue on a per square foot basis is Western Truckee (\$1.31 per square foot), Southeastern Truckee (\$0.56 per square feet), and Northeastern Truckee (\$0.15 per square foot). The total sales tax from all of the areas amounted to around \$1.1 million, which averages \$1.64 per square foot spread over about 671,600 square feet.

Over the last four quarters, the sales tax revenue fell slightly, from \$1.1 million to \$994,500, or an average of \$1.48 in retail sales tax per square foot during the last four quarters. This decrease in sales tax per square foot was the result of decreases in retail sales taxes per square foot in Downtown Truckee (\$3.27 per square foot), Southeastern Truckee (\$0.51 per square foot), and Northeastern Truckee (\$0.14 per square foot). The only sub-area that saw an increase in the sales tax per square foot over this period was Western Truckee, which increased slightly to \$1.45 per square foot. This increase is mainly due to increases in the sales tax generated from gas stations. Taking into consideration these changes, Downtown Truckee remained the highest generator of retail sales tax on a per square foot basis, by a large margin.

In order to compare the average sales per square foot of these areas to national averages for shopping centers, the sales tax per square foot was converted to average sales per square foot using

the assumption that the local share of sales tax revenue is equal to one percent of retail sales.⁹ In calendar year 2008, the estimated retail sales equaled about \$421 dollars per square foot in Downtown Truckee, \$131 dollars per square foot in Western Truckee, \$56 per square foot in Southeastern Truckee, and \$13 per square foot in Northeastern Truckee. In comparison, the Urban Land Institute *Dollars and Cents 2008* reports that among neighborhood shopping centers in the western U.S. the sales price per square foot of gross leasable area is about \$364 on average, with a median of \$377 per square foot. Based on this comparison, Downtown Truckee appears to be the only commercial area within the Town that functions as a true retail destination, while retail in other parts of the Town is overshadowed by other functions such as offices and non-taxable services.

⁹ The overall retail sales tax rate in Truckee is 8.875 percent: 7.25 percent goes to the State, 0.125 percent goes towards the Public Library Transactions and Use Tax (NVPL), 0.5 percent goes towards the Town of Truckee Road Maintenance Transactions and Use Tax (TRSR), and only the remaining one percent is retained by the city and county .

Assessment of Downtown Commercial Uses

General Plan Land Use Action 6.1 requires an independent economic analysis of PC-3 to understand the economic impacts of the project on downtown Truckee and the community as a whole. In order to evaluate the potential for new commercial development at the PC-3 site to compete with downtown commercial uses in particular, BAE developed an up-to-date and detailed understanding of the types of businesses that currently operate in downtown Truckee. This section provides detailed data on the real estate conditions in downtown Truckee as of March 2010.

Downtown Truckee Business Inventory

Table 6 summarizes information on downtown businesses originally provided by the Truckee Downtown Merchant Association (TDMA). The TDMA database lists 116 businesses in downtown Truckee. Downtown Truckee is bounded by the Truckee River to the south, the Union Pacific Balloon track to the east, Jibboom Street to the north, and I-80 Central Truckee off ramp (186) to the west; this includes Jibboom Street and parts of Donner Pass Road and West River and Church Streets, and breaks the list down by district (Commercial Row, Brickelltown, West/East River Street, Jibboom Street, and Bridge/Church Street), and type of business.¹⁰ The businesses are classified into various categories as shown in Appendix A.

Commercial Row contains the largest number of businesses, at close to 50. About 48 percent of these businesses are retail businesses, mainly specialty/boutique retailers as opposed to businesses that sell everyday convenience or commodity goods. Examples of these specialty/boutique retailers include The Pharmacy (skin care, lingerie, baby, and antiques dealer), Cooking Gallery, and Glasforms Glassblowing. An additional approximately 30 percent of the businesses are restaurants/bars, from the casual Squeeze Inn to the upscale Pianeta Cucina Italiana. Along Commercial Row, there are also a limited number of small office spaces that represent Class B/C office space in the Truckee office market,¹¹ some health and beauty services, and a few other businesses.

Brickelltown is the second largest downtown Truckee business sub-area, with about 29 businesses. This area extends west of Commercial Row leading to Interstate 80. Retail is again the most dominant commercial category in this part of downtown, representing 40 percent of the businesses.

¹⁰ The Truckee Downtown Merchant Association's "district" boundaries are different from the Downtown Specific Plan's character areas. "District" in this report is used to define downtown retail areas.

¹¹ Office space is generally divided into three separate classes. According to the Building Owners and Manager's Association, Class A office space is of the highest quality and includes "Buildings [that] have high quality standard finishes, state of the art systems, exceptional accessibility and a definite market presence," while in Class B, "building finishes are fair to good for the area and systems are adequate, but the building does not compete with Class A at the same price," and Class C represents "buildings competing for tenants requiring functional space at rents below the average for the area."

The retail businesses here are also primarily specialty/boutique retailers like Scraps Dog Bakery, Tippy Canoe (home décor), and Elizabeth's Creations Floral Studio. There is also a concentration of health/beauty stores and professional/services like a dentist and marketing and design firm.

The Church Street sub-area includes 15 businesses along Church Street and in the immediately surrounding area. There is no dominant commercial use in the Church Street district, but rather three different retail categories each representing about 20 percent of the businesses: retail, services/professional, and restaurant/bars. Two businesses in this area are the only ones in their categories located in Downtown Truckee: Truckee-Tahoe Lumber, and Truckee River Glass.

The River sub-area along South, East, and West River Streets is home to 13 businesses, with all but a handful being retailers. Retailers here range from stores that provide everyday items like the Sports Exchange, and Truckee Book and Bean to specialty/ boutique retailers like the Spirit Interior Design and Gallery.

The nine businesses along Jibboom Street comprise the final and smallest sub-area. There are two or more businesses each in the health/beauty, services/professional, and financial services categories.

Vacant Spaces in Downtown Truckee

There are currently about three vacancies along Commercial Row in downtown Truckee. In addition, there are numerous vacancies, especially in Brickelltown, among buildings that sit behind the buildings that front Donner Pass Road. The vacant Brickelltown spaces tend to lack street frontage, and while driving or walking along the street it is hard to quickly identify these businesses from the small signs along the road. These spaces would be best suited for professional and service businesses that do not rely upon drive-by traffic, but rather a regular, local customer base.

Retail Space

Retail tenants in downtown Truckee tend to be located along Commercial Row and in the Brickelltown District (fronting on Donner Pass Road) or in the Church and River Street districts. The retail spaces tend to be relatively small ground floor spaces located in one- to two-story buildings.

Some downtown businesses have managed to acquire larger spaces by combining two adjacent spaces. For example, Cabona's has assembled 5,000 square feet and the Pacific Crest Grill and Bar of America occupies 4,500 square feet.¹² It appears that the primary market niche that downtown Truckee serves is the market for visitor purchases, which are impulse buys of non-essential items

¹² Personal communication. Stephanie Olivieri, Cabona's and Jackass Ridge, March 1, 2010, and Ed Coleman, Pacific Crest Grill and Bar of America, March 10, 2010.

whereas the areas outside of downtown Truckee are more local serving.¹³ Downtown features many high-end items, such as clothing, kitchen supplies, sweets, and gifts, while many of the other shopping centers focus upon grocery items, and other essentials.¹⁴

The rents for retail space in downtown Truckee have decreased greatly. When the *Truckee Railyard Master Plan, Economic Impact Analysis* was released in March of 2009, rents in downtown Truckee were reported as high as \$3.70 NNN.¹⁵ As of March 2010, however, prices are down by about a dollar, a reduction of close to 25 percent,¹⁶ from the peak of the market and prices now average about \$2.75 per square foot plus \$0.50 in CAM charges.¹⁷ These rates are mainly for relatively small retail spaces with the largest space available around 2,200 square feet, but with the average space in the range of 1,400 to 1,800 square feet.

Office Space

There is a limited office market in downtown Truckee, serving mainly local, small professional firms. Office lease rates are lower than retail lease rates, at about \$1.25 to \$1.75 NNN for spaces between 850 and 1,200 square feet.¹⁸ The businesses tend to be located along Church Street or interspersed in the first and second floors along Commercial Row. In the Truckee market, these spaces would be considered Class B or C given the limited common area amenities, parking limitations, and overall quality. The primary market niche for office space in downtown Truckee is typically marketing and PR firms, and insurance and financial service firms.¹⁹

Downtown Customer Profile

In the retail and office markets in downtown Truckee, there are a variety of individual stories regarding sales and customer profiles. Through field observation, data analysis, and a series of interviews with Downtown business owners, BAE was able to understand how downtown Truckee currently functions and how PC-3 may or may not compete with downtown Truckee.

Many of the businesses in downtown Truckee, with the exception of restaurants, rely mainly on tourists and second homeowners for the majority of their businesses operations. Stephanie Olivieri, owner of the downtown stores Cabona's and Jackass Ridge, estimates that 80 to 90 percent of the store's sales of apparel and home furnishings are to tourists, including second homeowners, and that her store's experience is similar to that of many downtown retail establishments.²⁰ Similarly,

¹³ *Ibid.*

¹⁴ Personal communication. Katie Morrison, North Tahoe Realty, March 3, 2010.

¹⁵ Truckee Railyard Master Plan, Economic Impact Analysis, March 20, 2009. (Pg. 73)

¹⁶ Personal communication. Andy Otto, Coldwell Banker Commercial, March 4, 2010, and Katie Morrison, North Tahoe Realty, March 3, 2010.

¹⁷ Personal communication. Andy Otto, Coldwell Banker Commercial, March 4, 2010

¹⁸ Personal communication. Andy Otto, Coldwell Banker Commercial, March 4, 2010

¹⁹ Personal communication. Katie Morrison, North Tahoe Realty, March 3, 2010.

²⁰ Personal communication. Stephanie Olivieri, Cabona's and Jackass Ridge, March 1, 2010.

both Ellen Dean of the Spirit Interior Design and Gallery, and Suzanne Preaseau of the Cooking Gallery, feel that including second homeowners, 75 percent of the business of the Spirit Interior Design and Gallery in interior design and gallery sales is related to tourism,²¹ while the experience at the Cooking Gallery is even more heavily weighted towards tourists and second home owners at 90 percent of total sales.²² In contrast, Andres Baeza of the Casa Baeza Mexican Restaurants says that more than 75 percent of his customers are locals,²³ and Ed Coleman of the Pacific Crest Grill and Bar of America, who is also part owner of Pianeta Cucina Italiana, estimates that the distribution of his business at the Bar and Grill among tourists and locals depends on the time of year.²⁴ While overall the Grill and Bar always attract more locals than tourists, the highest percentage of tourists, around 30 to 40 percent of customers, come in the winter and summer, but that percentage falls in spring and fall.

The tourist and second homeowners versus local distinction has remained relatively consistent over time for these businesses, with a few exceptions. For example, Brad DeBoer of the Truckee 76 has seen an increase in the number of tourist visiting his service station (around 50 percent of current customers) because other service stations in downtown closed, and Ben Moule of Truckee River Glass has also seen an increase in the percentage of his customers that are tourists and second homeowners, because locals seemed to be more heavily impacted by the recent contraction of the economy.²⁵

While downtown Truckee has many competitive attributes, including a rich history, high amounts of pedestrian traffic, and a genuine, unmanufactured feel, many of the downtown businesses compete directly with similar businesses located outside of downtown Truckee. For example, Century 21, Tahoe Resort Properties competes for business with Keller Williams Real Estate offices in both Tahoe Donner and downtown Truckee, Pacific Crest Properties (located on Northwoods Blvd.), and Coldwell Banker (located off of I-80 at Donner Pass Rd).²⁶ Cabona's directly competes with both Porter's Sports Lake Tahoe, another downtown business, as well as Mountain and Sports Hardware in the Gateway Plaza, and the Cooking Gallery also lists Mountain Hardware and Sports (at intersection of Donner Pass Road and 89), and Mountain Home Center (Brockway Road) as its main competitors. Even the owners of Pacific Crest Grill and Bar of America reports that 50 percent of the businesses they compete with are located downtown, including Moody's, the Dragonfly, and Pianeta, while the remaining 50 percent of competitors are outside of downtown like Cottonwood Restaurant and Drunken Monkey Sushi. This shows downtown is already subject to a significant amount of competition from businesses in Truckee's outlying areas. What makes Downtown unique, however, is the unparalleled concentration of

²¹ Personal communication. Ellen Dean, Spirit Interior Design and Gallery, March 3, 2010.

²² Personal communication. Suzanne Preaseau, Cooking Gallery, March 3, 2010.

²³ Personal communication. Andres Baeza, Casa Beaza, March 11, 2010.

²⁴ Personal communication. Ed Coleman, Pacific Crest Grill and Bar of America, March 10, 2010.

²⁵ Personal communication. Ben Moule, Truckee River Glass, March 1, 2010

²⁶ Personal communication. Carla Stokes, Century 21 Tahoe Resort Properties, March 5, 2010.

small distinctive businesses. While there are small businesses spread throughout Truckee, there is no other comparable concentration of retail that functions as a destination-shopping district, for visitors in particular.

Potential Relationship of PC-3 to Downtown

Based on the preceding analysis, the following list provides recommendations for how PC-3 could be developed in such a way as to lessen the potential competitive impacts upon downtown Truckee:

- For retail space in PC-3, the emphasis should be on spaces larger than 5,000 square feet so as to limit the competition with spaces in downtown Truckee that tend to be between 1,400 and 1,800 square feet but not larger than about 5,000 square feet.
- Retail spaces in PC-3 should cater to businesses like furniture or appliance dealers who require a lot of space for trucks moving goods. The downtown area is very compact, with businesses along Jibboom Street backing up into the business fronting Commercial Row, which leaves very limited space for the delivery of goods.
- Limit fine dining and independent casual dining restaurants in PC-3. Downtown is a regional restaurant destination for these types of restaurants, and competing with downtown could lead to a decreasing number of locals and tourists going to downtown businesses, which is currently one of the main reasons locals visit downtown. If allowed at all, restaurants in PC-3 should be limited to fast food, and chain casual dining restaurants that tend to locate in conventional shopping center settings.
- Office space in PC-3 should be designed for larger floor plate users and office campuses that cannot be accommodated within spaces in downtown Truckee that tend to range in size from 850 and 1,200 square feet.

Retail Demand Projections

This section presents an update of the retail demand projections included in the *Truckee Railyard Master Plan Economic Impact Analysis*, prepared for the Town of Truckee in March of 2009. Appendix B of this report presents an updated retail demand model, which uses more recent information in order to estimate the total potential retail demand that will be available to support retail development within Truckee.

The *Railyard Master Plan Economic Impact Analysis* focused on six retail categories: apparel stores, general merchandise stores, food stores, eating and drinking places, home furnishing and appliance stores, and other retail stores. Across these six categories, the Railyard report estimated an increase in potential supportable retail square feet of approximately 330,000 square feet, which includes current unmet demand from residents and visitors. The updated model contained in Appendix B estimates a more conservative increase of 240,000 square feet of additional supportable retail square feet within these six categories. The current model is updated to reflect changes in expenditure patters that have resulted from the current economic climate, as well as different expectations regarding population growth.

The updated model includes three retail categories not addressed in the Railyard analysis: building materials stores, the automotive group, as well as service stations. In addition, calculations are included to estimate commercial square feet needed to support non-retail establishments such as salons and other service providers as well as an overall ten percent vacancy allowance. As shown in [Table 7](#) below, the model projects that the Town of Truckee will be able to support almost 270,000 additional square feet of retail commercial space and approximately two more one-acre service stations by 2023. This estimate includes current unmet retail demand as well as projected future growth in retail demand due to increases in the resident and visitor populations.

[Table 7](#) highlights that the most significant amount of additional supportable retail space, over 60,000 square feet through 2023, falls within the “other retail” category. Stores in the “other retail” category include various retail establishments such as florists, gift and novelty shops, and jewelry stores. The eating and drinking places category and non-retail establishments each present an opportunity for between 40,000 and 45,000 square feet of additional supportable commercial space over the next 15 years. In addition, the model projects that the Town of Truckee will be able to support one additional full-sized grocery store by 2023 or, alternatively, a couple smaller format food stores over the same period. With the modest potential increase in demand within the automotive group category, it is unlikely that Truckee will be able to support a standard format new vehicle dealer by 2023. However, smaller shops selling other types of vehicles, such as motorcycles/ATVs, boats/personal watercraft, or other recreational vehicles may represent an opportunity for the Town.

Pending Commercial Projects

Table 8 summarizes the planned and proposed development projects in the Town of Truckee that contain commercial uses. None of the strictly residential projects are included in the square footages reported in Table 8. The development projects are grouped by status including under construction, approved projects, and projects under review, Appendix C provides additional detail on the projects.

Approved projects include a total of about 7,100 square feet of retail space in Truckee as part of Gray's Crossing Village Phases I and II (PC-2). The developer of PC-2, East-West Partners, however, filed for bankruptcy and is in default on the development agreement, so the Town will be revisiting the PC-2 Specific Plan and the allowed uses with the new owner. The Town is interested in decreasing the commercial uses, and if this occurs, this could create additional opportunities for commercial development within PC-3. The amount of approved office space totals around 77,300 square feet and is part of the Pioneer East project. In addition, approximately 103,200 square feet of commercial space is approved that may be developed as either retail or office space, with the greatest proportion (nearly 47,900 square feet) being part of the Hilltop Master Plan project. The final approved projects consist of 160 hotel rooms, including 60 rooms as part of the Hilltop Master Plan, 60 rooms in the Railyard, and 40 rooms in the Hotel Avery project. An additional 205,000 square feet of other commercial space is approved for development in Truckee and this category includes square footage that is currently undefined as to whether it will be office, retail, or another use.

The projects under review in Truckee, which include those projects "under review," "in planning," and other projects with special circumstances that prevent approval at this time include about 101,6000 square feet of retail or office space. The square footage designated as either retail or office is divided between Grays Crossing Village Future Phases, (about 31,600 square feet), and the Coldstream Specific Plan (70,000 square feet). There are no commercial projects on hold at this time.

In total, there are about 7,100square feet of retail, 115,900, square feet of office, 204,840 square feet of retail or office, 160 hotel rooms, and 246,900 square feet of other commercial space planned and proposed in Truckee. This is a significant increase in commercial space considering that all of the major retail areas that currently exist in Truckee total about 688,600 square feet of retail space.

Remaining Development Capacity in Master Plan Areas

Among the pending commercial projects shown in [Table 8](#) and discussed above, the vast majority of the development is set to occur within the four other master planned areas within Truckee Coldstream (PC-1), Gray's Crossing (PC-2), Hilltop and the Railyard. [Table 9](#) provides a list of the proposed land use options for PC-3 followed by an explanation of whether or not each use is permitted with the four other master plan areas, and offers a conclusion as to the suitability of each land use within PC-3 as compared to the other four locations. The conclusion column includes both definitive constraints such a limited amount of square footage or acreage along with opinions about what uses are most appropriate within each development. Detailed information about the four planned developments included in Appendix D.

The list of uses comes from both the Truckee Economic Development Strategy, adopted in 2009, and preliminary discussion with the PC-3 development team. While all of the potential uses listed in [Table 9](#) will be discussed here, the forthcoming section entitled Potential Linkages with Truckee Economic Development Strategy discusses the relationship of these uses to the Strategy in more detail.

Among the listed uses, the following are not suitable for PC-3:

- Studios (art, music, photography, etc.)
- Grocery store (small scale specialty)
- Grocery store (full size)
- Medical services (clinics and labs, extended care and hospitals)
- Culinary Arts Center/Institute/Program
- Lodging
- Conference facilities or other business-oriented facility

There are a variety of reasons why these uses are considered not suitable. For example, studios, including art, music, and photography are better suited for the Railyard project or elsewhere in or near downtown, so as to benefit from the pedestrian traffic. A small scale specialty grocery store is not suitable for PC-3 given the limited planned residential development in PC-3, and a full size grocery store is also problematic because two small grocery stores are already planned for PC-2 and the Railyard and this potential increase of about 32,000 square feet of grocery space takes up a large portion of the demand for about 50,000 square feet of grocery space in Truckee through 2023. While it is possible that a full-sized grocery store could be successful at this site given the proximity to Sierra Meadows subdivision and the traffic heading towards Northstar, the success of a grocery store at this site would likely be at the expense of other Truckee grocery stores (existing or planned), given the limited overall increase in demand through 2023.

In the case of medical services, PC-3 is not suitable because of its separation from hospitals and other medical facilities in Truckee. While a Culinary Arts Center/Institute/Program could technically be constructed on the PC-3 site, it would be better suited for the Railyard project, where this specialized training could occur near a concentration of restaurants in downtown Truckee. Finally, lodging is already planned in the PC-1, Hilltop, and the Railyard projects, and lodging is not suitable for a portion of the PC-3 development due to compatibility issues with the airport. Lodging and a conference facility are complimentary uses. Therefore, PC-3 is not a good location for lodging and consequently not the best location for conference facilities or other business-oriented facilities that require nearby lodging facilities. While both the Hampton Inn and Best Western are in close proximity to the PC-3 site, it would be optimal to have a lodging facility that is adjacent to a new conference facility.

An additional eight uses maybe suitable for PC-3, depending upon some outstanding factors, and these uses include:

- Multifamily residential
- Research and development facilities for renewable energy production or generation of electrical energy
- Greenhouse farming (e.g., tomatoes, flowers)
- Cultural centers, museums, or interpretive centers
- Restaurants (e.g., fast food, chain)
- Retail
- Gas stations/auto services
- Auto sales, recreational vehicle, and vehicle sales

Multifamily units are a permitted use in each of the four master plan developments. Depending upon the overall demand for multifamily housing, which is beyond the scope of this study, there may be a need for additional multifamily housing in PC-3. If multifamily housing is built in PC-3 it should be west of Highway 267 away from the Truckee-Tahoe airport.

Research and development facilities for renewable energy production may also be suitable at PC-3 dependent upon the size of office space necessary. PC-3 is at an advantage over the other four developments in the case of large floor plate users and office campus for research and development, however, businesses needing small office spaces may be better suited for live/work spaces in the Railyard. Greenhouse farming is possibly suitable for PC-3 depending on the amount of contiguous land necessary. In the category cultural centers, museums, or interpretive centers, a center or a museum featuring national highway or western emigration history could work in PC-3 although a railroad museum would be better suited for the Railyard project near the train station.

As discussed earlier, restaurants should be limited to fast food and chain casual dining restaurants that tend to be located in conventional shopping center settings. PC-3 should not include fine dining

and independent casual dining restaurants that compete with downtown Truckee. As for retail, only select retail uses are suitable for PC-3 including mainly those spaces larger than 5,000 square feet as to limit the competition with space in downtown Truckee.

Gas station are possibly suitable for PC-3 if demand for about two new stations through 2023 is not fully captured in other developments, considering that one station is already planned for PC-2. Lastly, auto sales, RV, and vehicle sales could fit into PC-3 but only motorcycle/ATVs, boats/personal watercraft, or other recreational vehicles. There is not sufficient demand for a standard new vehicle dealer.

There are a number of uses that are suitable for PC-3, including the following list of uses:

- Regional performing arts theater
- Major office uses, including professional/business services
- Manufacturing/light industrial
- Vehicle repair/maintenance

A regional performing arts theater is suitable for PC-3 as well as possibly for PC-1. PC-3 is a good site because of the easy access from Highway 267 and the large amount of space these uses could be a good fit for available. The *Feasibility Study and Business Planning for New Cultural Facilities* study for the North Lake Tahoe area identifies the need for five types of cultural facilities.²⁷ Among the five facility types are larger facilities to serve North Lake Tahoe as a whole, and a permanent outdoor facility, and PC-3. The large facilities category includes a 500-seat performance space where regional arts groups could perform, along with an 800-seat performance space that attracts “nationally-respected” performances. The vision for the large permanent outdoor facility is a large amphitheater to meet the needs of commercial touring artists.

While the master plan for the TDRPD Community Center at the southwest corner of Highway 89 North and Donner Pass Road includes a black box theater with approximately 250 seats, the Truckee Donner Recreation and Park District (TDRPD) has yet to pull a building permit for the facility. The TDRPD is also trying to get a theater of a similar size approved along Church Street. Finally, there has been some discussion regarding altering the proposed movie theater in the Railyard and making it a performing arts theater. Even with the aforementioned developments, PC-3 would still represent a quality site for at least one of the larger regionally-oriented facilities recommended as part of the *Feasibility Study and Business Planning for New Cultural Facilities*.

Major office uses are also a good fit for PC-3 given that the other developments, especially the Railyard projects, are slated for small lifestyle offices and not large office users.

²⁷ *Feasibility Study and Business Planning for New Cultural Facilities: Truckee and North Lake Tahoe*. January 2009.

Manufacturing/light industrial is suitable for PC-3 because a wide range of manufacturing and processing uses are not permitted in the other four developments. Finally, vehicle repair/maintenance (auto services) is only permitted on a small portion of the Railyard project and could be accommodated in PC-3.

Retail Gap Analysis

A comparison of the potential increase in demand for retail space over the next ten to 15 years with the amount of planned and proposed commercial space indicates that there is not a significant amount of additional retail space needed in Truckee over this time period. Overall, the retail demand model indicates that the town could support nearly 270,000 square feet of retail space through 2023 in the apparel, general merchandise, food, eating and drinking, home furnishing and appliances, other retail, and building materials categories. The Town already has nearly 150,000 square feet of commercial space approved that may be used as retail space. In addition, another 220,000 square feet of potential retail space in the Coldstream Specific Plan, Gray's Crossing Village Future Phases, and Railyard Master Plan projects are under review. It should also be noted that the food stores category shows an increase in demand through 2023 that could support only one full size grocery store (approximately 50,000 square feet) and currently a grocery store is under review as part of the Railyard Master Plan (small scale specialty grocer not to exceed 25,000 square feet) and a small food store is already approved for Gray's Crossing Village (7,100 square feet).

A supermarket use in particular has been discussed as a potential tenant for PC-3 for some time. This information suggests that if a full-sized supermarket is targeted also for PC-3, there would not be adequate demand to support the Town's existing supermarkets plus the new grocery space planned for the Railyard and Gray's Crossing. A possible option for PC-3 would be to target a smaller-format grocery store of 15,000 to 20,000 square feet to "fill in" any remaining unmet need after the Railyard and Gray's Crossing are built out. Alternatively, once the specific grocery tenants are identified for the Railyard and Gray's Crossing, additional detailed analysis might indicate whether specialty-oriented grocers at these two locations might leave room for a somewhat larger (35,000 to 45,000 square foot) conventional grocer at PC-3.

The retail demand model also indicates that through 2023, Truckee will be able to support an additional three acres of motor vehicle sales as well as two more service stations. While three acres is generally not considered to be sufficiently sized for a car dealership, which usually occupy around six acres, this level of demand may be able to support a recreational vehicle or motorcycle dealership. Gray's Crossing Village also includes plans for a gas station as part of the future phases under review.

It should be noted that not all projects under review or even those that are already approved will necessarily be developed over the next ten or 15 years. Some projects may even be scaled back or withdrawn. As the Town, the surrounding market area, and tourism activities continue to grow beyond 2023, so will retail demand. The retail gap analysis simply indicates that it will likely take longer than the next 15 years or so to absorb all the retail commercial space currently in the planned and proposed pipeline, and even longer if the Town approves additional retail space as part of the PC-3 Specific Plan.

Potential Linkages with Truckee Economic Development Strategy

The Truckee Economic Development Strategy, adopted in 2009, identifies several initiatives that may be addressed as part of the PC-3 Specific Plan. This section explores these various uses identified in the Economic Development Strategy document and evaluates whether they can potentially be accommodated on the remaining undeveloped land in the Coldstream, Gray's Crossing, Hilltop, or Railyard master planned developments, or in one of the pending commercial projects. [Table 9](#) contains a summary of the developable land remaining in the master plan areas.

Office

There are several types of office uses identified in the Economic Development Strategy. One such use includes medical services, which encompasses specialized fields such as orthopedic medicine, rural medicine, and telemedicine. Clinics, labs, and certain other uses may prefer locations closer to the existing Tahoe Forest Hospital. Doctors that work both at the hospital and in private practice may prefer having close proximity between their two work places. Such medical office spaces could vary in size from a small practice to a large specialized medical clinic. The Coldstream, Gray's Crossing, Hilltop, and Railyard developments all have the capacity to accommodate medical service uses, although medical office space is not specifically designated at this time. Furthermore, downtown Truckee is not suitable for medical offices given the small historic nature of office space that cannot be altered to accommodate medical offices. Currently, the only medical offices in downtown Truckee are dentists. The Railyard is best suited for medical office given the relatively short distance to the Tahoe Forest Hospital (approximately one to one and a half miles) and a sufficient supply of new office space.

The Economic Development Strategy also targets "Lifestyle Businesses" which are defined as "businesses that benefit from association with the Town's image as a small historic mountain town, such as the outdoor gear industry, businesses focused on health, fitness, and wellness, and businesses or organizations with an emphasis on conservation and sustainability." The type and size of space sought out by such users varies widely. Some may seek small office suites and other businesses may require a retail format, while service-oriented businesses may have other specialized needs. Truckee has a significant amount of small office and commercial space either approved or under review, including within the Coldstream, Gray's Crossing, Hilltop, and Railyard developments, but a limited amount of office or commercial space for larger floor plate users.

The final office category in the Economic Development Strategy is Professional and Business Services. The Strategy document focuses on information services, marketing, and design businesses, but this category could also include small financial, accounting, and even legal service providers. These specialized businesses are generally not constrained in their choice of location

and may be able to serve a large region from a Truckee location. However, some of these businesses are very small and may even be home office operations. The live-work units included as part of the Railyard Master Plan may appeal to some of these businesses. In addition, the office and commercial space currently in downtown as well as the space included as part of the Coldstream, Gray's Crossing, Hilltop, and Railyard projects is likely sufficient to accommodate demand for the foreseeable future.

Industrial

The Truckee Economic Development Strategy identifies two potential opportunities for expansion of light manufacturing activities. The first sector targeted in the Economic Development Strategy includes R&D and production of technologies to assist in alternative energy generation or energy conservation that are optimized for high altitude and mountain environments. The second light manufacturing sector targeted in the Economic Development Strategy is any production process "using local materials, such as custom wood furniture, other limited production furnishings using local mineral resources, or specialty food products/spirits featuring specialized local ingredients." Such industrial users originating within the North Lake Tahoe region may well consider Truckee as a location for expansion if their need to secure larger space is hindered by the building restrictions within the Tahoe basin. Currently, manufacturing uses are significantly restricted in the Railyard development and not allowed in the Coldstream, Gray's Crossing, and Hilltop developments.

The "green" construction and retrofit sector, also identified in the Truckee Economic Development Strategy, is included under the industrial umbrella category due to the potential need for construction yard space for specialized equipment. Similar to manufacturing, there are not many opportunities for this use within the four other planned developments within Truckee.

Local generation of renewable and alternative energy is another targeted sector within the Economic Development Strategy. Additional analysis is likely needed regarding the generation of renewable energy. It is uncertain based on current available information what location requirements may be necessary and appropriate for solar, wind, biomass, or some other alternative energy production. However, there are limited opportunities for such uses in the Coldstream, Gray's Crossing, Hilltop, and Railyard developments and careful consideration must be given to the location of such facilities relative to residential uses. Research and development of alternative energy is permitted at all four of the developments, but would also be limited in the size of the industrial space available.

The final industrial use identified in the Strategy document is greenhouse farming. There are opportunities within the Coldstream, Hilltop, and Railyard developments for greenhouse farming operations. However, such farming uses must be assessed for potential impacts on nearby residential developments.

Cultural and Visitor-Serving

Lodging is currently planned for the Coldstream, Hilltop, and Railyard developments. In addition, a conference facility and other business-serving facilities would likely benefit from proximity to a hotel. Such facilities could potentially be accommodated at all three of these developments.

In determining the most suitable locations for a regional performing arts center, visual arts studio spaces, a culinary arts center, and other cultural centers, museums, or interpretive centers identified as desirable assets in the Economic Development Strategy, the Town should consider maintaining the downtown as Truckee's cultural epicenter. Certainly, visual arts studios benefit from pedestrian traffic and the window shopping atmosphere in the downtown. In addition, the Town will likely experience economic benefits if a new community theater, is located on the existing Truckee Donner Recreation and Park District's Church Street community center site, and other cultural activities in close proximity to downtown restaurants and bars. However, limited land availability will likely constrain establishment of a larger regional performing arts facility or large cultural center in the Downtown. Other large uses, such as a culinary institute, may face similar problems in finding locations in or near the downtown. The Coldstream development is able to accommodate a regional performing arts center and all four planned developments are suitable for cultural centers, museums, and interpretive centers. A culinary arts center could be housed at the Hilltop or Railyard sites, and visual arts studios could be accommodated at both Coldstream and Gray's Crossing. Overall, no single development can accommodate all of these uses, and the cultural and visitor-serving uses must be carefully dispersed. While all of the uses are permitted in the Railyard, there is not physically enough space for all of the uses within the Railyard development.

Retail/Services

The Truckee Economic Development Strategy places an emphasis on encouraging "existing retailers to identify product lines for expansion" in order to address unmet retail demand from residents as well as tourists. In addition, the strategy calls for "targeted recruitment of new retailers that fit with Truckee's unique identity and offer goods and services that address unmet resident and/or tourist needs." As discussed in the Retail Gap Analysis section above, the amount of planned and proposed retail space, including at the Coldstream, Gray's Crossing, Hilltop, and Railyard developments will likely be able to accommodate growth in retail demand for the next 15 years or so. However, these planned developments may not have appropriately sized sites for a small recreational vehicle, boat, or motorcycle dealership that may be a good fit with Truckee's identity as an outdoor recreation destination.

PC-3 Land Use Opportunities

This section identifies potential land use opportunities for PC-3, based on assessment of existing conditions and opportunities, remaining development capacity in master plan areas, and consideration of other pending commercial projects. The following assessment is based on BAE’s review of existing, approved, and planned and proposed commercial projects in Truckee to determine what opportunities exist to accommodate new businesses as well as any current or future underserved niches.

Potentially Under-Served Land Uses

Office

Given the limitations on new development within the Tahoe basin related to issues like water quality and scenic resources, Truckee may be one of the only viable options within the North Lake Tahoe region for a large scale office user to establish a new facility. Overall, medical services will likely prefer locations in close proximity to the hospital. However, there may be some opportunity for health and wellness uses in PC-3 including dentist, chiropractic, and optometry offices. Similar uses can already be found in the office areas around the Truckee airport. In addition, “Lifestyle Businesses” could also be suitable for PC-3. Like the medical services category, the area surrounding the airport already supports dance and fitness studio spaces as well as some outdoor-oriented businesses. Similarly, Professional and Business Services might also be a good fit at PC-3. Again, the proliferation of such activities around the airport indicates a potential for such uses in the PC-3 plan area as well as major office users who may not fit in the small live-work units in the Railyard Master Plan project or the smaller office suites typically found in the Downtown area. It should be emphasized that despite the potential suitability for some of these office uses at PC-3, there would likely be competition with the other existing and planned commercial spaces if the planned and proposed office space came online in the next ten to 15 years. This is especially true for office uses smaller than 5,000 square feet that may be accommodated within the downtown, other existing commercial areas of Town, and the other approved, planned, and proposed projects.

Industrial

Due to limited opportunities for industrial uses in Town, PC-3 may represent a unique prospect for addressing this unmet economic niche. The restrictions on manufacturing operations at the Coldstream, Gray’s Crossing, Hilltop, and Railyard developments indicate an opportunity for R&D and small-scale, high value-added light manufacturing operations in PC-3 such as custom wood furniture, other limited production furnishings using local mineral resources, or specialty food products/spirits featuring specialized local ingredients. In addition, the “green” construction and retrofit sector may also be a good fit within PC-3.

Additional analysis regarding the location needs for solar, wind, biomass, or some other alternative energy production is necessary in order to determine if PC-3 is an appropriate location for such

uses. However, there are limited opportunities for such uses in the other large planned developments in Truckee which may all be too close to existing residential uses.

Greenhouse farming could also potentially be suitable for the PC-3 development. If greenhouse farming requires significant contiguous acres, the division of PC-3 into four parcels by the intersection of State Highway 267 and Brockway Rd./Soaring Way may impede such a use from being viable in this location. The Coldstream area may be a more competitive site for such a use.

With limited land availability in and around the Downtown, there may be some opportunities for cultural and tourist serving uses that require large sites, such as a regional performing arts facility or amphitheater. PC-3 may represent one viable option, though some of the other large planned developments may be more appropriate for certain uses. For example, a railroad museum would be most appropriate within the Railyard development near the train station. In addition, if a culinary institute cannot be located near the downtown restaurants, as an alternative, it could be located in conjunction with a greenhouse farming facility possibly at the PC-3 site.

Retail

While the retail gap analysis indicates limited unmet demand for retail space over the next 15 years or so, there are a few niches that may be a good fit at PC-3. A boat, motorcycle, ATV, or RV dealership is one such example. There is a chance that there is sufficient demand for a gas station in PC-3, although only about two gas stations can be accommodated in Truckee through 2023 and one gas station is already planned for Gray's Crossing. Furthermore, PC-3 could house large retailers over 5,000 square feet that cannot be accommodated in downtown Truckee along with certain types of restaurants like fast food, and chain casual dining restaurants, if the Town desires these uses. As discussed previously, there may be an opportunity in PC-3 for a smaller format grocery store, depending on the specific grocery tenants that are targeted in the Railyard and Gray's Crossing; however, it does not appear that there is a sufficient projected increase in demand to support a full-sized supermarket at PC-3 in addition to the grocery uses already planned within the Town.

Public Facilities

Considering the strong presence of public facilities along Joerger Drive, including Tahoe-Truckee Sanitation Agency facilities, Tahoe-Truckee Unified School District bus facilities, and the River View Sports Park, PC-3 would be a prime location if any of these or other local public service providers need to expand.

Conclusion

PC-3 may represent a unique opportunity for the Town of Truckee to pursue some of the "green" economic development strategies identified in the Economic Development Strategy and create a gateway to the Town that highlights its environmentally sustainable practices and culture. There are few options in town, either existing or planned and proposed, for large office, R&D, or

industrial uses. PC-3 has key attractive characteristics, primarily related to land availability and access to Highway 267, for R&D and manufacturing, including production of equipment for energy conservation and alternative energy generation that are optimized for high altitude and mountain environments, as well as small high value-added manufacturing operations that use local materials. Specialized green building construction firms may also be attracted to PC-3 due to the availability of land for yard space. And while additional research is needed regarding the suitability of PC-3 for local alternative and renewable energy generation as well as greenhouse farming, these uses may also be a good fit with a green office park concept at PC-3.

There are several other uses identified in the report that could be supported at PC-3 without necessarily competing with other existing and planned and proposed projects. Such uses include large office users, retailers requiring over 5,000 square feet of space; health and fitness clubs; a small recreational vehicle, boat, or motorcycle dealership; and a limited amount of auto repair and maintenance uses. The PC-3 site could also potentially support a regional performing arts theatre or amphitheater, a culinary center, and other cultural or museum uses depending on land availability in the Coldstream, Gray's Crossing, Hilltop, and Railyard master planned developments. Generally, these various uses would need to be assessed for fit with other uses desired for the PC-3 site. For example, a culinary center would be a good match with a greenhouse farming operation while a regional performing arts theatre may be negatively impacted by a loud manufacturing facility.

Initial Fiscal Assessment

The purpose of this section is to provide an initial assessment of the potential impacts of the proposed PC-3 project on demand for services provided by the Town of Truckee, along with potential cost implications. As the Specific Plan is developed in greater detail, it will be possible for BAE to analyze the project's fiscal impacts in more detail. For planning purposes, it is useful to understand whether there are any major cost issues that should be recognized and factored into the planning process, in order to structure the plan to avoid major cost issues, if possible.

The three Town of Truckee departments most likely to be impacted by the development of PC-3 are the Administrative Services, Public Works, and Police Departments. While fire protection services, infrastructure, and parks will also be affected, no discussion of impacts occurs here because each of these services is controlled by an entity separate from the Town. For example, the Truckee Fire Protection District handles fire protection services, water service comes from the Truckee Donner Public Utilities District, and the Truckee Donner Recreation and Parks District are responsible for the majority of the parks in the Town.

Administrative Services

The Administrative Services Department in the Town of Truckee manages the Town's financial resources along with a variety of other administrative tasks. According to Kim Szczurek, Administrative Services Director, the department will not be significantly effected by the development at PC-3 because the County handles the collection of property taxes for the Town of Truckee.²⁸ The Town pays the County a fee based on the amount of property tax collected, but Ms. Szczurek says that the increased fee paid to the County would be covered by the increased value of property taxes received from PC-3. The only possible impact on the Administrative Services Department would be if a hotel were built in PC-3. The Town collects Transient Occupancy Taxes from hotels directly, but PC-3 does not contain a proposed hotel at this time.²⁹ Additionally, increased transient occupancy tax revenues would more than offset any increased costs for collection.

Public Works

The impact on the Public Works Department due to PC-3 development will only be incremental. According to Dan Wilkins, Public Works Director and Town Engineer, the main impact of development at PC-3 would be the addition of a roundabout at the intersection of State Route 267 and Brockway Road/Soaring Way, and street maintenance.³⁰ Truckee is not a full service city, and new streets are maintained through the formation of special districts. The Town of Truckee's

²⁸ Personal communication. Kim Szczurek, Administrative Services Director, Town of Truckee, March 31, 2010

²⁹ *Ibid.*

³⁰ Personal communication. Dan Wilkins, Public Works Director, Town Engineer, Town of Truckee, March 23, 2010.

revenue neutrality policy mandates that new development covers the costs of new streets and the increased maintenance necessary on existing streets due to increases in traffic. Therefore, the new streets in PC-3 will be privately financed, and initially the streets will be privately maintained until the point in time when the property assessments generated by the adjoining development covers the costs of street maintenance and then the Town will accept dedication of the streets as public roadways. In regard to possible increased maintenance requirements for existing streets, PC-3 will also be subject to pay traffic impact fees to cover the costs resulting from increased traffic generated by PC-3.³¹

Police Department

Given the project details available at this time, PC-3 should only require an incremental increase in the level of service provided by the police department. Captain Harwood Mitchell of the Town of Truckee Police Department believes that while future development at PC-3 will need additional service, PC-3 will not require a major service increase, and hence will not be a trigger point for significant changes in the police department.³² Current staffing levels could serve new development in PC-3. If the development of PC-3 occurs in conjunction with other major developments in Truckee, however, some additional staffing would be necessary. The Town of Truckee Police Department is located less than one mile from the PC-3 site along Truckee Airport Road. As work on the plan for PC-3 progresses, the Police Chief will offer additional input on the impacts upon the Town of Truckee Police Department.

³¹ *Ibid.*

³² Personal communication. Captain Harwood Mitchell, Town of Truckee Police Department, August 4, 2010.

Table 1: Taxable Sales Data, 1999 to 2008

Retail Stores	Year (taxable transactions in millions of dollars)										4Q08-3Q09 (a)
	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	
Apparel stores	\$9.4	\$10.3	\$10.0	\$9.8	\$8.9	\$8.8	\$9.0	\$9.5	\$8.3	\$9.0	\$6.4
General merchandise stores	\$12.7	\$13.1	\$13.7	\$14.0	\$13.2	\$13.1	\$12.9	\$13.0	\$14.0	\$13.3	\$11.7
Food stores	\$17.4	\$19.3	\$21.0	\$21.5	\$21.2	\$21.9	\$20.1	\$20.5	\$20.4	\$20.8	\$21.0
Eating and drinking places	\$21.6	\$23.5	\$24.0	\$25.6	\$26.0	\$29.5	\$31.3	\$33.8	\$35.4	\$34.5	\$35.0
Home furnishings and appliances	\$7.0	\$7.9	\$7.8	\$7.4	\$7.4	\$9.6	\$11.5	\$10.9	\$12.8	\$12.0	\$8.0
Building materials	\$29.2	\$28.9	\$31.5	\$29.3	\$32.6	\$43.2	\$42.2	\$51.9	\$54.0	\$43.9	\$30.7
Motor vehicles and parts	\$3.3	\$3.5	\$3.9	\$4.0	\$3.9	\$4.2	\$4.5	\$6.1	\$9.1	\$9.4	\$10.5
Service stations	\$17.7	\$16.5	\$14.0	\$16.9	\$16.7	\$19.7	\$24.5	\$30.3	\$40.6	\$37.5	\$25.7
Other retail stores (b)	\$23.4	\$25.9	\$24.4	\$24.0	\$23.4	\$25.0	\$26.2	\$27.3	\$27.7	\$27.0	\$25.7
Total Retail Stores	\$141.8	\$148.9	\$150.2	\$152.5	\$153.5	\$175.0	\$182.1	\$203.5	\$222.3	\$207.2	\$174.7
All Other Outlets	\$38.0	\$52.7	\$48.9	\$47.6	\$52.2	\$56.0	\$71.2	\$82.9	\$67.8	\$51.8	\$37.6
Totals All Outlets, Nominal Value	\$179.8	\$201.6	\$199.1	\$200.1	\$205.7	\$231.0	\$253.3	\$286.3	\$290.0	\$259.0	\$212.4
Totals All Outlets, Real Value (c)	\$239.2	\$258.5	\$245.5	\$241.0	\$242.1	\$264.9	\$280.2	\$304.9	\$299.0	\$258.2	\$212.4

Notes:

- (a) Calculated using Town of Truckee sales tax information, as opposed to taxable transactions data from the Board of Equalization.
- (b) Other retail stores include gifts, art goods, florists, photographic equipment and supplies, musical instruments, stationary and books, jewelry, office, stores and school supplies, other specialties, packaged liquor stores, second-hand merchandise, farm and garden supply stores, fuel and ice dealers, mobile homes, trailers and campers, and boat, motorcycle and plane dealers.
- (c) The total taxable sales dollars are adjusted to represent 2009 dollars using the Consumer Price Index (CPI) for California.

Sources: California Board of Equalization, 2010; Town of Truckee, 2010; BAE, 2010.

Table 2: Changes in Taxable Sales Distribution, 1999 and 2008

Retail Stores	% Share of Total 1999	% Share of Total 4Q 08 to 3Q 09 (a)
Apparel stores	5.2%	3.0%
General merchandise stores	7.1%	5.5%
Food stores	9.7%	9.9%
Eating and drinking places	12.0%	16.5%
Home furnishings and appliances	3.9%	3.8%
Building materials	16.3%	14.5%
Motor vehicles and parts	1.8%	5.0%
Service stations	9.9%	12.1%
Other retail stores (b)	13.0%	12.1%
Total Retail Stores	78.9%	82.3%
All Other Outlets	21.1%	17.7%
Total All Outlets	100.0%	100.0%

Note:

(a) Calculated using Town of Truckee sales tax information, as opposed to taxable transactions data from the Board of Equalization.

(b) Other retail stores include gifts, art goods, florists, photographic equipment and supplies, musical instruments, stationary and books, jewelry, office, stores and school supplies, other specialties, packaged liquor stores, second-hand merchandise, farm and garden supply stores, fuel and ice dealers, mobile homes, trailers and campers, and boat, motorcycle and plane dealers.

Sources: California Board of Equalization, 2010; BAE, 2010.

Table 3: Consumer Retail Sales Tax Summary by Area

Region	2008 Calendar Year Count (a)	Sales Tax Amount 2008 Calendar Year	4Q 08 to 3Q 09 Count (a)	Sales Tax Amount 4Q 08 to 3Q 09	% Change
Downtown					
Consumer Retail Stores (b)	112	\$320,220	113	\$278,838	-13%
Western					
Consumer Retail Stores (b)	179	\$744,788	176	\$682,360	-8%
Southeastern					
Consumer Retail Stores (b)	39	\$116,055	38	\$90,750	-22%
Northeastern					
Consumer Retail Stores (b)	81	\$85,053	71	\$76,909	-10%
Outside Town Limits					
Consumer Retail Stores (b)	19	\$28,655	12	\$22,545	-21%
Town Total					
Consumer Retail Stores (b)	430	\$1,294,772	410	\$1,151,402	-11%

Notes:

(a) Includes only those businesses that paid sales tax to the Town of Truckee for a least one quarter within the given period.

(b) For each of these regions, as was done in the Truckee Railyard Master Plan Economic Impact Analysis, 2009, of all of the retail categories presented in Tables 1 and 2, service station and motor vehicle sales (portion of the category motor vehicles and parts) were removed because they have disproportionately high sales. "In addition, Truckee has a large lumber segment, which reports retail sales taxes but behaves primarily as a wholesale industry."

Sources: Town of Truckee, 2010; BAE, 2010.

Figure 1: Downtown Sub-Areas

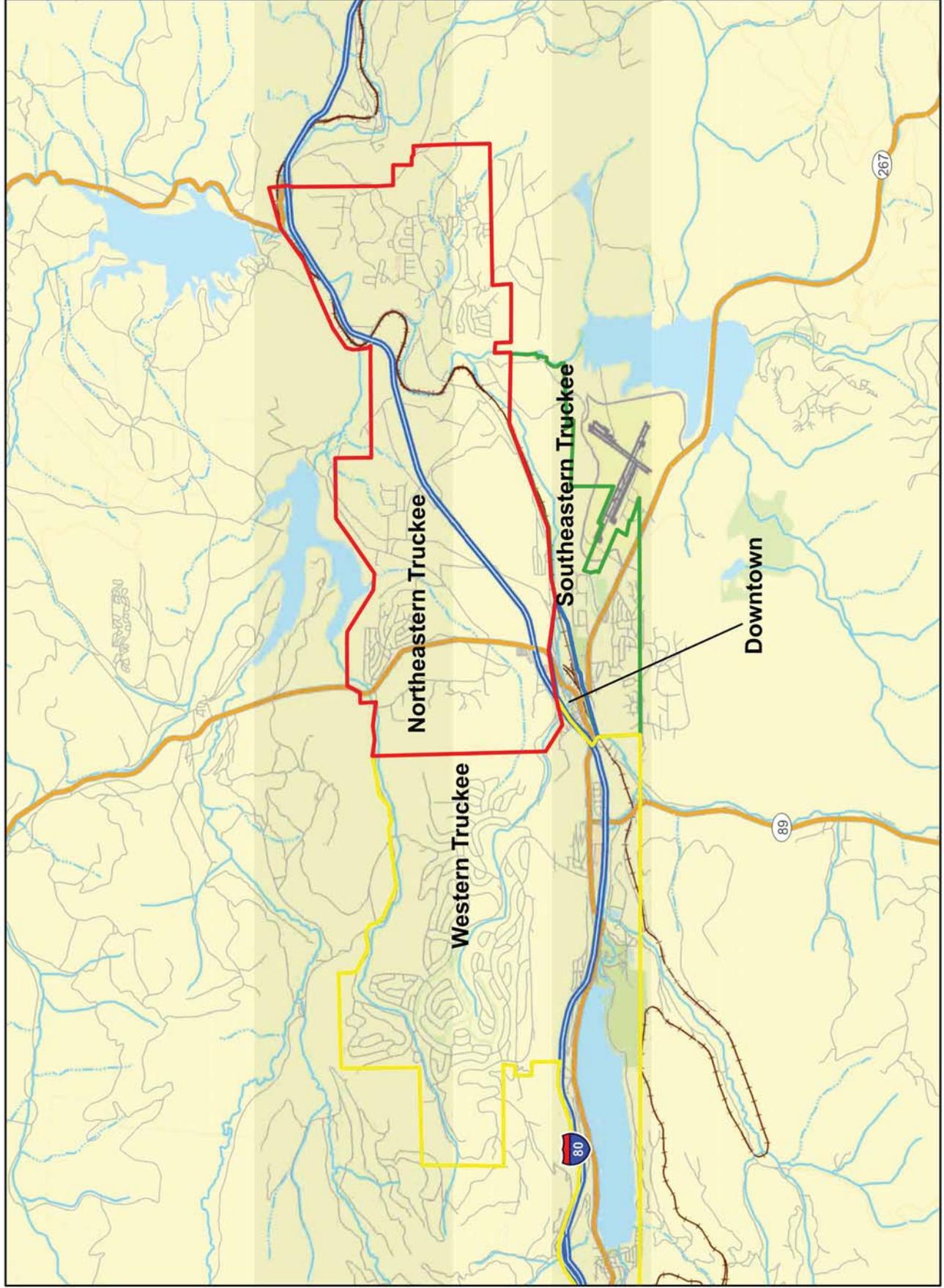


Table 4: Conditions at Truckee Retail Nodes (Page 1 of 4)

Name	Address	Subarea	Tenant List	Square Feet	Number of Vacant Spaces
Gateway Shopping Center	11200 Donner Pass Road	Western	Well Fargo Safeway Rite-Aid Bank of the West Round Table Paco's Truckee Bike and Ski American Mail Center Linda's Nail and Spa Payless Shoes and Payless Kids Port of Subs Starbucks Truckee Bagel and Juice Bar Great Outdoor Clothing Company Dr. James Evans Optometrist Bookshelf at Hooligan Rock NextGen Verizon Wireless Game Stop Panda Express AAA	101,875	Three spaces currently, a former Radio Shack, Florina's Fine Wine & Specialty Food, and Sassafra.
The Rock	11253 Brockway Rd.	Southeast	Duane Morris LLP MWA Architects Fifty Fifty Brewing Company NSM Construction Interior Design by Julie Johnson-Holland Thai Delicacy Full Circle Movement - Pilates and Massage Drunken Monkey Sushi Peluso's APizza DMB/Highlands Groups LLC 49'er Electric Cotton Construction Hood Branco Innovations Lawson-Hawks Insurance Associates Martis Camp Planned Community Offices Jim Morrison Construction North Tahoe Commercial O-Deite Mortgage Group Tahoe Forest Church Truckee Pediatric Dentistry Westface Financial and Insurance Services Eagle Peak Asset Management	52,000	About 25,192 square feet of retail and office space available

Sources: Loopnet.com, 2010; Truckee River Associates, 2010; North Tahoe Commercial, 2010; BAE, 2010.

Table 4: Conditions at Truckee Retail Nodes (Page 2 of 4)

Name	Address	Subarea	Tenant List	Square Feet	Number of Vacant Spaces
Crossroads Shopping Center	11355 Deerfield Drive	Western	Savemart CVS Drugs KFC Porter's Sports Enterprise Los Altos Mexican food Subway H&R Block Bill's Rotisserie U.S. Post Office Village Pizzeria Porters Rentals Quality Automotive Truckee Automall	100,000	Six spaces
Martis Village Shopping Center	10015 Palisades Dr	Southeast	7-11 Blue Coyote Restaurant Cosmo's Footwerks & Clubwerks Martis Valley Vacation Rentals Truckee Travel Ray Craig Agency Farmers Insurance Community Recovery Resources Tuff Beanz Coffee	18,253	Six spaces
Deerfield Plaza	11410 Deerfield Drive	Western	Truckee Automotive Beaudin Ganze Consulting Engineers Charles Grace Jiu Jitsu Academy Wong's Garden Truckee Bagel Co. Alpine Shipping & Packing Truckee Horticulture Center The Savvy Dog	17,752	
Donner Plaza Center	11357 Donner Pass Road	Western	Crossroads Cleaners New Moon Natural Foods Java Sushi El Riconcito Mexicano Department of Motor Vehicles Precision Flooring All-the-Best-Video Dairy Queen	17,578	

Sources: Loopnet.com, 2010; Truckee River Associates, 2010; North Tahoe Commercial, 2010; BAE, 2010.

Table 4: Conditions at Truckee Retail Nodes (Page 3 of 4)

Name	Address	Subarea	Tenant List	Square Feet	Number of Vacant Spaces
Westgate Shopping Center	11429 Donner Pass Road	Western	Wild Cherries Coffee House Truckee Tax Pro Nik-N-Willies Pizza Pet Station Copy Center Placer Tile Company Hernig and Erle Real Estate Firm/Tanner Design Sassy Nails	16,315	Two spaces, 2,200 and 2,004 sq. ft., respectively
Old Gateway Center	11046 Donner Pass Road	Western	The Start Haus Old Gateway Deli Tahoe Forrest Hospital Foundation Sierra Nordic CC Ski Store Tahoe Yarn Company Tahoe Forrest Hospital District Multispecialty Clinic	15,075	Two spaces, formerly occupied by Robert Colpitts DDS, and Sierra Cosmetic Laser
Pioneer Commerce Center	10825 Pioneer Trail	Northeast	Acumen Engineering Stewart's Marine Service Inc. Terry Hurt Interior Design Employment Development Department Lake Tahoe Music Festival Events Masters Inc. Bassett Flooring A Step Above Andregg Geomatics JMA Ventures LLC California Security Alarms Inc Placer Electric Incorporated Tahoe Blu, Inc. Allstate Kyle W. Adams DDS Dr. Barry Triestman Autoglass Express Truckee Fidelity Title Quilters Haven at Truckee Summit Builders Full Belly Deli Advanced Asphalt Wolf Smith Media Sherwin-Williams Consignment Home Furnishings The Real Graphic Source Bikram Yoga Truckee	160,000	Four spaces, with a total of 13,444 sq. ft. available

Sources: Loopnet.com, 2010; Truckee River Associates, 2010; North Tahoe Commercial, 2010; BAE, 2010.

Table 4: Conditions at Truckee Retail Nodes (Page 4 of 4)

Name	Address	Subarea	Tenant List	Square Feet	Number of Vacant Spaces
Pioneer Commerce Center (cont.)			<ul style="list-style-type: none"> Clear Capital Forest Charter School Booth Creek Ski Holdings Activstyle Lamperti Construction Alta California Choices R & L Brosamer Sr Design Studio Tahoe Mtn Club 		
Citizens Bank Plaza	12047 Donner Pass Road	Western	<ul style="list-style-type: none"> Sears Authorized Dealer, Sears Pick-Up Citizens Bank L'eggs, Hanes Bali Bass Caltrans Truckee Pizza 	38,160	One space, Inter Rhythms Dance Studio, Coming soon

Sources: Loopnet.com, 2010; Truckee River Associates, 2010; North Tahoe Commercial, 2010; BAE, 2010.

Table 5: Sales Tax Summary

Sub-Area	Square Footage	2008 Calendar Year Retail Count	Retail Sales Tax Amount 2008 Calendar Year	Retail Sales Tax per Square Foot	Retail Sales per Square Foot (a)
Downtown (c)	151,598	137	\$638,025	\$4.21	\$420.9
Western (d)	306,755	49	\$400,614	\$1.31	\$130.6
Southeastern (e)	70,253	12	\$39,496	\$0.56	\$56.2
Northeastern (f)	160,000	9	\$21,069	\$0.13	\$13.2
Outside City Limits	unknown	n.a.	n.a.	n.a.	n.a.
Total	688,606	207	\$1,099,204	\$1.60	\$159.6

Sub-Area	Square Footage	4Q 08 to 3Q 09 Retail Count (b)	Retail Sales Tax Amount 4Q 08 to 3Q 09	Retail Sales Tax per Square Foot	Retail Sales per Square Foot (a)
Downtown (c)	151,598	133	\$495,535	\$3.27	\$326.9
Western (d)	306,755	51	\$443,866	\$1.45	\$144.7
Southeastern (e)	70,253	11	\$35,533	\$0.51	\$50.6
Northeastern (f)	160,000	9	\$19,572	\$0.12	\$12.2
Outside City Limits	unknown	n.a.	n.a.	n.a.	n.a.
Total	688,606	204	\$994,506	\$1.44	\$144.4

Notes:

- (a) Assumes the retail sales tax revenue equals one percent of total retail sales.
- (b) Only includes businesses who paid sales tax in at least one quarter from 4th quarter 2008 to 3rd quarter 2009.
- (c) All existing retail space in Downtown Truckee.
- (d) Includes the Gateway Shopping Center (101,875 square feet), Crossroads Shopping Center (approximately 100,000 square feet), Deerfield Plaza (17,752 square feet), Donner Plaza Center (17,578 square feet), Westgate Shopping Center (16,315 square feet), Old Gateway Center (15,075 square feet), and Citibank Plaza (former Tahoe Truckee Factory outlet) (38,160 square feet). The square footage of freestanding retail in Western Truckee is not available.
- (e) Includes The Rock (52,000 square feet), and Martis Village Shopping Center (18,253). The square footage of freestanding retail in Southeastern Truckee is not available.
- (f) Includes Pioneer Commerce Center (160,000 square feet). The square footage of freestanding retail in Northeastern Truckee is not available.

Sources: Town of Truckee, 2010; BAE, 2010.

Table 6: Summary of Downtown Inventory

Category	Number of Businesses							Total
	Brickelltown	Church Street	Commercial Row	Jibboom Street	E., SE., and W. River Street	Jibboom Street	Total	
Retail	8	3	25	1	8		45	
Retail/Construction	1	2	0	0	0		3	
Health/Beauty	7	0	3	2	1		13	
Services/Professional	5	3	1	3	2		14	
Real Estate	2	2	3	0	0		7	
Restaurant/Bar	1	2	13	0	0		16	
Financial	1	0	0	2	0		3	
Member Organization	1	0	1	0	0		2	
Lodging	0	1	0	0	1		2	
Service Station	0	1	1	0	1		3	
Nonprofit	1	0	1	0	0		2	
Total	27	14	48	8	13		110	

Sources: Truckee Downtown Merchant Association, 2010; BAE, 2010.

Table 7: Increase in Supportable Square Feet or Acres

	<u>2008 - 2013</u>	<u>2008 - 2018</u>	<u>2008 - 2023</u>
Apparel stores	14,910	19,870	25,308
General merchandise stores	15,413	21,940	28,931
Food stores	27,451	42,699	58,978
Eating and drinking places	20,470	31,432	43,394
Home furnishings and appliances	13,113	17,594	22,349
Other retail stores	36,962	49,565	63,252
Building Materials	8,459	16,622	25,004
Total: All Categories	136,777	199,722	267,216
Non-Retail Adjustment (14%)	159,043	232,235	310,717
Vacancy Adjustment (10%)	176,715	258,039	345,241
Motor Vehicles and Parts	2	3	3
Service Stations	0.9	1.6	2.2

Sources: State Board of Equalization, 2010; *Truckee Railyard Master Plan Economic Impact Analysis*, March 2009; *PC-3 Specific Plan Economic Analysis*, 2003; DoF, 2010; BAE, 2010.

Table 8: Summary of Planned and Proposed Developments

Project Status	Retail Sq. Ft.	Office Sq. Ft.	Retail or Office Sq. Ft.	Hotel (rooms)	Other Commercial Sq. Ft. (a)
Under Construction	0	38,529	0	0	41,474
Approved	7,092	77,329	103,236	160	205,408
Under Review (b)	0	0	101,600	0	0
Total	7,092	115,858	204,836	160	246,882

Notes:

(a) Other commercial means that the space is undefined at this time as office, retail, etc. .

(b) The "Under Review" category includes those projects "under review", "in planning", and in other projects with special circumstances that prevent approval at this time.

Sources: Town of Truckee, May, 2010; BAE, 2010.

Table 9: Summary of Information on PC-1, PC-2, Hilltop, and Railyard Plans (Page 1 of 4)

Options	Uses by Zoning District (a)				CONCLUSION
	Coldstream (PC-1)	Gray's Crossing (PC-2)	Hilltop (b)	Railyard (b)	
Regional Performing Arts Facility	Use permit in CN (70,000 sq. ft.)	Use permit in CN (47,900 sq. ft.)	Permitted use in DC (14,716 sq. ft.); Use permit in DMU (33,180 sq. ft.)	Permitted use in DE (between 83,738 and 106,238 sq. ft.) and IH (between 10,000 and 66,250 sq. ft.)	Suitable for PC-3 as well as PC-1; sites are easily accessible from Highway 267 and I-80, respectively. Either a large 500-or 800-seat or a medium site amphitheater.
Studios (art, music, photography, etc.)	Permitted use in CN (70,000 sq. ft.)	Permitted use in CN (47,900 sq. ft.)	Not a permitted use, and not allowed with a use permit or minor use permit.	Permitted use in DE (between 83,738 and 106,238 sq. ft.) and IH (between 10,000 and 66,250 sq. ft.)	Not suitable for PC-3; more suitable for the Railyard near downtown so the studios can benefit from pedestrian traffic, synergy with established studio type uses, and the pedestrian-oriented atmosphere.
Grocery store (full size)	Permitted use in CN (70,000 sq. ft.)	Permitted use in CN (47,900 sq. ft.)	Permitted use in DC (14,716 sq. ft.); Use permit in DMU (33,180 sq. ft.)	Permitted use in DE (between 83,738 and 106,238 sq. ft.) and IH (between 10,000 and 66,250 sq. ft.). Use permit in DMU (500 sq. ft.) but too small of a space.	The Town of Truckee can only support the equivalent of about one more full size grocery store at approximately 50,000 square feet. There is not enough demand for a full size grocery store in PC-3 given that small grocery stores are already planned for PC-2 (7,100 sq. ft.) and the Railyard (not to exceed 20,000 sq. ft. in DE).
Grocery store (small scale specialty)	Permitted use in CN (70,000 sq. ft.)	Permitted use in CN (47,900 sq. ft.)	Permitted use in DC (14,716 sq. ft.); Use permit in DMU (33,180 sq. ft.)	Permitted use in DE (between 83,738 and 106,238 sq. ft.) and IH (between 10,000 and 66,250 sq. ft.). Use permit in DMU (500 sq. ft.) but too small of a space.	There may be a longer-term demand for a small grocery to address long-term growth in grocery demand that would not be fully satisfied by the grocery stores already planned for PC-2 (7,100 sq. ft.) and the Railyard (not to exceed 25,000 sq. ft. in DE).
Major office uses including professional and business services	Permitted use in CN (70,000 sq. ft.)	Permitted use in CN (47,900 sq. ft.)	Permitted use in DC (14,716 sq. ft.); Use permit in DMU (33,180 sq. ft.)	Use permit in DMU (500 sq. ft.) and in DE (between 83,738 and 106,238 sq. ft.)	PC-3 could be targeted for large floor plate users and/or office campus development. Smaller users could be accommodated in existing office developments and the other master plan areas.
Manufacturing/Light Industrial (various processing uses including products for alternative energy production)	Not a permitted use, and not allowed with a use permit or minor use permit.	Not a permitted use, and not allowed with a use permit or minor use permit.	Permitted use, use permit, and conditional use for a limited number of manufacturing uses in DMU (33,180 sq. ft.) and DC (14,716 sq. ft.)	Permitted use or use permit in IH and DM depending on types of manufacturing (between 10,000 and 66,250 sq. ft. plus 3.1 acres); Use permit in DMU (500 sq. ft.) but too small of a space.	Suitable for PC-3, because only some manufacturing and processing uses like stone products and food production are permitted uses or require a use permit in the four developments (with the exception of 3.1 acres in the DM zone in the Railyard).

Continued on following page

Table 9: Summary of Information on PC-1, PC-2, Hilltop, and Railyard Plans (Page 2 of 4)

Options	Uses by Zoning District (a)				CONCLUSION
	Coldstream (PC-1)	Gray's Crossing (PC-2)	Hilltop (b)	Railyard (b)	
Multifamily Residential	Permitted use in MF (171 units)	Permitted use in MF (144 units)	Permitted use or development permit required in DRH (129 units) DMU (16 units) and DRM (104 SF or MF units)	Permitted use in DE (285 to 300 units), IH (200 units), and TC (85 units)	May be suitable for PC-3 depending on the demand for multifamily units. Site could possibly be useful as a location to accommodate a portion of the Town's future regional housing need allocations for high density units.
Medical services (clinics and labs, extended care, and hospitals)	Permitted use or use permit in CN (70,000 sq. ft.)	Permitted use or use permit in CN (47,900 sq. ft.)	Use permit in DMU (33,180 sq. ft.) and DC (14,716 sq. ft.)	Permitted use in IH (between 10,000 and 66,250 sq. ft. with limited hours of operation)	Not suitable for PC-3 given its separation from hospital and other medical facilities in Truckee.
Research and development facilities for renewable energy production or generation of electrical energy.	Permitted use in CN (70,000 sq. ft.)	Permitted use in CN (47,900 sq. ft.)	Permit use in DMU (33,180 sq. ft.) and DC (14,716 sq. ft.)	Permitted use in IH (between 10,000 and 66,250 sq. ft.)	Possibly suitable for PC-3, depending on the size of space needed. PC-3 is best suited for large floor plate users and office campuses, while small scale users could be accommodated in other areas.
Retail	Permitted use, use permit or minor use permit in CN (70,000 sq. ft.)	Permitted use, use permit or minor use permit in CN (47,900 sq. ft.)	Permitted use, use permit or minor use permit in DMU (33,180 sq. ft.) and DC (14,716)	Permitted use, use permit or minor use permit in DMU (500 sq. ft) DE (between 83,738 and 106,238 sq. ft.) and IH (between 10,000 and 66,250 sq. ft.)	Only select retail uses suitable for PC-3; mainly those spaces larger than 5,000 sq. ft. so as to limit the competition with spaces in downtown Truckee. Target destination retail uses that require convenient truck access and do not benefit from downtown synergies.
Greenhouse farming	Permitted use (109.6 acres)	Use permit	Minor use permit in DMU and DC)	Permitted use in DE. Minor use permit in IH, MUP and DMU)	Possibly suitable for PC-3, depending on the amount of contiguous land necessary.
Culinary Arts Center/Institute/Program	Use permit in RS (32.5 acres), but residential already planned on this acreage	Not a permitted use, and not allowed with a use permit or minor use permit.	Use permit in RS (24.03 acres) but residential already planned for this acreage. Use permit in DC (14,716 sq. ft.), and DMU (33,180 sq. ft.)	Permitted use in DE (between 83,738 and 106,238 sq. ft.) and IH (between 10,000 and 66,250 sq. ft.). Certain restrictions apply. Use permit in DMU (500 sq. ft.)	Not suitable for PC-3, unless size requirements precluded other areas. Would be better suited for the Railyard project where this specialized training could occur near a concentration of restaurants currently in downtown Truckee.
Cultural centers, museums or interpretive centers (featuring Truckee's railroad, national highway, or western emigration history)	Permitted use in CN (70,000 sq. ft.)	Permitted use in CN (47,900 sq. ft.)	Permitted use in DMU (33,180 sq. ft.) and DC (14,716 sq. ft.)	Permitted use in DMU (500 sq. ft.), DE (between 83,738 and 106,238 sq. ft. and IH (between 10,000 and 66,250 sq. ft.)	Possibly suitable for PC-3, although a railroad museum would be better suited for the Railyard project near the train station.

Continued on following page

Table 9: Summary of Information on PC-1, PC-2, Hilltop, and Railyard Plans (Page 3 of 4)

Options	Uses by Zoning District (a)				CONCLUSION
	Coldstream (PC-1)	Gray's Crossing (PC-2)	Hilltop (b)	Railyard (b)	
Lodging	Use permit in CN (70,000 sq. ft.)	Use permit in CN (47,900 sq. ft.)	Permitted use in DC (14,716 sq. ft.); Use permit in DMU (33,180 sq. ft.)	Permitted use in DMU (500 sq. ft.) and DE (between 83,738 and 106,238 sq. ft.); Use permit in REC (7 acres)	Not suitable for PC-3 given that lodging is already planned in PC-1, Hilltop, and the Railyard. Furthermore, the northeastern portion of the PC-3 site is in the Airport Operation Overlay District and subject to a high level of noise.
Conference facilities or other business-oriented facilities (c)	Use permit in RS (32.5 acres but residential already planned), and CN (70,000 sq. ft.)	Use permit in CN (47,900 sq. ft.)	Permitted use in DC (14,716 sq. ft.); Use permit in RS (24.03 acres), DRM (8.52 acres), DRH (4.23 acres), and DMU (33,180 sq. ft.)	Use permit in DMU (500 sq. ft.), DE (between 83,738 and 106,238 sq. ft.), and IH (between 10,000 and 66,250 sq. ft.). Certain restrictions apply.	More suitable for a location where lodging is planned, like PC-1, Hilltop, or the Railyard.
Restaurants	Permitted use in CN (70,000 sq. ft.)	Permitted use in CN (47,900 sq. ft.)	Permitted use in DMU (33,180 sq. ft.) and DC (14,716 sq. ft.)	Permitted use in DE (between 83,738 and 106,238 sq. ft.) and IH (between 10,000 and 66,250 sq. ft.)	Possibly suitable for PC-3, but limit to fast food, and chain casual dining restaurants that tend to locate in conventional shopping center settings. Avoid fine dining and independent casual dining restaurants that compete with downtown Truckee.
Gas stations	Permitted use in CN (70,000 sq. ft.)	Permitted use in CN (47,900 sq. ft.)	Use permit in DC (14,716 sq. ft.)	Use permit in IH (between 10,000 and 66,250 sq. ft.)	Possibly suitable for PC-3 if demand for about two new stations is not fully captured in other developments. One is already planned for PC-2.
Auto sales, mobile home, and vehicle sales	Not a permitted use, and not allowed with a use permit or minor use permit.	Not a permitted use, and not allowed with a use permit or minor use permit.	Not a permitted use, and not allowed with a use permit or minor use permit.	Not a permitted use, and not allowed with a use permit or minor use permit.	Possibly suitable for PC-3. It is unlikely that Truckee will be able to support a standard format new vehicle dealer by 2023. However, Truckee could possibly support smaller shops selling other types of vehicles, such as motorcycles/ATVs, boats/personal watercraft, or other recreational vehicles.
Vehicle repair/maintenance	Not a permitted use, and not allowed with a use permit or minor use permit.	Not a permitted use, and not allowed with a use permit or minor use permit.	Not a permitted use, and not allowed with a use permit or minor use permit.	Permitted use in DM (3.1 acres)	Potentially suitable for PC-3, depending on specific use and subject to being consistent with the image that the Town wants to project at this gateway site.

Continued on following page

Table 9: Summary of Information on PC-1, PC-2, Hilltop, and Railyard Plans (Page 4 of 4)

Notes:

(a) The abbreviations for the zoning districts are as follows:

- Downtown Mixed Use (DMU)
- Downtown Commercial (DC)
- Downtown High Density Residential (DRH)
- Downtown Medium Density Residential (DRM)
- Downtown Single-Family Residential (DRS-14)
- Multi-Family (MF)
- Open Space (OS)
- Recreation (REC)
- Single Family Residential (RS)

Neighborhood Commercial (CN)

Downtown Extension (DE), unique to the Railyard but it acts like DMU

Trout Creek (TC), unique to the Railyard but it acts similar to DRS + DRH or similar to MFR.

Downtown Manufacturing (DM)

Industrial Heritage (IH), unique to the Railyard but it acts like a mixed-use light industrial zone (artisan industry, live/work lofts, commercial).

The Town does not have another zoning district similar to this. This area will be comprised of mixed use development including multi-family residential, artisan industry space, commercial space, retail, live/work and work/live uses. Development in the IH District will be designed to reflect historic uses on the site including the mill and buildings associated with the former railyard operations.

(b) Railyard and Hilltop plans do not include exact acreages so Town of Truckee staff scaled the plans to come up with best estimate.

(c) Classified as Schools - Public and Private because this use includes facilities, institutions and conference centers that offer specialized programs in personal growth and development.

Sources: SCO Planning, Engineering, Surveying, 2010; Town of Truckee, 2010; BAE, 2010.

Appendix A: Downtown Business Inventory (Page 1 of 2)

Name	Address	District	Business Type
Tahoe Daves	10200 Donner Pass Road	Brickelltown	Retail
Nicola B. Hair Studios Truckee	10246 Donner Pass Road #B1	Brickelltown	Health/Beauty
L & P Design Works	10246 Donner Pass Road, Ste B4	Brickelltown	Services/Professional
Lake Tahoe Yarn Company	10250 Donner Pass Road	Brickelltown	Retail
Scrapp's Dog Bakery	10250 Donner Pass Road	Brickelltown	Retail
Summit Chiropractic	10250 Donner Pass Road #2	Brickelltown	Health/Beauty
Body Being Massage Center	10270 Donner Pass Road	Brickelltown	Health/Beauty
Gioielli Specialty Beads	10280 Donner Pass Road	Brickelltown	Retail
Michael Botto	10280 Donner Pass Road	Brickelltown	Services/Professional
Creative Hair Design	10292 Donner Pass Road	Brickelltown	Health/Beauty
Elizabeth's Creations Floral Studio	10292 Donner Pass Road	Brickelltown	Retail
Glow	10320 Donner Pass Road	Brickelltown	Health/Beauty
Tippy Canoe	10320 Donner Pass Road	Brickelltown	Retail
Donald Reid DDS	10330 Donner Pass Road	Brickelltown	Services/Professional
GLA Realty/Morris Construction	10330 Donner Pass Road	Brickelltown	Real Estate
Community Lending	10344 Donner Pass Road	Brickelltown	Financial
Riverstone Home and Garden	10344 Donner Pass Road	Brickelltown	Retail
Trout Unlimited (second floor doctor office)	10356 Donner Pass Road	Brickelltown	Member Organization
Small Pond Marketing and Design	10368 Donner Pass Road	Brickelltown	Services/Professional
Lorien Powers	10382 #5 Donner Pass Road	Brickelltown	Retail
Laub & Laub	10382 Donner Pass Road	Brickelltown	Services/Professional
Humane Society of Truckee	10382 Donner Pass Road	Brickelltown	Nonprofit
Truckee River Sash and Door	10412 Donner Pass Road	Brickelltown	Retail/Construction
Burger Me	10418 Donner Pass Road	Brickelltown	Restaurant/Bar
Mane Attraction	10466 Donner Pass Road	Brickelltown	Health/Beauty
Truckee Massage & Wellness Center	10466 Donner Pass Road	Brickelltown	Health/Beauty
Pullen Realty Group	10270 Donner Pass Road	Brickelltown	Real Estate
Casa Baeza	10004 Bridge Street	Church Street	Restaurant/Bar
Chase International	10007 Bridge Street	Church Street	Real Estate
Moody's Bistro and Lounge	10007 Bridge Street	Church Street	Restaurant/Bar
Truckee Hotel	10007 Bridge Street	Church Street	Lodging
Beacon Gasoline	10009 Donner Pass Road	Church Street	Service Station
J. Patrick Sullivan	10020 Church Street	Church Street	Services/Professional
Paul Warmerdam	10020 Church Street	Church Street	Services/Professional
Tonon & Associates	10020 Church Street	Church Street	Services/Professional
First Realty	10030 Church Street	Church Street	Real Estate
Totally Board	10061 Bridge Street	Church Street	Retail
Truckee River Glass	10121 Church Street	Church Street	Retail/Construction
Home Concepts	10198 Church Street	Church Street	Retail
Truckee Tahoe Lumber Co.	10242 Church Street	Church Street	Retail/Construction
Carmel Gallery	9940 Donner Pass Road	Church Street	Retail
Truckee 76	10041 Donner Pass Road	Commercial Row	Service Station
Pacific Crest Grill and Bar of America	10042 Donner Pass Road	Commercial Row	Restaurant/Bar
Timlick Golf & Mountain Community	10044 Donner Pass Road	Commercial Row	Real Estate
Marilyn's Catwalk	10058 Donner Pass Road	Commercial Row	Retail
Squeeze In	10060 Donner Pass Road	Commercial Row	Restaurant/Bar
Dale Cox Architects	10064 Donner Pass Road	Commercial Row	Services/Professional
Joanne's Stained Glass	10064 Donner Pass Road	Commercial Row	Retail
Glasforms Glassblowing	10065 Donner Pass Road	Commercial Row	Retail
Infinite Nails	10065 Donner Pass Road	Commercial Row	Health/Beauty
Truckee Donner Chamber of Commerce	10065 Donner Pass Road	Commercial Row	Member Organization
Pharmacy	10072 Donner Pass Road	Commercial Row	Retail
Dressed	10056 Donner Pass Road	Commercial Row	Retail
Ambiance	10156 Donner Pass Road	Commercial Row	Retail
Real Estate Office of John McManus	10076 Donner Pass Road	Commercial Row	Real Estate
Wagon Train	10080 Donner Pass Road	Commercial Row	Restaurant/Bar
Cooking Gallery	10084 Donner Pass Road	Commercial Row	Retail
Truckee Variety Co.	10088 Donner Pass Road	Commercial Row	Retail
Sports Tahoe	10091 Donner Pass Road	Commercial Row	Retail
Manstyle Babers, The Loft Barbershop	10092 Donner Pass Road	Commercial Row	Health/Beauty
Pianeta Cucina Italiana	10096 Donner Pass Road	Commercial Row	Restaurant/Bar

Sources: Truckee Downtown Merchant Association, 2010; BAE, 2010.

Appendix A: Downtown Business Inventory (Page 2 of 2)

Name	Address	District	Business Type
Salon Fandango	10098 Donner Pass Road	Commercial Row	Health/Beauty
Cabona's	10100 Donner Pass Road	Commercial Row	Retail
Pastime Club	10100 Donner Pass Road	Commercial Row	Restaurant/Bar
The Treehouse	10104 Donner Pass Road	Commercial Row	Retail
Bud's Sporting Goods	10106 Donner Pass Road	Commercial Row	Restaurant/Bar
Coffee And	10106 Donner Pass Road	Commercial Row	Restaurant/Bar
The Tourist Club	10110 Donner Pass Road	Commercial Row	Restaurant/Bar
Gratitudes Gifts & Home Décor	10112 Donner Pass Road	Commercial Row	Retail
La Galleria	10112 Donner Pass Road	Commercial Row	Retail
Elijah Blues Coffee House	10115 Donner Pass Road	Commercial Row	Retail
Jax on the Tracks	10115 Donner Pass Road	Commercial Row	Restaurant/Bar
White Buffalo	10116 Donner Pass Road	Commercial Row	Retail
Bacchus & Venus	10118 Donner Pass Road	Commercial Row	Restaurant/Bar
Dragonfly	10118 Donner Pass Road	Commercial Row	Restaurant/Bar
Sweets Homemade Candies	10118 Donner Pass Road	Commercial Row	Restaurant/Bar
Truckee Shoe Co.	10118 Donner Pass Road #2	Commercial Row	Retail
Backstreet Boutique	10122 Donner Pass Road	Commercial Row	Retail
Sierra Shades & Optical	10128 Donner Pass Road	Commercial Row	Retail
Tahoe Candle	10128 Donner Pass Road	Commercial Row	Retail
Tahoe Truckee T-Shirtery	10128 Donner Pass Road	Commercial Row	Retail
Down by The River	10130 Donner Pass Road	Commercial Row	Retail
For Goodness Sake	10157 Donner Pass Road	Commercial Row	Nonprofit
The Niche	10164 Donner Pass Road #1	Commercial Row	Retail
Keller Williams Real Estate Services	10164 Donner Pass Road #2	Commercial Row	Real Estate
El Torro Bravo	10186 Donner Pass Road	Commercial Row	Restaurant/Bar
High Camp Home	10191 Donner Pass Road	Commercial Row	Retail
Mojo and Zoe	10115 Donner Pass Road	Commercial Row	Retail
Jackass Ridge	10115 Donner Pass Road	Commercial Row	Retail
Pour House	10075 Jibboom Street	Jibboom Street	Retail
Roy Eriksen	10098 Jibboom Street	Jibboom Street	Services/Professional
Sierra Mountain Mortgage	10098 Jibboom Street	Jibboom Street	Financial
Streamline Consulting Group	10098 Jibboom Street, Ste 102	Jibboom Street	Services/Professional
Backstreet Framers	10099 Jibboom Street	Jibboom Street	Services/Professional
Truth Tattoo	10099 Jibboom Street	Jibboom Street	Health/Beauty
Tahoe Lending Group	10120 Jibboom Street #103	Jibboom Street	Financial
Urban Angels	10120 Jibboom Street, Ste 102	Jibboom Street	Health/Beauty
Cal Nevada Towing	10098 Jibboom	Jibboom Street	Services/Professional
Marriage and Family Therapy	10098 Jibboom (Suite 103)	Jibboom Street	Services/Professional
Giese Accounting and Tax	10098 Jibboom (Suite 101)	Jibboom Street	Services/Professional
Allied Brokers Real Estate	10098 Jibboom (Suite 102)	Jibboom Street	Services/Professional
Stoel Rives, Attorney At Law	10008 S.E. River Street	S.E. River	Services/Professional
Shampoo Hair & Makeup	10050 S.E. River Street	S.E. River	Health/Beauty
Spirit Interior Design and Gallery	10009 West River	West River	Retail
Truckee Book and Bean	10009 West River Street	West River	Retail
Law Offices of John Mohun	10069 West River Street	West River	Services/Professional
Backstreet Boutique	10075 West River Road, Ste A	West River	Retail
Switchback Public Relations	10075 West River Street	West River	Services/Professional
Flower Power	10075 West River Street, Ste # B	West River	Retail
Sports Exchange	10095 West River Street	West River	Retail
Tahoe Posters	10095 West River Street	West River	Retail
River Street Inn	10009 East River Street	E. River	Lodging
Mountain View Glass	10595 East River Street	E. River	Retail
Thin Air Motorsports	10689 East River Street	E. River	Retail

Sources: Truckee Downtown Merchant Association, 2010; BAE, 2010.

Appendix B: Retail Demand Projection Model

Table B1: California Per Capita Taxable Retail Sales, 2006 and 2008

Retail Category	2006	2008	% Change 2006-2008
Apparel stores	\$531	\$580	9.21%
General merchandise stores	\$1,587	\$1,480	-6.79%
Food stores	\$586	\$564	-3.71%
Eating and drinking places	\$1,319	\$1,365	3.51%
Home furnishings and appliances	\$466	\$451	-3.14%
Other retail stores	\$1,880	\$1,437	-23.53%
Retail Stores Total	\$10,422	\$9,370	-10.09%

Sources: State Board of Equalization, 2010; BAE, 2010.

Table B2: Calculation of Current and Potential Spending by Full-Time Residents, 2008

Retail Category	Total Retail Demand 2006 (a)	Total Retail Demand 2008 (b)	Current Truckee Capture Rate (c)	Current Spending	Potential Truckee Capture Rate (c)	Potential Spending
Truckee Residents						
Apparel stores	\$9,969,789	\$11,043,862	15%	\$1,656,579	25%	\$2,760,966
General merchandise stores	\$32,775,407	\$31,062,442	15%	\$4,659,366	17%	\$5,280,615
Food stores	\$40,938,761	\$40,059,937	75%	\$30,044,952	77%	\$30,846,151
Eating and drinking places	\$18,039,144	\$18,954,772	55%	\$10,425,125	60%	\$11,372,863
Home furnishings and appliances	\$11,173,657	\$10,997,891	25%	\$2,749,473	35%	\$3,849,262
Other retail stores	\$37,858,680	\$29,542,705	25%	\$7,385,676	35%	\$10,339,947
Total: All Categories	\$150,755,437	\$141,661,608	39%	\$56,921,172	45%	\$64,449,803
Secondary Market Area Residents						
Apparel stores	\$16,013,854	\$17,499,342	10%	\$1,749,934	15%	\$2,624,901
General merchandise stores	\$52,645,106	\$49,105,574	5%	\$2,455,279	7%	\$3,437,390
Food stores	\$65,757,396	\$63,361,401	20%	\$12,672,280	25%	\$15,840,350
Eating and drinking places	\$28,975,159	\$30,012,115	10%	\$3,001,211	15%	\$4,501,817
Home furnishings and appliances	\$17,947,554	\$17,396,555	10%	\$1,739,655	15%	\$2,609,483
Other retail stores	\$60,810,053	\$46,542,285	10%	\$4,654,228	15%	\$6,981,343
Total: All Categories	\$242,149,121	\$223,917,271	12%	\$26,272,588	16%	\$35,995,285
Truckee and Area Residents						
Apparel stores	\$25,983,643	\$28,543,204	12%	\$3,406,514	19%	\$5,385,867
General merchandise stores	\$85,420,513	\$80,168,015	9%	\$7,114,645	11%	\$8,718,005
Food stores	\$106,696,157	\$103,421,337	41%	\$42,717,233	45%	\$46,686,501
Eating and drinking places	\$47,014,303	\$48,966,887	27%	\$13,426,336	32%	\$15,874,680
Home furnishings and appliances	\$29,121,211	\$28,394,445	16%	\$4,489,128	23%	\$6,458,745
Other retail stores	\$98,668,733	\$76,084,990	16%	\$12,039,905	23%	\$17,321,289
Total: All Categories	\$392,904,558	\$365,578,878	23%	\$83,193,760	27%	\$100,445,088

Notes:

(a) Though the Truckee Railyard Master Plan Economic Impact Analysis prepared by Strategic Economics indicates that calculations are for 2007, the analysis uses 2006 retail sales data from the State Board of Equalization. These figures reflect adjustments to include non-taxable retail sales and higher local household incomes. See the March 2009 Truckee Railyard Master Plan Economic Impact Analysis for further details.

(b) Retail demand estimates from 2006 are adjusted based on the percent change for each retail category reported in Table 1 and the percent change in population for Truckee and Nevada County between 2007 and 2008 as reported by the California Department of Finance.

(c) See the March 2009 Truckee Railyard Master Plan Economic Impact Analysis for further details.

Sources: State Board of Equalization, 2010; Truckee Railyard Master Plan Economic Impact Analysis March 2009; DoF, 2010; BAE, 2010.

Table B3: Calculation of Current and Potential Building Materials and Automotive Spending, Truckee 2008

Retail Category	2008						Potential Spending By Truckee Residents
	Annual Truckee Retail Sales	% Spending By Visitors & Second Home Owners (a)	Spending By Visitors & Second Home Owners	Spending By Truckee Residents	Per Capita Spending By Truckee Residents (b)	Statewide Per Capita Spending	
Building Materials	\$43,899,750	62%	\$27,217,845	\$16,681,905	\$1,037	\$699	\$16,681,905
Automotive Group	\$9,395,475	45%	\$4,227,964	\$5,167,511	\$321	\$1,430	\$23,004,858
Service Stations	\$37,464,837	45%	\$16,859,177	\$20,605,660	\$1,281	\$1,364	\$21,939,854

Notes:

(a) Based on information in Table 11 of the 2003 PC-3 Specific Plan Economic Analysis.

(b) Based on 2008 population estimate of: 16,085

Sources: State Board of Equalization, 2010; PC-3 Specific Plan Economic Analysis, 2003; DoF, 2010; BAE, 2010.

Table B4: Calculation of Spending by Visitors, 2008

Retail Category	2008		Equals Total Visitor Sales
	Annual Truckee Retail Sales	Less Spending by Full-time Residents	
Apparel stores	8,984,363	\$3,406,514	\$5,577,849
General merchandise stores (a)	13,737,210	\$7,114,645	\$6,622,565
Food stores (a)	71,671,815	\$42,717,233	\$28,954,582
Eating and drinking places	34,484,224	\$13,426,336	\$21,057,888
Home furnishings and appliances	11,950,925	\$4,489,128	\$7,461,797
Other retail stores	26,981,310	\$12,039,905	\$14,941,405
Building Materials	43,899,750	\$16,681,905	\$27,217,845
Automotive Group	9,395,475	\$5,167,511	\$4,227,964
Service Stations	37,464,837	\$20,605,660	\$16,859,177
Total: All Categories	\$258,569,908	\$125,648,837	\$132,921,072

Note:

(a) Includes adjustment to account for non-taxable retail sales.

Sources: State Board of Equalization, 2010; *Truckee Railyard Master Plan Economic Impact Analysis*, March 2009; *PC-3 Specific Plan Economic Analysis*, 2003; DoF, 2010; BAE, 2010.

Table B5: Calculation of Spending by Visitor Type, 2008

Retail Category (a)	Total Visitor Sales	Breakdown by Visitor Type			
		Visitors in Second Homes	Percent (b)	Other Visitors	Percent (b)
Apparel stores	\$5,577,849.50	\$2,900,482	52%	\$2,677,368	48%
General merchandise stores	\$6,622,564.71	\$4,834,472	73%	\$1,788,092	27%
Food stores	\$28,954,581.95	\$22,584,574	78%	\$6,370,008	22%
Eating and drinking places	\$21,057,887.87	\$12,213,575	58%	\$8,844,313	42%
Home furnishings and appliances	\$7,461,796.89	\$5,894,820	79%	\$1,566,977	21%
Other retail stores	\$14,941,405.29	\$9,114,257	61%	\$5,827,148	39%
Total: All Categories	\$84,616,086.20	\$57,542,180	68%	\$27,073,907	32%

Notes:

(a) Information not available for building materials, automotive group, and service stations.

(b) See the March 2009 Truckee Railyard Master Plan Economic Impact Analysis for further details.

Sources: State Board of Equalization, 2010; Truckee Railyard Master Plan Economic Impact Analysis March 2009; PC-3 Specific Plan Economic Analysis, 2003; DoF, 2010; BAE, 2010.

Table TB6: Estimated Potential Increase in Visitor Spending, 2008

Retail Category (a)	Current Spending	Potential Spending Increase (b)	Potential Spending in Truckee
Visitors in Second Homes			
Apparel stores	\$2,900,482	3%	\$2,987,496
General merchandise stores	\$4,834,472	3%	\$4,979,506
Food stores	\$22,584,574	3%	\$23,262,111
Eating and drinking places	\$12,213,575	5%	\$12,824,254
Home furnishings and appliances	\$5,894,820	5%	\$6,189,561
Other retail stores	\$9,114,257	3%	\$9,387,685
Total: All Categories	\$57,542,180	4%	\$59,630,613
Other Visitors			
Apparel stores	\$2,677,368	7%	\$2,864,784
General merchandise stores	\$1,788,092	3%	\$1,841,735
Food stores	\$6,370,008	7%	\$6,815,909
Eating and drinking places	\$8,844,313	5%	\$9,286,529
Home furnishings and appliances	\$1,566,977	3%	\$1,613,987
Other retail stores	\$5,827,148	7%	\$6,235,048
Total: All Categories	\$27,073,907	6%	\$28,657,991

Notes:

(a) Information not available for building materials, automotive group, and service stations.

(b) See the March 2009 *Truckee Railyard Master Plan Economic Impact Analysis* for further details

Sources: State Board of Equalization, 2010; *Truckee Railyard Master Plan Economic Impact Analysis*, March 2009; *PC-3 Specific Plan Economic Analysis*, 2003; DoF, 2010; BAE, 2010.

Table B7: Additional Supportable Retail, 2008

Retail Category	Total Current Spending	Potential Spending	Difference	Average Sales per Sq. Ft.	Additional Supportable Sq. Ft.
Apparel stores	\$8,984,363	\$11,238,146	\$2,253,783	\$220	10,244
General merchandise stores	\$13,737,210	\$15,539,247	\$1,802,037	\$200	9,010
Food stores	\$71,671,815	\$76,764,521	\$5,092,707	\$415	12,272
Eating and drinking places	\$34,484,224	\$37,985,463	\$3,501,239	\$350	10,004
Home furnishings and appliances	\$11,950,925	\$14,262,292	\$2,311,367	\$265	8,722
Other retail stores	\$26,981,310	\$32,944,023	\$5,962,713	\$240	24,845
Building Materials	\$43,899,750	\$43,899,750	\$0	\$425	n.a.
Total: All Categories	\$211,709,596	\$232,633,442	\$20,923,846		75,097
Non-Retail Adjustment (14%)					87,322
Vacancy Adjustment (10%)					97,024
Automotive Group (a)	\$9,395,475	\$27,232,821	\$17,837,346	\$8,605,001	2
Service Stations	\$37,464,837	\$38,799,031	\$1,334,194	\$5,101,535	n.a.
				Average Sales Per Acre	

Note:

(a) Estimates for automotive group assume most of current and potential spending is the new vehicle sector of the automotive group.

Sources: State Board of Equalization, 2010; Truckee Railyard Master Plan Economic Impact Analysis, March 2009; PC-3 Specific Plan Economic Analysis, 2003; DoF, 2010; BAE, 2010.

Table B8: Potential Increase in Truckee Retail Spending (Annual Growth Rates)

	<u>2008 -2013</u>	<u>2013 - 2018</u>	<u>2018 - 2023</u>
Truckee Residents	1.9%	1.6%	1.6%
Secondary Market Area Residents	0.6%	0.7%	0.7%
Visitors in Second Homes	1.4%	1.3%	1.2%
Other Visitors	3.0%	3.0%	3.0%

Sources: Claritas, 2010; DoF, 2010; Truckee Railyard Master Plan Economic Impact Analysis, March 2009; BAE, 2010.

Table B9: Estimated Potential Future Spending in Truckee (2008 Dollars)

	2013 (a)	2018 (a)	2023 (a)
Truckee Residents			
Apparel stores	\$3,033,150	\$3,286,827	\$3,561,720
General merchandise stores	\$5,801,194	\$6,286,376	\$6,812,135
Food stores	\$33,887,060	\$36,721,196	\$39,792,364
Eating and drinking places	\$12,494,035	\$13,538,971	\$14,671,299
Home furnishings and appliances	\$4,228,734	\$4,582,403	\$4,965,651
Other retail stores	\$11,359,291	\$12,309,322	\$13,338,809
Building Materials	\$18,326,459	\$19,859,188	\$21,520,106
Motor Vehicles and Parts	\$25,272,748	\$27,386,428	\$29,676,885
Service Stations	\$24,102,753	\$26,118,580	\$28,303,002
Total: All Categories	\$138,505,424	\$150,089,291	\$162,641,972
Secondary Market Area Residents			
Apparel stores	\$2,708,753	\$2,804,866	\$2,904,390
General merchandise stores	\$3,547,197	\$3,673,060	\$3,803,390
Food stores	\$16,346,366	\$16,926,376	\$17,526,967
Eating and drinking places	\$4,645,627	\$4,810,465	\$4,981,153
Home furnishings and appliances	\$2,692,842	\$2,788,391	\$2,887,331
Other retail stores	\$7,204,360	\$7,459,989	\$7,724,688
Building Materials (b)	n.a.	n.a.	n.a.
Motor Vehicles and Parts (b)	n.a.	n.a.	n.a.
Service Stations (b)	n.a.	n.a.	n.a.
Total: All Categories	\$37,145,144	\$38,463,148	\$39,827,919
Visitors in Second Homes			
Apparel stores	\$3,201,588	\$3,414,136	\$3,622,859
General merchandise stores	\$5,336,351	\$5,690,623	\$6,038,518
Food stores	\$24,929,135	\$26,584,140	\$28,209,359
Eating and drinking places	\$13,743,273	\$14,655,667	\$15,551,640
Home furnishings and appliances	\$6,633,121	\$7,073,483	\$7,505,920
Other retail stores	\$10,060,431	\$10,728,327	\$11,384,202
Building Materials (c)	\$29,168,347	\$31,104,786	\$33,006,375
Motor Vehicles and Parts (c)	\$4,530,951	\$4,831,753	\$5,127,142
Service Stations (c)	\$18,067,349	\$19,266,812	\$20,444,687
Total: All Categories	\$115,670,546	\$123,349,727	\$130,890,703
Other Visitors			
Apparel stores	\$3,321,069	\$3,850,029	\$4,463,239
General merchandise stores	\$2,135,076	\$2,475,138	\$2,869,364
Food stores	\$7,901,506	\$9,160,011	\$10,618,963
Eating and drinking places	\$10,765,632	\$12,480,318	\$14,468,109
Home furnishings and appliances	\$1,871,053	\$2,169,063	\$2,514,539
Other retail stores	\$7,228,130	\$8,379,384	\$9,714,002
Building Materials	n.a.	n.a.	n.a.
Motor Vehicles and Parts	n.a.	n.a.	n.a.
Service Stations	n.a.	n.a.	n.a.
Total: All Categories	\$33,222,466	\$38,513,943	\$44,648,216
Total All Sources			
Apparel stores	\$12,264,560	\$13,355,859	\$14,552,209
General merchandise stores	\$16,819,818	\$18,125,197	\$19,523,407
Food stores	\$83,064,067	\$89,391,724	\$96,147,655
Eating and drinking places	\$41,648,567	\$45,485,421	\$49,672,201
Home furnishings and appliances	\$15,425,750	\$16,613,340	\$17,873,440
Other retail stores	\$35,852,212	\$38,877,021	\$42,161,702
Building Materials	\$47,494,806	\$50,963,974	\$54,526,481
Motor Vehicles and Parts	\$29,803,698	\$32,218,181	\$34,804,027
Service Stations	\$42,170,102	\$45,385,392	\$48,747,688
Total: All Categories	\$324,543,580	\$350,416,109	\$378,008,810

Notes:

- (a) Based on potential spending calculated in Table 2, Table 3, and Table 6 and growth rates from Table 8.
(b) Estimates not available for secondary market residents.
(c) Estimates based on current spending for all visitors, including those in second homes and other visitors.

Sources: State Board of Equalization, 2010; Truckee Railyard Master Plan Economic Impact Analysis, March 2009; PC-3 Specific Plan Economic Analysis, 2003; DoF, 2010; BAE, 2010.

Table B10: Estimated Potential Increase in Retail Spending in Truckee (2008 Dollars)

Retail Category	2008 - 2013	2013 - 2018	2018 - 2023	Total 2008 - 2023
Apparel stores	\$3,280,197	\$1,091,299	\$1,196,350	\$5,567,846
General merchandise stores	\$3,082,608	\$1,305,379	\$1,398,210	\$5,786,197
Food stores	\$11,392,253	\$6,327,657	\$6,755,931	\$24,475,840
Eating and drinking places	\$7,164,343	\$3,836,854	\$4,186,780	\$15,187,977
Home furnishings and appliances	\$3,474,825	\$1,187,590	\$1,260,100	\$5,922,515
Other retail stores	\$8,870,902	\$3,024,810	\$3,284,681	\$15,180,392
Building Materials	\$3,595,056	\$3,469,168	\$3,562,507	\$10,626,731
Motor Vehicles and Parts	\$20,408,223	\$2,414,483	\$2,585,846	\$25,408,552
Service Stations	\$4,705,265	\$3,215,290	\$3,362,296	\$11,282,851
Total: All Categories	\$65,973,672	\$25,872,529	\$27,592,701	\$119,438,902

Sources: State Board of Equalization, 2010; Truckee Railyard Master Plan Economic Impact Analysis, March 2009; PC-3 Specific Plan Economic Analysis, 2003; DoF, 2010; BAE, 2010.

Table B11: Increase in Supportable Square Feet or Acres

	Average Sales Per Sq. Ft.	2008 - 2013	2013 - 2018	2018 - 2023	Total 2008 - 2023
Apparel stores	\$220	14,910	4,960	5,438	25,308
General merchandise stores	\$200	15,413	6,527	6,991	28,931
Food stores	\$415	27,451	15,247	16,279	58,978
Eating and drinking places	\$350	20,470	10,962	11,962	43,394
Home furnishings and appliances	\$265	13,113	4,481	4,755	22,349
Other retail stores	\$240	36,962	12,603	13,686	63,252
Building Materials	\$425	8,459	8,163	8,382	25,004
Total: All Categories		136,777	62,945	67,494	267,216
Non-Retail Adjustment (14%)		159,043	73,192	78,482	310,717
Vacancy Adjustment (10%)		176,715	81,324	87,202	345,241
Motor Vehicles and Parts	\$8,605,001	2	0.3	0.3	3
Service Stations	\$5,101,535	0.9	0.6	0.7	2.2

Sources: State Board of Equalization, 2010; Truckee Railyard Master Plan Economic Impact Analysis, March 2009; PC-3 Specific Plan Economic Analysis, 2003; DoF, 2010; BAE, 2010.

Appendix C: Planned and Proposed Developments Containing Commercial Development (Page 1 of 2) (a)

Project Name	Retail Sq. Ft.	Office Sq. Ft.	Retail or Office Sq. Ft.	Hotel (rooms)	Residential (units)	Other Commercial Sq. Ft. (b)	Project Details and Completion Date
Under Construction							
Soaring Way Professional Office		18,026					
TDRP Community Recreation Center						38,850	
Carmel Gallery						2,624	
Phoenix Executive Building		20,503					
Subtotal: Under Construction	0	38,529	0	0	0	41,474	
Approved							
Donner Offices					2	3,615	
Pioneer East		77,329			8		
Dependable Tow						8,942	
Waltman Use Permit					2	18,144	
Knights Crossing					10	23,301	
Finn Industrial Building					3	17,793	
Gateway Vista			16,300		6		2010
Grays Crossing Village Phases 1 & 2 (PC-2)	7,092		16,300		193		Phase 1, 2011, and Phase 2, 2013. Retail includes a small grocery store. Status unknown as developer had filed for bankruptcy.
Royal Ridge			22,740		60		
Hilltop Master Plan			47,896	60	273		
Railyard Master Plan				60	579 (d)		The commercial square footage includes a grocery store.
Hotel Avery				40	3		2014; Hotel rooms could also be condos.
Subtotal: Approved	7,092	77,329	103,236	160	1,139	205,408	

Continued on following page

Appendix C: Planned and Proposed Developments Containing Commercial Development (Page 2 of 2) (a)

Project Name	Retail Sq. Ft.	Office Sq. Ft.	Retail or Office Sq. Ft.	Hotel (rooms)	Residential (units)	Other Commercial Sq. Ft. (b)	Project Details and Completion Date
Under Review (c)							
Grays Crossing Village Future Phases (PC-2)			31,600				Also includes a gas station and community center not counted here.
Coldstream Specific Plan (PC-1)			70,000		364		Retail or office square footage could include a hotel. An additional 7 acres of multi-use facilities will be part of PC-1.
Subtotal: Under Review	0	0	101,600	0	364	0	
Total	7,092	115,858	204,836	160	1,503	246,882	

Notes:

- (a) Includes the planned and proposed development projects in the Town of Truckee that contain commercial uses. None of the strictly residential projects are included.
- (b) Other commercial means that the space is undefined at this time as office, retail, etc.
- (c) The "Under Review" category includes those projects "under review", "in planning", and in other projects with special circumstances that prevent approval at this time.
- (d) Estimate, the actual number will vary widely from about 570 to 586 units depending on different options in the Downtown Extension and Industrial Heritage zones.
- (e) Estimate, the actual number will vary widely from about 94,200 to 173,000 square feet depending on different options in the Downtown Extension and Industrial Heritage zones.

Sources: Town of Truckee, May, 2010; BAE, 2010.

Appendix D: Detailed Information on PC-1, PC-2, Hilltop, and Railyard Plans (Page 1 of 3)

Zones (a)	Coldstream PC-1			Gray's Crossing PC-2			Hilltop (b)			Railyard (b)		
	Max. Acres	Comm (sq. ft.)	Res (units)	Max. Acres	Comm (sq. ft.)	Res (units)	Max. Acres	Comm (sq. ft.)	Res (units)	Max. Acres	Comm (sq. ft.)	Res (units)
DMU				0	0	0	4.07	33,180	16 MF	0.4	500	
DRH				0	0	0	4.23	0	129 MF	0.8	0	1
DC				0	0	0	8	14,716	0			60 lodge
DRM				0	0	0	8.52	0	104 (MF, SF or combo)			
DRS-14				0	0	0	1.7	0	24 SF			
MF	21.9		171 MF	23	0	144						
OS	109.6			0 (all the open space parcels have been created)	0	0	27.5	0	0	7	0	0
REC	7			0 (the golf course is finished)	0	0						
RS	32.5		109 SF	0	0	0	24.03	0	18 SF			
CN	8.6	70,000	20 MF	40 Lodge (note: sq. footage for lodging is included in the 70,000 sq. ft. comm)	20.4	47,900	55	church of unspecified size is also allowed in CN				

Appendix D: Detailed Information on PC-1, PC-2, Hilltop, and Railyard Plans (Page 2 of 3)

Zones (a)	Coldstream PC-1			Gray's Crossing PC-2			Hilltop (b)			Railyard (b)			
	Max. Acres	Comm (sq. ft.)	Res (units)	Max. Acres	Comm (sq. ft.)	Res (units)	Max. Acres	Comm (sq. ft.)	Res (units)	Max. Acres	Comm (sq. ft.)	Res (units)	Other
DE (option 1)							10.68	83,738	285 (220 residential; 15 live/work; 50 work/live)	10.68	83,738	285 (220 residential; 15 live/work; 50 work/live)	60 lodge; 1,000 seat movie theater; 25,000 sq. ft. civic
DE (option 2)							10.58	106,238	300 (257 residential; 15 live/work; 28 work/live)	10.58	106,238	300 (257 residential; 15 live/work; 28 work/live)	60 lodge; 1,000 seat movie theater; 25,000 sq. ft. civic
IH (option 1)							8.5	10,000	200 (125 residential; 75 work/live)	8.5	10,000	200 (125 residential; 75 work/live)	
IH (option 2)							8.5	66,250	200 (181 residential; 19 work/live)	8.5	66,250	200 (181 residential; 19 work/live)	
TC							6	0	85 (or 60 residential/25 live-work)	6	0	85 (or 60 residential/25 live-work)	
DM							3.1	no max. FAR	Residential allowed in conjunction with industrial project	3.1	no max. FAR	Residential allowed in conjunction with industrial project	

Notes on last page

Appendix D: Detailed Information on PC-1, PC-2, Hilltop, and Railyard Plans (Page 3 of 3)

Notes:

(a) The abbreviations for the zoning districts are as follows:

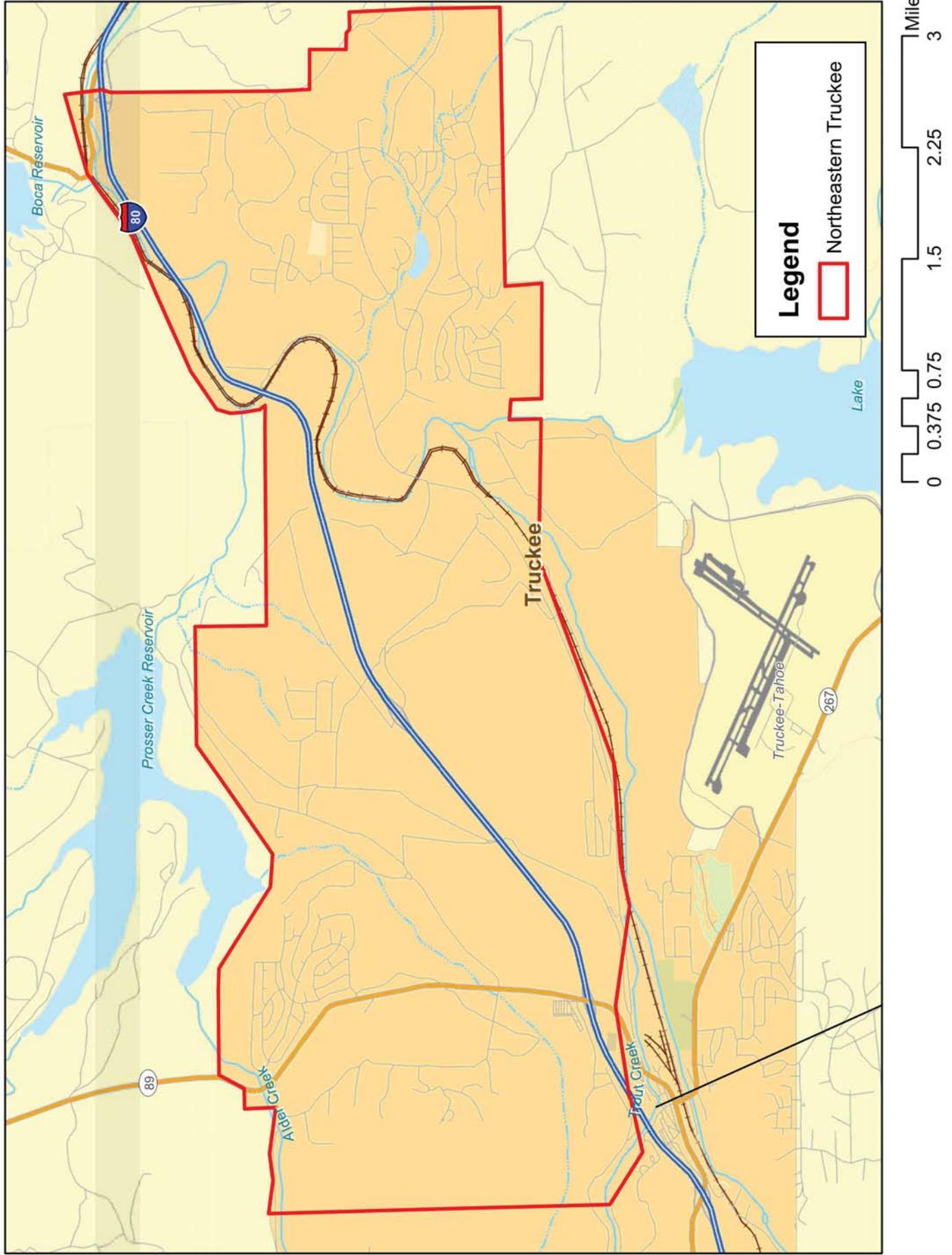
Downtown Mixed Use (DMU)	Neighborhood Commercial (CN)
Downtown Commercial (DC)	Downtown Extension (DE), unique to the Railyard but it acts like DMU
Downtown High Density Residential (DRH)	Trout Creek (TC), unique to the Railyard but it acts similar to DRS + DRH or similar to MFR.
Downtown Medium Density Residential (DRM)	Downtown Manufacturing (DM)
Downtown Single-Family Residential (DRS-14)	Industrial Heritage (IH), unique to the Railyard but it acts like a mixed-use light industrial zone (artisan industry, live/work lofts, commercial).
Multi-Family (MF)	The Town does not have another zoning district similar to this. This area will be comprised of mixed use development including multi-family residential, artisan industry space, commercial space, retail, live/work and work/live uses. Development in the IH District will be designed to reflect historic uses on the site including the mill and buildings associated with the former railyard operations.
Open Space (OS)	
Recreation (REC)	
Single Family Residential (RS)	

(b) Railyard and Hilltop plans do not include exact acreages so Town of Truckee staff scaled the plans to come up with best estimate.

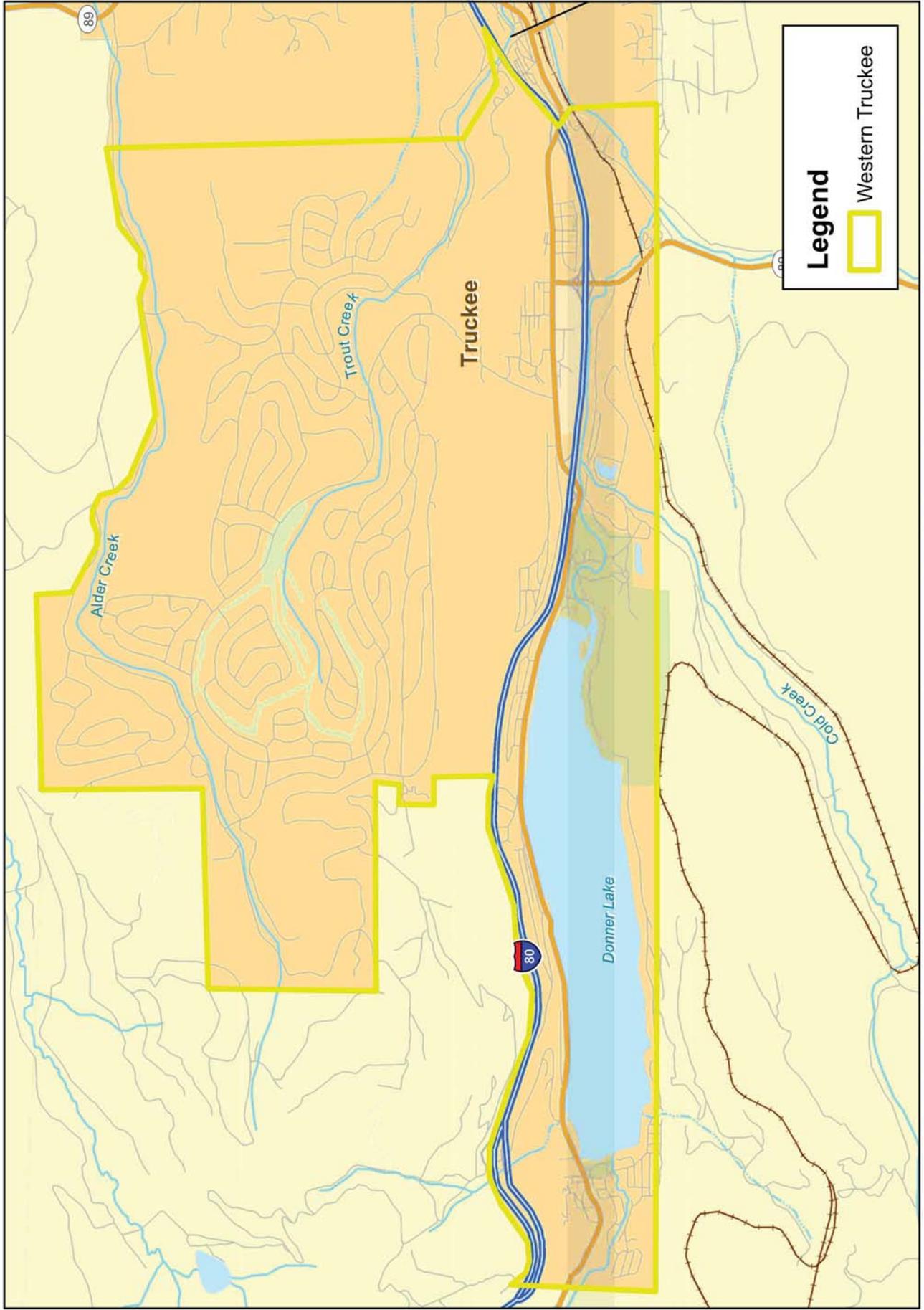
Sources: SCO Planning, Engineering, Surveying, 2010; Town of Truckee, 2010; BAE, 2010.

**Appendix E: Northeastern, Western,
Southeastern, and Downtown Truckee**

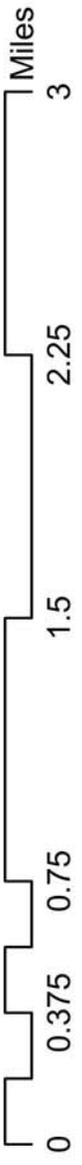
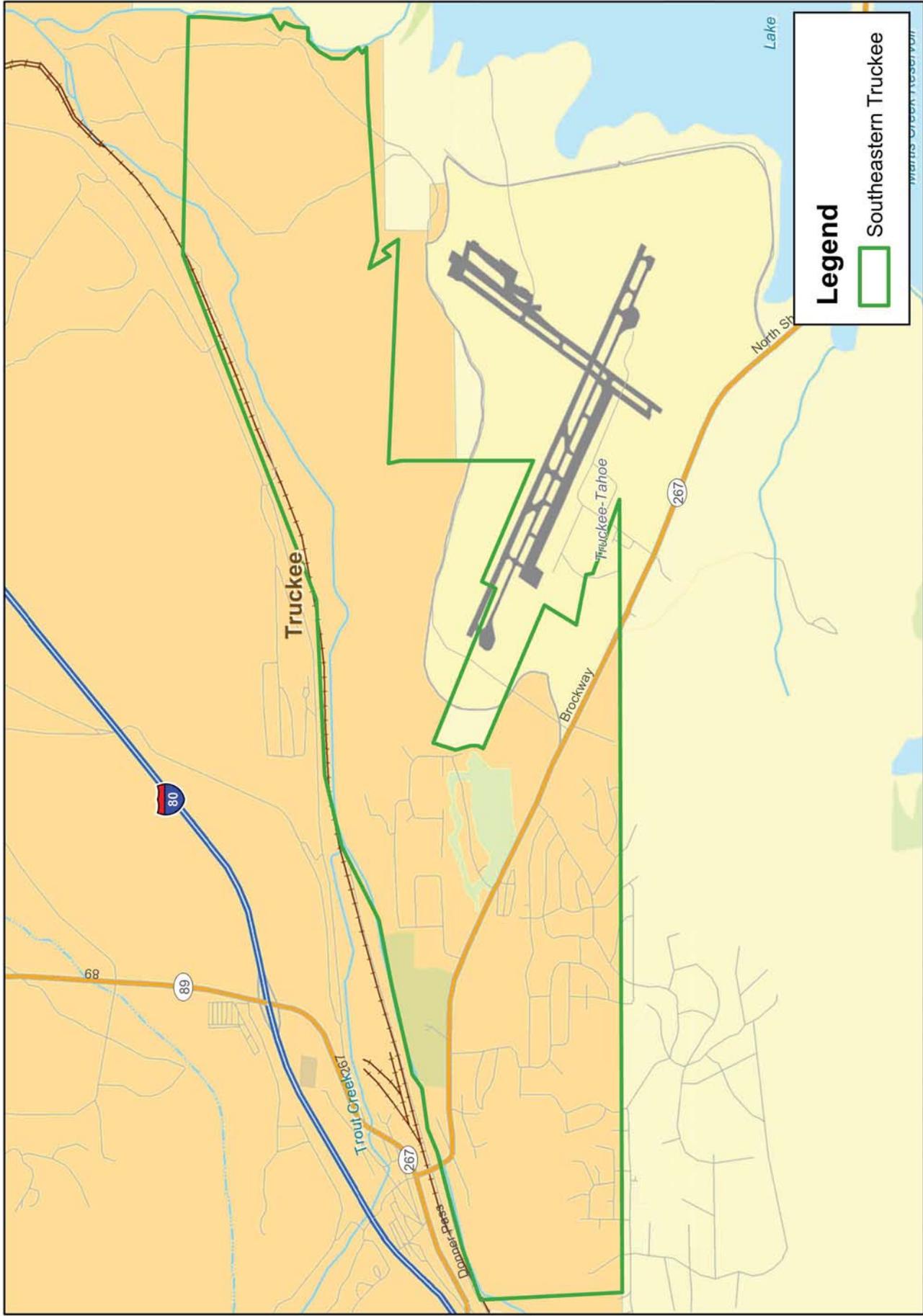
Appendix E: Northeast Truckee



Appendix E: Western Truckee



Appendix E: Southeastern Truckee



Appendix E: Downtown Truckee

