

Master Plan Supplemental Questions

C&S Team Responses



1. How do you see the difference between this locally funded Master Plan and an FAA funded Master Plan?

There are some important differences that can benefit the airport. A locally funded master plan gives Truckee Tahoe Airport greater flexibility in what you decide to study and how much depth you go into in each area. For example, FAA typically discourages airports from in depth analysis of ways to lease existing airport lands for aeronautical and non-aeronautical uses in a master plan (see our response to question 8 for more detail about this topic). Another way local funding will benefit Truckee is by allowing you to allocate a larger percentage of the overall budget to public outreach—a crucial component in this community. The scope of the master plan can also be expanded to include other important planning exercises, such as a business plan, marketing plan, and an economic impact analysis update. Essentially, local funding of the master plan allows Truckee Tahoe Airport to make key decisions about what is most important to you, the community, and airport stakeholders without being constrained by the FAA's traditional planning requirements. However, even if the master plan is funded locally, because your airport is in the NPIAS, FAA will still review and approve the aviation demand forecast for the planning period and will need to concur with the proposed design aircraft. FAA will also review and approve the final airport layout plan (ALP) which is the funding tool used by FAA in the development of your annual capital improvement plan (CIP).

2. How do you facilitate public opinion; e.g., do you use potential development options to get input or just general questioning?

To help answer this question and show you how public involvement can be integrated throughout the process, we have prepared a draft public engagement plan that is included at the end of our responses. Because we have not had the opportunity to engage with you and your stakeholders, this plan represents just a starting point for a final public engagement plan that we would prepare collaboratively with you at the onset of the project. In general, facilitating public opinion as it relates to the airport's vision, overall public opinion, and development alternatives will be addressed as follows:

Public opinion on vision—We know that many community members, especially those who are not regularly engaged with the airport, might not have a clear or well-developed vision for what they would like to see in the airport's future. To help them come up with possibilities, we will hold collaborative outreach events that facilitate “community brainstorming” to help generate new and innovative ideas. One component that we will focus on at the outset is educating the public about existing amenities and projects at the airport. It is important that they know what the airport is already doing so they can come up with ideas to build on the successes Truckee Tahoe Airport has already accomplished. For example, at an initial open house/town hall meeting, we would have several stations set up with information about the airport's existing facilities and planned projects. Another station could show examples of projects undertaken at other airports. We have found that exposing the public and airport users to a wide variety of ideas helps them formulate more well-rounded and functional ideas for their own airport.



Overall public opinion—We think that the best ideas come from diverse groups. We recommend that any advisory committee include representatives of airport staff, airport district staff, pilots, tenants, the general public, local community organizations, environmental groups, municipalities, and others. Beyond a core advisory group, we will engage members of the public to find out current public opinion, collect their ideas and recommendations for the future, and coordinate with them as the project progresses. Some methods we would use to reach out to various community members include editorials in local papers (press releases); paid advertisements including questions and answers; direct mailings to voters and/or non-voters; (targeted mailing lists can be acquired/purchased by a very reputable political consultant whom Margaret Skillicorn has worked with); online surveys; in-depth interviews; booths or tables at community events or locations; and many more.

Public opinion on development—We would not generate development alternatives for the airport in advance of seeking public input on each of the issues that need to be addressed. Our plan is to educate the public on issues the airport faces, discuss the types of options that can be employed to meet those needs, and find out what the public and users think about the types of options available. From these types of facilitated discussions, we will generate a number of alternative development plans that can then be brought back before the public for additional comment and revision. One tactic we would use when seeking input from the public, airport users, and agencies on specific development options is an interactive meeting with individual stations for various potential development topics. For example, we could have a station set up about ideas for a new hangar location or additional aircraft parking aprons. At each station would be staff from C&S or the airport who could answer technical questions and help facilitate discussions about options. We would also break up participants into small working groups to have more intimate discussions about the justification for these projects, and various ways to achieve the development objective. We find that working in small a group setting allows people to ask more meaningful questions and contributes to their greater understanding and buy-in of proposed development. We have found that this format works well on complex and potentially controversial development alternatives.

3. There are many special districts, Town, and County governments with differing Master Plans; how do you incorporate or use their work into our plan?

The C&S team's local outreach specialist, Margaret Skillicorn, has a deep understanding of the numerous special districts, the Town of Truckee, county governments and their differing master plans. Prior to developing the airport's master plan, we will gather and review all of the other local plans. We want to ensure that the airport's master plan is in alignment with and complements the initiatives and vision sought by the community. After reviewing the other local plans, we will note the sections and chapters that most critically and appropriately relate to your plan, its objectives, and the concerns and ideas from the community at large.

We have already begun to look at local plans that should be reviewed in more detail. Some of the documents we have identified are shown on the following table:



Plan	Alignment with airport master plan
Tahoe City Visioning Plan	Bring back an economically vibrant downtown corridor; eliminate vehicle emissions and run-off into the lake; re-develop existing buildings into multi-use buildings, create a town center-gateway to Tahoe City. (Margaret Skillicorn has attended two of the four workshops.)
TRPA Regional Plan Update	Revitalize the economy; plan development or redevelopment in environmentally preferred areas; include more bike paths and public transportation.
Town of Truckee 2025 General Plan	Review Chapter 8—Noise Element, Chapter 2—Land Use Element, Chapter 7—Conservation and Open Space Element, and Chapter 3—Community Character Element.

Basically, your master plan should not be created in a bubble. It should have meaningful alignment with the decisions and plans being made in the communities you serve. The C&S team will work with special districts, the town, and county governments with differing master plans to understand each others’ goals and to work toward meeting some of them collaboratively.

4. How do you address the question, what do we “not” want to become as an airport.

Just as important as identifying what goals the airport does want to achieve is identifying scenarios the airport does not want to find itself in. Our experience is that the process of setting a vision for the airport naturally leads to high-value conversations about what different stakeholders do and do not want. Through facilitated discussion and community outreach methods, we will compile a group of words, concepts, scenarios, and feelings that the community associates with the airport and its future. For example, a response to a survey or in-depth questionnaire could result in: “more tourists, more kid-friendly events, less noise, no big jets, sustainable/green.” By splitting responses like this into “positive” and “negative” feelings for the future, we can generate compelling visuals for meetings that show the most frequently used words chosen to describe what people do and do not want for the future of the airport. Through outreach like this and important discussions at meetings and events, we will help the airport craft a vision for the future that will clearly define what the airport wants to be.

5. What kind of opportunities could you suggest that the non-user community would ask for from the District? (beyond things like an Air Show).

Your airport is a community asset and you should be commended for the considerable amount of community-oriented amenities you already offer. The value you bring the community is evident from the moment you arrive at the airport—the concrete barriers decorated by local children, meeting rooms available to local community groups, a delicious café, local art for sale on the walls, a new children’s playground, and so much more. It is always difficult to make assumptions about what the non-user community could want because every location is different and has different needs and wants. Again, comprehensive public outreach will

be the vehicle through which we identify the requirements of your community. With that said, however, our team has already been able to generate many ideas for ways the airport can continue to reach out to and engage both the non-user and user communities:

- A learning facility for adults and children:
 - Regular lectures/interactive visits with local pilots, community leaders, and guest speakers.
 - “Aviation camp” for local school kids during school breaks where they can come learn about how an airport works and careers in the aviation industry.
 - Opportunities for schoolteachers to bring their classes to the airport for field trips and to learn about the science of flight.
 - Informational tours of the airport and your sustainability features, such as photovoltaics, daylighting, solar hot water system, etc.
 - Meeting rooms could serve as space for a learning annex where classes can be taught—everything from classes from local colleges to cooking demonstrations to art classes.
- Art gallery space for local artists (in addition the art already for sale in the terminal). This could include outdoor sculptural art, special exhibits indoors, or even an arts and crafts fair.
- Special dining events affiliated with the Runway Café, including nighttime/dinner events that could feature a special guest or themed food nights.
- Birthday parties for kids catered by the Runway Café and staged at the new playground area in the summer and indoors during cooler seasons. Parties could feature rides in or visits from airport equipment like firetrucks or snow plows.
- Weddings and private parties in Hangar One.
- Family movie nights in Hangar One with dinner and popcorn during the show.
- Drive in movies during the summer with movies projected against a large screen or side of a building.
- Using portions of unused land for a community garden.
- Expanded use of the conference rooms for community events and groups, such as networking events, job fairs, not-for-profit board meetings, fundraisers for local not-for-profits, etc.
- Develop an ice rink on unused property to encourage local youth/adult teams/leagues.
- Music concerts in the hangar or outside on unused space.

We understand that all of these issues have associated costs, both financially and in staff time, for the airport. Through community outreach efforts, we will compile a list of the most popular community-requested amenities and also identify the costs that they would bring to the airport. This will help the airport allocate funds to the most viable and highest valuable projects.





6. What is your approach to creating a steering or oversight committee? How does your firm or team propose to involve elected, appointed, staff and key stakeholders in project oversight and steering?

The most important criteria when forming an oversight/advisory committee is the inclusion of balanced perspectives, a transparent process, engagement of local experts, and a focus on being inclusive instead of exclusive. We encourage you to keep the size of the committee manageable to maximize the effectiveness. We recommend a committee be composed of 20 people or fewer.

As mentioned in question 2, a good advisory committee includes representation from many groups (elected, appointed, staff and key stakeholders). We will work closely with airport staff, the board of directors and the Airport Community Advisory Team (ACAT) to evaluate prospective candidates, such as local environmental expert Scott Terrel, for the committee. It is critical that the committee comprise representatives of varying and (most likely) differing viewpoints and ideas. This approach is happening right now with the Lake Tahoe Fund. The Lake Tahoe Fund has been instrumental in getting Art Chapman, owner of Homewood Mountain Resorts, to meetings with representatives from the League to Save Lake Tahoe. They are talking and working out differences and are better understanding each other. The goal is to get people of varying viewpoints, demographics, etc., into one room working together and talking to reach a final goal.

7. With many important decisions on our immediate horizon, how might we mesh short term decisions with the project timeline proposed? One example would be leasing land or current airport facilities. Some of these decisions may need to be decided before the master plan process is completed.

Based on our years of planning experience at airports similar to yours, important decisions usually need to be made during the course of a master plan. For example, what if someone comes forward and wants to construct a new hangar or someone wants to base a new (and larger) aircraft at the airport, or the need to remove obstructions has just been identified? The master plan team needs to react thoughtfully and quickly and adapt the master plan process to the important decisions that need to be made in the short term.

When this occurs, our response has always been to meet with the airport to gather information, allowing us to understand the immediate need, analyze how the need fits into the overall master plan, and make clear recommendations about the impacts it may have on the airport and master plan process. To move the process forward, we facilitate “mini-planning” exercises to engage key stakeholder and decision makers in a workshop (or charrette) to help solve the short-term issues while the lengthier master plan process is ongoing.

Your master plan is meant to be a living document once it is completed. In our view, it needs to be a flexible and adaptable document during the preparation of it as well.

8. Does your firm or consulting team employ professional land use planners? How can we use the Airport Master Plan to plan to assist decision making for leasing of aeronautical and non-aeronautical land uses?

The master plan process is the ideal time to consider what land is needed long term for both aeronautical and non-aeronautical uses. Your master plan really becomes the vehicle for which land use decisions are made.



Among our team of planners, we have a dedicated land use and market strategies group who works with airports to help them discover opportunities for maximizing their land assets. This team is led by Matt Taylor, AICP, a very talented, nationally known planner who has made his career assisting airports with real estate and land use development strategies. His professional experience includes nearly two decades of planning and development for public and private entities, including airports, hospital campuses, hotels and convention centers. Matt is currently providing his services as part of numerous airport master plans around the country.

Our land use and market strategies team's process typically includes one or more of the following four primary service activities:

- **Portfolio Review and Analysis**—C&S's portfolio review includes a straightforward review of an owner's existing land holdings to identify total assets available as residual for new potential commercial development or redevelopment/repositioning. This would include review of all major existing aviation and non-aviation commercial leases to understand current and prevailing terms and conditions for these leaseholds. At the same time, we conduct limited, focused interviews with key airport and community stakeholders (e.g. economic anchors such as hospitals, higher education, developments of regional impact) to identify overlapping goals and uncover any hibernating opportunities.
- **Market Assessment**—Following the portfolio review, C&S's market assessments identify prevailing trends and market support for those commercial land uses we determine are of greatest value to the airport in terms of revenue generation. This activity identifies what uses are supported, the scale and intensity of those uses, and the timing of supported development. Of note, we subscribe to real estate databases that include national coverage of commercial real estate markets and we employ our own proprietary forecasting models to project market demand by use. Based on land use and market principles, we next assess what sites at the airport are best to accommodate the specific market demand and we assist clients with positioning those assets accordingly.
- **Development Strategy**—Once we have an overall sense of what development we want to target on which sites, we move into development strategy to assess financial feasibility and financing alternatives available to make the development(s) occur successfully. This includes a discussion with airport staff regarding risk and reward tolerance and preference as well as identification of any equity/capital contributions the airport may be willing to make, if any.
- **Implementation Services**—Once the three preceding activities are integrated to document an overall commercial development strategy for your real estate portfolio, we can focus on specific implementation services that target delivery of successful developments to market. This typically includes marketing collateral as needed to showcase available properties, public-private initiative consulting including developer solicitation/evaluation/selection and negotiation support, and policy development as merited such as brokerage policies or development standards/guidelines.

Included with our response are two articles authored by Matt Taylor on airport land use development.

Draft Public Engagement Plan

Truckee Tahoe Airport Master Plan

Objective

Public engagement is meant to reach the community in multiple ways and at multiple times throughout the project in an effort to engage active public participation through each phase. A high level of engagement will help develop a more comprehensive and targeted vision for the airport and the preparation of the master plan.

Project Introduction

Introducing the project to the community will be accomplished in a variety of ways including:

- Press release appears in the local paper
- Arrange for an interview with the airport general manager by the local paper(s), radios and broadcast channels
- Presentations to the following organizations:
 - Truckee Donner Chamber of Commerce
 - North Lake Tahoe Chamber of Commerce
 - North Tahoe Business Association (NTBA – located in King’s Beach)
 - Tahoe City Breakfast Club
 - Tahoe City Downtown Association (TCDA)
 - Truckee Downtown Merchants Association
 - Good Morning Truckee!
 - Donner Summit Area Association (DSAA)
- Launch of the project website
- Project announcement letter to airport users and tenants, including an announcement in the airport’s newsletter, *Connected*
- Open house at the airport to introduce the project and seek input
- Project flyers announcing the start of the master plan will be placed at strategic locations around Truckee, such as:
 - Truckee Tahoe Airport
 - Safeway, Save Mart, New Moon, Wild Cherries, Coffeebar, and other local businesses
 - TCPUD, NTPUD, TDPUD offices
 - Local libraries
 - Distributed at local events like Truckee First Fridays, Squaw Valley Institute presentations, etc.

Phase 1

During the first phase of the project, an online survey will be conducted to assist in gathering important information needed for the project and to refine and revise our initial thoughts for an extensive and aggressive outreach plan. We can also conduct non-scientific surveys/interviews in which we call a certain number of residents in each community who are in flight





paths to see how they perceive noise now compared to in previous years. Our aim would be to reach a representative sample. The survey shouldn't be called an airport survey, but rather referred to as a community survey so that participants will remain focused on the questions. The online survey and phone call survey will reach the following communities:

- Tahoe Donner
- Sierra Meadows
- Ponderosa Palisades and Ranchos
- Glenshire/Devonshire, Olympic Heights
- Ponderosa Golf Course Community
- Coachland Mobile Home Park, Village Green Mobile Home Park, Donner Creek Mobile Home Park
- Alder Creek Area
- Old Greenwood, Gray's Crossing, and homes down Prosser Dam Road (Prosser)
- Prosser Heights
- Schaffer's Mill, Lahontan, Northstar, Martis Camp, Olympic Village
- Donner Summit
- King's Beach, Tahoe City, and surrounding areas like Homewood, Carnelian Bay, etc.

A computer will also be placed in the lobby of the airport terminal to allow visitors to the airport and people who might not have access to a computer to participate in the survey. To ensure that project information is distributed throughout the community and there is an opportunity to provide feedback, multiple presentations, open houses and public forums will help generate input. Copies of the report from the first phase of the master plan will be made available in a number of locations around town and also on the project website.

An open house will be held at the airport to gather feedback from the community. The open house will have display boards showing the results of the online survey. Other important data gathered during the first phase will be presented, such as historical and forecasted aviation activity, baseline data from sustainability categories, etc. The community will have the opportunity to provide additional feedback at the open house in either written or electronic means.

A newsletter will be published highlighting the progress of the project to date and providing insight into the next phase of the study. Articles and updates will also be included in *Connected*.

Phase 2

Additional meetings will be held at this stage of the project. A second open house will held at a community-centered location such as the Truckee Community Recreation Center conference room to gather feedback from the community. The open house will have display boards showing various alternatives to accommodate the future needs at the airport. The community will have the opportunity to provide additional feedback at the open house verbally and in writing (including digitally).

A second newsletter and update in *Connected* will be published highlighting the progress of the project to date and providing insight into the next phase of the study.

Final Plan

A series of public meetings will be held to talk about the findings of the final master plan and how the airport will move forward on the proposed projects.

An executive summary for the project will be created and distributed to local chambers of commerce and other organizations for display in their offices.

A final newsletter will be published to announce the completion of the project and will highlight the success of the airport's efforts in reaching out to the community to encourage them to be part of the development of the master plan.

A final open house will be held to gather feedback from the community and will feature display boards showing the selected master plan alternative to accommodate the future needs at the airport. Final alternatives related to the sustainability categories will also be on display. The community will have the opportunity to provide additional feedback at the open house in either written or electronic means.

The project website will contain the executive summary and final master plan report along with data gathered as part of the project. The website will remain active for at least one year following the completion of the project. Copies of the final report should also be available through the airport's primary website, www.truckeeatahoeairport.com.

