February 22, 2016

tahoe food hub
bringing regional, ecological food to tahoe

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Dear Airport Board and Kevin Smith,

Tahoe Food Hub is submitting a proposal in response to the Truckee Tahoe Airport District's (TTAD) request for inquiries and interest in non-aeronautical land leasing. Tahoe Food Hub is interested in pursuing all options from leasing land to leasing a building either existing or of new construction.

Tahoe Food Hub has been **improving access to local food** for North Lake Tahoe for three years. We are growing our impact at approximately 50% a year projecting to distribute a half million dollars of sustainably-grown food to our mountain community by 2017.

When we launched in June 2013, we shared cooler space in multiple locations. In January 2015, we leased a small 1,200 square foot store-front location at the base of Alpine Meadows Rd. which serves as our distribution center. At the rate we are expanding, we will outgrow our current location by summer 2017. We are requesting the Tahoe Truckee Airport Board to **share in our growth and help the Tahoe Food hub increase our program and services.**

Tahoe Food Hub started with five farms and five wholesale food buyers in 2013 and has grown to over 40 farms and 50 buyers. Our growing **Farm to School program** brings local food into the schools and brings students to our education farm at the Sierra Agroecology Center. We donate food monthly to Project Mana as well as **organize gleanings to harvest surplus crops** for donation. Our **Build Your Own Box program** (BYOB) enables businesses to have a multi-farm veggie box delivered to their door for the health and convenience of their employees.

A 5,000-6,000 square foot building would give Tahoe Food Hub the capacity to manage growing demand and advance our **programs and services for the benefit of the community**.

A multi-use building would not only enable the Tahoe Food Hub to support more small farms and feed the growing demand for local food but also **provide a variety of other public benefits** including:

- **commercial kitchen** to incubate specialty food producers as well a place to teach cooking classes and offer caterers a commissary for food safe preparation.
- **dining hall for community events** and weekly food hub dinners hosted by a rotation of local chefs.
- food pantry where **canned and preserved local food** could be purchased and mason jars recycled.
- **cold storage** that both TTUSD and Project Mana could use for storing food.

The airport property is centrally located to all of North Lake Tahoe and offers easy access to highways for brining local food in from the Sierra Foothills and Northern Nevada. With the open space at the airport the potential to **build a food hub campus** becomes possible.

In addition to a multi-use building, Tahoe Food Hub would like to **further develop our Sierra Agroecology Center (SAC)** to include 2-3 Growing Domes and a variety of All-season growing structures. SAC's current home is limited by the constraints of an HOA. To realize its full potential to increase food security for our region and teach more people how to grow food in the mountains, we need a new location to build our SAC program which includes growing more food for those in need, composting more waste, leading more school tours, enhancing our trainings and reaching more people.

In April 2009, the Town of Truckee conducted a 3rd party Economic Development Study. The action plan suggested a variety of strategies that would position Truckee to thrive in the "New Economy." One strategy specifically stated, "Support and **expand local and regional sustainable food supply efforts**. Including support for local and regional food growers and distribution systems (e.g. Community Supported Agriculture Program, local greenhouse farming to the extent that it is possible)." The Tahoe Food Hub can help Truckee realize this goal!

There are over 300 food hubs across the country and more coming on line every year. In order to feed the world, we need to do it one community at a time by **regionalizing our food system to create more resilient foodsheds**. Just in our area alone, food hubs are popping up in Reno, Grass Valley, Chico, Sacramento, Sonoma and Esparto. These food hub can work together and create a chain of food hubs to encourage intra-commerce between communities.

We appreciate your consideration and request the opportunity to submit and discuss a more detailed plan. Just like we have a Community Recreation Center and a Community Arts Building, Tahoe Food Hub can provide a community center for local food. By accepting our invitation, The Truckee Tahoe Airport will be taking a **progressive and innovative** action to place Truckee on the frontier of the modern food economy.

Sincerely,

Susie Sutphin

Susie Sutphin - Director

tahoefoodhub.org

LAND USE &
DEVELOPMENT
*
ENVIRONMENTAL
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PRESERVATION
*
PERMITTING
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RESEARCH
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DESIGN

Truckee Tahoe Airport District
c/o Kevin Smith, General Manager
10356 Truckee Airport Road
Truckee, California 96161

January 21, 2016

RE: TTAD Non-Aeronautical Land Leasing RFP – R.E. Sutton Company, Inc.

Dear Mr. Smith,

Thanks for speaking with me about the recent TTAD Request for Proposals relating to the lease of non-aeronautical lands owned by the TTAD, particularly factoring our last minute interest and pursuit in this potential lease opportunity. I appreciate the clarity you provided about the area-of-focus (primarily Soaring Way) and anticipated uses (primarily office and retail) envisioned for the TTAD lands involved in this lease opportunity. Although this specific request involving light industrial use seemingly does not exactly correspond with the preliminary vision for uses in the Soaring Way area, I also appreciate your encouragement and openness to consider the larger range of uses that could be accommodated in this or other TTAD lands.

Within the context of our brief discussion, your understanding and recognition of the need to incentivize the relocation of existing light industrial uses to more appropriate and accommodating locations is also appreciated, real and wholly consistent with Town General Plan policy. This, of course, is particularly true for the light industrial uses in close proximity to the Truckee River and most notably those uses situated directly adjacent to the river along both West and East River Streets. The challenges of these existing light industrial uses within these constrained and environmentally sensitive lands is well known and appropriately discouraged as well as, in many cases, incentivized to be relocated by way of more dense and/or more valuable land uses through the use of zoning. However, these private landowner incentives represent only one-half of the larger needed solution for this historic problem. The other one-half of the equation is the identification of receiving sites for these light industrial uses that represent a large, necessary and fundamental component of the local community.

The light industrial use involved in this specific request, the R.E. Sutton Company, Inc. business, is wholly representative of this exact historic problem that has yet to be adequately addressed. This light industrial asphalt maintenance use has operated on East River Street adjacent to the Truckee River (and the adjacent railroad lands by way of a long-standing lease) for over 30 years. This site is not preferred by the owner nor a beneficial use adjacent to the river, but very much like many other comparable light industrial uses simply cannot locate reasonably affordable lands that would provide an improved situation for both the business and environment. Although this request is specific to the Sutton light industrial use, it can be said with certainty that lands made available for similar light industrial uses are necessary, would be in high demand and directly benefit the larger community and its environmental resources.

The R.E. Sutton Company, Inc. business would roughly require ½ acre of land area and primarily entail outside use and storage area for both equipment and materials. Unlike its operation in the current location, the business would operate year-round in housing both the winter operations and asphalt maintenance components of the business. An office and small shop area of roughly 2,000 square feet would also be needed in support of the business. It is a relatively low-intensity use, requiring only the

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basic site needs such as good access and internal circulation, readily available service infrastructure, a paved surface and a secure fenced perimeter. Like that required for any new project, the site would include drainage, landscaping and lighting improvements (among others) with the net result being a self-contained light industrial project suitable for both the Sutton business and similarly the wide range of light industrial uses that actively search for a new locale.

The relatively high visibility of the lands adjacent to Soaring Way understandably may not be the best location for this and/or similar types of light industrial uses, particularly those with outside use and storage areas, however the opportunity does exist to identify adjacent or nearby TTAD lands that could better accommodate these visually-less-desirable uses. The lands within and around the airport provide a reasonably central area to the town and larger region and a surrounding connected road network that provides good and reliable access in all directions while minimizing traffic on local roadways.

The demand for suitable lands for light industrial uses such as the Sutton business continues to far outweigh the available supply now and into the future. These light industrial uses entail a large range of needed and basic local services as well as representing many long-established local businesses that face day-to-day and year-to-year challenges to survive and continue their necessary service to the local community. The identification of receiving sites for these light industrial uses should be made a local priority, beginning with a consideration for these types of uses within lands such as those owned by the TTAD that are and can be made suitable for their use and continued provision of basic local services.

Thanks in advance for your consideration and please let me know if I can provide any additional information or clarification for this request on behalf of Eric Sutton and the R.E. Sutton Company, Inc. business (and all other light industrial uses and local business that may also benefit from the availability of these lands).

Sincerely,

Gavin Ball
Planning Consultant

Cc: Eric Sutton, R.E. Sutton Company, Inc.

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January 20, 2016

Mr. Kevin Smith
General Manager
Truckee Tahoe Airport District (TTAD)
10356 Truckee Airport Road
Truckee, CA 96161

Re: Potential Land Lease-Retail Outlet

Dear Kevin:

This letter is submitted in response to the Truckee Tahoe Airport District RFP issued on December 11, 2015 regarding interest in a potential land lease on airport non-aeronautical-use property off of Soaring Way. JMA Ventures, LLC, acting on behalf of a well-established retail grocer brand, is confirming an interest in entering into potential discussion and negotiation to explore site feasibility and preliminary land lease terms on an estimated four to five acre requirement. Subject to direction from airport district staff and board as may be required, it would be our intention to finalize a new land appraisal as well as preliminary site plan concept as soon as possible. As communicated in our previous two letters of interest that were submitted to the TTAD during the fall of 2015 prior to issuance of the formal RFP by the district, the retail entity is again a high quality commercial brand with multiple locations throughout the region. They are seeking a Truckee-area location that would accommodate the development of an approximately 35,000 sq. ft. facility and space for associated parking, servicing, and landscaping.

As stated in our previous letters, confidentiality is essential to the brand while site options in the area are being explored. Should the Soaring Way airport site prove feasible from a physical, lease term, and entitlement standpoint, then the likelihood is quite high that the retailer would opt to enter into negotiations as soon as possible for a long term land lease with the airport district. Please know that there would also be an expectation for the developed property to be subject to annexation into the Town of Truckee at the appropriate time, recognizing that the outlet would be expected to generate significant employment and commercial tax revenue for the Town. We again have been requested to assist with this undertaking under the terms and conditions of a Non-Disclosure Agreement with the understanding that the both the identity of the user together with appropriate financial information will be fully disclosed prior to such time as the Airport

Board would publicly consider a lease of land to facilitate the construction of retail improvements.

As such, we are asking that the Truckee Tahoe Airport Board acknowledge that JMA Ventures will be negotiating with airport district staff on behalf of the retailer for a long term land lease proposal on the east side of Soaring Way on airport property for the expressed purpose of constructing such a retail facility. It is expected that negotiations with staff and the retailer will take up to 60 days, during which time the detailed terms and economics of the lease and conceptual design guidelines for the improvements would be structured. The retailer has assigned the highest priority to commencing construction of the contemplated facility at an early date and is committed to supporting the approval of an appropriate lease to facilitate this goal. Once the preliminary terms and conditions of a lease structure have been determined, we would plan to come back to the airport district board with a detailed outline of the proposal for board consideration and action.

Please know that everyone involved remains excited about the potential for this project to serve the needs of the greater Truckee area and to make a significant and meaningful contribution to the local economy including the creation of approximately 200 new jobs.

Your consideration of the foregoing is sincerely appreciated.

Very truly yours,

Art Chapman

Art Chapman
JMA Ventures

Dec. 28, 2015
To: Tahoe Truckee Airport
From: KidZone Museum

Dear Airport Board and Kevin Smith,

The KidZone Museum needs a permanent building and we are requesting land from Truckee Tahoe Airport. Our campaign for a larger permanent space will allow us to be the premier children's museum for all of Tahoe Truckee children and families. Our vision is for a new state of the art building with more exhibits, larger play space and programs similar to the Bay Area Exploratorium for all children up to age 18. Young children will explore hands-on play exhibits and programs and teens will be involved in service learning projects and hands-on science exploration and special teen community events.

We presented to the Truckee Tahoe Airport Board a year ago with our request for land for our project. Now, with our economic feasibility in hand, we are ever prepared to take the next steps needed in securing land which will bring us that much closer to securing needed funds for this community project.

The Museum's visitation has increase by 360% since we opened 23 years ago. From 5,000 visitors in the early years, we now welcome 23,000 visitors through our doors, which includes an average of 3,000+ scholarships given annually. We have over 15 social service partners who use the museum and help us reach the most vulnerable families in our community. This high volume of visitors in our current small facility results in the Museum being at capacity on many occasions. This means we often ask families to return later when the crowds subside. Clearly, we have outgrown our 3,000 sq. ft. tent.

Our economic feasibility study indicates a need for a 7,000 sq. ft. facility NOW and a 12,000 sq. ft. future building to welcome a projected 40,000 visitors annually. The museum currently generates $300,000 in economic activity in our region. A larger space will generate $700,000 in local economic activity and let us to serve even more children and families.

Join us in creating a world-class children's museum that will have an art studio, stop motion animation/Claymation film making studio, inspiring, interactive and revolving exhibits, a tinkering studio, a Lego lab, farm programs and science programs that are on par with some of the best museum's in the country like the Exploratorium in the Bay Area. A permanent and much larger space will provide ample room for families to play both indoors and outdoors for generations to come.

Please help us expand upon our grassroots success and go further with learning opportunities that inspire a life long love of learning for all children and families who live and visit our region. Your support for a state-of-the-art, vibrant children's museum will allow us to not only continue the quality work we already do in very small space but will allow us to welcome more children and families and NEVER have to turn anyone away because we are full.

Thank you for your consideration.

Carol Meagher

Carol Meagher
Executive Director
KidZone Museum

- Please see attached Economic Feasibility Study that shows, building and audience size, cost of project, need of services etc.

KidZone Museum
PLAY, DISCOVER, CONNECT

Board Officers
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Truckee Tahoe Airport District
Sugarbowl Ski Resort
Suddenlink Communications
Experimental Aircraft Association
Non Profit Tax ID # 94-3156964

Sierra Nevada Children's Museum dba KidZone Museum. Donations are tax-deductible.

Carol Meagher, Executive Director
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www.kidzonemuseum.org

HANSFORD ECONOMIC CONSULTING

New Truckee Facility Economic & Feasibility Analysis

June 1, 2015

HEC Project #140147

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Acknowledgements

KidZone Museum New Truckee Facility Economic Analysis Report

June 1, 2015

The following New Truckee Facility Economic Analysis Report was prepared by Hansford Economic Consulting (HEC) for the KidZone Museum. HEC would like to acknowledge the generous time and input provided by KidZone Museum Director Carol Meagher and the Board of Directors in creating this Report.

The analyses, opinions, and findings contained within this Report are based on primary data provided by responsible parties, as well as additional research documents available as of the date of this Report. Updates to information obtained for this Report could change or invalidate the findings contained herein. While it is believed that these secondary sources of information are accurate, this is not guaranteed.

This Economic Analysis Report should not be relied upon as sole input for decision-making; it should be utilized strictly for the purposes of the scope and objectives of the commissioned study.

Questions regarding information contained within this Report should be directed to:

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Section 1: EXECUTIVE SUMMARY

1.1 PURPOSE

The purpose of the New Truckee Facility Economic Analysis Report (Report) is to help the KidZone Museum (or Museum) continue to achieve its mission:

"To Inspire Learning through Creative Play and Discovery."

This Report is intended to document the KidZone Museum's role in building prosperity in and around the Truckee region. The KidZone Museum has been providing enrichment in families' lives since 1997 at its current location next to the Truckee High School and the Family Resource Center on Donner Pass Road. This Report demonstrates the need for the KidZone Museum to expand into a larger space to continue to provide community connections that reach across the social strata and provide a place for children of all ages to play and discover. A permanent, expanded facility will increase community-wide impact benefits, including economic benefits, associated with having the KidZone Museum located in Truckee.

1.2 KEY FINDINGS

This report makes the following findings with regards to the feasibility and economic impact of the KidZone Museum's current and future facility operations:

- The KidZone Museum has inadequate resources to deliver desired functions and programming with its current facility. The KidZone Museum needs a larger facility today; with its current visitation the size of the building should be at least double its current 3,000 square feet. To accommodate expanded programming and growth in the region it is projected that a new facility should be at least 12,000 square feet.

  The feasibility analysis of a new larger facility presented in this report finds that visitation is projected to increase 46-81% over the next twenty years, from just under 23,000 visits per year to between 33,000 and 41,000 visits per year. To accommodate both an immediate need to increase space to serve current patrons better and to serve the projected number of future annual visits it is estimated the KidZone Museum will need a facility of approximately 12,250 building square feet as well as an outdoor nature play area of approximately 4,000 square feet. The facility size has been estimated based on a combination of known needs expressed by Museum staff and key performance indicators presented in this report.

- The KidZone Museum has been successful in obtaining grants for operating expenses and is managing its main annual cost, personnel, efficiently compared to other museums of similar size. KidZone Museum operating income is sufficient for current needs but no reserves are available for a new facility. A new permanent building will require a major capital campaign.

An estimate of cost of the new facility is $7.4 million to $9.8 million, excluding the cost of land. Donation of land, a free lease, or other such financial assistance will likely be needed with the new facility. The KidZone Museum will be able to increase its revenue stream significantly in a larger facility with expanded programs.

With a new building of 12,250 square feet it should be anticipated that use of space, programming and staff would grow over time as membership, visitation and income increase. Although very preliminary, it is estimated that operating costs will increase from an average of $325,000 per year at the current facility to about $600,000 per year within the first 10 years of having the new facility, and increase to about $765,000 per year over a period of 20 years. Current income sources (grants, donations, special event revenues, and membership and admission fees – including fees from a new audience of older children) plus new sources, including café revenue, educational store revenue, and rental revenues will fund the operational costs of the Museum.

- The KidZone Museum provides support services that connect communities in Truckee and the Tahoe region through its functions and programming. In particular it supports low-income families and teens with scholarship and volunteering opportunities. As such, it is more than just a place to visit; its presence provides many community-wide benefits. There are many other tangible and intangible community impacts from having a children's museum in the community.

  Personal impacts *result in changed attitudes to science, expanded career opportunities and other personal enjoyment and personal development opportunities. Examples include greater science exposure to girls which may lead to new career paths for them, and opportunities to make new friends and connect people in the community.*

  Societal impacts *occur when the presence of the museum and its programs make changes that impact the entire community. For example, if the museum located in a revitalization area and spurred other new investment and development that would have a multiplier effect in the economy with greater incomes, greater spending, and greater community investment by government that benefits from additional tax revenues. Having a downtown core that feels safe enough for families to come into promotes a healthier, thriving downtown. By looking at data such as distribution of income the KidZone Museum will be able to strategically develop outreach programs and bus routes for maximize its benefits in the region, once it has obtained the necessary resources.*

- Data presented in the report indicate a burgeoning trend in participation in discovery and science programs in Truckee and a likely growing need to provide more of these programs in the future for the region. There is no local competition providing a similar experience to the KidZone Museum; the KidZone Museum has a

strong window of opportunity to fulfill the gap with a larger centrally located facility in Truckee.

- Children's museums are the youngest and fastest growing museums in the country. Many city planners regard children's museums as an anchor for nearby attractions, restaurants and local businesses.[1] There is a strong linkage to co-locate children's museums and libraries.

  This report documents that there is a growing trend to locate children's museums in revitalization areas because of their ability to catalyze development with visitation by patrons who are interested in education and who are typically willing to spend on other goods and services as part of their visit. The economic impacts of location in a revitalization area will likely be greater than in other areas of Truckee.

  New location considerations include good access to public transportation, good visibility, safety, outdoor play area opportunities, and parking. To attract greater visitation it would be advantageous for the new facility to provide new facilities such as computer labs, theatres, and auditoriums found in many children's museums across the nation, or to co-locate with providers of such facilities. The more practical applications of learning and complimentary activities surrounding the museum the better.

- The KidZone Museum helps keep spending in Truckee that would otherwise leak to Reno (visits to other family activity centers, such as the Discovery Museum and Wilbur D. May Museum) or to other communities in the Tahoe region (spending on other types of activities).

  Economic impacts of the KidZone Museum include:

  - Income brought into the KidZone Museum
  - Income brought to local businesses by visitors
  - Greater expenditures by the KidZone Museum with local vendors
  - Job creation for staff and outside providers

  The KidZone Museum is good for the local economy because it keeps residents and tourists in Truckee when they might otherwise spend their money elsewhere. This report does not provide an economic impact analysis that would quantify the economic benefits in terms of jobs created, income created, and output to the local economy. Such analysis requires use of an input-output model. This report does estimate spending that is retained in Truckee by having visitors and residents stay in Truckee to visit the KidZone Museum rather than take a day trip to other family activity centers in Reno.

[1] "The Case for Children's Museums", Association of Children's Museums, Washington D.C., 2008.

It is estimated that approximately $350,000 in visitor spending is currently kept in Truckee due to the presence of the KidZone Museum. Captured spending increases to approximately $696,000 with the new larger facility. This estimate is likely conservative and would be affected by location of the museum. Keeping spending in Truckee benefits local store owners by way of greater sales and revenues, as well as the Town of Truckee through collection of sales tax.

Table 1 summarizes projected visitation, facility size need, operating expenses, and estimated taxable spending captured in Truckee in 2015 with the current building and in 2025 and 2035 with the new, expanded facility.

Table 1
Summary Findings

KidZone Museum	2015	2025	2035
Projected Visitation	**22,740**	**30,270**	**37,180**
Minimum Facility Size (Bldg. Sq. Ft.)	**3,000 [1]**	**10,000**	**12,250**
Estimated Operating Costs	**$325,000**	**$600,000**	**$765,000**
Estimated Taxable Spending Captured	**$350,000**	**$513,000**	**$696,000**

Source: HEC. summ

[1] Current building and operating costs; however, the facility needs to be at least 7,000 sq. ft.

1.3 NEXT STEPS

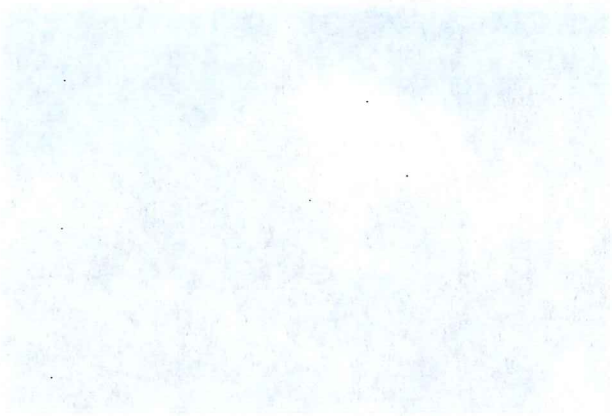
The next steps in relocating and expanding the KidZone Museum is to commission architectural renderings incorporating the types of spaces that the Board of Directors wants at the new facility. A more robust estimation of capital costs and projected operations costs needs to be conducted and a funding plan organized. A desirable and financially feasible location needs to be secured and final design, plans and specifications drawn. A capital campaign will be necessary for the new facility to come to fruition.

With good estimates of capital and operations costs of the new facility an economic impact model could be run to quantify the benefits of the new KidZone Museum facility in the local economy. The Truckee Tahoe Airport District (2000), Tahoe Forest Hospital District (2006) and Truckee Donner Recreation and Parks District (2012) have all run such economic impact models.

This report has not attempted to evaluate appropriate pricing / membership structures for the new facility. This would be another step to take further into the planning process once good estimates of capital and operations costs have been developed.

1.4 REPORT ORGANIZATION

Following this section describing findings, recommendations and next steps, Section 2 describes the KidZone Museum facility and programming today. Section 3 projects potential visitation through 2035 and estimates space needs by function as well as total size of the new facility. Location considerations for the new facility are also discussed. Section 4 presents community-wide impacts and economic benefits of the KidZone Museum. **Appendix A** provides support tables for the analysis presented in the report.



Section 2: TRUCKEE KIDZONE MUSEUM TODAY

2.1 KIDZONE MUSEUM FACILITIES AND FINANCING

2.1.1 Facilities

Since 1997 the KidZone Museum has occupied a 3,000 square foot building at 11711 Donner Pass Road directly east of the Truckee High School and adjacent to the Family Resource Center. The dome structure houses infant play, an indoor play structure, science/discovery exhibits and exploration, as well as an outdoor nature play area for children in the 0 to 10 age range.

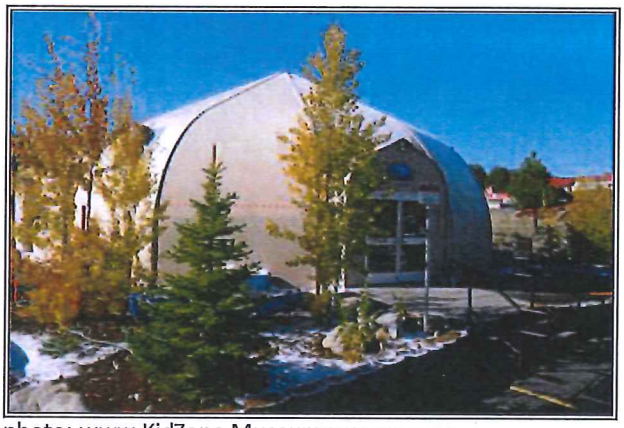


photo: www.KidZone Museummuseum.org

Within the facility there is a science/art room, a small meeting room, and an office. Exhibit space occupies about 1,500 square feet. Labs/rooms/setting space which currently also functions as space for birthday party rentals and other events occupies about 700 square feet. Other uses of the building include restrooms, lobby, circulation, offices, and a small education store.

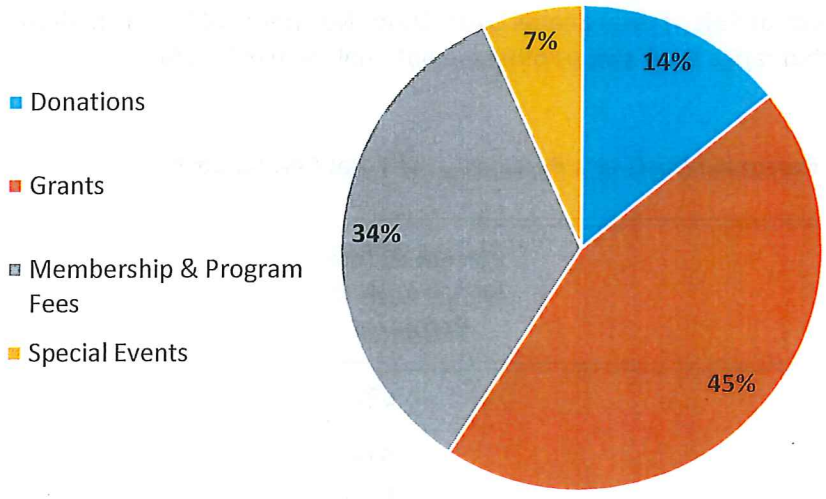
Outside, the nature play area is approximately 2,000 square feet. Due to limited space within the building the KidZone Museum also rents office space in Downtown Truckee for the Director and Bookkeeper.

The facility is open 6 days of the week with operating hours dependent on the time of year. The Museum is frequently at full capacity, and does have to turn people away. Current indoor capacity is 60 people. An article featured in the Sierra Sun, December 20, 2011 provided in **Appendix B**, describes how the Museum was packed at full-capacity for four days over Thanksgiving.

2.1.2 Financing

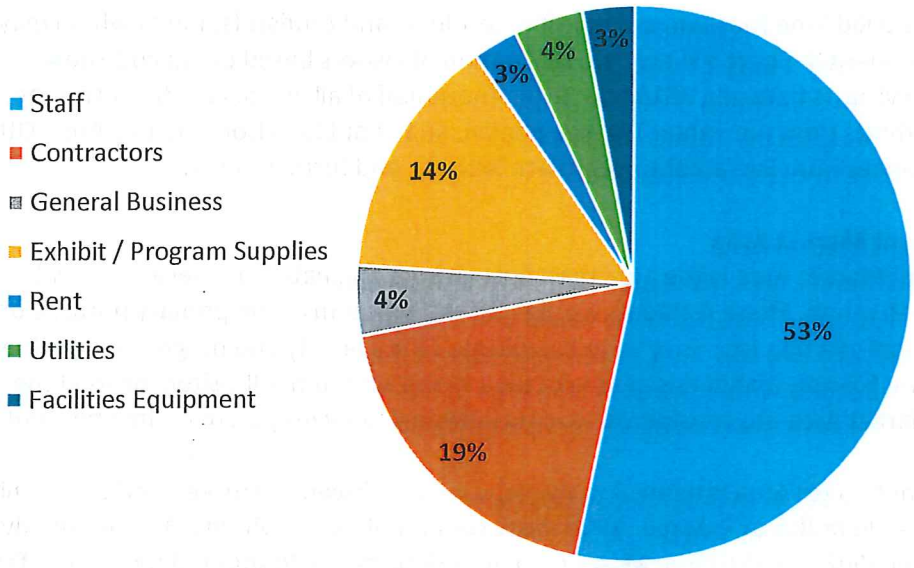
The KidZone Museum has an operating budget of approximately $325,000. This budget may be higher in years when special projects are grant-funded. **Table A-1** and **Table A-2** show income and expenses unadjusted for inflation and adjusted for inflation. Net operating income is negative in some years and positive in others which demonstrates that although the KidZone Museum is able to remain solvent it is not able to create a reserve or collect for a large capital outlay like a new building with its current revenue structure. A new permanent building would require a major capital campaign. **Chart 1** shows the KidZone Museum's annual sources of income. The largest annual source of income is from grants. The second largest is user fees and memberships. Other income sources include private donations and revenue from special events as well as room rentals for birthday parties.

Chart 1
Sources of Income



The largest annual expenditures are for staff, followed by contractors and exhibit/program supplies. There are currently 6 staff at the KidZone Museum, 3 full-time and 3 part-time. Percentage shares of typical annual expenditures are shown in **Chart 2**.

Chart 2
Typical Annual Expenditures



Using Association of Children's Museums (ACM) data HEC compared KidZone Museum personnel costs with other comparably sized museums since this is the largest annual expenditure. **Table 2** shows that KidZone Museum personnel costs fall in the low range of industry standards at 53% of total annual costs. Other Northern California children's museums selected range from 48% to 69%; the national median is 57%.

Table 2
Comparison of Personnel Costs as a Percentage of Total Annual Costs

Museum	Percent of Total Annual Costs for Personnel
Kidzone	**53%**
Median	57%
Average	65%
Children's Creativity Museum Sausalito	69%
Children's Discovery Museum San Jose	48%
Habitot Children's Museum Berkeley	64%
Monterey County Youth Museum	58%

Soure: Association of Children's museums 2012 membership survey. personnel

2.2 MARKET AREA

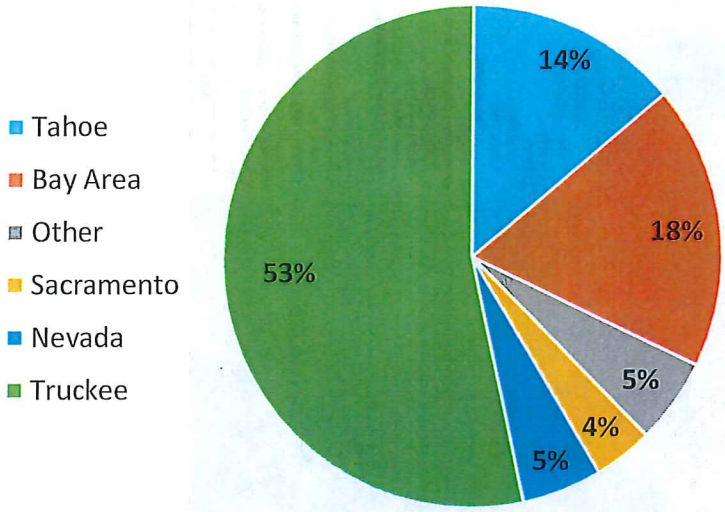
Visitors to the KidZone Museum are full-time residents and tourists (some of whom may be part-time residents). **Chart 3** shows the origination of visitors based on zip code data provided by visitors between 2010 and 2014. About half of all visitors are from Truckee, about two-thirds from the Tahoe Truckee Region, and about 20% from the Bay Area. Other visitors originate from Sacramento, Northern Nevada, and further afield.

2.2.1 Resident Market Area

The Resident Market Area is the area that most visitors originate from because they live in the area year-round. These residents would visit the Museum as the primary purpose or the important part of a day trip. They have knowledge of the facility and programs available at the Museum. Schools within this area take trips to the Museum. All visitors beyond the Resident Market Area are considered tourists (although they may be part-time residents).

The Resident Market Area is defined in this report as the Town of Truckee and communities within a 15-mile radius of Truckee. All of these communities are within a 30-minute drive time from the KidZone Museum. **Map 1** on page 9 depicts the Resident Market Area. **Table A-3** shows the community areas and corresponding US Census data sources for each area.

Chart 3
Origination of KidZone Museum Visitors



In the following discussion, socio-economic data from the Resident Market Area is analyzed as it relates to the KidZone Museum.

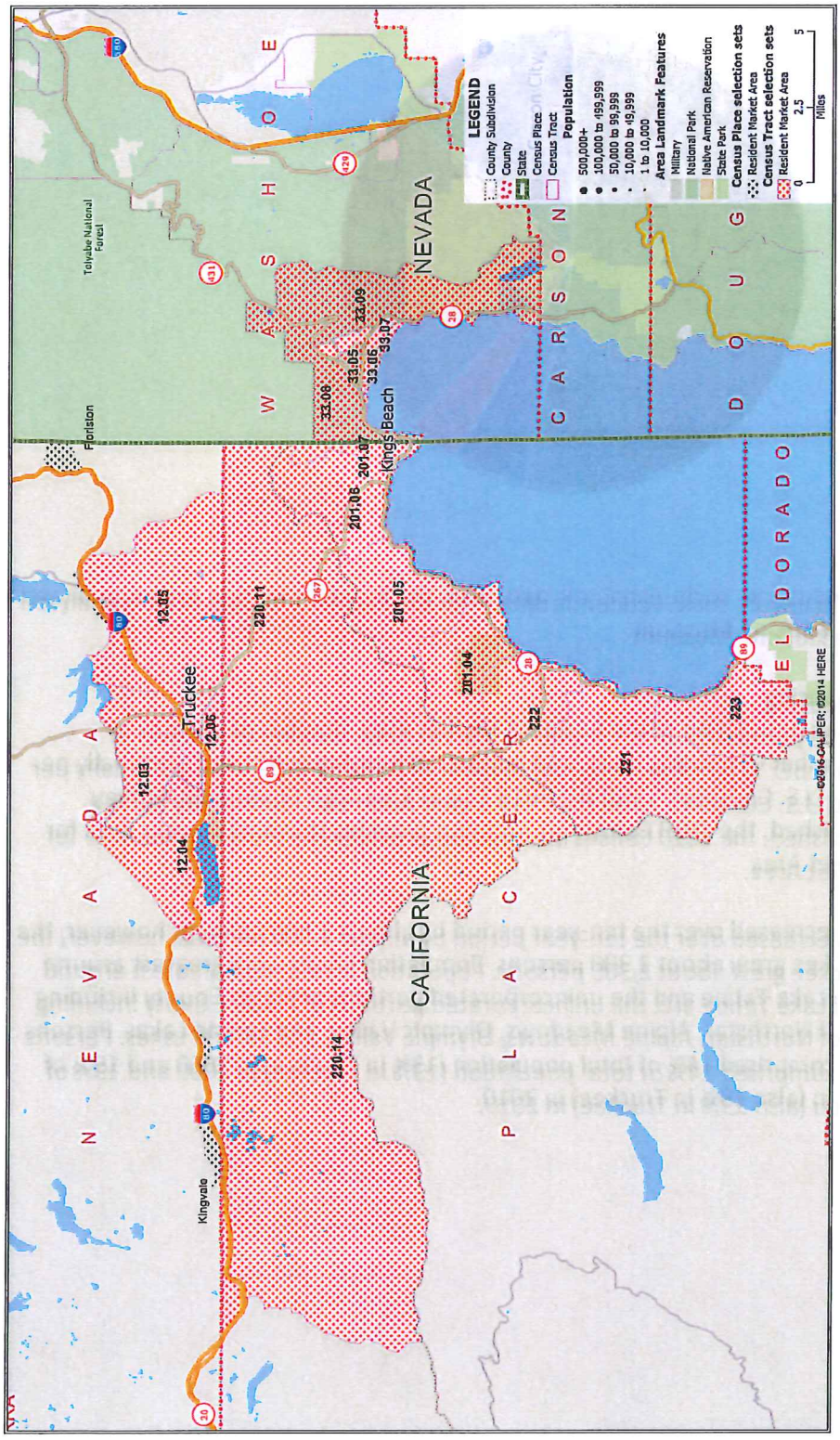
Population and Housing

Table A-4 shows the population of the Resident Market Area, number of persons of Hispanic origin, number of housing units, and number of housing units used seasonally per the 2000 and 2010 U.S. Censuses. Until the 2015 5-year American Community Survey estimates are published, the 2010 Census information provides the most current data for the Resident Market Area.

Total population decreased over the ten-year period by almost 2,500 persons; however, the population of Truckee grew about 2,300 persons. Population losses were greatest around the north shore of Lake Tahoe and the unincorporated portions of Placer County including the communities of Northstar, Alpine Meadows, Olympic Valley, and Serene Lakes. Persons of Hispanic origin comprised 14% of total population (13% in Truckee) in 2000 and 19% of the total population (also 19% in Truckee) in 2010.

Map 1
Resident Market Area

Source: HEC created with Maptitude.



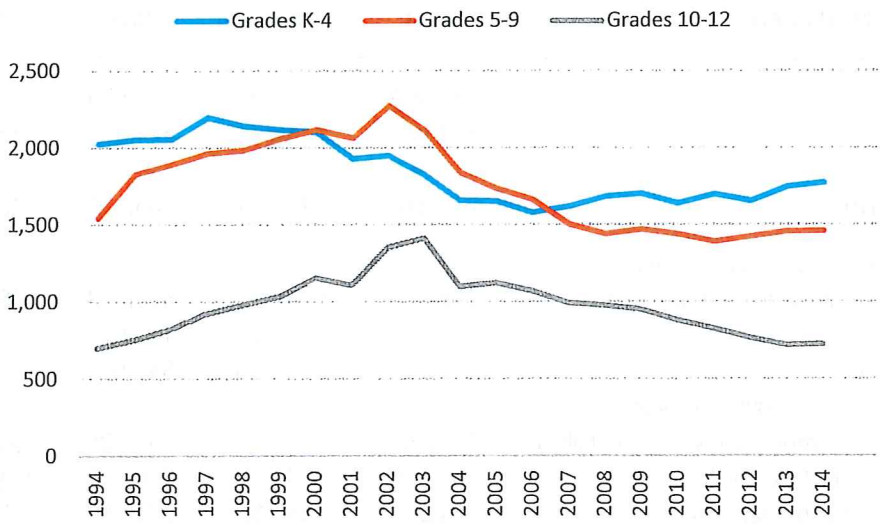
Between 2000 and 2010 the total number of housing units increased by 3,890 with 78% of those units located in Truckee. Increased number of housing units and decreased population indicates greater vacancy and/or greater part-time visitation. Per the Census, housing units used seasonally increased from 49% (44% in Truckee) to 53% (47% in Truckee). Seasonal use is greatest in unincorporated Placer County.

Age Profile. Of the full-time residents, the share of population aged under 20 years was 25% in 2000 and 22% in 2010. Children aged under 10 comprised 12% of the population in 2000 and 11% of the population in 2010. These figures are similar to California statewide figures. Age profiling is shown in **Table A-5** for 2000 and **Table A-6** for 2010 U.S. Census data.

School-Age Children. The Resident Market Area is served by the Truckee Tahoe Unified School District (TTUSD). Although there are a few independent, private schools and charter schools from other districts, the vast majority of children attend TTUSD. Since 1994 total attendance in the TTUSD has increased (1994 to 2002), fallen (2002 to 2007), and remained flat since 2007.

Data by grade levels is graphed in **Chart 4**. The majority of KidZone Museum programming currently serves K-4 children. The number of K-4 children has increased slightly since 2007. Although the number of K-4 children is lower in 2014 than it was in 1997 when the Museum opened, visitation at the Museum has increased, demonstrating the success of the Museum's programming.

Chart 4
TTUSD Attendance



Note that the largest decrease in TTUSD attendance has been in grades 10-12 between 2003 and 2014. TTUSD attendance by year is provided in **Table A-7**.

The KidZone Museum could take an active role in future years to engage high school students in Truckee by offering a place for afterschool creative programs and clubs. Examples from other children's museums include: Studio Art, open to all ages at the Children's Museum Pittsburgh and Madison Children's Museum, Open Mic opportunities abound at The Laugh Shack at Chicago Children's Museum, Battle of the Bands at Stepping Stones Museum for Children in Connecticut, as well as many service learning opportunities in the science, drama and art fields.

Income

Household income in the Resident Market Area is higher than the California average and the U.S. National average. Higher incomes are associated with visitation to educational attractions both in terms of the ability to visit (disposable income, transportation) and the desire to visit, as higher incomes frequently reflect higher educational attainment.

After adjusting for inflation, median household incomes of the Resident Market Area decreased between 2000 and 2010 in all areas except the non-Tahoe Basin areas of unincorporated Placer County (Northstar, Olympic Valley, Alpine Meadows, Martis Valley, and Serene Lakes) and the Carnelian Bay to Kings Beach portion of the North Shore Tahoe Basin. **Table 3** shows the change in median household income between the last two censuses in the Resident Market Area.

Table 3
Median Household Income 2000 (Adjusted for Inflation) and 2010

Resident Market Area	2000	2000 Adj. for Inflation	2010	Change
California	$47,493	$60,101	$60,883	$782
United States	$41,994	$53,142	$51,914	($1,228)
Town of Truckee	$58,848	$74,470	$65,351	($9,119)
Within 15 Mile Radius of Truckee				
Nevada County surrounding Truckee	$58,170	$73,612	$66,673	**($6,940)**
Kingvale		n.a.	$154,954	
Soda Springs		n.a.	$42,695	
Northstar, Martis Valley, Alpine Meadows, Olympic Valley, Serene Lakes	$52,941	$66,995	$86,825	**$19,830**
Homewood to Dollar Hill	$56,169	$71,080	$56,354	**($14,726)**
Carnelian Bay to Kings Beach	$51,958	$65,751	$71,250	**$5,499**
Crystal Bay / Incline Village	$68,473	$86,649	$81,626	**($5,024)**
Floriston		n.a.	n.a.	
Total Resident Market Area	**$57,170**	**$72,346**	**$68,961**	**($3,385)**

Source: US Census, Bureau of Labor Statistics West Region. mhi

Distribution of income varies by community within the Resident Market Area. In the Town of Truckee almost one-third of resident households had income greater than $100,000 in 2010. In contrast, only 2% of resident households had income greater than $100,000 along the west and north shores of Lake Tahoe. Although median household income was relatively high in the Carnelian Bay to Kings Beach communities, these communities had the highest share of resident households with income less than $35,000. Detail of income distribution is provided in **Table A-8**.

Distribution of income indicates which communities will need greatest help in getting to and from the KidZone Museum and need scholarships to attend Museum programs.

Tourists Profile

Tourists (including part-time residents) are major contributors to the KidZone Museum. In particular, tourists are major supporters and visitors of the KidZone Museum during the summer months, most likely because these visitors frequent museums where they live and make museums a primary destination regardless of weather.

Generally, tourists to Tahoe are an affluent travel group. While it is not expected that tourists would come to Truckee with the primary purpose of visiting the KidZone Museum, it is likely that having the KidZone Museum in Truckee keeps people in Truckee. Instead of driving down to Reno to visit the Discovery Museum, or conduct another activity, visitors will go to the KidZone Museum and keep their spending dollars in Truckee. Keeping spending in one place is referred to as the capture rate of spending.

Tourism is a major employer in the region and a vital part of the Truckee-Tahoe economy. Sales tax and Transient Occupancy Tax (TOT), key indicators of tourism, comprise the second and third largest sources of annual revenue for the Town of Truckee. Sales taxes make up approximately 12% of the Town's budget. Various economic studies conducted in the past ten years for projects in the Town of Truckee have estimated that approximately 55% of sales tax generation is from visitors. For fiscal year 2014-15 the Town of Truckee estimated TOT revenues would comprise 8% of the Town's budget.

2.3 Museum Attendance

Since good record keeping began in 2007, attendance at the Museum has approximately doubled from 11,000 visits per year to over 22,000 visits per year.

Chart 5 shows attendance by year since 2007. Like many businesses in Tahoe, attendance at the KidZone Museum is influenced by weather. Attendance peaked in 2011 when there was an abundance of snow. Attendance has levelled since then, coinciding with a period of low snowfall. Greatest attendance is experienced during the winter months November through March when there are limited outdoor play opportunities for very young children, and care givers need to get out of their homes and connect with others. In addition, there are several holidays during the winter months when tourists also frequent the Museum (particularly in bad weather).

Chart 5
Museum Attendance 2007-2014

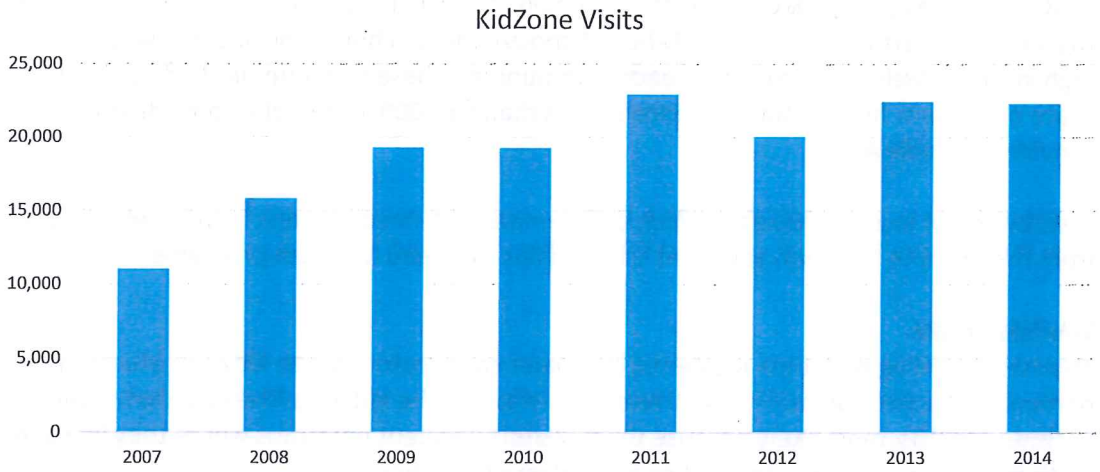
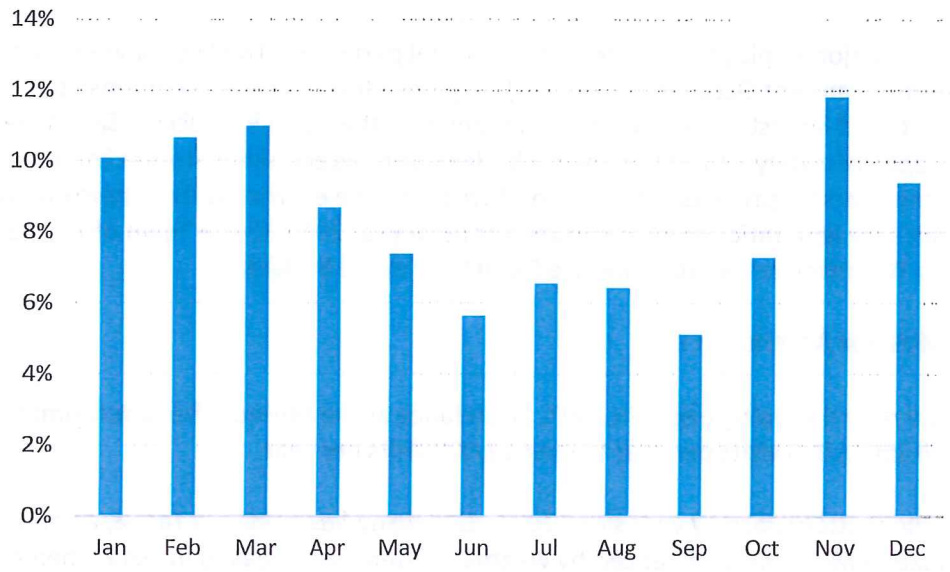


Chart 6 shows attendance by month of the year.

Chart 6
Seasonality of Museum Attendance 2007-2014



Attendance by month and year is provided in **Table A-9.** KidZone Museum data shows that attendance by Latinos has decreased. The KidZone Museum attributes this to the cut in staffing that had to be made in recent years and is working on more outreach to bring back greater attendance by Latinos.

2.4 FUNCTIONS AND PROGRAMMING

The KidZone Museum describes its functions in three areas: 1. Play, 2. Discover, and 3. Connect.

1. **Play**
   Through exhibits that change throughout the year, children can take flight to different countries, they can build and engineer their own structures, and they can dispel energy on the indoor play structure. They can read books, or have a book read to them, and care givers can strike up conversations amongst themselves, finding common ground and new friendships. The Art Studio and Science Lab enables the kids and adults alike to get messy without worrying about the cleanup; and, outside in the nature play area there is plenty to get dirty with and find (like ladybugs and buried treasure).

2. **Discover**
   Through play and instruction children learn for themselves. The KidZone Museum offers many camps (from one day to multi-day) throughout the year. Popular summer camps include the Farm Camp, Junior Entomologist Camp, Watershed Science Camp, Chemistry Camp, and Electricity Camp.

3. **Connect.** The KidZone Museum is more than a place for young children to discover and play. It is an organization that provides support services to teens, low-income families, and across the social strata. It provides important connections for families, including these:

   - Science in the schools
   - Teen volunteer service learning program
   - Annual Science Festival at the Airport
   - Cultural Events: lion dancers, Peruvian music, for example
   - Social service and education partner visits with kids: Tahoe Safe Alliance, Boys and Girls Club, Mama Club of the NTFRC, STEPP, Early Head Start
   - Teen parent child development workshops
   - Classes in the family room at Kings Beach Elementary
   - Free bus from Kings Beach to the Museum

The KidZone Museum provides more than 1,000 scholarships for museum admission and camps to low-income families. Through the service learning program children who enjoyed the programs at a younger age volunteer to teach and supervise activities and camps in their teens.

2.5 OTHER REGIONAL PROVIDERS

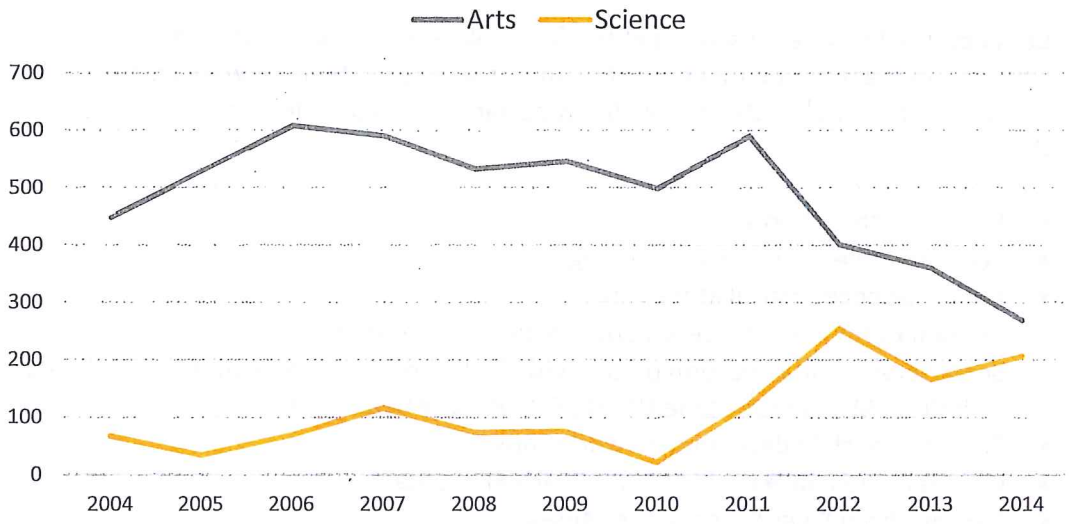
Locally there are no other organizations that provide the same experience as that provided at the KidZone Museum; however, some similar programs are provided by the Truckee

Donner Recreation and Parks District (TDRPD) and the Tahoe City Public Utility District (TCPUD).

The TDRPD provides non-sport hands-on youth programs during the school year and during the summer holidays. Programs include Lego Camp, Discovery Camp, Science Camp, and Art Camp (summer only). Year-round programs include Ceramics, Hand Building Ceramics, Pottery, and Cooking for Kids. In addition, Beginning Drawing/Painting is offered during the school year only. Attendance at the TDRPD programs fluctuates from year to year. While there was a period of growth in attendance between 2004 and 2011, attendance declined back to 2004 levels by 2014. **Table A-10** shows attendance by program by year.

Popular programs in recent years include Art Camp, Hand Building Ceramics, Discovery Camp, Lego Camp, Beginning Drawing/Painting, and Cooking for Kids. **Chart 7** shows attendance for arts programs and science programs between 2004 and 2014. Note the increase in interest in science programs over the past four years.

Chart 7
TDRPD Youth Non-Sport Programs Attendance



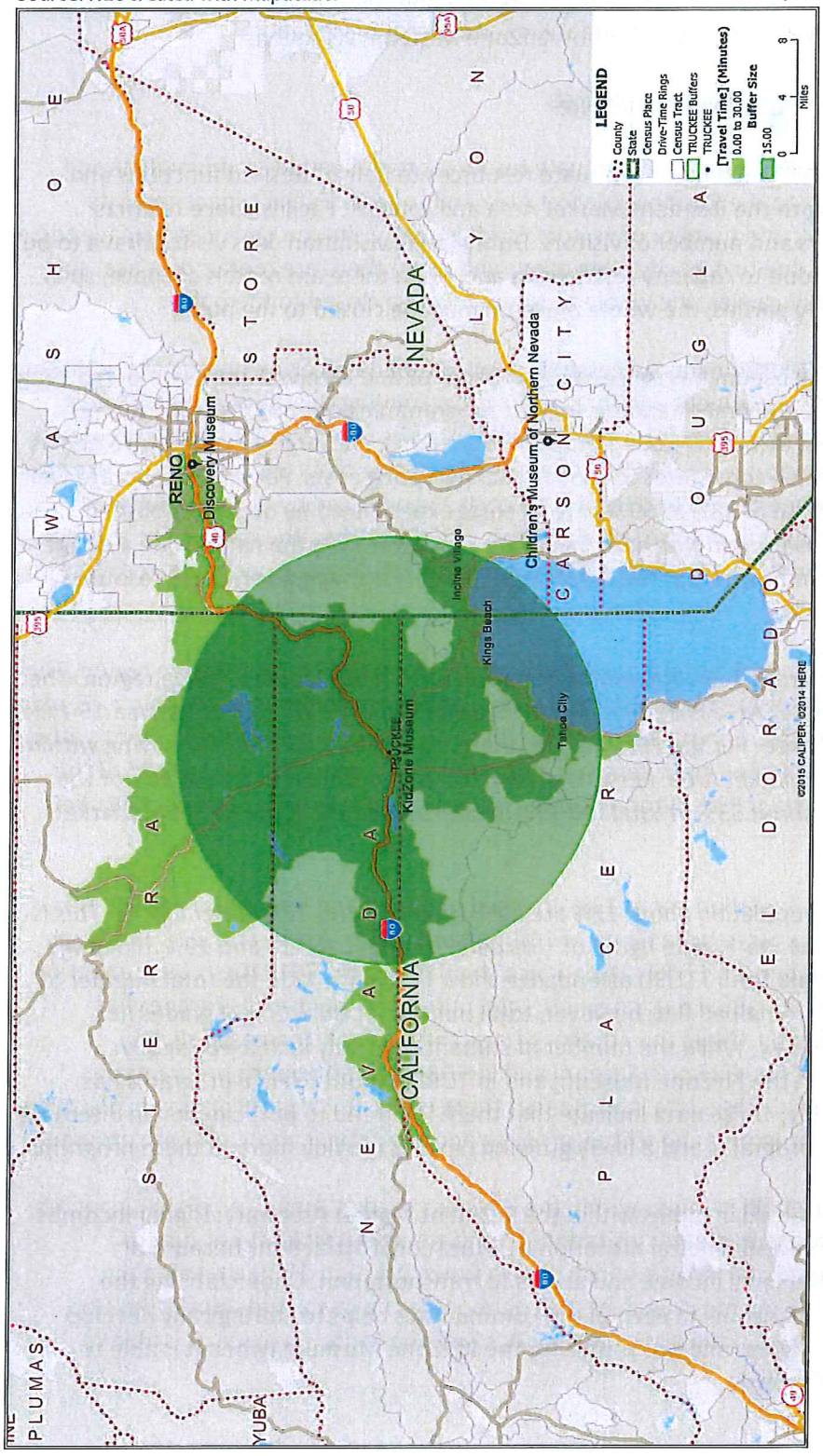
The TCPUD Recreation Department also provides some similar programs, but fewer than available through the TDRPD. Programs that have been offered by TCPUD include Kids Science, Science Pirate Adventure, Science Camp, Science Club, Lego Exploration, and Kids Cooking. Not all programs are available all years. **Table A-11** provides a summary of programs and participation in recent years.

Map 2 shows a 15-mile radius around Truckee and accessible places within a 30-minute drive time. The locations of the closest children's museums are also shown on the map. The closest children's museums are in Reno and Carson City.

Map 2

15-Mile Radius and 30-Minute Drive Time from the KidZone Museum

Source: HEC created with Maptitude.



The Discovery Museum in Reno is a large facility that is within a 30-minute drive of Truckee and does provide an alternative location for creative play and exploration. The Children's Museum of Northern Nevada in Carson City is about a one-hour drive time from Truckee and is not considered to be competition for KidZone Museum visitation.

2.6 KidZone Museum Today: Findings

1. The KidZone Museum has inadequate resources to deliver desired functions and programming to the Resident Market Area and tourists. Facility space restricts opening hours and number of visitors. During peak visitation days visitors have to be turned away due to capacity restrictions and when there are rentals of space, such as for birthday parties, the whole museum must be closed to the public.

2. The KidZone Museum has successfully applied for and received grants for purchasing materials and equipment and for specific programming operations costs. Almost 60% of annual income is from grants and donations. The largest expenditure item is personnel which constitutes 53% of annual operating costs. Personnel costs are well within the range of 48% to 69% of total costs experienced by other established children's museums in Northern California and lower than the nationwide average of 57%. This indicates that the KidZone Museum is managing personnel resource costs efficiently.

3. About two-thirds of current annual visitation is from the Truckee-Tahoe region. The Resident Market Area is defined as Truckee and those communities within a 15-mile radius of Truckee. Per the 2010 Census there are about 40,000 persons living within the Resident Market Area. Persons of Hispanic origin comprise almost 20% of the population. About 53% of total housing is used seasonally in the Resident Market Area.

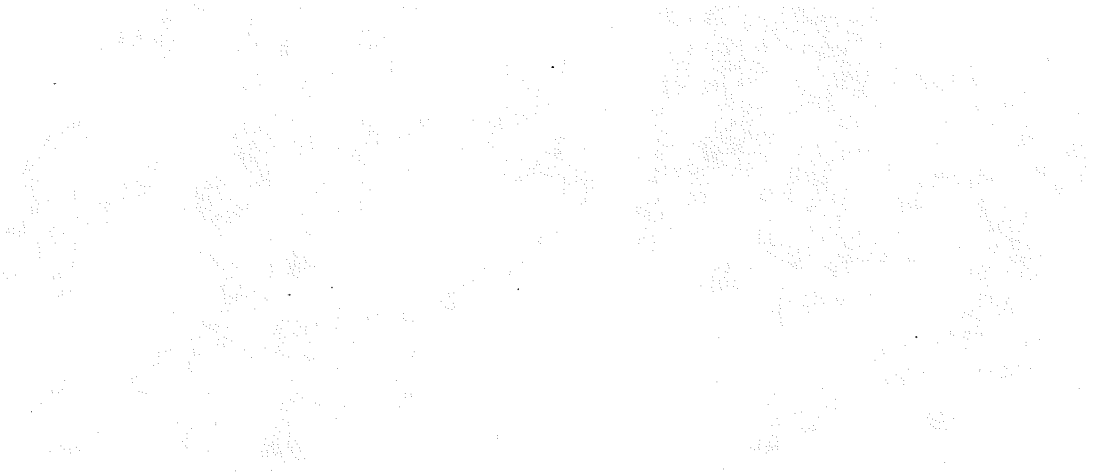
   Of the total population about 12% are aged under 10 and 22% under age 20. This is lower than the State-wide figure of 15% persons under age 10 and 29% under age 20. Annual data from TTUSD attendance show that since 2010 the total number of students has remained flat; however, total number of children K-4 grades has increased slightly. While the number of students has only increased slightly, attendance at the KidZone Museum and in TDRPD youth science programs has grown steadily. These data indicate that there is a trend to participation in discovery and science programs and a likely growing need to provide more of these programs.

4. Median household incomes within the Resident Market Area vary. Higher incomes are associated with greater visitation to educational attractions because of disposable personal income and access to transportation. Understanding the distribution of income in each of the communities helps to strategically develop outreach programs and bus routes for the KidZone Museum (when it is able to afford its own bus).

5. Through its functions and programming the KidZone Museum connects a large networked community in Truckee and Tahoe. It provides support to low-income families through scholarships and provides support services to many social support and educational organizations.

6. The closest children's museum is the Discovery Museum in Reno. This children's museum is within a 30-minute drive of Truckee. The KidZone Museum competes with the Discovery Museum as well as other family activity centers in Reno for attendance.

7. Tourists are important contributors to the KidZone Museum. Tourists tend to be less affected by weather when deciding whether to go to the KidZone Museum. By keeping tourists in Truckee the KidZone Museum helps keep spending in Truckee. According to several economic studies conducted over the past ten years approximately 55% of sales tax generation in Truckee is from tourists.



SECTION 3. A NEW FACILITY: PLANNING FOR THE FUTURE

3.1 IDENTIFIED FACILITY NEEDS AND WANTS

The KidZone Museum is frequently at capacity, particularly during winter periods of high visitor volume. The organization has outgrown its current facility. The KidZone Museum needs a new, larger permanent space to achieve its goals and grow to their potential in serving the Resident Market Area and tourist populations. The KidZone Museum also needs its own bus to better and more consistently serve low-income families.

The KidZone Museum needs a larger, more permanent structure to ensure that the museum can continue to provide a safe, joyful and engaging space for all children in our community to play in.

Additional space is needed for storage, more permanent exhibits, an area for food preparation and consumption, an educational store, a cafe, rooms for birthday party rentals, and a larger nature play area outdoors. In 2012 the KidZone Museum purchased an Imagination Playground which can only currently be used at special events or in the summer outdoors because there is not enough indoor space to accommodate it.

In order to have passionate, expert teachers who provide in-depth discovery based learning through camps, classes and programs the KidZone Museum needs consistent resources.

The KidZone Museum serves a wide age range. The majority of current programming reaches ages 0 through 8; camps and other special events and programs reach through age 12. Teenagers are involved through service earning and families, including grandparents, enjoy time at the KidZone Museum.

The KidZone Museum's goal is to expand current programs and to create new programs that reach children aged 10 through 18. Ideas for use of an expanded space include a clay animation studio, Lego building rooms, and a robotics lab or other science lab. There is a shortage of activities for older children in the Resident Market Area, beyond sports and other outdoor and physical opportunities. In particular, teens do not have a facility for creative learning and collaboration with colleagues. The KidZone Museum could strengthen school curriculums and in particular provide hands-on experience for girls in developing science skills and competence.

New facility space would need to be compartmentalized to separate younger and older children activities.

The KidZone Museum needs its own bus and driver so we can consistently offer transportation for families who do not have a way to get to the museum.

Currently the KidZone Museum rents a TTUSD bus when it is available. With its own bus and driver, the KidZone Museum could consistently transport families to the Museum and back. During the summer the bus would be able to take children on more field trips and service a greater population.

Staffing. The KidZone Museum currently operates with a staff of 6 (3 full time and 3 part time). Additional staff would bolster current outreach programs into stronger programs that reach across the social strata and to children who would otherwise be unable to participate in the KidZone Museum programs. Outreach programs could also continue to be held in other locations such as the Family Room in Kings Beach.

3.2 Projected Visitation and Expanded Space

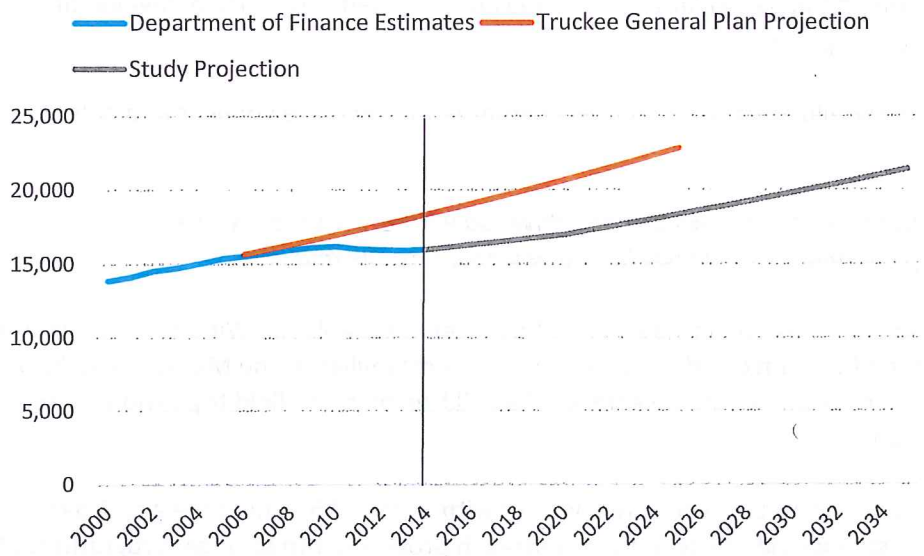
3.2.1 Visitation

Resident Market Area. This analysis projects potential Resident Market Area population over a 20-year time period (through 2035). It is assumed in the projection that the population of the Town of Truckee continues to grow at 1.0% each year over the next five years and 1.6% over the following 15 years. These percentages are the actual average annual growth rates in Truckee for the periods 2000-2010 and 2000-2014 as shown in **Table A-12**. This growth is more conservative than assumed in Truckee's General Plan as depicted in **Chart 8** on the following page.

Population growth in the communities within 15 miles of Truckee is estimated in **Table A-13**. Average annual growth in the unincorporated areas of Placer County, Nevada County and Washoe County was estimated based on historical change and HEC local knowledge. The population in the 15-mile area is projected to increase back to year 2000 population by 2020.

Resident Market Area population is estimated to grow from 40,390 in 2015 to 51,390 in 2035 as shown in **Table A-14.**

Chart 8
Town of Truckee Projected Population



HEC used data from the KidZone Museum to estimate percentage of the population that visit the Museum. As shown in **Table 4** about 18% of Truckee's population visit the KidZone Museum and about 3% of the population in the remainder of the Resident Market Area visit the KidZone Museum. These percentages are referred to as the 'capture rate' of the KidZone Museum in the Resident Market Area. By applying the capture rates to population growth projections an estimate of Museum visits from the Resident Market Area is projected through 2035.

Table 4
Estimated Population Capture

Resident Market Area	2014 Museum Visits	Avg. Visits / Year	Estimated Museum Patrons	Jan 1, 2015 Estimated Population	Patrons as % of Population
Truckee	12,880	4.5	2,862	16,140	18%
15-Mile Radius	2,850	3.6	792	24,250	3%
Total Area	**15,730**		**3,654**	**40,390**	**9%**

Source: HEC and KidZone Museum. pop cap

The projection of Resident Market Area Museum visits is provided in **Table A-15**. Total annual visits are projected to increase 4,880 under a low-range scenario in which the capture rates and average annual visits per year per patron remain the same and are simply applied to population growth, to 10,010 under a high-range scenario. Under the high-range scenario capture rates increase to 20% in Truckee and 6% in the remainder Resident Market Area but average annual visits per patron remain the same.

Tourists. Visitation by tourists is projected to increase in the range of 5,660 to 8,340 visits per year. Tourist visitation is assumed to increase between 3% and 4% per year based on the average annual growth of Town of Truckee Transient Occupancy Tax (TOT) collections between 2003 and 2014 of 3.38%. Projection of visits and number of patrons is shown in **Table A-16.**

Total projected visitation is the sum of Resident Market Area visits and tourist visits. In **Table 5** total visitation is estimated to increase from 22,740 to between 33,270 and 41,090. This is a 46% to 81% increase in visitation over twenty years. Visitation by tourists is estimated to comprise a larger share of total visitation over time (in 2015 69% of visitors are estimated from the Resident Market Area, in 2035 this falls slightly to 63%).

Table 5
Total Projected Increase in Visitation

Year	Museum Visitation Estimates	
	Low-Range	High-Range
2015		
Resident Market Area	15,730	15,730
Tourists	7,010	7,010
Total	**22,740**	**22,740**
2035		
Resident Market Area	20,600	25,740
Tourists	12,670	15,350
Total	**33,270**	**41,090**
Change from 2015 to 2035		
Resident Market Area	**4,870**	**10,010**
% Increase	*31%*	*64%*
Tourists	**5,660**	**8,340**
% Increase	*81%*	*119%*
Total Increase	**10,530**	**18,350**
% Increase	*46%*	*81%*

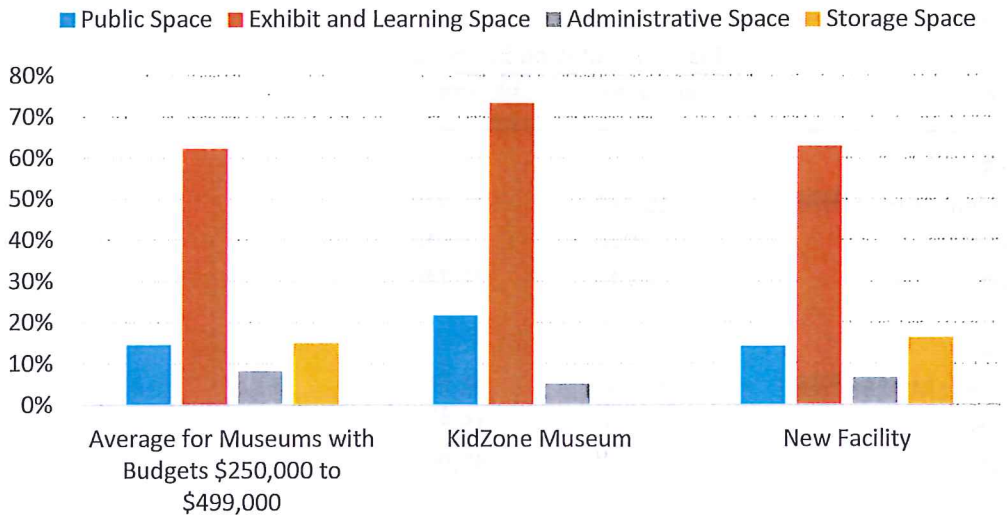
Source: HEC. proj

3.2.2 Expanded Space

The current facility has inadequate space to accommodate patrons of the Museums and to provide new spaces and programs that would improve the current facility. For several years the KidZone Museum has been looking for a permanent structure that can provide the desired experiences for local and visiting youth. Without any growth in Resident Market Area population or tourist visits the building needs to be at least 7,000 square feet rather than 3,000 square feet. In other words, the KidZone Museum needs at least another 4,000 square feet with today's visitation. To accommodate projected growth through 2035 the facility would need a further 5,250 square feet, for a total space of 12,250 building square feet. Space needs are shown in **Table A-17**. **Table 6** on the following page summarizes the current and new facility space needs.

Today, the KidZone Museum is lacking in work space/offices, storage and exhibit construction areas. **Chart 9** compares use of facility space with average use of space by museums with operating budgets between $250,000 and $500,000 per year. A new facility with the space allocations shown in **Table 6** would be much more similar to typical comparable museums.

Chart 9
Use of Facility Space



There are two key performance indicators that are used to test how reasonable the projected need for facility space is. The first performance indicator is comparison of total building size with other children's museums. Based on ACM data of median values the KidZone Museum should be between 6,500 and 9,400 square feet today. With growth the facility should be larger, from a national median value of 10,700 square feet to the largest children's museum size of 42,000 square feet. See **Table A-18**.

Table 6
Facility Space Needs

Space Utilization	Current Space	Additional Space Needs	Total Space Needed
Public Areas	*Figures in Building Square Feet unless Noted*		
Lobby, Circulation, Restrooms	600	400	1,000
Café / Kitchen	0	500	500
Education & Gift Store	50	200	250
Permanent Exhibits	800	1,550	2,350
Flex Space Exhibits	700	1,650	2,350
Learning Areas			
Labs/Rooms/Settings [1]	700	1,300	2,000
Studio Spaces	0	1,000	1,000
Internal Areas			
Storage/ Exhibit Construction Area/ Mechanical	0	2,000	2,000
Work Space/Offices	150	650	800
Total Building Square Feet [1]	**3,000**	**9,250**	**12,250**
Percentage of Space			
Public Space	22%		14%
Exhibit Space	73%		63%
Administrative Space	5%		7%
Storage Space	0%		16%
Total Percentage of Space	**100%**		**100%**
Outdoor Elements			
Garden/Composting	200	200	400
Butterfly and Insect Garden	100	100	200
Slide/tunnels/Climbing	150	150	300
Sand and Water Spaces	500	500	1,000
Outdoor Classroom and Events	500	500	1,000
Train	250	250	500
Bike/trails	250	250	500
Play house/TP/Mud Kitchen	100	100	200
Total Outdoor Square Feet	**2,050**	**2,050**	**4,100**

Source: KidZone Museum and HEC. sq ft

[1] There is currently no dedicated rentable space (such as for birthday parties). The labs/rooms/settings space currently doubles as rentable space. Dedicated rentable space of 500 square feet is desired in the new facility.

The second performance indicator is visitors per square foot of museum. In **Table A-19** the KidZone Museum is compared with other children's museums in northern California and Nevada. The median visitors per square foot is 2.84 and the average 3.90. The KidZone Museum is currently at 7.43 which indicates that the museum space is currently too small for its attendance. As shown in **Table 7** the KidZone Museum space should currently be about 7,000 square feet with 3.18 annual visits per square foot. With expansion to 12,250 square feet and projected visitation, visitors per square foot would be in a healthy attendance to space ratio range of 2.72 and 3.35.

Table 7
Visits per Building Square Foot with Facility Expansion

Item	Current	Needed Now	New Facility Sq Ft	
			low range	high range
Building Sq. Ft.	3,000	7,000	12,250	12,250
Annual Museum Visitation	22,286	22,286	33,270	41,090
Annual Visits per Bldg. Sq. Ft.	7.43	3.18	2.72	3.35
Average for Museums (sample size of 115 museums)				4.0
Median for Museums (sample size of 115 museums)				5.4

Source: Association of Children's Museums, 2008. exp sq ft

The projected facility space need of 12,250 square feet appears reasonable when compared with the key performance indicators, especially considering that the KidZone Museum needs greater indoor storage compared with many of the other children's museums of the same size due to winter weather conditions. For the first few years the budget will not support all the programs and exhibits achievable in a 12,250 square foot facility. Staffing, intricacy of exhibits and programs would have to ramp up as visitation numbers grow and revenues grow.

3.2.3 Estimated Development Cost

Using an estimated cost of $600-$800 per square foot to develop, the new facility may cost between $7.4 million and $9.8 million to build, excluding the cost of land. The cost per square foot range is based on planning costs of other children's museums in the western US documented in feasibility studies[2]. Total cost per square foot includes all hard and soft costs as well as parking spaces.

[2] Market and Operating Potential Children's Museum of the North Bay, November 2006, and Market and Feasibility Study Proposed Pikes Peak Children's Museum Colorado Springs, Colorado, December 2008.

3.3 New Facility Location Considerations

This report studied data provided by the ACM for museums in the 25,000 to 50,000 range of annual visits. Of these museums:

- 17% have an auditorium,
- 10% a computer lab,
- 17% a large-screen theater,
- 24% a performance theater (median size of 50 seats), and
- 24% outdoor exhibits.

The KidZone Museum does not have any of these facilities currently. This data indicates that it might be advantageous to either provide some of these facilities or co-locate with other providers of these facilities. For example, co-location with a theater that provides screen showings and/or performances, or a library/media center that provides a computer lab.

Generally, children's museums that are located next to or near complimentary activities such as a railroad museum, a natural history museum, media/library center, a teen center, or a performing arts center, are likely to experience greater visitation. Several children's museums are strategically built next to or near complimentary activities. Two examples include the Children's Museum of Sonoma County and the Children's Museum of History, Science and Technology in Utica, NY. The Children's Museum of Sonoma County, due to be complete in summer 2015, is next to the Charles M. Schulz Museum (creator of the comic strip Peanuts and Snoopy) in Santa Rosa. The Children's Museum in Utica, NY, is located next to the Adirondack Scenic Railroad and takes advantage of this for field trips.

In its report "Growing Young Minds: How Museums and Libraries Create Lifelong Learners", June 2013, the Institute of Museum and Library Services documents key ways in which museums and libraries are supporting communities' efforts to develop a strong start for young children's learning. In this report there are three recommendation for action by communities:

1. Support the roles of libraries and museums in providing quality programs and services for all children, especially those in family, friend, and neighbor care situations.
2. Enhance the use of libraries and museums for vulnerable populations by addressing such resources as transportation and broadband access.
3. Consider museum and libraries as community hubs where educators and parents come together to access and explore the effective use of content, collections, and technology.

The following are listed as ways in which libraries and museums act together to meet learning challenges:

- *Community anchors*, cornerstones of our democracy, that provide safe and accessible civic spaces promoting lifelong learning cultural enrichment, and civic engagement, especially for underserved and vulnerable families and their children.

- *Connectors* that bridge the generations and bring children their parents, and their families together in fun and nonthreatening settings that build mutual knowledge, skills, and self-efficacy.

- *Innovative learning specialists* that create "teachable moments" through exhibits, outreach programs, and environments that invite hands-on experiential learning.

- *Stewards* of rich cultural, scientific, environmental, and historical heritages, which offer robust collections of resources appealing to all disciplines and levels of learners.

- *Digital hubs* that provide guidance for navigating new technologies and identify trusted online resources to help close the digital divide for all children, their parents, and caregivers.

New children's museums are heeding this advice and making efforts to co-locate children's museums and libraries where possible. The Children's Museum of Pike's Peak in Colorado is currently planning a new museum in Colorado Springs and has secured a letter of intent from the Pikes Peak Library District to co-locate a new downtown children's library with the museum.

Forty-nine percent of museums with annual attendance between 25,000 and 50,000 have been strategically developed as part of a downtown revitalization program. This is a growing trend. Of children's museums built before 1990 23% were located in downtown revitalization areas, between 1990 and 2000 39% were, and since 2000 47% have been located in downtown revitalization areas. The KidZone Museum should explore opportunities for locating in revitalization areas such as the Truckee Railyards or Coldstream Canyon. There are mutual benefits community-wide in having a children's museum in a revitalization area (see Section 4).

Other considerations for location of a new facility include:

- Visibility, ease of access, outdoor play area opportunities, and safety.

- Ability to easily access public transportation and preferably, but not essentially, free parking. Per the ACM data, 93% of museums are accessible by public transportation and more than two-thirds provide free parking.

ACM data also shows that 24% of children's museums obtained their land and/or building at zero cost, and 32% have a free lease. Implications for the KidZone Museum is that the new facility will likely need to obtain land for zero cost to be financially feasible and that the new site should be easily accessible by public transportation.

3.4 A New Facility: Findings

1. The KidZone Museum has identified that the following resources are currently lacking and desired: a permanent structure with adequate space, a bus for transportation to and from the Museum and for field trips / camps, additional staff for outreach and other programs.

2. The KidZone Museum serves a wide age-range currently; however, the majority of programming targets 0-8 years. One of the KidZone Museum's goals is to expand programming to ages 10-18 to serve currently unmet demand for science and hands-on learning in this age range.

3. The KidZone Museum currently has a visitor to space ratio of 7.43 which is much higher than the national median of 4.0 and the median of 2.84 in Northern California and Nevada children's museums. It is estimated that the KidZone Museum should be at least 7,000 square feet to adequately serve its current visitors.

4. The Resident Market Area population is estimated to increase from 40,390 to 51,390 over the next twenty years. Under different capture rates this population is estimated to increase KidZone Museum visits from 15,730 to between 20,600 and 25,700 per year. Together with a projection of increased tourist visits, the KidZone Museum will need a facility that can accommodate 33,200 to 41,100 visits annually.

5. Key performance indicators show that a new building that is approximately 12,250 square feet should be adequate for the projected number of visitors. Use of space, programming and staff would have to grow over time as visitation and income increases. The cost of the new facility is estimated at $6.7 million to $8.6 million, excluding the cost of land.

6. The new building needs to either provide facilities or co-locate with other providers of facilities that are currently desired in children's museums. Such facilities include computer labs and theatres. The more practical applications of learning and complimentary activities surrounding the museum the better. There is a strong linkage to co-locate children's museums and libraries.

7. There is a growing trend to locate children's museums in revitalization areas because of their ability to catalyze development with visitation by patrons who are interested in education and who are typically willing to spend on other goods and services as part of their visit. Other key considerations for the new KidZone Museum facility include public transportation, ease of access and visibility, outdoor play area opportunities, and safety.

Section 4: COMMUNITY-WIDE IMPACTS

Children's museums have numerous community-wide impacts, and many of these are very difficult to measure or quantify. HEC grouped community-wide impacts into personal and societal impacts, and economic impacts, based on the works of Robin Garnett and Lynda Kelly[3].

4.1 PERSONAL AND SOCIETAL IMPACTS

Personal benefits include:

- Changed attitudes to science (with an emphasis on girls)
- Social experiences (making new friends, connecting people)
- Career direction (opens up new career ideas)
- Personal enjoyment (reduces cabin fever for moms, particularly during the winter)

These benefits include greater science exposure to girls which may lead to new career paths for them, opportunities to make new friends and connect people in the community. Personal enjoyment takes many forms; one crucial role of the KidZone Museum is facilitating happier families, especially in the winter months by reducing cabin fever for moms of very young children.

Societal benefits include:

- Local and regional tourism
- Community leisure activities
- Youth employment (or volunteering)
- Community partnerships
- Giving back opportunities (volunteering)
- Urban redevelopment (if located in a revitalization area)
- Environmental restoration (for outdoor learning)

Having a downtown core that feels safe enough for families to come into promotes a healthier, thriving downtown. The KidZone Museum is good for the local economy because it keeps residents and tourists in Truckee when they might otherwise spend their money elsewhere. For example, in poor weather people might drive to Reno for indoor activities; with the KidZone Museum in Truckee they are more likely to stay and play and spend in Truckee.

[3] Robin Garnett, Questacon The National Science and Technology Centre, Canberra, Australia, July 2001, "The Impact of Science Centers/Museums on their Surrounding Communities: Summary Report". Lynda Kelly, Head of the Australian Museum Audience Research Centre, "Measuring the Impact of Museums on their Communities: the role of the 21st century museum".

The capture rate in the remaining portion of the Resident Market Area could be vastly improved with a bus, with a better facility and more exhibits, as well as more programming with an expanded staff. As described in Section 2, the KidZone Museum plays an important role in connecting people throughout the Truckee-Tahoe region and in providing enriching youth volunteer opportunities.

4.2 ECONOMIC IMPACTS

Economic benefits include:

- Income brought into the KidZone Museum (helps provide more scholarships for lower income families)
- Income brought to local businesses by visitors (captured/retained income as well as new income)
- Greater expenditures by the KidZone Museum with local vendors
- Job creation for staff and outside providers

While the KidZone Museum is not currently a primary economic activity it is a tourist attraction within the region. The KidZone Museum has the potential to become an economic engine; about 20% of Truckee's population visits the KidZone Museum at least once a year. The National Governors Association identified Arts, Culture and Design as a new engine of growth[4]. Arts, culture and design can assist states with economic growth because they can:

- Provide a fast-growth, dynamic industry cluster,
- Help mature industries become more competitive
- Provide the critical ingredients for innovative places,
- Catalyze community revitalization; and
- Deliver a better-prepared workforce.

Tourism research shows that visitors are willing to stay longer and spend more in the community if more is provided for them to see and do. Visitors staying overnight spend more money per day than day visitors; the more attractions to visit the higher the likelihood of overnight stays. By having the KidZone Museum in Truckee dollars are captured that would otherwise 'leak' elsewhere. The Discovery Museum in Reno is within a 30-minute drive of Truckee. Tourists and residents will spend more in Truckee if they stay in Truckee rather than drive to Reno for a children's museum experience.

Based on work prepared for the North Lake Tahoe Resort Association by Dean Runyan Associates in 2013, average daily spending per adult tourist staying in a hotel is $239 including lodging. About one-third of daily spending is on recreation and 43% of retail, food, beverage and other services, the majority of which is taxable spending. Average daily spending per adult by accommodation type is shown in **Table A-20.** About 45% of retail

[4] www.nga.org "New Engines of Growth: Five Roles for Arts, Culture, and Design", April 30, 2012.

sales in Truckee are generated by residents. Using data from the California Board of Equalization and California Department of Finance, average daily spending by residents in Truckee is $55. Average daily resident spending is calculated in **Table A-21.**

Tourist and resident spending as a direct result of the KidZone Museum keeping people in Truckee is estimated at $350,000 in 2015, $513,000 in 2025, and $696,000 in 2035. Note that future spending is in today's dollars. Estimates of spending are shown in **Table 8.**

Table 8
Estimate of Spending Captured in Truckee (in 2015 Dollars)

Spending	2015	2025	2035
Tourists			
Annual Number of Tourist Visits [1]	7,010	10,370	15,350
Number of Adult Tourist Visits [2]	3,505	5,185	7,675
Number of Adults Spending in Truckee (Annual) [3]	**1,753**	**2,593**	**3,838**
Average Daily Spending excl.lodging	$126	$126	$126
Tourist Spending Captured in Truckee [4]	**$221,000**	**$327,000**	**$485,000**
Truckee/Tahoe Residents			
Annual Number of Resident Visits	15,730	22,725	25,738
Number of Adult Resident Visits [2]	7,865	11,362	12,869
Adults Spending in Truckee (Annual) [5]	**2,360**	**3,409**	**3,861**
Average Daily Taxable Sales Spending	$46	$46	$46
Typical Ratio of Taxable to Non-Taxable Sales	0.85	0.85	0.85
Estimated Average Daily Spending	$55	$55	$55
Resident Spending Captured in Truckee [4]	**$129,000**	**$186,000**	**$211,000**
Estimated Total Spending Captured in Truckee [4]	**$350,000**	**$513,000**	**$696,000**

Source: HEC and Dean Runyan Associates, November 2013, spend impact "The Economic Significance of Travel to the North Lake Tahoe Area".

[1] Assumes all visitors are spending the night in the Truckee / Tahoe area.

[2] Assumes half the visitors are adults.

[3] Assumes 50% of adults visiting the Museum spent the day in Truckee rather than elsewhere because of the KidZone.

[4] A portion of spending is taxable, generating sales taxes to the Town of Truckee.

[5] Assumes 30% of resident adults stayed the day in Truckee because of the KidZone.

4.2.1 Estimated Operating Costs

Using the estimated annual museum attendance low to high range it is estimated that by year 10 the new facility will have an operating budget of approximately $600,000, and $765,000 by year 20. Currently total operating costs are about $15 per visit. The projected costs are based on $20 per visit.

These very preliminary estimates of KidZone Museum operating costs would continue to be funded with grants, donations, membership and admission fees, as well as special events fundraisers. In addition, new sources of income include the café (food and beverage sales), the educational store, and space rentals.

Membership and program fee revenues in 2025 and 2035 are estimated at $6.50 per visit (the 2014 average was $6.32 per visit). The educational store revenue was estimated at five times current sales per visitor. Café revenue was estimated at spending of $2.50 per visit, and rental space revenue was estimated at $1.50 per visit consistent with other feasibility studies estimates.

Table 9
Estimated Operations Costs (in 2015 dollars)

Source of Revenue	Target Operations $325,000	$600,000	$765,000
Annual Visitation	***22,740***	***30,270***	***37,180***
Current Income			
Donations	$46,000	$50,000	$60,000
Grants	$146,000	$195,000	$250,000
Membership & Program Fees	$111,000	$196,000	$240,000
Special Events	$22,000	$25,000	$50,000
New Income			
Café		$76,000	$93,000
Educational Store		$13,000	$16,000
Space Rental		$45,000	$56,000
Estimated Income	**$325,000**	**$600,000**	**$765,000**

Source: Association of Children's Museums, Market and Feasibility Study for Pikes Peak Children's Museum, December 2008. new rev

4.3 COMMUNITY IMPACTS: FINDINGS

1. There are many tangible and intangible community impacts from having a children's museum. Impacts are described in this report as personal, societal, and economic.

2. Personal impacts result in changed attitudes to science, expanded career opportunities and other personal enjoyment and personal development opportunities.

3. Societal impacts occur when the presence of the museum and its programs make changes that impact the entire community. For example, if the museum located in a revitalization area and spurred other new investment and development that would have a multiplier effect in the economy with greater incomes, greater spending, and greater community investment by government. Additional benefits include further outreach to low-income families, greater youth employment and volunteering opportunities, and the ability to stretch further across the social strata with the KidZone Museum's mission.

4. Economic benefits can be difficult to quantify with precision; however, they can be estimated. Input-output economic models can estimate jobs, income, and output generated directly and indirectly by the KidZone Museum. An input-output model for the new facility, once it has been designed and capital and operating costs are refined, would provide a ballpark estimate of total economic impact of the new museum.

5. While the KidZone Museum is not currently a primary economic activity, or destination, it has potential to become one in the future. The KidZone Museum captures dollars in Truckee that would otherwise be spent in Reno at the Discovery Museum or elsewhere in the region on other activities. HEC estimates that the KidZone Museum currently keeps about $350,000 in Truckee each year that would otherwise 'leak' elsewhere and that captured spending would increase to about $696,000 each year with the new facility by 2035. This estimate is likely conservative and would be affected by location of the museum.

6. Although very preliminary, it is estimated that operating costs will increase from an average of $325,000 per year at the current facility to about $600,000 per year at the new facility within 10 years. Over a 20-year period operating costs are estimated to increase to $765,000 per year. Current income sources plus new sources, including café revenue, educational store revenue, and rental revenues will fund the operational costs of the Museum.

APPENDIX A

KIDZONE NEW TRUCKEE FACILITY

ECONOMIC ANALYSIS SUPPORT TABLES

Table A-1
Economic Analysis for KidZone Museum
Historical Annual Income and Expenses Adjusted for Inflation

Income and Expenses	2007	2008	2009	2010	2011	2012	2013	2014
West Urban Index (1st Half of Year)	219.02	219.02	217.79	220.79	226.43	231.56	235.09	239.37
Inflation Adjustment Factor	0.91	0.91	0.91	0.92	0.95	0.97	0.98	1.00
Income	$280,230	$488,824	$399,094	$327,391	$304,836	$344,597	$334,688	$317,176
Income Adjusted for Inflation	**$306,266**	**$534,241**	**$438,638**	**$354,934**	**$322,253**	**$356,220**	**$340,770**	**$317,176**
Expenses	$303,415	$415,458	$426,637	$288,677	$318,297	$359,773	$300,182	$304,102
Expenses Adjusted for Inflation	**$331,606**	**$454,059**	**$468,910**	**$312,963**	**$336,483**	**$371,908**	**$305,637**	**$304,102**
Inflaton-Adjusted Net Income	**($25,339)**	**$80,183**	**($30,272)**	**$41,971**	**($14,230)**	**($15,688)**	**$35,133**	**$13,074**

Source: Bureau of Labor Statistics and KidZone Museum.

inc adj

Table A-2
Economic Analysis for KidZone Museum
KidZone Historical Annual Income and Expenses (Unadjusted for Inflation)

Income and Expenses	Fiscal Year Ending							
	2007	2008	2009	2010	2011	2012	2013	2014
Income	$280,230	$488,824	$399,094	$327,391	$304,836	$344,597	$334,688	$317,176
Expense	$303,415	$415,458	$426,637	$288,677	$318,297	$359,773	$300,182	$304,102
Number of Volunteers	50	45	40	43	48	49	47	49
Number of Staff (includes part-time)	28	25	27	18	10	10	10	9
INCOME								
Donations - all, service groups,				$64,304	$50,881	$48,319	$40,541	$34,048
Grants- all (foundations, gov. etc)				$127,278	$136,170	$173,891	$176,447	$137,454
Operating income- all				$83,925	$82,911	$90,892	$92,846	$114,801
Special Events				$22,133	$20,044	$21,660	$24,831	$24,788
Other				$29,751	$14,830	$9,835	$24,085	$26,085
Total Income				**$327,391**	**$304,836**	**$344,597**	**$358,750**	**$337,176**
EXPENSE								
Gross Payroll	$112,633	$154,246	$188,554	$130,942	$133,160	$170,305	$142,445	$158,215
Payroll Taxes				$17,122	$18,634	$23,545	$19,941	$21,455
Contractors				$68,861	$71,084	$74,096	$37,620	$43,650
General Business				$15,513	$11,593	$12,208	$11,209	$13,576
Other Expenses - Exhibit and				$33,537	$48,845	$42,611	$59,538	$38,088
Rent				$2,463	$7,013	$11,209	$10,596	$10,199
Utilities				$10,598	$13,235	$13,039	$13,209	$13,534
Facilities Equipment				$9,641	$14,733	$12,760	$5,627	$5,384
Total Expenses				**$288,677**	**$318,297**	**$359,773**	**$300,185**	**$304,101**
Net Operating Income				**$38,714**	**($13,461)**	**($15,176)**	**$58,565**	**$33,075**

Source: KidZone Museum.

finance

Table A-3
Economic Analysis for KidZone Museum
Market Area with US Census Boundaries

Market Area	County	2010 Census Tract	2000 Census Tract
		[1]	[1]
Truckee Town	Nevada	CDP	CDP
Within 15 Mile Radius of Truckee			
Nevada County Surrounding Truckee	Nevada	12.03, 12.04, 12.05, 12.06 less Truckee CDP	Donner CCD less Truckee Town
Kingvale	Nevada	CDP	Included in Donner CCD
Soda Springs	Nevada	CDP	Included in Donner CCD
Northstar & Martis Valley	Placer	220.11	220.01
Alpine, Squaw, Serene Lakes	Placer	220.14	220.01
Floriston	Nevada	CDP	Included in Donner CCD
Crystal Bay/Incline	Washoe	33.05, 33.06, 33.07, 33.08, 33.09	33.02, 33.04
Carnelian Bay to Kings Beach	Placer	201.05, 201.06, 201.07	201.05, 201.06, 201.07
Homewood to Dollar Hill	Placer	221, 222, 223, 201.04	201.01, 201.02, 201.03, 201.04

Source: U.S. Census census #

[1] CDP is a Community Designated Place. Numbers are Census Tracts.

Table A-4
Economic Analysis for KidZone Museum
Summary of Population and Housing in Resident Market Area

Resident Market Area	Population		Persons of Hispanic Origin		Total Housing Units		Housing Units Seasonal	
	2000	2010	2000	2010	2000	2010	2000	2010
California	33,871,648	37,253,956	10,966,556	14,013,719	12,214,549	13,680,081	236,857	302,815
			32%	*38%*			*2%*	*2%*
United States	281,421,906	308,745,538	35,305,818	50,477,594	115,904,641	131,704,730	3,578,718	4,649,298
			13%	*16%*			*3%*	*4%*
Town of Truckee	13,864	16,180	1,773	3,016	9,757	12,803	4,326	5,989
Percentage of Total			*13%*	*19%*			*44%*	*47%*
Within 15 Mile Radius of Truckee								
Nevada County surrounding Truckee	331	206	7	5	247	133	145	32
Kingvale	143	143	6	6	340	340	254	254
Soda Springs	81	81	7	7	136	136	92	92
Northstar, Martis Valley, Alpine Meadows, Olympic Valley, Serene Lakes	5,501	3,422	313	230	5,450	5,493	3,133	3,785
Homewood to Dollar Hill	4,759	3,867	144	205	6,019	6,275	3,824	4,164
Carnelian Bay to Kings Beach	7,399	6,581	2,288	2,515	5,462	5,831	2,447	2,870
Crystal Bay / Incline Village	9,952	9,087	1,207	1,566	7,664	7,954	2,957	3,353
Floriston	73	73	0	0	43	43	1	1
Subtotal 15-Mile Radius	**28,239**	**23,460**	**3,972**	**4,534**	**25,361**	**26,205**	**12,853**	**14,551**
Percentage of Total			*14%*	*19%*			*51%*	*56%*
Total Resident Market Area	**42,103**	**39,640**	**5,745**	**7,550**	**35,118**	**39,008**	**17,179**	**20,540**
Percentage of Total			*14%*	*19%*			*49%*	*53%*

Source: U.S. Census Decennial data.

units

Table A-5
Economic Analysis for KidZone Museum
Age Distribution of Market Area Population per the 2000 U.S. Census

Place	TOTAL	Under 5	5-9	10-14	15-19	20-24	25-34	35-44	45-54	55-59	60-64	65-74	75-84	Over 85
California	33,871,648	2,486,981	2,725,880	2,570,822	2,450,888	2,381,288	5,229,062	5,485,341	4,331,635	1,467,252	1,146,841	1,887,823	1,282,178	425,657
Percentage of Total	*100%*	*7%*	*8%*	*8%*	*7%*	*7%*	*15%*	*16%*	*13%*	*4%*	*3%*	*6%*	*4%*	*1%*
Town of Truckee	13,864	875	1,094	1,151	830	715	2,166	2,941	2,300	627	400	495	217	53
Within 15 Mile Radius of Truckee														
Nevada County surrounding Truckee	331	-	33	31	42	15	27	77	88	15	(1)	3	1	-
Kingvale	143	8	7	3	1	4	14	29	35	13	15	11	3	-
Soda Springs	81	4	4	1	-	9	21	13	15	3	3	7	1	-
Northstar, Martis Valley, Alpine Meadows, Olympic Valley, Serene Lakes	5,501	267	348	409	364	266	794	959	1,007	338	237	331	144	37
Homewood to Dollar Hill	4,759	177	194	258	241	280	927	833	916	245	181	295	135	77
Carnelian Bay to Kings Beach	7,399	483	543	502	486	618	1,390	1,320	1,158	296	209	255	123	16
Crystal Bay / Incline Village	9,952	463	537	601	562	554	1,171	1,587	1,832	817	665	803	322	38
Floriston	73	4	-	2	4	2	19	4	12	12	6	4	3	1
Total Resident Market Area	**42,103**	**2,281**	**2,760**	**2,958**	**2,530**	**2,463**	**6,529**	**7,763**	**7,363**	**2,366**	**1,715**	**2,204**	**949**	**222**
Percentage of Total	*100%*	*5%*	*7%*	*7%*	*6%*	*6%*	*16%*	*18%*	*17%*	*6%*	*4%*	*5%*	*2%*	*1%*

Source: US Census.

age2000

Table A-6
Economic Analysis for KidZone Museum
Age Distribution of Market Area Population per the 2010 U.S. Census

Place	TOTAL	Under 5	5-9	10-14	15-19	20-24	25-34	35-44	45-54	55-59	60-64	65-74	75-84	Over 85
California	37,253,956	2,531,333	2,505,839	2,590,930	2,823,940	2,765,949	5,317,877	5,182,710	5,252,371	2,204,296	1,832,197	2,275,336	1,370,210	600,968
Percentage of Total	*100%*	*7%*	*7%*	*7%*	*8%*	*7%*	*14%*	*14%*	*14%*	*6%*	*5%*	*6%*	*4%*	*2%*
Town of Truckee	16,180	1,061	1,097	992	917	841	2,477	2,553	2,808	1,217	961	902	278	76
Within 15 Mile Radius of Truckee														
Nevada County surrounding Truckee	206	7	11	9	10	5	17	19	54	25	37	11	1	-
Kingvale	143	8	7	3	1	4	14	29	35	13	15	11	3	-
Soda Springs	81	4	4	1	-	9	21	13	15	3	3	7	1	-
Northstar, Martis Valley, Alpine Meadows, Olympic Valley, Serene Lakes	3,422	144	144	176	220	202	573	459	494	310	268	327	90	15
Homewood to Dollar Hill	3,867	156	150	149	150	243	580	562	647	380	337	326	159	28
Carnelian Bay to Kings Beach	6,581	425	421	325	334	484	1227	963	940	495	396	386	143	42
Crystal Bay / Incline Village	9,087	396	417	436	498	560	995	1079	1378	821	867	1183	377	80
Floriston	73	4	-	2	4	2	19	4	12	12	6	4	3	1
Total Resident Market Area	**39,640**	**2,205**	**2,251**	**2,093**	**2,134**	**2,350**	**5,923**	**5,681**	**6,383**	**3,276**	**2,890**	**3,157**	**1,055**	**242**
Percentage of Total	*100%*	*6%*	*6%*	*5%*	*5%*	*6%*	*15%*	*14%*	*16%*	*8%*	*7%*	*8%*	*3%*	*1%*

Source: US Census.

age2010

Table A-7
Economic Analysis for KidZone Museum
Truckee-Tahoe School District Enrollment

Year	Grades			All Grades
	K-4	5-9	10-12	
1994	2,023	1,541	697	**4,261**
1995	2,051	1,826	751	**4,628**
1996	2,052	1,889	820	**4,761**
1997	2,194	1,962	923	**5,079**
1998	2,138	1,983	978	**5,099**
1999	2,115	2,057	1,032	**5,204**
2000	2,100	2,114	1,153	**5,367**
2001	1,927	2,061	1,106	**5,094**
2002	1,948	2,271	1,351	**5,570**
2003	1,822	2,109	1,411	**5,342**
2004	1,657	1,835	1,097	**4,589**
2005	1,651	1,732	1,120	**4,503**
2006	1,576	1,660	1,068	**4,304**
2007	1,617	1,501	990	**4,108**
2008	1,680	1,436	974	**4,090**
2009	1,700	1,466	948	**4,114**
2010	1,636	1,435	878	**3,949**
2011	1,696	1,388	825	**3,909**
2012	1,653	1,420	765	**3,838**
2013	1,745	1,454	718	**3,917**
2014	1,769	1,457	724	**3,950**

Source: California Department of Education. attend

Table A-8
Economic Analysis for KidZone Museum
Distribution of Income in the Resident Market Area

Community	Household Income (2010 $s)							
	< $10,000	$10 - $15,000	$15 - $25,000	$25 - $35,000	$35 - $50,000	$50 - $75,000	$75 - $100,000	> $100,000
	Percentage of Households							
California	5%	5%	9%	9%	13%	18%	13%	28%
United States	7%	6%	11%	11%	14%	19%	12%	21%
Town of Truckee	4%	2%	5%	3%	19%	16%	18%	33%
Within 15 Mile Radius of Truckee								
Nevada County surrounding Truckee	3%	2%	5%	3%	16%	16%	18%	37%
Kingvale	0%	0%	0%	0%	0%	65%	0%	35%
Soda Springs	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Northstar, Martis Valley, Alpine Meadows, Olympic Valley, Serene Lakes	8%	0%	10%	2%	2%	21%	22%	35%
Homewood to Dollar Hill	0%	3%	19%	0%	5%	36%	35%	2%
Carnelian Bay to Kings Beach	0%	4%	2%	20%	9%	28%	14%	24%
Crystal Bay / Incline Village	0%	0%	4%	7%	13%	21%	13%	43%
Floriston	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

Source: US Census.

income distr

Table A-9
Economic Analysis for KidZone Museum
KidZone Museum Visitation by Calendar Year

Calendar Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual Totals	Community Events	Latinos	Latinos Percentage
							Numbers include Child and Adult Visitors									
2003	2,008	2,158	1,967	1,635	1,095	1,208	780	1,139	829	1,237	1,004	1,058	**16,118**		n.a.	n.a.
2004	1,535	1,531	1,880	1,621	1,095	783	856	780	469	825	1,136	979	**13,490**		n.a.	n.a.
2005	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	**0**		n.a.	n.a.
2006	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	**0**		n.a.	n.a.
2007	1,079	708	841	1,137	769	740	797	14	748	1,500	1,283	1,414	**11,030**		3,143	28%
2008	1,339	1,459	1,681	1,334	1,572	676	1,067	887	948	1,280	2,391	1,169	**15,803**		3,461	22%
2009	2,068	2,212	2,296	1,756	1,122	1,470	1,406	1,414	440	1,321	1,884	1,882	**19,271**		3,074	16%
2010	2,067	2,710	2,587	2,224	1,558	945	1,158	1,118	864	1,435	2,028	549	**19,243**		2,859	15%
2011	2,136	2,018	2,561	1,542	2,161	1,407	1,274	1,594	1,112	1,299	2,935	2,876	**22,915**		2,930	13%
2012	2,164	2,338	2,291	1,679	1,055	1,052	1,462	1,423	976	1,339	2,450	1,815	**20,044**		2,507	13%
2013	2,164	2,338	2,291	1,703	1,677	1,032	1,383	1,715	1,422	1,503	2,722	2,485	**22,435**		2,493	11%
2014	2,402	2,522	2,268	1,919	1,387	1,314	1,474	1,677	1,320	1,458	2,376	2,169	**22,286**	4,500	2,045	11%
Avg. 2007-2014	1,927	2,038	2,102	1,662	1,413	1,080	1,253	1,230	979	1,392	2,259	1,795	19,128			
% of Avg.	10%	11%	11%	9%	7%	6%	7%	6%	5%	7%	12%	9%				

Source: KidZone Museum.

visits

Table A-10
Economic Analysis for KidZone Museum
Truckee Donner Recreation and Parks District -- Total Number of Participants by Class

Class / Camp	Offered [1]	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Art Camp	SO	19	68	60	86	115	135	204	279	208	166	87
Beginning drawing/painting	SYO	0	0	0	0	0	80	46	87	88	65	62
Ceramics - children	YR	307	246	331	310	176	93	59	55	0	0	0
Handbuilding Ceramics	YR	101	190	165	176	213	187	146	140	81	107	112
Pottery	YR	22	27	52	18	29	51	44	29	24	22	7
Science Camp	SO	67	33	69	116	73	75	22	70	79	1	0
Discovery Camp	SO	0	0	0	0	0	0	0	0	0	0	104
Cooking for Kids	YR	0	0	0	0	0	0	0	51	108	110	32
Lego Camp	SO	0	0	0	0	0	0	0	0	67	55	70
Total Participants		**515**	**564**	**677**	**706**	**606**	**622**	**520**	**711**	**655**	**526**	**474**

Source: Truckee Donner Recreation and Parks District.

rec

[1] Year-Round (YR)
School-Year Only (SYO)
Summer Only (SO)

Table A-11
Economic Analysis for KidZone Museum
Tahoe City PUD Youth Science/ Exploration Programs

Tahoe City PUD Youth Science/Cooking Programs

Program Name		Description
"Kids Science"		
Year	Number of Participants	"Make safe energy toys: a wooden catapult, 'mini missle' launcher, design and test a ruber band launcher, marshmellow shooter, and other creative energy toys."
2010	12	
2011	22	
Program Name		
"Science Pirate Adventure"		"Dress up like a pirate every day and join in the fun as we study stars, planets, starfish, sea shells, frogs, snakes, owls, rocks, minerals, water, air, light, sound, slime, unique polymers, and chemical reactions."
Year	Number of Participants	
2013	24	
Program Name		
"Science Camp"		"Physics portion will include; flight, Hovercraft, wind powered cars and catapults. The chemistry portion will explore atom molcules, water based chemical reactions with lots of color and much more."
Year	Number of Participants	
2011	32	
Program Name		
"Science Club"		
Year	Number of Participants	"Fun filled hour of science experiements for k-5th grade."
Jan-11	8	
Feb-11	8	
May-11	3	
Program Name		
"Lego Exploration"		
Year	Number of Participants	
Aug-13	15	"Learning engineering amd aerodynamics with legos!" Class focus varies each week.
Jul-13	17	
Jul-13	19	
Aug-14	6	
Aug-14	12	
Aug-14	8	
Aug-14	6	
Program Name		
"Kids Cooking"		
Year	Number of Participants	"Learning how to make easy simple meals with 5 ingredients or less!"
2014	7	

Source: Tahoe City PUD.

tcpud

Table A-12
Economic Analysis for KidZone Museum
Town of Truckee Estimated Population Growth

Year	Jan. 1	Change
2000	13,864	
2001	14,113	1.8%
2002	14,533	3.0%
2003	14,722	1.3%
2004	15,043	2.2%
2005	15,364	2.1%
2006	15,527	1.1%
2007	15,723	1.3%
2008	15,975	1.6%
2009	16,112	0.9%
2010	16,180	0.4%
2011	16,021	-1.0%
2012	15,949	-0.4%
2013	15,942	0.0%
2014	15,981	0.2%
Change 2000 - 2010	2,316	**1.6%**
Change 2000 - 2014	2,117	**1.0%**
Projection (figures rounded)		
2015	16,140	1.0%
2016	16,300	1.0%
2017	16,470	1.0%
2018	16,640	1.0%
2019	16,810	1.0%
2020	16,980	1.0%
2021	17,240	1.5%
2022	17,510	1.6%
2023	17,780	1.5%
2024	18,060	1.6%
2025	18,340	1.6%
2026	18,630	1.6%
2027	18,920	1.6%
2028	19,210	1.5%
2029	19,510	1.6%
2030	19,810	1.5%
2031	20,120	1.6%
2032	20,430	1.5%
2033	20,750	1.6%
2034	21,070	1.5%
2035	21,400	1.6%
Estimated Increase	**5,260**	

Source: California Dep't of Finance, U.S. Census and HEC. truck proj

Table A-13
Economic Analysis for KidZone Museum
Estimated Population Projection for 15 Mile Radius Communities

Year	Placer County	Nevada County	Washoe County	Estimated Total
2000	17,659	628	9,952	28,239
2010	13,870	503	9,087	23,460
Change	-3,789	-125	-865	-4,779
Estimated Annual Increase [1]	**0.50%**	**1.00%**	**0.15%**	**per year**
2015	14,500	520	9,230	24,250
2016	15,130	540	9,370	25,040
2017	15,760	560	9,510	25,830
2018	16,390	580	9,650	26,620
2019	17,020	600	9,790	27,410
2020	17,660	630	9,950	28,240
2021	17,750	640	9,960	28,350
2022	17,840	650	9,970	28,460
2023	17,930	660	9,980	28,570
2024	18,020	670	9,990	28,680
2025	18,110	680	10,000	28,790
2026	18,200	690	10,020	28,910
2027	18,290	700	10,040	29,030
2028	18,380	710	10,060	29,150
2029	18,470	720	10,080	29,270
2030	18,560	730	10,100	29,390
2031	18,650	740	10,120	29,510
2032	18,740	750	10,140	29,630
2033	18,830	760	10,160	29,750
2034	18,920	770	10,180	29,870
2035	19,010	780	10,200	29,990
Estimated Increase	**4,510**	**260**	**970**	**5,740**

Source: U.S. Census and HEC. 15 proj

[1] HEC estimates based on historical changes and local knowledge.

Table A-14
Economic Analysis for KidZone Museum
Estimated Resident Market Area 20-year Population Growth

Year	Truckee	15-Mile Radius	Estimated Resident Market Area
2015	16,140	24,250	40,390
2016	16,300	25,040	41,340
2017	16,470	25,830	42,300
2018	16,640	26,620	43,260
2019	16,810	27,410	44,220
2020	16,980	28,240	45,220
2021	17,240	28,350	45,590
2022	17,510	28,460	45,970
2023	17,780	28,570	46,350
2024	18,060	28,680	46,740
2025	18,340	28,790	47,130
2026	18,630	28,910	47,540
2027	18,920	29,030	47,950
2028	19,210	29,150	48,360
2029	19,510	29,270	48,780
2030	19,810	29,390	49,200
2031	20,120	29,510	49,630
2032	20,430	29,630	50,060
2033	20,750	29,750	50,500
2034	21,070	29,870	50,940
2035	21,400	29,990	51,390
Estimated Increase	**5,260**	**5,740**	**11,000**

Source: U.S. Census and HEC. pop proj

Table A-15
Economic Analysis for KidZone Museum
Projected Museum Patrons and Visits from Market Area Residents

Year	Estimated Population			Estimated Museum Visits					
				Low-Range			High-Range		
	Truckee	15-Mile Radius	Total	Truckee	15-Mile Radius	**Total**	Truckee	15-Mile Radius	**Total**
			Capture Rate	18%	3%		20%	6%	
		Avg. Annual Visits per Patron		4.5	3.6		4.5	3.6	
2015	16,140	24,250	40,390	12,880	2,850	**15,730**	n.a.	n.a.	**n.a.**
2016	16,300	25,040	41,340	13,008	2,943	**15,951**	14,670	5,409	**20,079**
2017	16,470	25,830	42,300	13,143	3,036	**16,179**	14,823	5,579	**20,402**
2018	16,640	26,620	43,260	13,279	3,129	**16,408**	14,976	5,750	**20,726**
2019	16,810	27,410	44,220	13,415	3,221	**16,636**	15,129	5,921	**21,050**
2020	16,980	28,240	45,220	13,550	3,319	**16,869**	15,282	6,100	**21,382**
2021	17,240	28,350	45,590	13,758	3,332	**17,090**	15,516	6,124	**21,640**
2022	17,510	28,460	45,970	13,973	3,345	**17,318**	15,759	6,147	**21,906**
2023	17,780	28,570	46,350	14,189	3,358	**17,546**	16,002	6,171	**22,173**
2024	18,060	28,680	46,740	14,412	3,371	**17,783**	16,254	6,195	**22,449**
2025	18,340	28,790	47,130	14,636	3,384	**18,019**	16,506	6,219	**22,725**
2026	18,630	28,910	47,540	14,867	3,398	**18,265**	16,767	6,245	**23,012**
2027	18,920	29,030	47,950	15,098	3,412	**18,510**	17,028	6,270	**23,298**
2028	19,210	29,150	48,360	15,330	3,426	**18,756**	17,289	6,296	**23,585**
2029	19,510	29,270	48,780	15,569	3,440	**19,009**	17,559	6,322	**23,881**
2030	19,810	29,390	49,200	15,809	3,454	**19,263**	17,829	6,348	**24,177**
2031	20,120	29,510	49,630	16,056	3,468	**19,524**	18,108	6,374	**24,482**
2032	20,430	29,630	50,060	16,303	3,482	**19,786**	18,387	6,400	**24,787**
2033	20,750	29,750	50,500	16,559	3,496	**20,055**	18,675	6,426	**25,101**
2034	21,070	29,870	50,940	16,814	3,510	**20,325**	18,963	6,452	**25,415**
2035	21,400	29,990	51,390	17,078	3,525	**20,602**	19,260	6,478	**25,738**
Estimated Increase (rounded)				4,200	680	**4,880**	6,380	3,630	**10,010**

Source: U.S. Census, HEC, and KidZone Museum. proj visits

Table A-16
Economic Analysis for KidZone Museum
Projected Tourist Visits

Year	Estimated Museum Visits Low-Range	Estimated Museum Visits High-Range	Avg. Visits per Year	Estimated Museum Patrons Low-Range	Estimated Museum Patrons High-Range
	[1]		[2]		
Annual Increase	*3.00%*	*4.00%*			
2015	7,010	7,010	2.60	2,696	2,696
2016	7,220	7,290	2.60	2,777	2,804
2017	7,440	7,580	2.60	2,862	2,915
2018	7,660	7,880	2.60	2,946	3,031
2019	7,890	8,200	2.60	3,035	3,154
2020	8,130	8,530	2.60	3,127	3,281
2021	8,370	8,870	2.60	3,219	3,412
2022	8,620	9,220	2.60	3,315	3,546
2023	8,880	9,590	2.60	3,415	3,688
2024	9,150	9,970	2.60	3,519	3,835
2025	9,420	10,370	2.60	3,623	3,988
2026	9,700	10,780	2.60	3,731	4,146
2027	9,990	11,210	2.60	3,842	4,312
2028	10,290	11,660	2.60	3,958	4,485
2029	10,600	12,130	2.60	4,077	4,665
2030	10,920	12,620	2.60	4,200	4,854
2031	11,250	13,120	2.60	4,327	5,046
2032	11,590	13,640	2.60	4,458	5,246
2033	11,940	14,190	2.60	4,592	5,458
2034	12,300	14,760	2.60	4,731	5,677
2035	12,670	15,350	2.60	4,873	5,904
Estimated Increase	**5,660**	**8,340**		**2,177**	**3,208**

Source: HEC and the KidZone Museum. tourist

[1] Based on Town of Truckee Transient Occupancy Tax:

FY Ending	Nominal Dollars	Inflation Factor	Adjusted Dollars c = a/b	Annual Change
2003	$996,555	0.78	$1,279,283	
2004	$927,571	0.80	$1,162,950	($116,333)
2005	$1,010,416	0.82	$1,230,459	$67,509
2006	$1,184,454	0.85	$1,385,874	$155,415
2007	$1,295,909	0.88	$1,474,605	$88,731
2008	$1,434,819	0.93	$1,550,076	$75,471
2009	$1,333,990	0.91	$1,469,927	($80,149)
2010	$1,431,928	0.92	$1,564,678	$94,751
2011	$1,436,129	0.94	$1,524,672	($40,007)
2012	$1,350,699	0.96	$1,408,695	($115,976)
2013	$1,718,415	0.98	$1,758,470	$349,775
2014	$1,843,063	1.00	$1,843,063	$84,593
Total Change			**$563,780**	
Average Annual Change			**$51,253**	**3.38%**

[2] Weighted Average Calculation:

	Visits per Year per Person	Number of Visits	Calculation
Unknown	1.00	0	0
Bay Area	3.60	4,112	14,803
Other Area	1.00	1,271	1,271
Sacramento	1.50	698	1,047
Nevada	1.50	927	1,391
Wtd. Average	**2.60**	7,008	18,512

Table A-17
Economic Analysis for KidZone Museum
Additional Space Needs for Current and New Visitation

Facility Space	Additional Space Needs For: Current Visitation	New Visitation	Total New Space
	needed today	*for next 20 yrs*	
Public Areas			
Lobby, Circulation, Restrooms	0	400	400
Café / Kitchen	300	200	500
Education & Gift Store	50	150	200
Permanent Exhibits	600	950	1,550
Flex Space Exhibits	600	1,050	1,650
Learning Areas			
Labs/Rooms/Settings [1]	750	550	1,300
Studio Spaces	500	500	1,000
Internal Areas			
Storage/ Exhibit Construction Area/ Mechanical	800	1,200	2,000
Work Space/Offices	400	250	650
Additional Building Square Feet Needed	**4,000**	**5,250**	**9,250**
	today	*with growth*	
Current Building Square Feet	3,000	3,000	3,000
Total Building Square Feet	**7,000**	**8,250**	**12,250**

Source: KidZone Museum and HEC.

add space

Table A-18
Economic Analysis for KidZone Museum
Median Use of Space for Museums

Space	Budget	Attendance	
	$250-500K	<25,000	25,000-49,900
		Median Sq Ft	
Exhibits	5,447	4,500	6,212
Public Area	2,009	1,000	2,000
Administrative	750	300	1,000
Storage	1,200	750	1,500
Total	**9,406**	**6,550**	**10,712**
Low Range		**2,095**	**3,676**
High Range		**29,347**	**42,037**

Source: Association of Children's Museums, 2008. space use

Table A-19
Economic Analysis for KidZone Museum
Visitors per Building Sq. Ft. for Children's Museums in Northern California and Nevada

Discovery Museums	Location	Annual Attendance	Building Size (Sq. Ft.)	Visitors per Sq. Ft.
KidZone Museum	**Truckee**	**22,286**	**3,000**	**7.43**
Northern Nevada				
Nevada Discovery Museum	Reno	155,000	67,000	2.31
The Children's Museum of Northern Nevada	Carson City	23,100	17,500	1.32
Northern California				
Bay Area Discovery Museum	Sausalito	285,000	51,240	5.56
Children's Creativity Museum	San Francisco	56,775	25,631	2.22
Children's Discovery Museum of San Jose	San Jose	300,861	52,000	5.79
Children's Museum of Stockton	Stockton	58,691	24,000	2.45
Habitot Children's Museum	Berkeley	53,440	7,000	7.63
Monterey County Youth Museum	Monterey	60,000	8,800	6.82
Children's Museum of the Sierra	Oakhurst	11,357	4,000	2.84
Average		**111,580**	**28,575**	**3.90**
Median		**58,691**	**24,000**	**2.84**
Sacramento Children's Museum	Rancho Cordova	opened in 2011; 7,000 sq. ft.		
Santa Cruz Children's Museum of Discovery	Santa Cruz	opened in 2014; 8,000 sq. ft.		
Children's Museum of Sonoma County	Santa Rosa	outdoor discovery garden and some exhibits are open; completion is summer 2015		

Source: Association of Children's Museums 2006 and 2012 membership surveys. museums

Association of Children's Museums: www.childrensmuseums.org

Table A-20
Economic Analysis for KidZone Museum
Estimates of Visitor Spending

Accommodation	Avg. Daily Spending	Recreation	Lodging	Retail & Other	Food & Beverage
Percent of Spending	100%	34%	23%	19%	24%
Spending Per Adult - in 2012 Dollars					
Hotel/Motel/B&B	$233	$79	$54	$44	$56
Rented Condo/Home	$204	$69	$47	$39	$49
Private/Vacation Home	$69	$23	$16	$13	$17
Campground	$48	$16	$11	$9	$12
All (average)	$160	$54	$37	$30	$38
Average Daily Spending per Adult - in 2015 Dollars			[1]	[2]	[2]
Hotel/Motel/B&B	$239	$81	$55	$45	$57
Rented Condo/Home	$209	$71	$48	$40	$50
Private/Vacation Home	$71	$24	$16	$13	$17
Campground	$49	$17	$11	$9	$12
All (average)	**$164**	**$56**	**$38**	**$31**	**$39**

Source: Dean Runyan Associates, November 2013, runyan
"The Economic Significance of Travel to the North Lake Tahoe Area".

[1] For rentals less than 31 continuous nights these accommodations (exception campgrounds) produce transient occupancy tax to the Town of Truckee.

[2] Produces sales taxes to the Town of Truckee.

Table A-21
Economic Analysis for KidZone Museum
Annual Taxable Sales Estimate per Truckee Resident

Item	Formula	Truckee Taxable Sales	
		2012 $s	2015 $s
Inflation Factor [1]			1.025
Population estimate for 2012 [2]	*a*	15,946	
2012 Taxable Retail Sales ($1,000s) [3]	*b*	$250,574	$256,740
2012 Taxable Retail Sales Generated by Residents [4]	*c = 45%*	$112,758	$115,533
2012 Taxable Retail Sales Generated by Visitors [4]	*55%*	$137,815	$141,207
Taxable Sales per Capita	***e = c/a***	**$7,071**	**$7,245**
Average Daily Taxable Sales per Capita [5]			**$46.45**

Source: California Board of Equalization, California Department of Finance. *capture*

[1] California CPI (All Urban)	Oct-12	Oct-14
	241.537	247.481
[2] California Department of Finance population estimates	Jan-12	Jan-13
	15,949	15,942

[3] Per California Board of Equalization.

[4] Based on previous economic studies including the PC-3 (2003), Hilltop (2008), Railyards (2008), PC-1 (2011), and TDRPD economic impacts of proposed community facilities analyses (2011).

[5] Assumes spending in Truckee 156 days per year (three days per week).

APPENDIX B

SIERRA SUN ARTICLE DECEMBER 20, 2011

"KIDZONE PACKED LIKE SARDINES"

Special to the Sun

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Packed like sardines | KidZone was at capacity Thanksgiving weekend

TAHOE/TRUCKEE, Calif. — The KidZone Museum's featured Starfish Enterprise Exhibit along with other Museum activities captivated hundreds of children during the Thanksgiving Weekend. The Museum experienced four days of full-capacity member and visitor numbers. This marked a milestone for the year, reminding the community of the Museum's growing popularity and its need for more space.

"We're increasingly seeing visitors from the San Francisco Bay Area, Southern California and Incline Village who have heard about the museum's additions like the new Outdoor Nature Center along with the featured Starfish Enterprise exhibit, and they just are thrilled to be here," said Carol Meagher, executive director, KidZone Museum.

Even with reduced holiday hours, the Museum welcomed more than 106 visitors in a three-hour span on the day before Thanksgiving. Holiday weekend visiting reached 535 people made up of 147 families with 300 children. "This is a significant increase over the past seven years," noted Liz Bordner, museum exhibits manager.

In the past five years, the Museum has grown from 12,000 visits a year to more than 21,000 visits a year. The Museum currently has no storage, office or classroom space. More importantly, it is often at capacity, and families wait in their cars until someone leaves before they can enter.

According to Meagher, during the upcoming year, which marks the Museum's 20 year anniversary, the primary focus will be looking for land and funds to build a larger facility.

"The Museum just received a grant from the Institute of Museum and Library Services to hire a program supervisor who will plan programs with the Lawrence Hall of Science for our Truckee Tahoe Community. The additional of this staff member will allow me more time to focus on this exhilarating and impending project of a capital campaign," said Meagher.

The Museum will need to raise between three and four million dollars. Meagher realizes for a capital campaign, while this is a formidable sum, it is an attainable goal. Many capital campaigns, of any kind, start at 10 million plus.

"I feel confident that we can reach this goal, but I am not naive to fundraising; I know it will require many volunteers, donors and a lot of work. The end result will be priceless for the years to come and for my grandkids," added Meagher.

The dream for a new building to house the KidZone Museum arouse from the need to have space for permanent exhibits, as well as its current custom changing themed educational areas. Currently, the Museum relies on dedicated and skilled volunteers who create "hand-made" museum quality exhibits like the current "StarFish Enterprise," an under-the-sea experience with sand play, a research submarine, structures to climb on and costumes to dress in like a bright red crab and blue shark with big white teeth. The Imagination Playground, made of big blue "somewhat soft" blocks offers children an opportunity to build "forts" to play in or structures to push down.

For years, the KidZone Museum staff and board members have traveled across the United States visiting large museums to study their professionally designed and constructed exhibits in an effort to best determine what to have here in a larger Truckee/Tahoe museum facility. KidZone Museum partners, like The Boston Children's Museum and the Oregon Museum of Science and Industry (OMSI), have phenomenal exhibits to emulate like OMSI's Turbine Hall with a hands-on physics and technology lab.

A new Museum facility would incorporate its new outdoor nature playscape into its plan.

The Museum is dedicated to and designed for families with children up to age seven. The Museum relies on the generous support of volunteers, members, benefactors along with donations and participation in its annual. Donations also support various camps and classes, like the weekend art class that was at full capacity on Thanksgiving weekend.

For more information on how to support the KidZone Museum, please visit www.kidzonemuseum.org or call 530-587-KIDS.

The KidZone Museum is located at 11711 Donner Pass Road, in Truckee.