

Appendix A

Employment Generation Report

I. INTRODUCTION

The purpose of this report is to present preliminary information regarding the potential new employment that could be generated from proposed redevelopment activity within the Downtown River Revitalization Strategy area. The Downtown River Revitalization Area is defined as that area immediately north and south of the Truckee River between State Route 89 on the west and Trout Creek on the east.

The Town of Truckee is undertaking an effort to prepare a Strategy for revitalization of the area along the Truckee River that runs through the downtown core of Truckee. As part of that effort, the Town of Truckee is attempting to identify the type and extent of new employment that could result from such revitalization activities and the relationship of such potential new employment to targeted income groups (very low, low, below moderate and moderate income households).

The preparation of the Downtown River Revitalization Strategy is being funded, at least in part, by Community Development Block Grant (CDBG) funds (Grant #02-EDBG-871) through the California State Department of Housing and Community Development (HCD). As part of the funding agreement between HCD and the Town of Truckee, has provided assurances to HCD that the Town of Truckee's CDBG program has been developed so as to primarily benefit targeted income persons and households, and each activity in the program meets one of three established objectives: 1) benefit to low and moderate income persons; 2) elimination of slums and blight; and/or 3) meets an urgent community need certified by the grantee as such.

II. PRELIMINARY FINDINGS

Based on the preliminary information presented in this report are the following general findings in relation to potential new employment resulting from implementation of the Downtown River Revitalization Strategy.

1. The preliminary projection of direct construction activity for the proposed redevelopment activity is approximately \$94.0 million over the build-out period for such redevelopment activity.
2. The preliminary estimate of construction related jobs generated by the proposed redevelopment activity is approximately 100, with an additional 100 of indirect jobs.
3. The preliminary estimate of total construction payroll (including benefits) is approximately \$56 million over a projected ten year build-out period, or approximately \$5.6 million per year.

Note that this report focuses on employment generation associated with development with the planning area. Additional job generation would also occur because of the river restoration and rehabilitation work that is envisioned in the strategy. This would include jobs related to planning and construction of these improvements, as well as their maintenance. Other jobs would also be induced by recreation-related uses that these improvements would stimulate.

Furthermore, other jobs may be generated related to the rehabilitation of existing buildings, particularly historic structures along Riverside Drive, as a result of redevelopment nearby.

4. The preliminary estimate of the permanent jobs generated by operations of the proposed redevelopment activity is approximately 300, with an additional 300 of indirect jobs.

5. The preliminary estimate of total operations payroll (including benefits) is approximately \$15.7 million per year at full build-out of the proposed redevelopment activity.

6. A substantial amount of the projected new construction-related and operations-related (permanent) employment could provide higher paid jobs with annual salaries that exceed the median annual salary for the local Truckee labor force; and provide a substantial number of opportunities for new and/or upgraded employment – in particular for very low, low, below moderate and moderate income persons in Truckee.

III. FUTURE USE AND DEVELOPMENT

A. Existing Development

The Downtown River Revitalization Strategy Area includes existing development consisting of residential, commercial, retail and industrial uses.

The properties along the north side of the river are more developed than properties to the south of the river. East River Street and West River Street both contain a number of housing units as well as some commercial and industrial buildings (uses). Riverside Drive is a narrow lane that is primarily residential (housing) with some artist studio space. Industrial uses are generally low in intensity with substantial amounts of open space and outdoor storage area. In addition there is an existing mobile home park located at the far western end of West River Street near Highway 89.

The south side of the river is less developed than the north side of the river with existing uses being primarily residential (housing) which is accessed from South River Road.

The Town of Truckee goal to redevelop the Truckee Riverfront and transform the Downtown River Area into a pedestrian-oriented environment would potentially require relocation of a number of existing industrial businesses. In order to appropriately relocate such businesses the Town of Truckee will need to work with the existing business owners (and tenants) to identify suitable locations for relocation while taking into account the physical and economic implications on the businesses.

The effort to retain existing industrial related employment is intended to include development of “receiving areas” within the subject study area suitable for relocation (and potential expansion) of certain existing industrial related businesses.

B. Proposed Future Uses

Preparation of the Downtown River Revitalization Strategy included preparation of a real estate development market assessment which included technical information related to existing and projected real estate market conditions and

potential private real estate development opportunities for residential, office, retail and hotel uses. Based on the technical information included in that report are the following preliminary findings:

1. There is general real estate market support for private sector development of uses consistent with the approved vision, goals and objectives of the Downtown River Revitalization Strategy; with such development being accomplished through:

- Rehabilitation of existing buildings;
- Rehabilitation and adaptive reuse of existing buildings;
- Selective new infill development.

2. There is potential for the following types of private sector development in the Downtown River Revitalization Strategy Area:

Residential

- Single-family ownership housing – both low density detached single-family housing units on individual lots and detached/attached higher density single family ownership housing (i.e. town homes, condominiums);
- Live-work units particularly in those areas where proposed new infill development would be adjacent to existing service commercial or light industrial uses; and
- Additional affordable multiple family rental units potentially in either a vertical or horizontal mixed use product type – with such rental units above/ adjacent to retail or office uses.

Office

- New office development with either professional (i.e. accounting, legal, real estate, insurance, finance, etc.) or high-technology related users occupying under 1,000 to 2,500 square feet;
- Small floor plate product (i.e. 5,000 square feet), one to two story buildings, with total building size approximately 5,000 to 10,000 square feet; and
- Office space as part of vertical mixed-use buildings with office stacked over retail space or with office on the ground floor and residential units stacked above.

Retail

- Additional service retail, specialty retail and restaurant space complimentary to downtown Truckee;
- Service retail, specialty retail and/or restaurant with users occupying 1,000 to 2,500 square feet with restaurants occupying slightly larger space;
- Small floor plate product (i.e. 5,000 square feet), one to two story (with retail on ground floor only) buildings, with total building size approximately 5,000 to 10,000 square feet; and
- Retail space as part of vertical mixed-use buildings with retail space on the ground floor and either residential or office space stacked above.

Lodging

- Hotel product type could be boutique hotel(s) with 50 to 100 rooms with orientation to Truckee River; and
- Hotel(s) could include ancillary retail (focused on services to hotel guests, visitors, river users and businesses) and/or restaurant space.

C. Proposed Development Program

The Downtown River Revitalization Strategy includes designation of a proposed future use framework and development program for various areas within the planning area. Certain designated development opportunity sites are grouped into three areas: West area, Central area, and East area. The following is a description of the proposed future uses and development program for each of those areas.

West Area

This area would include either a hotel/mixed-use option (residential/live-work units, boutique hotel, retention of existing industrial uses and development of new additional industrial uses) or a residential/mixed-use option (residential/live-work units, retail/office uses, existing industrial uses and additional of new additional industrial uses.) See Table 1 below for specifics.

Table 1:
Future Use Development Program – West Area (Sites B-1, B-2, B-3 and C-1)

Future Use	Development Program	
	Hotel/Mixed-Use	Residential/Mixed-Use
Live-Work	292,000 SF (292 units @ 1,000 SF/unit)	292,000 SF (292 units @ 1,000 SF/unit)
Hotel	100 rooms	NA
Mixed-Use (Retail/Office)	NA	35,000 – 40,000 SF
Industrial		
Existing	94,800 SF	94,800 SF
New	149,400 SF	149,400 SF
Total	244,200 SF	244,200 SF

Source: Winter and Company, RACESTUDIO, A. Plescia & Co.

Central Area

This area would include development of either a hotel/mixed-use option (commercial, hotel and residential uses) or a museum/mixed-use option (commercial, residential and railroad museum uses). Either option would also include a nature center, skate hut and public parking.

Table 2:
Future Use Development Program – Central Area (Sites D-2, E-1 and E-2)

Future Use	Development Program	
	Hotel/Mixed-Use	Museum/Mixed-Use
Commercial (Retail/Office)	55,800 SF	48,000 SF
Hotel	50 rooms	NA
Residential (Town Homes)	12 units	24 units
Museum	NA	6,000 SF
Nature Center	2,000 SF (@ trail head)	2,000 SF (@trail head)
Skate Hut	1,200 SF	1,200 SF
Parking (Public)	80 spaces	112 spaces

Source: Winter and Company, RACESTUDIO, A. Plescia & Co.

East Area

This area would include development of live/work units and public parking at the trailheads both north and south of the river, landing for raft pull-out and a transit stop (see Table 3 below).

Table 3:
Future Use Development Program – East Area (Sites F-1, F-2, F-3 and H-3)

<u>Future Use</u>	<u>Development Program</u>
Live-Work Units	24,000 SF (16 units @ 1,500 SF/unit)
Parking (Public)	35 spaces (@ trail heads north and south of river)

Source: Winter and Company, RACESTUDIO, A. Plescia & Co.

Overall

The overall preliminary development program for the West, Central and East areas is summarized below in Table 4. For the purposes of this report the preliminary development programs for the West, Central and East areas that are used to project the potential number of construction related and operations (permanent) related employment is based on the “preferred” preliminary development programs for West (hotel/mixed-use), Central (hotel/mixed-use) and East (live-work) areas as indicated in the Downtown River Revitalization Strategy. Also included are the public improvements and facilities related to these preliminary development programs.

Table 4:
Future Use Development Program – Summary

<u>Future Use</u>	<u>Potential Development Program</u>
Residential	
Live/Work	314 units
Town homes	24 units
Total	320 units
Hotel	150 rooms
Commercial (Retail/Office)	55,800 SF
Industrial	
Existing	94,800 SF
New	149,400 SF
Total	244,200
Nature Center	2,000 SF (@ trail head)
New/Rehabilitated Pedestrian Bridges	Two (2)
Boat Raft Access	Three (3)
Skate Hut	1,200 SF
Parking (Public)	115 to 147 spaces

Source: Winter and Company, RACESTUDIO, A. Plescia & Co.

D. Preliminary Construction Costs

The preliminary construction costs for the proposed development improvements are based on direct construction cost information from RS Means: Square Foot Costs (2004). This information has been adjusted upward five-percent (5%) to establish a 2005 value, and by 10% for the extra ordinary costs associated with construction activity in the general Truckee area. The preliminary construction costs for retail and commercial uses include construction costs for tenant improvements ranging from \$40 to \$50 per square foot for commercial uses and \$50 to \$75 per square foot for retail uses, but do not include off-site public infrastructure or improvements.

<u>Building Type</u>	<u>Construction Cost Factor (1)</u>	<u>Preliminary Direct Construction Cost</u>
Residential	\$145/SF	\$48,600,000
Commercial (Retail) (2)	\$165/SF	9,500,000
Hotel	\$125,000/room	18,750,000
Industrial	\$110/SF	16,400,000
Public Improvements/Facilities		750,000
Total		\$94,000,000

Footnotes:
(1) Based on 2004 construction costs escalated by 5% to 2005 value.
(2) Includes tenant improvement costs of \$40 to \$50 per SF – retail, and \$50 to \$75 per SF - commercial.

Source: RS Means: Square Foot Costs (2004)

Table 5 above presents the estimated construction costs in 2005 values based on the preliminary development program for the Downtown River Revitalization Strategy, including adjustments for the general Truckee area. Based on the extent of proposed development improvements the projected total direct construction costs of such improvements is approximately \$94.0 million.

IV. Employment

A. Existing Employment

Existing employment within the Downtown River Revitalization Strategy area consists primarily of jobs related to the existing industrial and commercial/retail businesses. Based on preliminary survey information provided by the Town of Truckee there are approximately 80 existing full-time and part-time jobs within the Downtown River Revitalization Strategy area. The majority of these jobs are related to the industrial businesses located along West River Street and East River Street.

There are a few factors which affect the overall number of existing jobs due to the nature of some of the existing businesses. These factors tend to reduce overall level of employment that might otherwise be associated with such uses and include:

- A number of the existing businesses are owner operated; and
- A number of businesses provide services which are seasonal (i.e. paving, underground construction, etc.) thereby causing related employment to be seasonal.

B. Construction Related Employment

Table 6 below presents information related to potential construction related employment associated with build-out of the proposed redevelopment activity. The information is presented for both direct construction employment and indirect (or induced) construction employment.

Construction Payroll		
Direct Construction	\$94,000,000 (1)	
Construction Payroll Cost	\$56,400,000	60% of direct construction cost
Annual Construction Payroll (including benefits)	\$ 5,640,000	10 year construction period
Payroll (excluding benefits)	\$ 4,000,000	70% of total payroll
Construction Employment		
Annual Payroll	\$ 5,640,000	
Annual Full-Time Employment Generated by Construction	100	\$54,900 average annual salary with benefits (2)
Footnotes:		
(1) See Table 5		
(2) Based on		
Average annual salary (2004)	38,067	
CPI factor (2005)	1.03	
Benefits	40%	
Estimated annual pay with benefits	54,400	
Source: California Employment Development Department		

C. Operations Related (Permanent) Employment

The preliminary estimate of permanent employment related to ongoing operations of the proposed redevelopment activity (retail, commercial, industrial and public uses only) is based the number of employees per square foot of gross building area, as adjusted by type of use (see Table 7 below). For example retail trade is estimated to generate one job per 600 square feet; manufacturing/industrial one job per 1,000 square feet; and services at 400 square feet of building area.

<u>Future Use</u>	<u>Building Area Per Employee</u>
Manufacturing/Industrial	1,000 SF
Services	
Lodging (hotel and motel)	Two (2) rooms
Health Services	400 SF
Transportation & Utilities	
Transportation	400 SF
Communications	400 SF
Public Utilities	400 SF
Trade	
Retail	600 SF
Wholesale	1,000 SF
Food, Eating/Drinking	400 SF
Finance, Insurance & Real Estate	400 SF
Public/Government	400 SF
Source: Town of Truckee, A. Plescia & Co.	

The proposed overall redevelopment program (see Table 4) is the basis for estimating the potential new operations related (permanent) employment using certain industry standards for employees per square foot of building area. The preliminary estimate of total new permanent jobs related to the ongoing operations of the proposed redevelopment activity (retail, commercial, industrial and public uses only) is presented in Table 8. The estimated number of new permanent jobs at full build-out of the proposed redevelopment activity is approximately 350 (estimated annual total payroll of \$15.7 M).

Permanent Employment			
Employment – Completed Development	350		
Permanent Payroll			
Total Annual Payroll	\$15,700,000	\$44,700 per employee	
Direct Annual Payroll	\$11,000,000	70% of total payroll	

Source: California Employment Development Department, A. Plescia & Co.

For the purposes of this report the average annual salary used in Table 8 above was based on the mean 2004 annual salary for all occupational categories for Nevada County. That figure was then adjusted by using a Consumer Price Index (CPI) adjustment of 3% in order to present the information in 2005 values; and then adjusted to include employment benefits (30% of gross annual salary).

D. Direct and Indirect Employment

The preliminary estimate of the total employment including both direct and indirect jobs is summarized in Table 9.

- *Direct Construction Employment* is the estimated number of direct construction related and operations (permanent) jobs generated by the proposed redevelopment activity.
- *Indirect Employment* is the estimated number of jobs created (generated) indirectly by the proposed private development activity. These are jobs related to materials, transportation, suppliers, accounting, legal, etc. related to the projected construction activity. The number of total direct and indirect jobs is usually a multiplier factor applied to the number of direct jobs. For the purposes of this report a multiplier factor of 2.0 is used for estimating the total number of direct/indirect jobs and a factor of 1.9 for estimating the amount of total direct/indirect payroll.

	Direct Impact	Multiplier	Indirect Impact	Total
Construction Impacts				
Construction Employment	100	2.0	100	200
Construction Payroll	\$4.0 million	1.9	\$3.5 million	\$7.5 million
Operations Impacts				
Employment	350	2.0	350	700
Payroll	\$11.0 million	1.9	\$10.0 million	\$21.0 million

V. TARGETED INCOME GROUP

A. Truckee Labor Force

The characteristics of the Truckee labor force are generally described below with information regarding employment status, employment occupations, employment industries and household income. The information presented below is from the 2000 Census except where indicated. Information regarding the extent of employment and unemployment is presented in Table 10 below. As of 2000 the unemployment rate for the Town of Truckee was 3.0%; however based on more recent information from the State Employment Development Department the unemployment rate for Truckee in 2004 was approximately 3.4%.

**Table 10:
Employment Status**

<u>Item</u>	<u>Number</u>	<u>Percent</u>
Population (16 years and over)	10,688	100.0
Labor Force	8,441	79.0
Civilian	8,435	78.9
Employed	8,110	75.9
Unemployed	325	3.0
(% of Civilian Labor Force)	3.9%	
Military	6	0.1
Not in Labor Force	2,247	21.0

Source: US Bureau of Census 2000

The majority (approximately 75.9%) of employed persons in the Town of Truckee as of 2000 were employed in the following occupations: 1) management, professional and related occupations; 2) service; and 3) sales and office occupations.

**Table 11:
Employment Occupations**

<u>Item</u>	<u>Number</u>	<u>Percent</u>
Employed Persons (16 years and over)	8,110	100.0
Occupations		
Management, professional and related occupations	2,597	32.0
Service	1,599	19.2
Sales and office	2,006	24.7
Farming, fishing and forestry	43	0.5
Construction, extraction and Maintenance	1,305	16.1
Production, transportation and material moving	600	7.4

Source: US Bureau of Census 2000

Table 12 below presents information regarding employment industries for the Town of Truckee. The industries that employed the majority of the Town of Truckee labor force as of 2000 were: 1) construction; 2) retail trade; 3) education, health and social services; and 4) arts and entertainment and recreation.

**Table 12:
Employment Industries**

<u>Industry</u>	<u>Number</u>	<u>Percent (%)</u>
Agriculture, forestry, fishing and fishing	121	1.5
Construction	1,360	16.8
Manufacturing	310	3.8
Wholesale trade	207	2.6
Retail trade	940	11.6
Transportation, warehousing and utilities	313	3.9
Information	188	2.3
Finance, insurance and real estate	546	6.7
Professional scientific, management, administrative and waste management	806	9.9
Education, health and social services	1,165	14.4
Arts, entertainment, recreation, accommodation and food services	1,567	19.3
Other services	253	3.1
Public administration	334	4.1

Source: US Bureau of Census 2000

Table 13 below presents information regarding the distribution of household income for the Town of Truckee as of 2000. The median household income for the Town of Truckee in 2000 was \$58,848. However based on information from the US Department of Housing and Urban Development (HUD) the median household income for the Town of Truckee in 2005 is approximately \$63,600.

**Table 13:
Household Income**

<u>Category</u>	<u>Number</u>	<u>Percent</u>
Less than \$10,000	146	2.8
\$10,000 to \$14,999	138	2.7
\$15,000 to \$24,999	329	6.3
\$25,000 to \$34,999	594	11.5
\$35,000 to \$49,999	873	16.8
\$50,000 to \$74,999	1,438	27.7
\$75,000 to \$99,999	823	15.9
\$100,000 to \$149,999	465	9.0
\$150,000 to \$199,999	160	3.1
\$200,000 or more	219	4.2
	<u>5,185</u>	<u>100.0</u>

Source: US Bureau of Census 2000

B. Household Income Categories

Table 14 below presents information regarding annual income for very low, low and moderate income households for 2005 for the Town of Truckee. The very low, low and moderate income households are the categories collectively constitute the “targeted income group” for the Town of Truckee.

<u>No. of Persons in Household</u>	<u>Very Low (50%)</u>	<u>Low (80%)</u>	<u>Median (100%)</u>	<u>Moderate (120%)</u>
1	22,250	35,600	44,500	53,400
2	25,450	40,700	50,875	61,050
3	28,600	45,800	57,250	68,700
4	31,800	50,900	63,600	76,300
5	34,350	54,950	68,700	82,450
6	36,900	59,000	73,750	88,500
7	39,450	63,100	78,875	94,650
8	42,000	67,150	83,950	100,750

Source: US Department of Housing and Urban Development

VI. POTENTIAL NEW EMPLOYMENT

A. Type of Employment

As described earlier in this report the proposed redevelopment activity associated with implementation of the Downtown River Revitalization Strategy would result in creation of new construction related and operations related (permanent) employment.

The construction related employment would involve construction jobs at various levels including but not limited to construction management, construction trades (electrical, plumbing, framing, etc.) and basic construction labor. The operations related (permanent) employment would involve various occupational categories including but not limited to management, sales, business/financial operations, food preparation/serving, office/administrative support, maintenance, etc.

B. Wages and Salaries

Table 15 below presents information regarding hourly and annual wages for various occupational categories from the California State Employment Development Department, 2003 Occupational Employment Statistics (OES) Survey. The information presented below is for the Northern Counties Region which includes Nevada County along with the counties of Colusa, Glenn, Lassen, Modoc, Plumas, Sierra, Siskiyou, Tehama and Trinity.

This information is presented as a means to indicate the general hourly and/or annual wage levels for the occupational categories related to the proposed redevelopment activity as indicated above in Section VI.A.

The projected amount of new direct and indirect construction related and operations related (permanent) employment generated by the proposed redevelopment activity could provide for a substantial number of new jobs to the local Truckee economy. A large number of these new jobs could be higher paid jobs with annual salaries that exceed the median annual salary for Truckee labor and could provide additional opportunities for new and/or upgraded employment, particularly for very low, low, below moderate and moderate income persons.

**Table 15:
Employment Wage Data (2004)**

<u>Occupational Category</u>	<u>Mean Hourly Wage</u>	<u>Mean Annual Wage</u>
Management Occupations	33.28	69,226
Business/Financial Operations	23.83	49,567
Computer and Mathematical	27.92	58,082
Architecture and Engineering	25.32	52,653
Life, Physical & Social Science	17.78	36,979
Community and Social Services	18.19	37,846
Legal	27.81	57,843
Education Training and Library	18.99	39,513
Arts, Design Entertainment Sports and Media	16.88	35,114
Healthcare Practitioners	27.80	57,815
Healthcare Support	10.92	22,701
Protective Services	21.39	44,495
Food Preparation and Serving Building and Grounds Cleaning And Maintenance	8.50	17,686
Personal Care and Services	11.16	23,222
Sales	10.08	20,952
Office and Administrative Support	12.86	26,743
Construction	13.04	27,114
Installation, Maintenance & Repair	18.30	38,067
Production	16.44	34,189
Transportation and Material Moving	13.58	28,250
	13.51	28,088

Source: California Employment Development Department

C. Targeted Income Group

The projected amount of new construction related and operations related (permanent) employment generated by the proposed redevelopment activity could provide for a substantial number of new jobs to the local Truckee economy. Principally these new jobs could provide additional opportunities for new and/or upgraded employment, particularly for very low, low and moderate income persons.

The Targeted Income Group (TIG) requirements for maximum annual salary based on United States Housing and Urban Development (HUD) guidelines is \$50,900 for a family of four persons. Based on information contained in this report it is concluded that approximately 60% to 75% of the new construction and operations (permanent) employment projected to be generated by the proposed redevelopment activity could potentially meet the TIG income requirements and qualify as TIG jobs. This is based in part on the following:

- The overall average annual salary of the 100 new construction related jobs projected to be generated by the proposed redevelopment activity is estimated to be \$38,067 (in 2005 dollars) which is less than the TIG income requirement of \$50,900;
- The overall average annual salary of the 350 new operations (permanent employment) projected to be generated by the proposed redevelopment activity is estimated to be \$44,700 (in 2005 dollars) which is less than the TIG income requirement of \$50,900;
- Of the 21 occupational categories listed in Table 15, approximately 16 (or approximately 75%) have a “mean annual wage” of under \$50,900 (TIG requirement for a family of four persons).

CAVEATS AND LIMITATIONS

1. The analysis contained in this document is based, in part, on data and information from secondary sources. A. Plescia & Co. believes that these sources are reliable, however, A. Plescia & Co. cannot guarantee the accuracy of such data and information.
2. The analysis assumes that neither the local or national economy will experience a major recession. If an unforeseen change occurs in either the local or national economy the information contained in this document might not be valid.
3. The information contained in this document is based on economic considerations, not political considerations. Therefore the information should not be construed as a representation nor opinion that any required governmental approvals would be secured for any proposed development projects.
4. The information, analysis and opinions contained in this document are based on the informed judgement of A. Plescia & Co. based on market, business and economic conditions as of the date of this document. The information, analysis and opinions contained in this document should not be relied upon as sole input and basis for any final business decisions regarding any proposed development projects.
5. Any preliminary assessment of construction costs, employment projections, etc. is based on the best available data and information at the time of preparation of this document. No warranty or representation is made that these estimates would actually materialize.

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SOURCES OF INFORMATION

This report was prepared in part with technical information from the following sources:

1. Truckee Downtown Specific Plan (Town of Truckee)
2. Economic, Demographic and Fiscal Analysis, Town of Truckee General Plan, 1995 to 2014
3. Occupational Employment Statistics Survey (California Employment Development Department)
4. Nevada County Economic and Social Indicator Review (Nevada County Economic Resource Council)
5. Nevada County Community Data Summary (Nevada County Council Resource Council)
6. Truckee Facts (Truckee Donner Chamber of Commerce)
7. U.S. Bureau of Census, Census 2000