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MEMORANDUM

To:	Town of Truckee, 10855 West River Street Catalyst Project Liaisons, Truckee River Partners
From:	Design Workshop, Stephanie Grigsby
Date:	8/16/2026
Project Name:	Truckee Downtown River Revitalization
Project #:	7378
Subject:	10855 West River Street Catalyst Project – Lessons Learned
Copy To:	R2SC

This memo summarizes the lessons learned through the catalyst project work for 10855 West River Street. It addresses barriers and opportunities associated with adaptive reuse of the existing buildings, redevelopment of the 10855 West River Street parcel and adjacent 10925 West River Street parcel, and potential restoration of the Truckee River floodplain.

Executive Summary

The 10855 West River Street catalyst project was initiated as one of three projects selected through the Town's River Revitalization catalyst program to explore opportunities and understand how the R3 Playbook can be advanced. The catalyst effort focused on adaptive reuse of the existing buildings at 10855 West River Street because it represented a potential near-term investment that could potentially advance within the program's one- to five-year timeframe.

The work also allowed consideration of the relationship between 10855 and the adjacent 10925 West River Street property, which is under the same ownership and has been described as being integral to the owner group's longer-term redevelopment plans. The catalyst process was intended to help identify barriers, potential incentives, and regulatory or policy issues that may warrant further consideration by the Town and R2SC.

This memo serves as the final deliverable from the Town-funded consultant scope. Some Town staff time remains available for continued coordination and support. Truckee River Partners has indicated a desire and intent to continue advancing redevelopment of the property, with an initial focus on river health and restoration as the first phase of revitalization.

The table starting on the following page summarizes the lessons learned described in the memo.

<i>Lesson Learned</i>	<i>Key Finding</i>	<i>Implication for Future Work</i>
1) The adaptive reuse project was difficult to justify as a stand-alone investment.	Improvements to the existing buildings could require substantial capital investment, temporary loss of rental income, financing costs, and public improvements while producing a relatively limited increase in revenue. The catalyst work did not include contractor pricing or a full development pro forma, so financial feasibility was not conclusively determined.	A smaller-scale reinvestment strategy may be worth evaluating, particularly improvements that enhance the property while maintaining existing building area, uses, and rental income.
2) Existing zoning limits the range of near-term reinvestment options.	DRH-24 zoning does not align with the vision established by the General Plan and R2SC process. Legal nonconforming provisions allow existing uses to continue but provide limited flexibility for expansion, intensification, or additional commercial development.	Completion of Riverfront Mixed Use zoning would provide greater certainty. A site-specific Planned Development process could also be considered if an implementation-ready project advances before permanent rezoning is complete.
3) Early clarity regarding public improvements can help evaluate project feasibility and some West River Street improvements may serve a broader corridor function.	Streetscape and utility infrastructure requirements could be significant financial barriers to projects. The extent of frontage, drainage, pedestrian, bicycle, utility, and undergrounding improvements depends on project details. There is currently no Town capital project programmed for this portion of West River Street.	Preliminary coordination with Planning, Engineering, and utility providers can help identify likely obligations before significant resources are committed to design and entitlement. This work could also distinguish between improvements that are primarily project-specific and those that provide broader corridor benefits. The Town could evaluate a future corridor-level CIP project, including preliminary engineering, costs, funding options, and the appropriate balance between public and private investment.
4) Considering the long-term redevelopment of 10925 is beneficial to evaluating opportunities for 10855.	Improvements to the existing buildings could affect future circulation, fire access, parking, utilities, snow storage, construction staging, and redevelopment options. Coordinating the two properties provides more flexibility to address these issues over time.	In the future, considering 10855 and 10925 as a coordinated redevelopment opportunity could allow the properties to be improved and developed in phases.

<i>Lesson Learned</i>	<i>Key Finding</i>	<i>Implication for Future Work</i>
5) Coordinating redevelopment and river restoration could create benefits for both the property and the river corridor.	Site testing identified opportunities to remove existing disturbance, reconnect floodplain hydrology, restore riparian habitat, protect existing vegetation, and provide managed river access.	Floodplain restoration and managed river access should continue to be considered in the area.
6) The existing river setback affects the relationship between restoration and redevelopment.	Development can occur at 10925 while maintaining the existing 75-foot setback from the 100-year floodplain. However, floodplain restoration that also maintains the 75-foot setback would limit developable area. Conceptual testing of a modified setback demonstrated the potential to accommodate restoration and redevelopment together if the setback from the 100-year floodplain was modified to be the same setback used on East River Street (the horizontal distance of one vertical foot). Additional hydraulic, environmental, regulatory, and legal analysis would likely be required.	The setback approach warrants additional study as part of future riverfront planning. Verification of the floodplain location would also help clarify impacts to nearby River Park Place properties.
7) A defined development program is needed before the larger redevelopment concept can be fully evaluated.	Parking, fire access, snow storage, open space, infrastructure, and development compete for limited land. The conceptual studies identified these constraints but did not test a specific mix of housing, commercial uses, parking, or other development.	Future analysis should begin with a more defined development program so that density, parking, infrastructure costs, restoration opportunities, and financial feasibility can be evaluated together.
8) Catalyst projects benefit from a clear decision question and the flexibility to revisit the scope.	Expanding the analysis beyond 10855 produced important findings related to 10925, floodplain restoration, setbacks, zoning, and long-term development potential. It also reduced the resources available for detailed evaluation of adaptive reuse costs and regulatory requirements.	Future catalyst projects should establish a primary question at the outset and include a defined point for reassessing the scope when early analysis identifies broader issues that materially affect feasibility.

10855 West River Street Catalyst Project – Lessons Learned

The catalyst project is one of three projects selected by an interview panel comprised of members from the Community and Economic Vitalization Action Team and River Health and Access Action Team after the Town Council approved release of a public Request for Interest (RFI) in the fall of 2024. After review and recommendation for support by the River Revitalization Steering Committee (R2SC), the three projects were presented to Town Council for review and on January 28, 2025, Town Council approved three catalyst project partners and directed staff to negotiate partnership agreements with the selected property owners.

As described in the R3 Playbook, catalyst projects are intended to:

- **Create Early Successes:** By focusing on projects achievable within a 1–5-year window, the Town hopes to demonstrate visible progress quickly, building momentum for future efforts.
- **Leverage Public Investment:** Building upon nearly \$47 million already invested by the Town in riverfront improvements like Legacy Trail and West River Streetscape, catalyst projects seek to attract private sector investment that complements these public assets.
- **Foster Public-Private Collaboration:** Rather than imposing rigid requirements, the Town aims to sit side-by-side with property owners, creating partnership agreements that are flexible but purposeful to achieve goals identified by the R2SC.

The goal of the partnership agreements between the Town and private property owners is to maintain flexibility and learn more about what incentives are needed and what barriers need to be removed to achieve R2SC goals while ensuring that revitalization efforts do not stall. In keeping with the entrepreneurial spirit of the initiative, the Town will remain an active but limited partner.

The lessons learned from the projects are intended to inform future discovery phases for incentives and potential recommendations for code revisions. The outcomes of those discovery phases are intended to be brought back to the R2SC for review, discussion, and either a recommendation to advance to Town Council for consideration or a recommendation not to move forward.

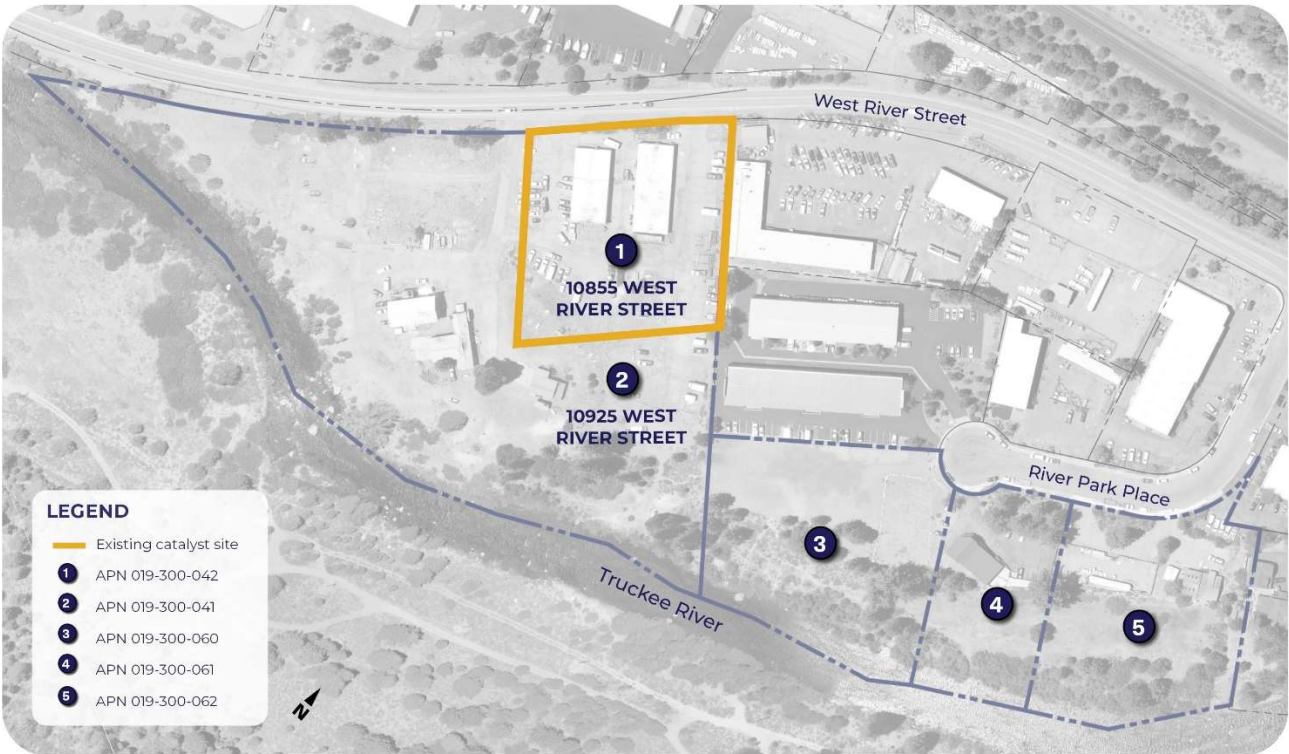
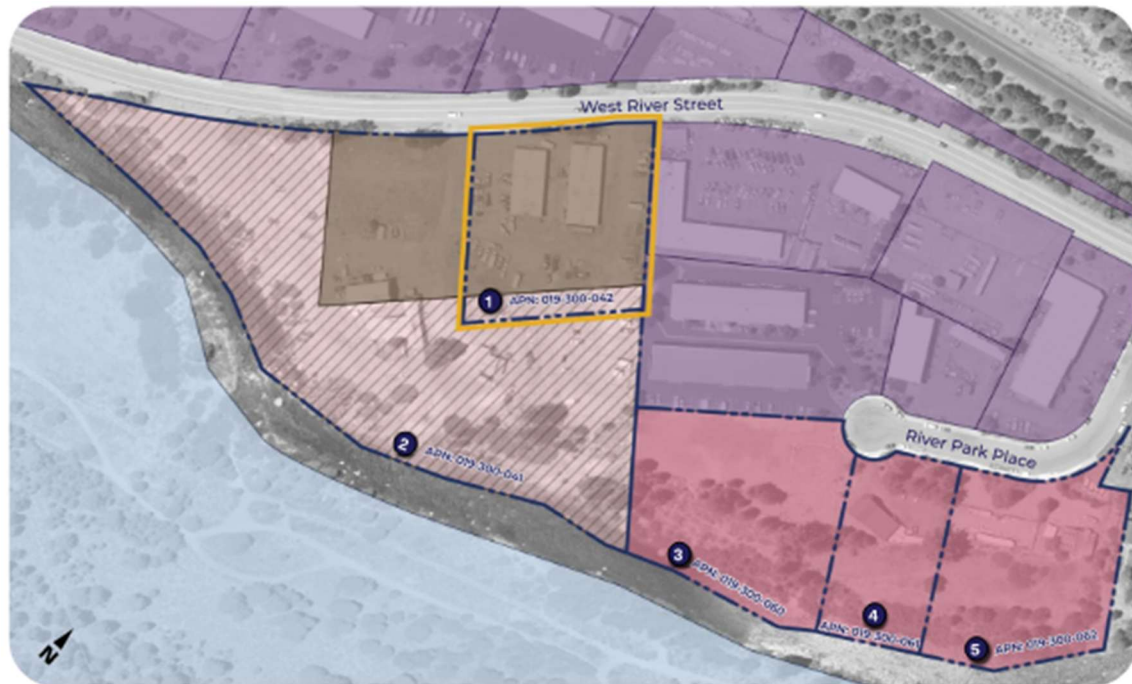


Figure 1: 10855 West River Street catalyst project site and adjacent parcels

10855 West River Street Catalyst Project Background

The property at 10855 West River Street (APN 019-300-042) is a 1.77-acre parcel with frontage on West River Street. The parcel is currently zoned Downtown High Density Residential-24 (DRH-24). Under the Truckee 2040 General Plan, the property has a Riverfront Mixed Use land use designation. Residential development within a mixed-use project is regulated by floor area ratio (FAR), with a maximum FAR of 1.0. Standalone residential development is regulated by density, with an allowable range of 6 to 18 dwelling units per acre. The Town has an ongoing implementation program to update zoning districts and the zoning map to bring them into consistency with the General Plan.

Two one-story buildings are located on the parcel. Based on measurements from a site aerial, the buildings are approximately 5,400 square feet and 4,625 square feet, respectively. Nevada County parcel records list a combined building area of 9,504 square feet and a construction date of 1977. The buildings are currently occupied by multiple commercial and service-oriented tenants, including an automotive repair business.



LEGEND

- Property line
- Existing catalyst site
- Downtown high density residential - 24
- Downtown mixed use
- General commercial
- Public facility
- Downtown manufacturing

Figure 2: Existing zoning



Figure 3: Existing buildings at 10855 West River Street

Truckee River Partners responded to the RFI with a vision for its properties at 10855 and 10925 West River Street. Because the catalyst program prioritized projects that could advance toward

implementation within approximately one to five years, the interview panel/selection committee recommended focusing the catalyst effort on an adaptive reuse project at 10855 West River Street.

The vision for the property included:

- Beautification and adaptive reuse
- New commercial space
- Mixed-use development with potential residential uses
- Improved pedestrian and bicycle connections

The catalyst project was scoped to support adaptive reuse of the existing industrial buildings for commercial uses while establishing a foundation for longer-term redevelopment of the broader property. The larger West River Village concept envisions a mix of housing, commercial uses, public open space, trails, and environmental restoration.

As the first phase, the catalyst project focused on remodeling the existing structures, improving the streetscape, and positioning the property for future redevelopment, including potential housing and floodplain restoration along the river. Consistent with the R3 Playbook, the project was intended to demonstrate how commercial vitality, private reinvestment, and environmental stewardship could be integrated in the western portion of the river corridor.

Anticipated catalyst support included:

- Potential lot line adjustments
- Rezoning
- Design support

Following a project kickoff in 2025, Town staff, Design Workshop, representatives from Truckee River Partners, and R2SC project liaisons met throughout the first part of 2026 to evaluate opportunities for advancing the catalyst project. Five project meetings were held, including a site visit. The team evaluated potential adaptive reuse concepts, considered the relationship between the 10855 West River Street parcel and the adjacent riverfront property, reviewed zoning constraints and opportunities, and analyzed how the river setback could affect development of the riverfront parcel. This work culminated in preparation of a conceptual phased development plan.

Barriers to Adaptive Reuse at 10855 West River Street

The catalyst work identified several interrelated barriers that affect the feasibility of adaptive reuse at 10855 West River Street. While the concept could provide near-term reinvestment and aesthetic improvements, the combination of limited additional revenue, potential public infrastructure and utility costs, existing zoning constraints, and the relationship to future redevelopment of the larger property creates uncertainty about whether a stand-alone adaptive-reuse project can be financially justified. The following barriers summarize the key issues identified through the owner's planning work, peer review, site analysis, and discussions with Town staff.

Financial Feasibility

- The incremental value of adaptive reuse did not appear sufficient to justify the investment.

- The site and plans for adaptive reuse were reviewed by a peer developer. That review indicated that the project would likely be cost-prohibitive as a stand-alone investment. Note: independent rehabilitation estimates and full contractor pricing/development pro forma were not conducted and were not part of the scope of work.
- The Owner group would incur substantial capital costs but receive only a limited increase in revenue:
 - Existing rents are already relatively high.
 - Rehabilitated space would not necessarily command enough additional rent to repay the capital investment.
 - Tenants or business activity would need to be relocated or suspended during construction and the owner group would lose existing rental income during design, permitting and construction.
- Construction financing and carrying costs would continue during the period in which the property generated reduced or no revenue.
- This creates a weak relationship between cost and return. A project can be physically possible and still be financially infeasible because the increase in net operating income does not support the required investment.
- Public improvement requirements could be disproportionate to the scale of the project.
 - The adaptive-reuse concept included improvements to the two existing buildings and construction of a new building between them. Because the project would expand building area and intensify use of the site, it would likely trigger review of frontage and public-infrastructure requirements.
 - Development Code §18.30.020.B requires proposed development to improve the site's public street frontage, including sidewalks, drainage, and other street improvements, consistent with the General Plan, Town Engineer requirements, and the Town's Public Improvement and Engineering Standards (PIES). The PIES further provides that frontage improvements associated with new or modified land uses must comply with applicable Town plans and engineering standards. For commercial development, this can include sidewalks, while bicycle, pedestrian, or shared-use facilities may be required where necessary to implement adopted connectivity plans.
 - The Code and PIES do not establish a clear quantitative threshold for an existing commercial property (such as a specific percentage of renovation or amount of added square footage) that determines when full frontage reconstruction is required. As a result, the extent of improvements associated with the 10855 West River Street adaptive-reuse concept would require a project-specific determination based on the proposed expansion and intensification, changes to access and drainage, existing frontage conditions, and other project impacts. Town staff did not complete that level of evaluation as part of the catalyst work, although staff indicated during the site visit that some level of public improvement would likely be required.

- The PIES allows alternative designs and written Engineer's Determinations where site conditions make strict application of a standard impractical. This creates the potential for a more limited or proportionate improvement package where appropriate. Nevertheless, the uncertainty regarding the scope and cost of frontage improvements was itself a feasibility concern because sidewalks, bicycle and pedestrian improvements, drainage, pavement reconstruction, and related infrastructure could add substantial cost without a corresponding increase in rentable building area or revenue.
- Utility undergrounding is a significant cost and scope uncertainty.
 - Development Code §18.30.160 generally requires proposed development to provide for undergrounding of existing and proposed electric, telecommunications, and cable facilities within the site or along streets fronting the site. The Code also provides flexibility: the review authority may modify or waive undergrounding where site conditions make it unreasonable or impractical, and the Town may allow an improvement fee in lieu of immediate undergrounding, with the amount determined in consultation with affected utilities and special districts.
 - The PIES separately requires newly constructed utility infrastructure to be underground unless an exception is approved. For 10855 West River Street, however, the catalyst work did not establish the precise limits of undergrounding that would be triggered by the adaptive-reuse project. That determination would need to be made through coordinated review by the Town Engineer and affected utility providers.
 - Previous discussions between the owner group and Town staff regarding redevelopment of the larger property indicated that streetscape improvements and utility undergrounding would likely be expected as part of a more substantial redevelopment project.
 - Because utility undergrounding and related streetscape work provide benefits beyond the existing and proposed building but do not directly create substantial additional rentable area, these costs can be difficult for a modest adaptive-reuse project to absorb. Early determination of the required scope for utility undergrounding is important to evaluating project feasibility.

Constraints to Future Redevelopment

- Investment in the existing buildings could conflict with future redevelopment of the larger property. A substantial investment in adaptive reuse could:
 - Preserve buildings that are poorly located and constrain future circulation.
 - Limit future fire access or utility alignments.
 - Constrain shared parking and snow storage.
 - Reduce flexibility for redevelopment at 10925 West River Street.
 - Constrain construction staging and phasing of the larger project or make it more challenging to construct the larger project.
 - Create a condition where tenants of the adaptive reuse project are at odds with construction traffic and noise during implementation of the larger project.

Zoning Constraints

- Legal nonconforming-use standards and existing DRH-24 zoning limit adaptive reuse and expansion of non-residential or mixed uses.
 - The Town's nonconforming-use regulations are intended to allow lawful existing uses to continue while generally discouraging the long-term continuation of uses that no longer conform to current zoning. A legal nonconforming use may continue, and it may be changed to another nonconforming use through a Zoning Clearance if the Town finds that the replacement use would have similar or lesser impacts related to noise, traffic, parking demand, hours of operation, and visual compatibility. However, legal nonconforming status does not provide a general right to expand or intensify a nonconforming commercial use. Subject to Town approval, a property occupied by a nonconforming use may be further developed with conforming uses and structures.
 - These regulations create a potential implementation challenge for adaptive reuse. A relatively limited renovation that maintains existing tenants and operating characteristics may be easier to accommodate under legal nonconforming provisions, but it may also generate only limited additional rental income. Conversely, the types of changes that could improve project economics, such as adding floor area, introducing more active commercial tenants, expanding operations, or developing a broader commercial/residential mix, are also more likely to exceed what can be accommodated through the existing nonconforming status and require compliance with current zoning and development standards.
- The property is currently zoned DRH-24, while the adopted 2040 General Plan designates the area Riverfront Mixed Use. The R3 Playbook and R2SC discussions similarly envision this portion of West River Street as a mixed-use river corridor that can accommodate housing together with commercial and employment uses, public spaces, pedestrian and bicycle connections, and river-oriented improvements. The existing residential zoning does not provide a clear regulatory framework for implementing that broader mixed-use vision.
 - The zoning mismatch affects both near-term adaptive reuse and longer-term redevelopment. Existing commercial and service uses may continue where they qualify as legal nonconforming uses, but the nonconforming-use provisions provide limited flexibility to expand or intensify those uses or to construct additional commercial space. A project that expands or intensifies nonconforming uses may therefore require a different land-use approval or rezoning rather than relying on the existing legal nonconforming status.
 - Rezoning is ultimately needed to establish a zoning framework that implements the Riverfront Mixed Use General Plan designation and the vision from the R3 Playbook. The Town has an ongoing General Plan implementation program to update zoning districts and maps to reflect the land-use designations established by the 2040 General Plan.

- Although State law does not require the Town to wait for completion of the Housing Element before rezoning the property, the Town's current strategy is to complete the 2027–2035 Housing Element first so that its housing-site, density, and policy decisions can inform the subsequent Riverfront Mixed Use rezoning. (Refer to the discussion on Planned Development process below for an opportunity to address this timing.)

Potential Strategies to Address Barriers

The catalyst work identified several strategies that could improve the feasibility of reinvestment at 10855 West River Street. The most practical strategies focus on establishing a clear land-use framework and clarifying infrastructure obligations early. Depending on the outcome of the infrastructure obligations, support for coordinating the two parcels as part of a larger redevelopment strategy and evaluating whether corridor-serving public improvements could be addressed through a future Town capital project can be evaluated. Other financing tools may provide supplemental support but are less likely to independently resolve the feasibility barriers.

- Complete rezoning to establish a clear long-term land-use framework.
 - The current DRH-24 zoning is not aligned with the General Plan's Riverfront Mixed Use designation or the mixed-use vision developed through the R2SC process. Permanent Riverfront Mixed Use zoning would provide greater certainty regarding allowable residential and commercial uses, density, parking, building form, phasing, and other development standards.
 - The Town's recommended site-specific Planned Development (PD) process is a viable, interim tool if an implementation-ready project that is financially viable emerges before permanent rezoning is complete. A PD could provide project-specific flexibility related to uses, density, parking, building placement, phasing, and public benefits. However, a PD should be viewed as an optional near-term tool rather than a necessary next step if permanent zoning can be completed before the owner group is ready to proceed.
- Determine public-improvement obligations early and distinguish project-specific improvements from corridor-serving infrastructure.
 - One of the feasibility uncertainties is the potential cost of streetscape, utility, drainage, bicycle, pedestrian, and other frontage improvements.
 - A coordinated preliminary determination that identifies:
 - Which frontage and infrastructure improvements would be required for adaptive reuse of 10855,
 - Which additional improvements would be triggered by comprehensive redevelopment of 10925,
 - Whether existing corridor deficiencies must be corrected,
 - Whether improvements can be phased,
 - Whether an in-lieu contribution or other alternative may be available, and

- Which improvements provide broader corridor benefits and may be more appropriately addressed through a public capital project.
 - This early determination would allow the owner group to incorporate realistic infrastructure costs into a development pro forma before making substantial investments in design and entitlement.
- Evaluate a smaller-scale adaptive-reuse strategy that delivers visible property improvements without triggering disproportionate infrastructure costs.
 - Rather than pursuing the full adaptive-reuse concept, which included improvements to the two existing buildings and construction of an additional building, the owner group and Town could evaluate a more limited first phase focused on building rehabilitation, façade improvements, landscaping, signage, site cleanup, and other aesthetic or functional upgrades that improve the appearance and usability of the property while maintaining generally the same building area, uses, access, and level of activity.
 - The objective would be to identify a scope of reinvestment that provides meaningful near-term improvements but does not materially expand or intensify the use of the site. A smaller project may have fewer impacts on parking, access, drainage, utilities, and the public frontage and therefore may result in a more limited public-improvement obligation than the previously considered concept.
 - This approach should not assume that a reduced project would automatically be exempt from frontage or utility requirements. Before design proceeds, the owner should obtain an early written determination from Planning and Engineering identifying which improvements would be required for the proposed scope and whether existing frontage or utility conditions would need to be addressed.
 - A reduced-scope project could allow the property to achieve some of the original catalyst goals, such as beautification, reinvestment, and improved commercial appearance, while preserving existing rental income and avoiding substantial investment in improvements that could later conflict with comprehensive redevelopment of 10855 and 10925 West River Street.
- Plan 10855 and 10925 West River Street as a coordinated long-term redevelopment opportunity while allowing phased implementation.
 - The preliminary adaptive-reuse analysis suggests that a stand-alone project at 10855 may not generate enough additional value to absorb rehabilitation, lost rental income, frontage improvements, utility work, financing costs, and a reasonable return on investment.
 - A larger redevelopment of the two parcels could spread fixed infrastructure and entitlement costs over a greater amount of residential and commercial development and allow parking, access, fire circulation, utilities, snow storage, and river restoration to be planned more efficiently.

- A phased approach could allow the existing buildings at 10855 to continue generating rental income while the zoning, floodplain, infrastructure, and entitlement framework for 10925 is established. The timing and level of investment in the existing buildings could then be evaluated in the context of the larger redevelopment rather than as a stand-alone decision.
- Evaluate a future Capital Improvement Program (CIP) project for the remaining unimproved portion of West River Street (from Dewbeyumuwe? Park west to the Town boundary).
 - Some of the infrastructure improvements that may be needed along 10855 and 10925 West River Street, such as roadway, bicycle, pedestrian, drainage, and potentially coordinated utility improvements, could provide benefits beyond the individual properties. Addressing the infrastructure improvements for West River Street could remove a financial barrier for other properties. The Town could evaluate whether these needs warrant a future corridor-level capital project rather than relying solely on incremental improvements as individual properties redevelop.
 - Advancing such a project would require the Town to define the corridor limits and improvements, prepare preliminary engineering and cost estimates, identify funding sources, receive direction from Town Council to establish it as a priority, and program it through the Town's Capital Improvement Program.
 - Potential public funding sources could include transportation revenues, grants, and other eligible infrastructure funds. Public funding should not be assumed.
 - If a broader group of West River property owners benefits from the improvements, the Town could also evaluate an assessment district or similar special-benefit financing mechanism to fund appropriate maintenance or other ongoing costs. The completed West River streetscape project provides a recent example of combining Town capital investment with an assessment district.
- Use available flexibility and coordinate utility undergrounding.
 - Determine undergrounding requirements early with the Town Engineer and utility providers. Where immediate undergrounding would be impractical or disproportionately costly, evaluate Development Code options such as a modification, waiver, or in-lieu fee.
 - Where possible, coordinate undergrounding as part of a larger corridor project to reduce duplication and costs.

Lessons Learned from Considering Development Constraints and Opportunities on Adjacent Parcels

The catalyst project MOU allowed for limited consideration of adjacent parcels. Specifically, the Truckee River Partners MOU states that, “The Parties may jointly plan for conceptual design of the Property, focusing on the adaptive reuse of the buildings on 10855 West River Street while allowing for consideration of the connection to the owner’s planned development on 10925 West River Street.”

As described in the April 7, 2026, staff report, Town staff interpreted this language to prioritize advancing the catalyst parcels while also supporting work that considers impacts on neighboring and adjacent properties. Therefore, work on the 10855 West River Street catalyst project included initial site testing to understand development constraints and opportunities on both the catalyst site and adjacent parcels. In particular, the 10925 West River Street parcel was evaluated because it is under the same ownership and is integral to the owner group's longer-term redevelopment plans.

The analysis was conceptual and was not intended to establish a development proposal for 10925. Rather, it provided context for decisions about investment at 10855 and helped identify opportunities and barriers that would need to be addressed through future planning and entitlement work. The site study specifically evaluated two river-setback scenarios to better understand the relationship between redevelopment potential and floodplain restoration.

Key takeaways from that work are described below.

- There is an opportunity to combine redevelopment with meaningful river restoration.
 - Building on Balance Hydrologics 2024 technical memo summarizing an assessment of ecological features, the site analysis identified areas of fill, existing disturbance, and pavement along the riverfront. These areas provide opportunities for floodplain restoration, removal of existing impacts, and managed access opportunities.
 - Potential restoration opportunities include reconnecting floodplain hydrology, creating functional riparian habitat, reconnecting a historic road cut through grading, and establishing a restoration demonstration area. The study also identified existing riparian vegetation that could be protected as part of future planning.
- There is potential to implement a broader mixed-use vision which could provide greater flexibility and improve project economics.
 - The larger riverfront parcel provides an opportunity to accommodate a mix of uses, such as housing together with commercial or employment-generating uses, consistent with the Riverfront Mixed Use vision established through the General Plan and R3 process.
 - Coordinating the two parcels could allow redevelopment to occur in phases while retaining existing businesses and rental income until later phases are ready to proceed.



Existing Disturbance/Opportunity for Restoration

- | | |
|---|---|
|  Existing pavement |  Historic road cut (hydrologically disconnected from river) could be reconnected through grading |
|  Existing paving and concrete along riverfront and banks |  Existing areas of disturbance (compacted soils, debris, etc.) |

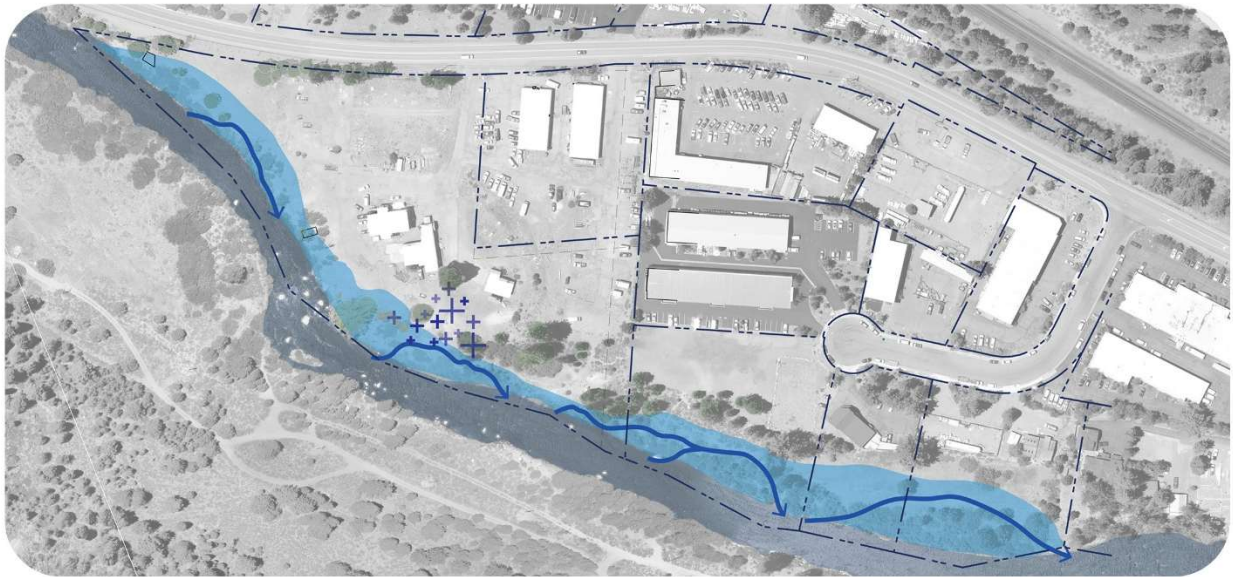
Figure 4: Existing areas of disturbance and opportunities for restoration



Riparian Habitat Protection Opportunities

- | | |
|---|--|
|  Lemon's willow and Geyer's willow riparian thicket |  Pine |
|  Kentucky bluegrass and redtop creeping bentgrass meadow |  Cottonwood |
| |  Aspen |

Figure 5: Opportunity areas for riparian habitat protection



Floodplain Restoration Opportunities

- Opportunity for floodplain restoration
- Opportunity to reconnect hydrology and create functional riparian habitat
- +
 Opportunity for restoration demonstration project by cottonwoods

Figure 6: Opportunity areas for floodplain restoration



Community Improvement Opportunities

- Community gathering opportunity
- Managed river access opportunity
- Viewpoints opportunity
- Streetscape improvements and mixed use activation

Figure 7: Opportunity areas for managed river access and community spaces

- A modified setback could potentially support both restoration and redevelopment.
 - The River Protection Overlay district requires a 75-foot setback from the 100-year floodplain (also referred to as a Base Flood Elevation (BFE)). The site study demonstrated that redevelopment of 10855 and 10925 West River Street is possible with the 75-foot setback, however, this approach discourages floodplain restoration because the buildable area would be decreased if fill was removed and the floodplain expanded (BFE would shift east into the property).
 - The study evaluated an alternative approach that pairs floodplain restoration with a modified setback like the standard used along portions of East River Street. Under this approach, the setback would be based on the horizontal distance associated with one vertical foot above the BFE, allowing both restoration and redevelopment to occur.
 - The alternative illustrates the potential to restore the riverfront while retaining sufficient developable areas to support a larger reinvestment project. The concept is preliminary, however, and would require additional hydraulic, environmental, regulatory, and legal analysis before it could be relied upon for a development proposal.
 - The 75-foot setback reduces developable area for three parcels along River Park Place. (APNs 019-300-060, 019-300-061, and 019-300-062). In situations where the setback crosses existing buildings and parking, reinvestment into the parcels may be constrained.
 - The location of the 100-year floodplain for the parcels off River Park Place was estimated based on available data. A study to verify the location would be beneficial to confirm the potential impact of the 75-foot setback from the BFE.

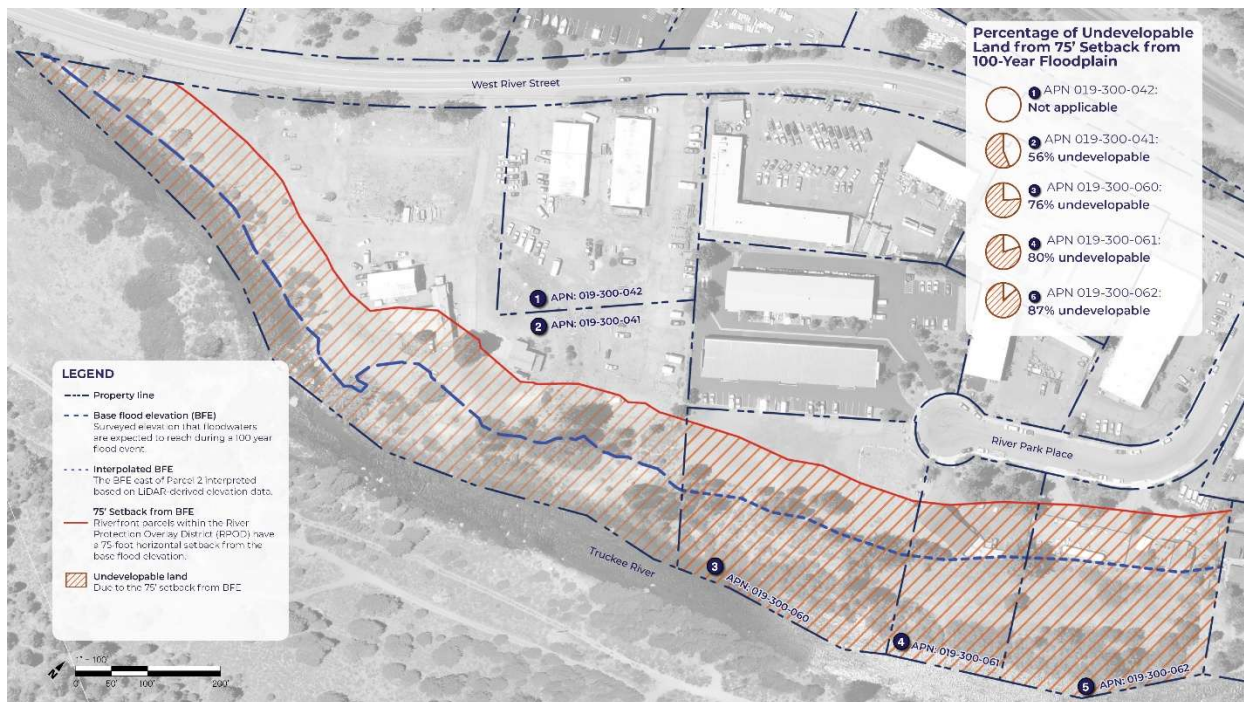


Figure 8: Diagram of areas in floodplain and the 75-foot setback from the 100-year floodplain

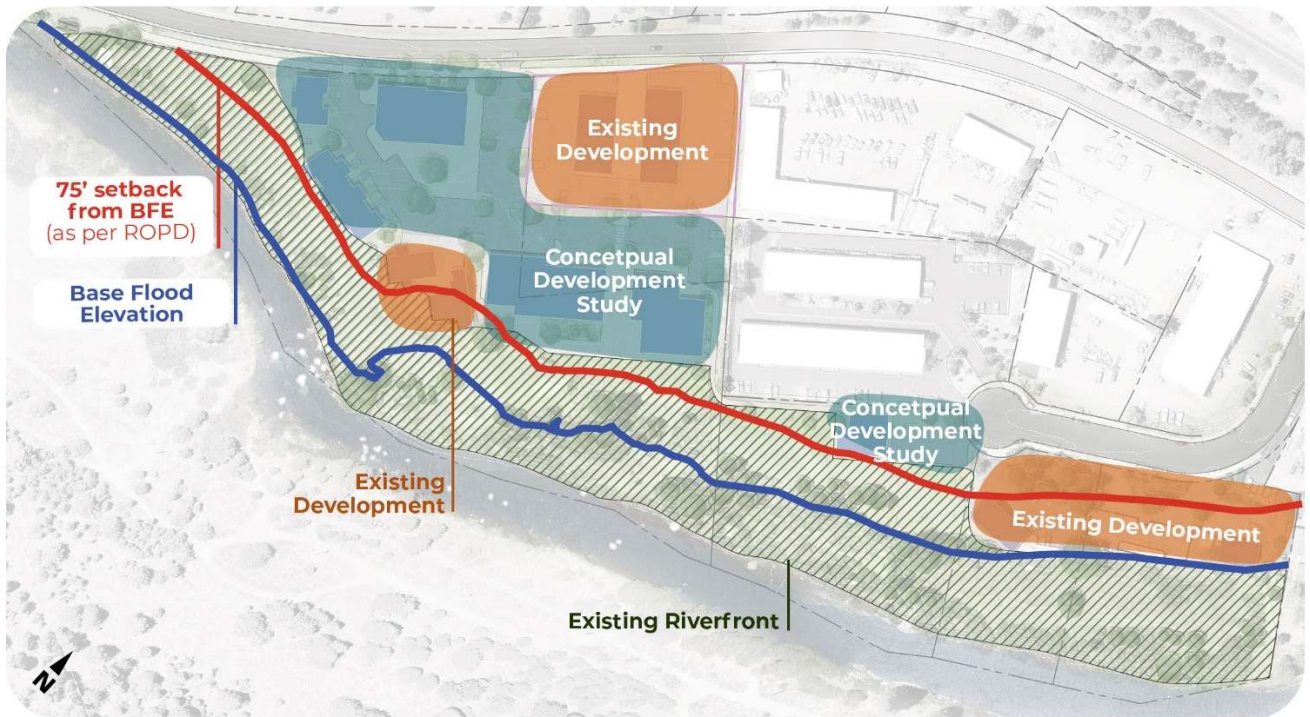


Figure 9: Diagram of 75' setback from the base flood elevation with existing and conceptual development study

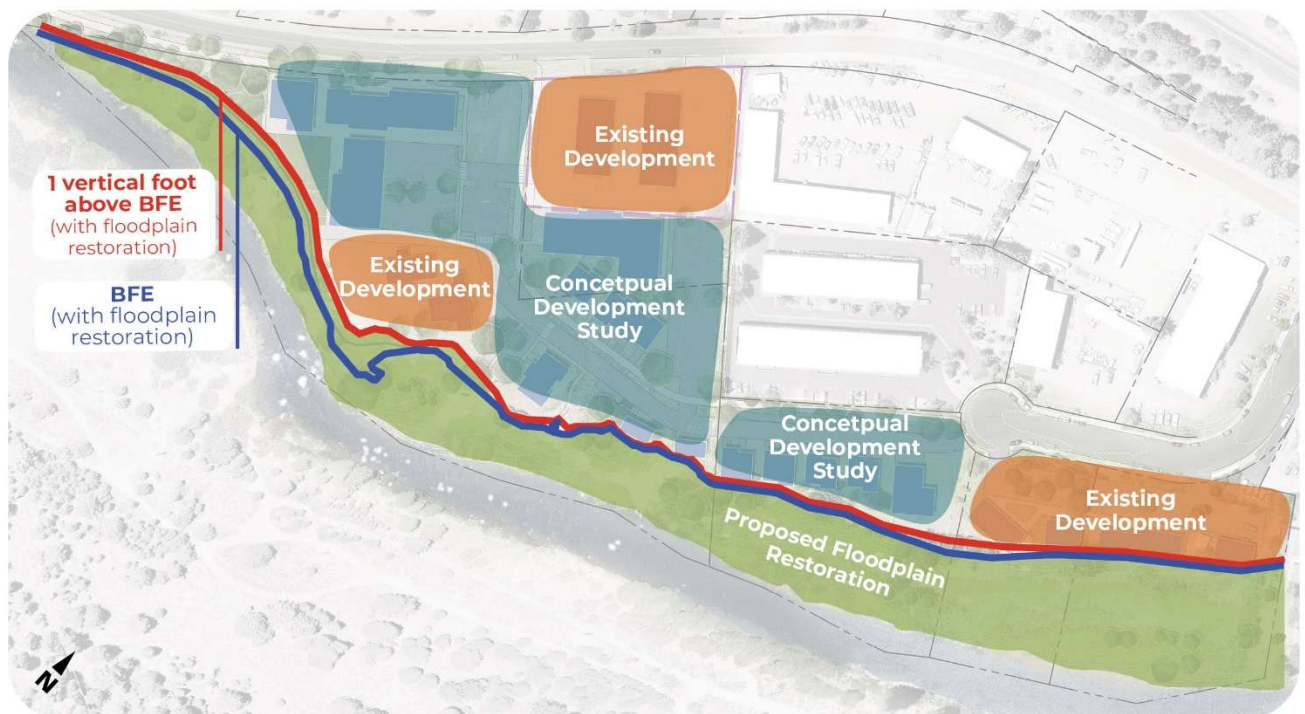


Figure 10: Diagram of setback from the base flood elevation that is the horizontal distance of one vertical foot in elevation with existing and conceptual development study

- Parking consumes a substantial portion of the available development area.
 - The conceptual plans demonstrate that parking and vehicle circulation require a significant amount of the limited developable land.
 - Options such as shared parking, reduced parking requirements, or other parking strategies may improve site efficiency. At the same time, adequate parking will be important to the viability of commercial uses and the overall success of the project. The appropriate parking strategy therefore needs to be tested against an actual development program rather than assumed at the conceptual stage.
 - Fire access, parking, snow storage, open space, and infrastructure compete for the same constrained land.
- Streetscape and public-infrastructure costs remain a significant feasibility consideration.
 - Comprehensive redevelopment would likely require substantial frontage, drainage, pedestrian, bicycle, access, and utility improvements. Because there is currently no Town capital project programmed for this section of West River Street, the extent of the development's responsibility for those improvements could materially affect project economics.
- The planned rezoning to Riverfront Mixed Use will align the property with the vision for future redevelopment.
- The conceptual studies did not test a defined development program.
 - The studies were useful for identifying physical constraints and comparing setback scenarios, but they were not based on a specific mix of a mixed-use project: residential units, commercial square footage, housing types, hotel, or parking demand.
 - Without a defined program, it is difficult to determine realistic residential density, commercial floor area, parking requirements, infrastructure costs, or financial feasibility.

Lessons Learned from the Catalyst Project Process

Overall, the catalyst project process was successful in building a productive working relationship between the owner group, Town staff, and R2SC representatives and in identifying the regulatory, infrastructure, financial, and environmental issues that will influence future investment at 10855 and 10925 West River Street. Site testing was valuable in clarifying the relationship between adaptive reuse, larger redevelopment, floodplain restoration, and the setback from the 100-year floodplain.

The process also demonstrated the importance of defining a primary question for the catalyst effort to answer while retaining enough flexibility to respond to information revealed through the process. Adaptive reuse of 10855 was the selected catalyst project, but the MOU allowed consideration of its relationship to the owner group's planned redevelopment of 10925. Evaluating the larger property produced important findings that would not have emerged from consideration of 10855 alone, particularly regarding the floodplain setback, restoration, zoning, and long-term

development potential. At the same time, broadening the analysis meant that fewer resources were devoted to detailed testing of the specific costs and regulatory requirements affecting adaptive reuse. Like the process for 10855 West River Street, it may be useful for future catalyst projects to establish a primary decision question, coupled with an explicit opportunity to revisit the scope and the primary question to be answered when initial analysis identifies broader issues that materially affect project feasibility.

Completion of Town-Funded Consultant Support and Next Phase of Work

This memo serves as the final deliverable from the Town-funded consultant scope. Some Town staff time remains available for continued coordination and support. Truckee River Partners has indicated a desire and intent to continue advancing redevelopment of the property, with an initial focus on river health and restoration as the first phase of revitalization.