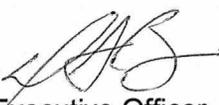




**MEMORANDUM  
OFFICE OF THE  
COUNTY EXECUTIVE OFFICER  
COUNTY OF PLACER**

**TO:** Honorable Board of Supervisors

**FROM:** David Boesch, County Executive Officer   
By: Jennifer Merchant, Deputy County Executive Officer 

**DATE:** October 21, 2014

**SUBJECT:** Squaw Valley Olympic Museum Presentation

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**Action Requested**

Receive a presentation by County staff and Squaw Valley Museum Foundation regarding development site options and provide direction on next steps.

**Background**

Placer County has been engaged in assisting future development of a museum dedicated to memorializing the heritage of the 1960 Winter Olympics in Squaw Valley in the North Lake Tahoe region since 2008. Placer County has allocated a total of \$224,450 to the Squaw Valley Museum Foundation for planning, site selection analysis, fund-raising, special event development, and project implementation oversight. Despite these efforts, the project still lacks consensus as to a preferred site.

As presented by staff and Ward Young Architects at your July 22, 2014 Board meeting, despite constraints the north-side Squaw Valley gateway provides an opportunity to redevelop the prominent entrance and has a willing property owner. The Museum Foundation, however, does not agree that the site is feasible, and prefers to locate in the County's Squaw Valley Park (Attachment D). To date, the County has not authorized the Foundation to move forward with planning on the Park site.

Following the July presentation your Board in response to a request by the County for a commitment from the Museum Foundation to the Gateway Property if the challenges could be addressed, the Foundation wrote a letter stating it had determined the site to be infeasible. The Foundation has since requested to address your Board to direct staff to initiate project implementation on the Squaw Valley Park site.

Squaw Valley Park was opened in August 2004, following the County's acceptance of 36 acres at the southwest and northwest corners of SR 89 and Squaw Valley Road from the United States Forest Service in 2000. The Park currently includes two playgrounds, picnic tables, a synthetic turf soccer field, a trail staging area for the Western States Trail and the Squaw Valley Bike Trail, parking and vault restrooms.

Potential Park site constraints include a Forest Service deed restriction, circulation and parking related to additional vehicle traffic, nearby cultural resources, physical site constraints, conflicts with existing uses and lack of sewer service.

### **Museum Concept Timeline**

2008- Placer County provided two allocations of \$12,000 and \$100,000 in North Lake Tahoe Transient Occupancy Tax funds for an initial study to create a Museum Master Plan, which included site evaluation, building requirement analysis, exhibit topics and an interpretive and gallery plan, evaluation of existing and needed collection pieces, market and demographics analysis, capital and annual operational cost estimates, and a project implementation schedule.

2009- \$100,000 in TOT funds were allocated to create a long term budget plan and capital campaign based on projected one-time and ongoing expenses, securing various United States Olympic Committee approval and establish an interim museum in time for the 50-year anniversary Squaw Valley Olympics. During this process, the Museum Foundation held a site selection process that resulted in its preferred site being identified at the Squaw Valley Park. There remains disagreement within the community whether or not this site is appropriate.

2014- In order to minimize ongoing controversy regarding the best site, and also to assist in the potential economic revitalization of the north side of the Squaw Valley gateway, County staff, in partnership with a stakeholder team including representatives from the Squaw Valley Museum Foundation, North Lake Tahoe Resort Association and Squaw Valley Gateway Properties, developed several concepts for that property which included a site for the museum. Placer County engaged the services of Ward-Young Architects to develop a concept plan. At its July 22, 2014 meeting, your Board heard a presentation on the Squaw Valley Entrance Site Assessment & Concept Plan, and directed staff to move forward in addressing identified site constraints and challenges, such as a patchwork of ownership, easements, deed restrictions, high voltage power lines, lack of sewer service, and land use restrictions.

The concept provides about a one acre site for Museum operations and parking, and minor land use variances for the remainder of the site in recognition that the project would include a generous donation of land by the Poulsen Family to the Museum. The remainder of the total 4.5 acre site would include a commercial/mixed use project. Despite the significant site challenges, the opportunity to redevelop the gateway to Olympic Valley would yield a significant economic and cultural return on investment.

Staff is now requesting further direction from the Board whether it will accept the Museum Foundation to move forward with due diligence and planning on the Park site, or prefers to stay the course on the Gateway Properties, or neither.

### **Fiscal Impact**

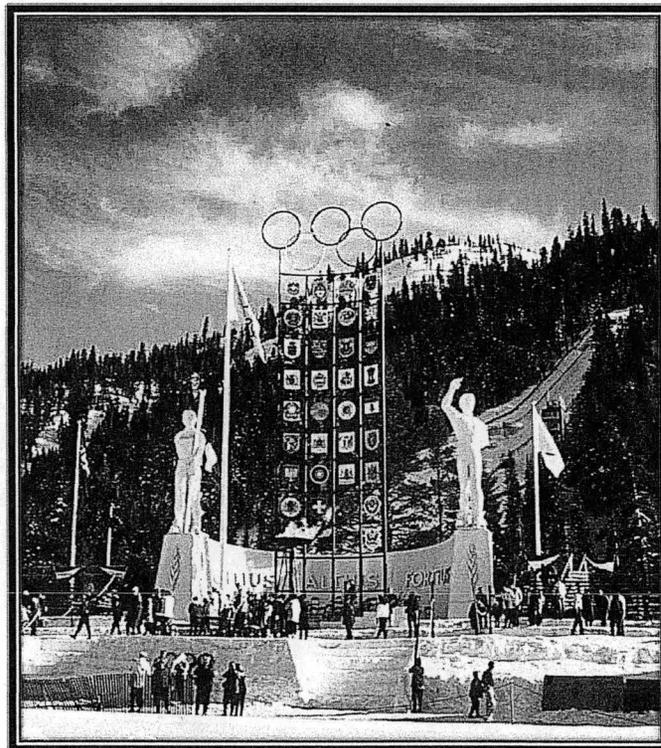
There is no impact on the County's General Fund.

### **Attachments:**

- A) Preliminary Master Plan Summary Report August 2009
- B) Squaw Valley Olympic Museum & Winter Sports Heritage Center – 2012 Revised Conceptual Program
- C) Squaw Valley Entrance Site Development Assessment & Concept Plan  
July 17, 2014 – Final Draft
- D) Squaw Valley Ski Museum Foundation Letter – September 2, 2014
- E) Squaw Valley Ski Museum Foundation Letter – October 3, 2014

# Squaw Valley Olympic Museum Foundation

Preliminary Master Plan Summary Report  
August 2009



**AMS**  
PLANNING & RESEARCH

for the Arts and  
Entertainment  
Industries

will bruder PARTNERS LTD  
Phoenix, Arizona

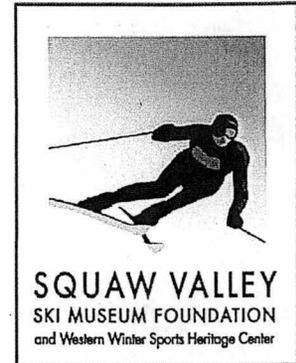
GARY DAVIS GROUP  
Tahoe City, California



November, 2009

Squaw Valley Ski Museum Foundation  
P. O. Box 2697  
Olympic Valley, CA 96146

Re: "Preliminary Master Plan Summary Report", July 2008 and "Investing in Heritage Tourism: ensuring Placer County's Place in Olympic History", August 2008



To the North Lake Tahoe Community and Interested Persons:

The Squaw Valley Ski Museum Foundation was formally established in May, 2008 with the goal of creating a long overdue Squaw Valley Olympic Museum (SVOM). One of the first steps was to commission a feasibility study in the form of a Master Plan. Our goal was to engage professional Museum planners that could determine the worthiness of our vision for a large scale Museum telling the story of the 1960 Squaw Valley Olympics and the history of western skiing. In studying this master plan you will see the tremendous potential SVOM has as a community asset centered in North Lake Tahoe. If we build this museum as envisioned it will be more than a collection of artifacts and stories; it will represent a cultural way of life centered on winter sports throughout the mountain communities of the Sierras.

The 2009-2010 season presents our community with a once-in-a-life-time opportunity to bring our Olympic and winter sports heritage to the forefront. Converging in 2010 will be the 60<sup>th</sup> anniversary of Squaw Valley Ski Area, the 50th anniversary of the 1960 Olympic Games and the return of the Winter Olympics to North America in Vancouver. The 1960 Winter Games and legacy of winter sports dating back to the Gold Rush are great moments in California history that we have an opportunity to present to the world.

As you read through this master plan please understand that this is a starting point. The planning team has set the bar very high and confirmed a vision for a Squaw Valley Olympic Museum and Winter Sports Heritage Center at the highest level. We now know this is a story and heritage that is unique to our region, and can and should be an attraction of regional pride, state and international significance.

The SVSMF board is welcoming North Lake Tahoe and Squaw Valley communities input as we evaluate this master plan. In fact, we can't move forward without it! Many decisions must be made ranging from an iconic building on site that provides a sustainable operation, meets the desire of the community and fits within a realistic attainable budget. Our website, [www.squawvalleyskimuseum.org](http://www.squawvalleyskimuseum.org) is the best place to start. During the ski season you'll find announcements, avenues to provide feedback and information about getting involved. Thank you,

Squaw Valley Ski Museum Foundation Board of Directors

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- Operating Projections

## **The Consulting Team**

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Richard Jensen, Architect

Rob Gaspard, Architect

## I. Introduction

In the fall of 2008, the Squaw Valley Ski Museum Foundation Board of Directors issued a Request for Proposals to a select group of museum consultants and architects to undertake a preliminary Master Plan for the proposed Squaw Valley Olympic Museum (SVOM). The Foundation was established with the goal of creating a “large-scale, dynamic museum that celebrates not only the 1960 Winter Olympics, but also the history and culture of winter sports in the mountains of Southern California, the Sierras, and Southern Cascades.”

Prior to issuing the Master Plan RFP, in June 2008 the North Lake Tahoe Resort Association (NLTRA) had undertaken an Economic Impact Report of the 2010 Olympic Heritage Celebration Event and the planned Olympic Museum. Streamline Consulting Group of Truckee, California, was retained for this study that included a business analysis of the planned 10-day 50<sup>th</sup> anniversary “Olympic Heritage Event” and a set of key recommendations for moving forward, with emphasis placed on the impact of the heritage event on the planned Olympic Museum.<sup>1</sup> The Economic Impact Report was based on stakeholder interviews, studies of comparable winter Olympic venues, analysis of regional travel and expenditure patterns, estimation of contribution to transient occupancy tax revenues, and projections of visitors at the proposed Museum. The Report estimated 50,000 additional visitors would attend the 10-day 50<sup>th</sup> anniversary event, generating some \$40 million in economic impact. The Museum was projected to serve 80-100,000 visitors annually in its initial three years, and contribute another \$73 million in economic impact to the region.

The two primary objectives of the Foundation, as stated in the Master Plan RFP, are:

1. To collect, exhibit, and tell the story of the 1960 Squaw Valley Winter Olympics. To date, this pivotal point in the history of western winter sports has not been preserved and exhibited. As we approach the 50<sup>th</sup> anniversary of the Squaw Valley Winter Olympics there is an urgency to capture the artifacts and personal stories of the athletes and organizers before they are lost.
2. To incorporate the Auburn Ski Club’s Western SkiSport Museum collections into the new SVOM and expand into the Western Winter Sports Heritage Center. The history of skiing in California is unique and pre-dates many other skiing locales in the United States. Our goal is to create a resource center that will preserve, exhibit, interpret and educate the public about our skiing heritage now and in the future, as well as serve as a regional repository for such memorabilia.

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<sup>1</sup> “Investing in Heritage Tourism: Ensuring Placer County’s Place in Olympic History, Economic Impact of the Olympic Heritage 2010 Event and Olympic Heritage Museum,” Streamline Consulting Group, August 2008.

The Foundation encouraged museum consultants to team with local architect/engineering firms. After submission of proposals, three teams were selected as finalists, and following interviews with each team, an alliance featuring AMS Planning & Research (national arts management/museum consultants), Gary Davis Group (Tahoe-city based engineer/architectural firm), and Will Bruder+Partners (Phoenix-based architecture firm) was selected.

## II. Study Methodology

The preliminary Museum Master Plan consisted of a series of research and planning steps:

- Evaluation of the Western SkiSport Museum collection at Boreal Ridge
- Conduct of “community involvement meeting(s)” to generate public input on the museum concept
- Development of an exhibition plan with preliminary list and description of exhibit themes, artifacts desired for acquisition, interpretive programs, and gallery plan, including educational potential.
- Develop a plan for region-wide community involvement in Olympic history and winter sports heritage via the SVOM<sup>2</sup>
- Advise on preparation of a preliminary collections policy
- Conduct a survey and evaluation of potential sites for the Museum.
- Prepare a facility plan and architectural program
- Prepare a management and operating estimate based on revenue and expense projections

The following report summarizes the findings from the research.

The consulting team is indebted to the work and participation of SVOMF board members throughout the study process, for their assistance in providing contact information, participating in planning sessions, and their overall commitment to and passion for the envisioned museum.

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<sup>2</sup> In meetings with Foundation board members, it was determined that this task would focus on case study findings from grand opening celebrations and annual fundraising events/galas.

### III. Community Involvement Meetings

A series of individual interviews and small group meetings were held in the Lake Tahoe region with representatives of area businesses, the tourism industry, educational institutions (K-12 and higher education), arts/cultural organizations, local ski resorts and related businesses. The interviews were intended to provide a context for decision-making related to the Master Plan, and to provide the consultants with important background information. The following section summarizes key findings from these sessions.

- Several made comments that area school children have been to Donner Museum “30+ times” (“there’s not much else to do inside when it’s snowing”), and that SVOM would be welcome addition to the cultural attraction landscape.
- Sierra College (Truckee) has 600 students, 80% pursuing undergraduate degrees in Liberal Arts, and is currently waiting on approval for an Outdoor Leadership Program. College representatives expressed interest in internship opportunities (related to its Mechatronix program in ski industry technology) and having students/faculty attend special events (e.g., “I’d bring classes, particularly those studying to be teachers, to lectures by Olympians.”)
- Sierra Nevada College (Incline Village) is a 4-year Liberal Arts College, currently with 335 students, projected to reach 1,000 within four years. SNC offers a Ski Business program through which students work as interns at Tahoe-area ski resorts. Liberal Arts majors participate in community internships as well during their Junior and Senior years (one at Valhalla working on a catalog of collections). SNC faculty were interested in future partnerships with the SVOM.
- A few people commented that Squaw Valley was reported to be “doing a good job of drawing locals” to on-going and special events (wine and beer tastings, jazz festival, earth day celebration, dog-friendly events, etc.).
- Several commented on potential visitor segments for the museum. There are reportedly large percentages of non-skiers in skier parties (referred to colloquially as “lodge sitters”) and “race moms” who have time while their children are skiing. One interviewee cited the statistic that 40% of visitors to ski resorts are non-skiers.
- Interest was expressed in developing a multi-entry pass to Tahoe-area museums (along with the Tahoe Maritime Museum and other museums/attractions in the region).

- A meeting with the Superintendent and school board members representing the Tahoe-Truckee School District focused on the potential educational programs of the Museum. The District serves a total of 4,000 students, with approximately 25 classes in each grade level, in five elementary schools, two middle schools, two high schools and an alternative high school. District representatives noted it would be desirable for the museum's education programs to be targeted to specific grade level curricula, such as County history studied in third grade, and California history in fourth. Other potential exhibit themes were suggested that would link to other areas of the school curriculum, such as "Modeling healthy behavior" (telling the stories of the lives of Olympians), "Development of infrastructure" (the creation of Interstate 80 as part of the Olympic story), and "Technology" (the important roles played by IBM, CBS, and other technological advances of the 1960 games). Other areas for collaboration with the school district were noted:
  - High School seniors have a service learning requirement (Senior Project) and might be available for internships or projects at the Museum.
  - There are Nordic and Snowboarding teams at the Middle and High School levels, with students particularly interested in winter sports and skiing.
  - The District's Excellence in Education Foundation supports field trips with twice annual cycles for mini-grants, a potential funding source for student attendance at the Museum
  - There is much precedent for the District partnering with a wide range of community organizations, including SWEF (an environmental summer education program), UC Berkeley's Sagehen project, Arts for the Schools (with in-class artist residencies), and the Nutrition Coalition's "Harvest of the Month" program.

The consultants held a meeting with staff of the Tahoe Maritime Museum, the most recently-opened museum (May 2008) in the Lake Tahoe region.

- The museum, adjacent to the Homewood Ski Resort on Tahoe's west shore, consists of 5,800 square feet, at a total capital cost of \$4.3 million (cash) plus significant in-kind contributions from a steel company and general contractor (leading to a total project cost of approximately \$9 million).
- The museum currently exhibits eight restored classic wooden boats, with some 32 total in its collection (many of which are in warehouse storage).
- The Museum was designed to incorporate space for informal gathering (couches, fireplace) and for special events (interior seats 50-60 for dinners).

There are 10 parking spaces on site. The parking lot can be tented for outdoor summer season special events (e.g., weddings, dinners, etc.).

- The museum operates with three full-time staff members plus full-time hourly contract staff during the summer season. There is no curator on staff as the museum's focus is on education, not collections. Staff report an annual operating budget of approximately \$700,000 (a significant portion covers cost of warehouse storage for collection).
- In its first approximately 8 months of operation, the museum welcomed 11,000 visitors (including 300 students on field trips), with opening hours six days/week from Memorial through Labor Day, and three days/week for the remainder of the year.
- Admission costs ("suggested donation") are \$5/adults with children 12 and under free.
- Some 650-700 households are members of the Museum (\$40 lowest membership rate), with 100 "Friends" in the higher level membership categories.
- Free hot cocoa and movies are offered during winter afternoon hours, but the Museum has reportedly gained little traction with skiers at the adjacent Homewood ski resort.

Other findings from the community involvement meetings relate to potential partnerships, funding, and input on site options.

- The Squaw Valley Institute (which produces special events such as lectures and seminars) is seen as a logical partner for the SVOM – some suggest incorporating its programs into the Museum, and/or possibly providing office space within the Museum.
- Whereas Placer County might contribute to the capital costs of the project, it is unlikely to provide any on-going operating subsidy.
- A few suggested offering "medallions" for Squaw Valley Members Locker Room donors to affix to their lockers. The locker room has a waiting list; and its current membership is seen by many as a natural focus of fundraising efforts.
- Squaw Valley Ski Corporation indicates it is "100% behind the Museum," and anticipates helping to host donor events following the 50th anniversary celebration (in January 2010). Several federal, state, and regional political leaders were noted as potential partners in fundraising.

- Input on a site for the Museum focused generically on two locations, those being a site within the Valley itself (adjacent to the Squaw Valley Ski Resort), or on Highway 89 at the Squaw Valley Road turnoff. Those in favor of a site on Hwy. 89 cited its high visibility and potential to attract drive-by visitors, its having less conflict with Squaw Valley parking (particularly on peak skier days), and its likelihood of drawing more county-wide political support than for a location within the Valley.

Those in favor of a site in the Valley focused on the “authenticity” of location (where the actual Olympic games took place), its adjacency to and views of the actual Olympic site, potential synergy with restaurants and retail in the Squaw Valley Village development, “one-stop” parking for day-trips to Valley attractions, the potential to help draw summer visitation up-valley, and the possibility of utilizing an historic building and, therefore, leveraging historic tax credits.

#### **IV. Collections Research**

The consultants undertook research with prospective collections that might be acquired (through loan, gift, or purchase) by the SVOM, from lists provided by SVOMF board members, and through industry contacts with the corporate collections. Following is a summary of those findings.

##### *Disney Imagineering*

The Disney Imagineering corporate database lists 36 individual items including original renderings by Imagineer John Hench who undertook the designs for the large snow sculptures at the 1960 Winter Games. There are some 4-6 original renderings, each approximately 24" x 50". The SVOM could most likely obtain high-end reproductions of renderings and copies of other 2D materials; the originals are not likely to leave the archives. There are reportedly no 3D objects, though the Collections Curator notes that if original models for snow sculptures were to exist, they are likely very fragile (plasticine maquettes from 50+ years ago would not be in exhibit condition). Disney Imagineering indicates it could possibly fabricate a replica of an original snow sculpture for the Museum.

##### *IBM*

The IBM Corporate Archives collection consists mostly of photos and some press releases. There are also several films, most in 16mm format not yet transferred to a viewable format. IBM indicates it can scan the images and burn them onto a CD and/or provide photocopies or scans of the press releases. The specific films which could be made available in DVD format include:

- Preparations for VIII Olympic Winter Games - Squaw Valley (1960), 78-181, black and white, silent. This film consists of 4 rolls of original production elements not used in the finished product. It covers extensively the IBM equipment used in the scoring procedures. It includes shots of the Squaw Valley terrain, showing mountains, trees, and various Olympic facilities in the valley. [details on each roll available]
- VIII Olympic Winter Games - Squaw Valley (1960), 14 minutes 30 seconds, 78-179, black and white, produced by CBS News. This is a video transfer of a telecast, complete with commercials, by CBS News of some of the Winter Olympic Games held in Squaw Valley, CA. Walter Cronkite introduces the program as he stand before an IBM RAMAC Console in the Squaw Valley computer room. This film covers competition in Ladies' Slalom and Men's Figure Skating. [script available]

- Squaw Valley Prepares For Winter Olympics (1960), 79 seconds, 78-180, black and white, silent. Final preparations are underway for the 10-day 1960 Winter Olympics to be held at Squaw Valley, CA. Some of the major facilities to be used during the Olympics include the giant ice arena, 4 outdoor ice rinks, the world's longest chair lift, and a special "Olympic Village." For the first time, all contestants will be housed in the same area and will share the same dining facilities. An IBM RAMAC computer system has been set up to put results on teletype for immediate transmission around the world. [script available]
- Newsfilm Highlights of 1960 (1961), 11 minutes, 81-223, black and white. Newsfilm highlights for 1960 consist of the following newsfilms: Squaw Valley Winter Olympics; final preps for Sebring Race; Teleprocessing speeds space program (talking computers); atomic bricklaying (vapor growth technique); IBM computers echo satellite path; 7090 helps CBS cover election returns (Walter Cronkite and Howard K. Smith); 7070 servers as law library (University of Pittsburgh); X-15... Man Into Space. also located a few films listed below. The only film that is currently available to view is 78-179.

### *CBS*

CBS representatives note that the corporate archives contain only press releases and possibly film/video footage of 1960 Olympics. All original objects were donated to the Paley Center for Media in New York. Contacts with Paley Center indicate it does not collect objects, only film and video archives, and referred the consultants to the Museum of the Moving Image in Queens, which specializes in collections of historic cameras and other TV hardware. Discussions with curators at MMI indicate several private collections of historic television cameras and related objects inventoried on a privately-maintained web site ([www.eyesofageneration.com](http://www.eyesofageneration.com)). There may be extant examples of the original RCA television cameras available for purchase through individual private collectors.

### *Squaw Valley Ski Corporation*

The Ski Corporation reports it has no original objects from 1960 in its collection, but does have many photographs and other documents (many of which are reproduced in the existing Olympic Museum exhibition at High Camp).

### *Dave Antonucci*

Mr. Antonucci's personal collection (related primarily to the 1960 Games cross-country events) will be formally inventoried in spring 2009, with major items already gifted to the California State Parks for exhibit at the Sugar Pine Point State Park interpretive center. The collection consists mainly of 2D materials along with a few objects (2 officials' jackets, 1 pair of skis used by grooming crew members, crank phone and box, kilometer markers). There are some duplicates of items which would

be available to SV Olympic Museum (after formal inventory and accessioning by CA State Parks).

*Western SkiSport Museum*

The collection of objects and archives at the Western SkiSport Museum has not been inventoried as of the preparation of this report.

*Chelton Leonard*

Mr. Leonard was a member of the 10<sup>th</sup> Mountain Division and served as ski coach at University of Nevada Reno for some 15 years. Leonard reports he has donated most of his collection (including two officials jackets) to the Western SkiSport Museum, but may have additional archival materials not already in the WSSM's collection (i.e., lists of competitors, start times, etc.). He may have one original race jersey number still in his collection, and possibly ski posters in six languages, which could be available for donation to SVOM.

*Bob Klien*

Mr. Klien was one of the Tahoe area's first pro snowboarders, and is currently an agent for professional snowboard athletes. Klien owns a large collection of historic snowboards, related artifacts, and 2D materials (photographs primarily) of early snowboard history in Tahoe. He is reportedly exploring options for a dedicated snowboard museum, but is also interested in discussions with SVOM regarding a permanent exhibition of a portion of his collection.

*Gerald French*

Mr. French served as a press aide during the 1960 Games, and has already donated a 1960 staff jacket to the WSSM. French reports he recently discarded a collection of slides from the 1960 games, but may have a few original photographs remaining (specifically an image of the U.S. and Russian hockey team captains), which he'd be willing to donate to the SVOM.

A number of other individuals were contacted, including Ms. Starr Walton, Mr. Bill Brinner, Mr. Jerry Grosword, Ms. Gretchen Besser, and Mr. Steinar Hybertson. Each of them indicate they have already donated objects/materials to the WSSM, or have been in discussion with SVOMF board member Bill Clark regarding objects in their

collections<sup>3</sup>, or have no objects/materials of value or significance for donation or loan to the museum.

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<sup>3</sup> Mr. Steinar Hybertson, a Norwegian filmmaker who produced a film about Norwegian ski jumpers in the U.S., has noted he could digitalize these films for the SVOM.

## V. Collections Management Policy

A collections management policy is the institutional policy that governs everything a museum does to care for and grow its collections, and exhibit them for visitors. It encompasses acquisition, accession, registration, security, storage, use, and other collections-related activities. Such a policy ensures that the museum fulfills its obligations to protect, manage, and provide access to its collections and their associated records. It is evidence that collections are acquired legally and ethically; are appropriate to and advance the museum's mission; and are properly managed, housed, secured, conserved, documented, and used.

The first step in preparing a Collections Management Policy should be to define the purpose of the institution, typically evidenced by its mission statement. For the Squaw Valley Olympic Museum, its mission and vision have been determined by the board of directors as follows:

Mission: Squaw Valley Olympic Museum collects, preserves, exhibits and interprets our western skiing heritage and celebrates the legacy of the 1960 Winter Olympics

Vision: As a Center for western winter sports heritage, the museum researches, educates, and enhances awareness of the evolution of skiing in the Sierra Nevada for present and future generations

As the board progresses in its planning and implementation, the following topics should be addressed:

1. Scope of Collections – For instance, the emphasis of the Squaw Valley Olympic Museum's collections is focused on the 1960 Winter Olympic Games, and the history of winter sports in the western U.S.)
2. Authority – The policy should delineate the decision-making authority and responsibilities among the museum's board of directors, standing and ad hoc committees, and professional staff.<sup>4</sup>

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<sup>4</sup> Define the areas of staff responsibility, delegate decision-making authority to the appropriate individuals or committees, identify who has the authority to make exemptions to the policies (if necessary), direct the staff to maintain complete, written records regarding all collections-related decisions and activities.

3. Code of Ethics – A section of the policy should reference the museum's code of ethics and professional codes of ethics by which the museum abides (e.g., American Association of Museums ethical standards).
4. Categories of Collections – Specific categories should be named and defined, and may include varying levels of care, documentation, and use (e.g., collections of historic skis, boots, and bindings are only treated with the highest levels of conservation standards if they have particular historic significance to an area of the permanent exhibit)
5. Accessioning – Specific criteria for accessioning objects and archival materials should be delineated, and a decision-making process determined (e.g., gifts of historic skis, boots, and bindings will only be accepted if they complement an area of the collection for which no other examples exist, etc.)
6. Deaccessioning – This area of the policy should include not only the specific criteria that would result in a decision to deaccession, but also the method by which the object will be disposed (e.g., by auction, by gift to another collecting institution, return to original owner, etc.).
7. Loans – Conditions regarding the temporary transfer of collection objects from or to the museum (e.g., the SVOM's policy is to loan objects or materials only to AAM-accredited museums or exhibiting institutions).
8. Other Objects – The management of non-accessioned objects in the museum's custody (e.g., abandoned property, unclaimed loans, objects with unclear title) must also be addressed.
9. Care & Conservation – A section of the policy must address the care of the collections, appropriate documentation and record-keeping systems, insurance and risk management (e.g., type of insurance coverage to be provided), and method for and status of collections inventory (e.g., list of the types of records that will be maintained and standards for documentation, description of ways to maintain physical control of the objects including a commitment to conducting periodic inventories)
10. Access – How access is granted to the collections (e.g., to scholars with advance request and appropriate credentials) should also cover confidentiality over access to objects and collections records (e.g., researchers would be requested to approve a statement of non-disclosure of specific objects and/or records in the collection)
11. Appraisals – It should be noted in the policy as to whether or not the museum will conduct appraisals for potential donors
12. Rights & Reproductions – The policy should make reference to the ownership of rights for reproduction of museum objects (e.g., SVOM has exclusive ownership)

of objects and materials in its collection; images may not be reproduced without the express written approval of the museum's executive staff and board of directors)

13. Photography/Filming – In addition to language governing reproduction of images/objects in the museum's collection, attention should also be paid to policies on whether the museum allows photography or filming in the museum (e.g., of public exhibitions and/or objects in storage areas) and, if so, under what conditions (e.g., reproduced images can not be made available for sale or other commercial use, and are intended solely for the researcher's or photographer's scholarly use).
14. Review of Policy – The final collections management policy should be revised and revised (if necessary) at least once every three years, or sooner if major gifts, loans, or other accessioning/deaccessioning activities are envisioned or required.

In addition, standard museum practices for acquisition, storage, and so forth should be addressed. The collections management policies of SVOM should incorporate the following six basic principles:

1. Each acquisition entering the museum must be properly documented.
2. Collections must be stabilized for long-term preservation and housed in a proper storage environment.
3. Each individual collection element must be put in its specific place in the collection storage array.
4. The collections must be regularly inventoried and monitored.
5. The collections storage area must be regularly monitored.
6. All activities related to and monitoring the collection must be documented.

## VI. Preliminary Conceptual Exhibition Plan

This Preliminary Conceptual Exhibition Plan comes out of a working process, which included meetings with the Board, committees, agency representatives, stakeholders, educators, corporate archivists, historians, athletes, students, collectors, and other interested parties. It also included review of background reports, archival documents, and historical accounts focusing on the storied history of winter sports in the Sierra Nevada and on the signature 1960 Winter Olympic games at Squaw Valley.

### *Working Assumptions*

The following working assumptions have conditioned our planning;

- That the Mission and Vision statements provided to the consulting team are accepted as givens

Mission: Squaw Valley Olympic Museum collects, preserves, exhibits and interprets our western skiing heritage and celebrates the legacy of the 1960 Winter Olympics

Vision: As a Center for western winter sports heritage, the museum researches, educates, and enhances awareness of the evolution of skiing in the Sierra Nevada for present and future generations

- That the museum will be an educational institution, a place where the exhibits, the programs, and the visitor experience are rooted in education values, including linkages to the core curriculum of the California schools.
- That the focused audience for the museum will be multigenerational and include families, students, sports enthusiasts, nature enthusiasts, history buffs, locals, and summer and winter tourists.
- That the museum will follow professional museum standards and practices and will meet the qualifications for accreditation by the American Association of Museums, including the hiring of professional staff
- That the museum will obtain official sanction and recognition as an Olympic museum from the USOC and the IOC
- That the museum will be story-based and people-centered, telling through its exhibits and programs the stories of the history of winter sports in the Sierra Nevada Mountains and the stories of the 1960 Winter Olympics at Squaw Valley

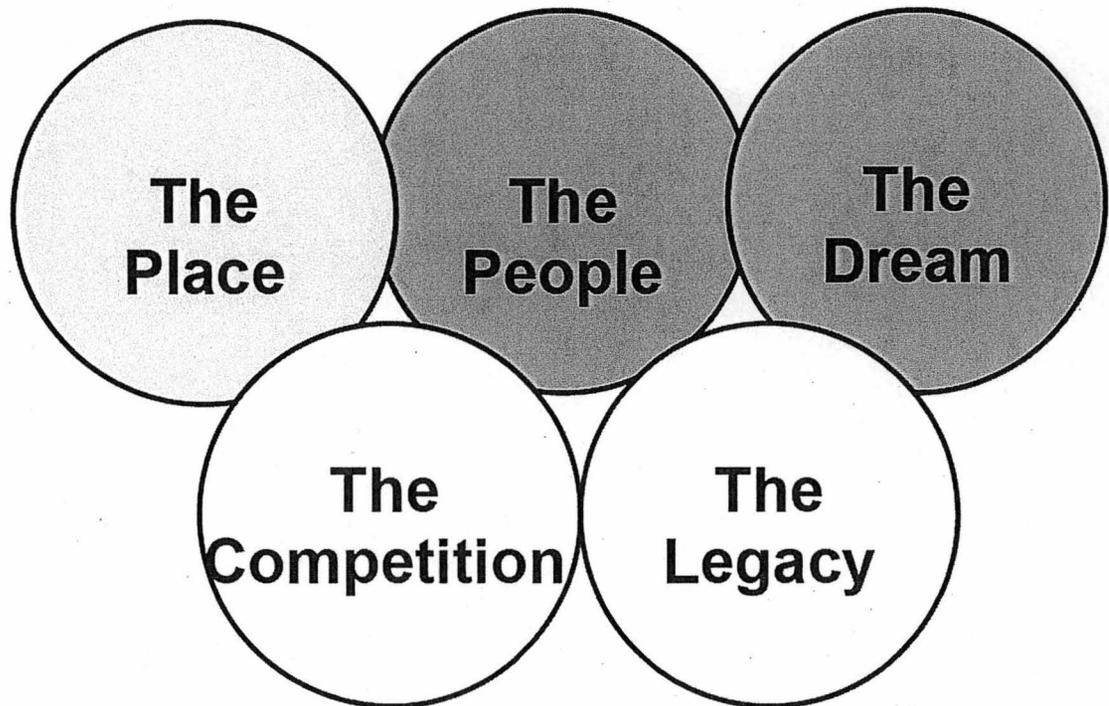
- That the museum exhibits will provide state-of-the-art multisensory experiences and interactive technologies to engage visitors as active participants and informal learners, and encouraging them to share their own experiences.
- That the museum will create a volunteer docent program, drawing from the community's "living treasures" of all ages, who will share with visitors their knowledge and enthusiasm for the rich heritage of winter sports and the 1960 Winter Olympics
- That the museum will be a collecting museum with permanent collections related to its mission, including appropriate staffing and facilities to manage and preserve its collections
- That the museum will utilize both inreach and outreach methodologies to establish partnerships and collaborations with other institutions, agencies, groups and individuals, in furtherance of its mission

***Overarching Concept for the Museum: "Pushing the Limits"***

The majestic Sierra Nevada mountains dividing the Great Basin of Nevada from the Central Valley of California have provided limits and lessons for those who would challenge them. Craggy peaks, tortuous passes, and deep snow have made winter a time of uncertain challenges. Emigrant parties, such as the ill-fated Donners, 49ers rushing for gold, railroad barons with dreams of joining the nation from sea-to-shining-sea—these and many others have discovered the limits set by these great mountains. But the lure of mountains and the challenge to tame them and bend them to the will of human desires have led many to "push the limits" in furtherance of their dreams.

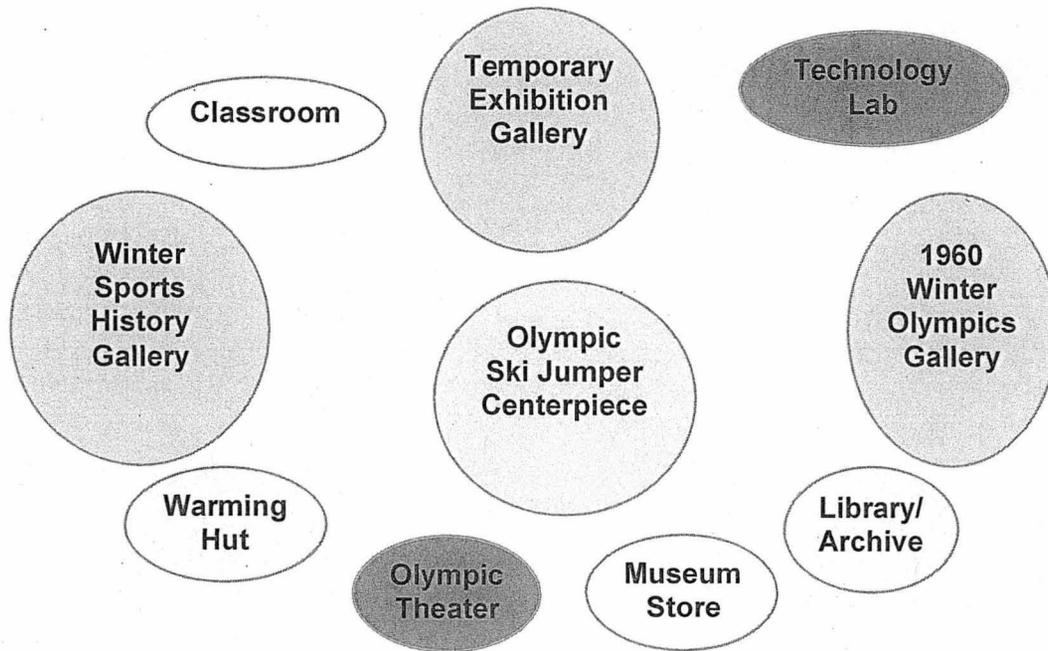
Facing and testing the limits of the snow-capped Sierras is no less true for many winter sports enthusiasts who sought out the most challenging of mountain topography to test the limits of their ability. From legendary pioneer Snow-shoe Thompson to the skiers and boarders of today, the thrill of pushing the limits and succeeding provides personal rewards beyond measure. But perhaps this sheer determination to push the limits to succeed is most pronounced in the Olympic athlete, the best of the best, giving everything to reach the pinnacle of his or her sport, the treasured Olympic medal. This museum and exhibition will showcase those exceptional athletes who came to Squaw Valley in 1960 for the Winter Olympics, pushing the limits.

*Major Exhibition Themes*



The five interconnected Olympic circles (“rings”), symbolizing the five continents and the meeting of the athletes at the Olympic Games, provide a model for illustrating the interrelated Big Picture Exhibition Themes of the museum. Embedded in the exhibition, these themes—the Place, the People, the Dream, the Competition, the Legacy—help guide and shape the development of the exhibition concepts and content. The stories of place—these high mountains of the West and their mystique—are intertwined with those of the people lured to them with unfulfilled dreams—of gold or other riches, land, freedom, glory and personal expression, or recreation. Whether 19th century pioneers or 20th century entrepreneurs, mountaineers, visionaries, outdoor sports enthusiasts or aspiring Olympic medalists, many came and pushed the limits of personal ability, often in competition with others of similar dreams. For all there exists a legacy, not just of the “joy of victory” or the “agony of defeat,” but of how they played the game. These themes will help us explore that experience.

**Core Educational and Experiential Features**



*The Ski Jumper*

The central dramatic and iconic artwork installation, symbolizing the museum and the 1960 Winter Olympics, is German ski jumper Helmut Recknagel launching himself into the sky from the edge of the Olympic ski jumping ramp. His elegant form, skis extended towards his body, arches above the visitors. A CBS television camera and cameraman capture the moment and broadcast it to the world, the first time the Olympics have been televised. Looming above the central visitor reception area of the museum, this artwork recreation of Recknagel's gold medal-winning jump, pushing the limits of his athletic ability, is an epic Olympic moment frozen in time and space. It immediately immerses the visitor in the mystique of the Olympics and the museum. Olympic flags surround the scene, and the Olympic rings are prominently displayed.

*Introductory Film, "The 1960 Winter Olympics Story"*

This ten-minute introductory orientation film will immerse visitors in the pageantry, drama, and competitive highlights of the Winter Olympics. Using historic film footage, still photographs, and sound recordings, the film will prepare visitors for their visit to the museum. We will approach Tamara McKinney, much beloved local Olympian and World Championship gold medalist, to serve as the narrator of the film. Her presence will connect the story of the 1960 Olympics and its competitors

to the championship athletes who followed in their footsteps with their own stories of legendary athletic achievements. The film will be shown in the Olympic Theater at timed intervals.

#### *The Warming Hut*

The setting: Visitors entering the Warming Hut find themselves in a rustic wooden cabin filled with the aromas of pine tar and waxing dope, simulating an early trailside shelter. Early ski equipment and clothing hang on the walls, along with posters and photographs of early skiers and ski scenes. A fire (gas logs or electronic) is a prominent feature. A circle of benches surrounds the cabin. The functions: The Warming Hut immerses visitors in a period environment that stimulates all the senses, and provides a place to rest, relax, and socialize. Light refreshments such as coffee, tea, and hot chocolate can be purchased. This is also prime programming space: The "story circle" around the fire will be used by docents to share people-centered stories of early winter sports activities, and visitors will be encouraged to tell their own stories. Special guest athletes and others will also make cameo appearances here.

#### *The Winter Sports Technology Laboratory*

This kids-centered Exploratorium-like lab is a hands-on place for exploring and experimenting with past and present innovations in winter sports technology. Here, early versions of skis, boards, and gear can be compared and tested against today's cutting-edge versions. Here you can also test the effects of light, temperature and humidity on gear and different materials, such as wood, metal, and composites. You can also experiment with the waxing "dope" of the old timers, and compare it with today's special waxes. You can analyze snow and its differences, and how these differences affect performance. You might also test the effects of heat and cold on the body, and how different vintage gear compares with today's. You can also test your limits in many areas of the sports, and set up virtual reality experiments to determine outcomes. You may also explore the hows and whys of sports safety to discover the lessons we have learned. These are but examples of what you can do, because there are no limits on what you may find in the Winter Sports Technology Lab

#### *Olympic Theater/Lecture Hall*

A seventy-five-seat presentation-style theater for short interpretive films, slide presentations, lectures, and demonstrations. The introductory film, "The Winter Olympics Story," will be shown here. Other interpretive films, selected from a menu, will be viewable by visitors and shown on a daily basis, except when the theater is used for special event programming.

*Temporary Exhibition Gallery*

A central component of the museum's offerings will be a temporary exhibitions program in a gallery especially designed to showcase changing, temporary exhibitions. These temporary shows, thematically linked to the museum's mission, will be produced in a variety of ways: a) from the collections of the museum; b) from materials borrowed from other sources; c) as traveling exhibitions booked from other museums and organizations; d) as joint exhibitions co-produced with other museums, groups, and individuals.

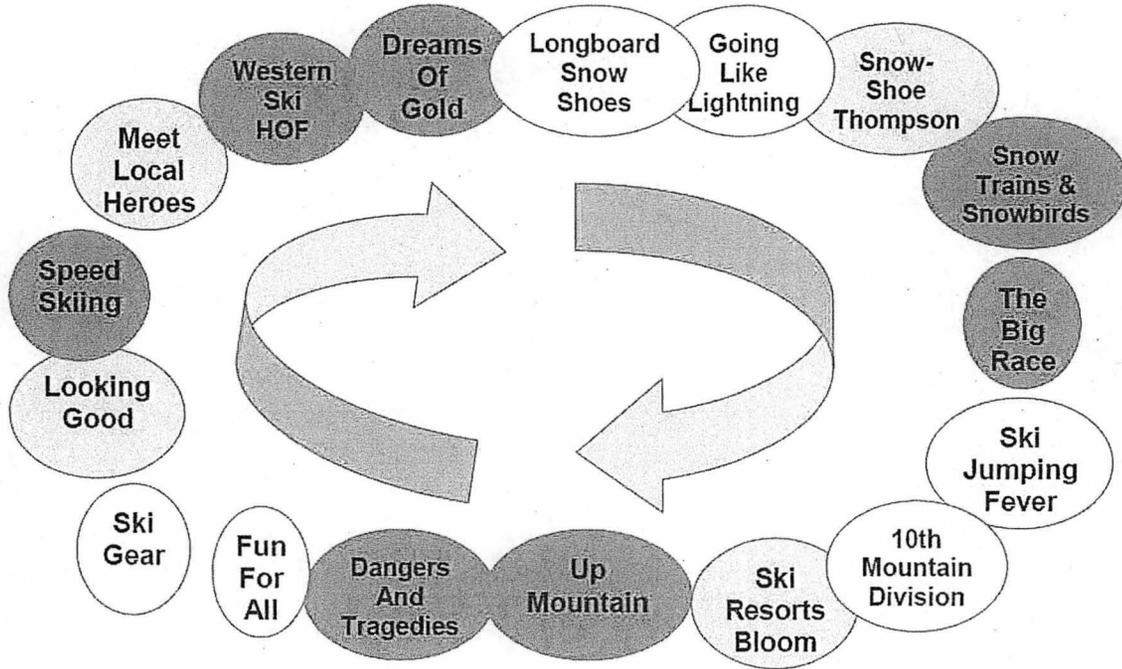
*Classroom/Meeting Room*

A middle-size classroom/meeting room for up to thirty to forty persons would be utilized for classes, meetings, and public events. It would also be used for education activities related to school groups and other tours.

*Library/Archives*

The library/archives of the museum will house books, documents, photographs, and oral history collections. It will serve the needs of the museum staff and provide research access to visitors seeking information on the collections and subject matter of the museum

*Conceptual Exhibit Plan – The Western Winter Sports History Story*



*Dreams of Gold*

The story: Gold seekers giddy with “gold fever” rushed to California following the discovery of gold at Sutter’s Mill in 1848. Most panned the streams and rivers in the foothills, but some headed higher into the mountains in search of new diggings. Some struck it rich, most did not, but it was the adventure of a lifetime.

Key objects: Need: pick, shovel, gold pan, gold nuggets and gold poke

*Longboard Snow-shoes in the Gold Fields*

The Story: Gold miners in high country mining camps were snowed in during the harsh winters, both dangerous and isolating. Some say barrel staves were tied on to miners’ feet to try to gain mobility, but the breakthrough innovation was the Norwegian-inspired “snow-shoe,” a longboard ski. The locally made spruce longboard skis swept the mountains, allowing mining camps to dig out, get supplies, and socialize.

Key objects: Have: many examples of longboard skis, poles, images and tools for making them (WSSM).

*Going like Lightning*

The Story: Winter sports in the Sierra originated with longboard ski racing in the mining camps and communities. To gain advantage, competitors mixed up exotic formulas of oils, gums, spirits and waxes to “dope” their skis to make them faster. These secret formulas were carefully guarded. When longboarders greeted each other they didn’t ask how you were but “How’s your dope?” Dope was king! Sensory visitor experience: a batch of dope will be made up from an old-time formula and applied to the bottom of an authentic longboard ski. Visitors will be encouraged to sniff the rich aroma and run their hands over the doped surface.

Key objects: Have: dope samples and secret formulas, testimonials, longboards, racing images, stories of legendary alchemists (WSSM).

*Snow-shoe Thompson*

The Story: No one in the mountains in the 1850s pushed the limits more than Norwegian-born John Thompson. His exploits crossing the mountains on his homemade longboard snow-shoes challenged belief. He achieved great fame carrying the mail during the furies of winter from Placerville to Genoa, Nevada. No one was his equal.

Key objects: Have: pack, skis, memorabilia, and images of Snow-shoe Thompson (WSSM).

*Snow Trains and Snowbirds*

The Story: The completion of the great Transcontinental Railroad across the Sierra and the nation in 1869 opened the majesty of the mountains in winter to adventurers and tourists. Even before the railroad was complete, excursion trains made their way to the railheads. Rail barons and the rich and famous posed in the snow. Snow trains got a big boost in the 1930s when ski and ski jumping competitions and Olympic tryouts were held in the Tahoe region, and many spectators were drawn to the events. Celebrities such as Jack London and Governor Sunny Jim Rolf, along with Hollywood stars such as Tom Mix, Mary Pickford, William S. Hart and others, joined the festivities. A narrow gauge and later standard gauge railroad also linked Truckee with Tahoe City and the D. L. Bliss Tahoe Tavern Resort, later Granlibakken. The area ski clubs, which had organized most of the events, succeeded admirably.

Key Objects: Have: posters, pins, images, ski club material. Need: railroad advertising, objects, images, and film footage, and stories of the celebrities.

*The Big Race: Old Timers vs. the Young Champions*

The Story: By the 1930s new innovations in ski technology had made the old longboard skis of the mountain people obsolete, mere curiosities. But in March of

1938 the mountain old-timers challenged young modern ski champions to race them at Jamison Ridge on the eastern side of the Sierra—12 foot dope-waxed longboard snow-shoes against the young champions' modern racing skis. The dramatic events at the March 20th races were described by a journalist who came to report. Participants in the race included ski champions Wayne Poulsen and Earl Edmunds, and old timer Ab Gould and his protégé, Johnny Redstreak. This scene will be set in the exhibit through graphic illustrations and historic photographs. A voice narration of the reporting journalist will describe the dramatic events and the building tensions, but the visitor will not know the outcome until he hears it from the narrator. End story: the old-timers won every event!

Key Objects: Have: photographs, journalist's narrative and similar longboards (WSSM). Need: skis, equipment, and personal items from the young ski champions

### *Ski Jumping Fever*

The Story: Ski Jumping gained great popularity with skiers and spectators alike in the 1930s. Tournaments and competitions gained importance and audience. Ski promoters sought to lure flatland residents to the mountains by staging ski jumping events in very unlikely places, including Berkeley in 1934, the Oakland Auditorium in 1935, the Los Angeles Coliseum in 1938, and a great spectacle at the 1939 Golden Gate International Exposition on Treasure Island. Jumpers competed on shaved-ice covered slides. Wayne Poulsen competed in many of these events under the colors of the Auburn Ski Club.

Key Objects: Have: photographs, news accounts (WSSM). Need: personal items and stories.

### *The 10th Mountain Division*

The Story: The 10th Mountain Division of the U.S. Army was constituted during WWII to equip and train troops for mountain and winter warfare. Many of its ranks were drawn from the active skiing community. It saw combat in Alaska and Italy. Many credit those of the 10th Mountain Division with helping to start the modern ski industry after the war.

Key Objects: Have; extensive collections (WSSM).

### *Ski Resorts Bloom*

The Story: The early decades of the 20th Century witnessed the development of some ski areas and resorts, but it wasn't until after WWII that the exuberance and mobility of the post-war era and the visionaries it produced led to a boom in ski resort development in the Sierras. This exhibit tells the story of these visionaries and the mountain resorts they dared to dream. Examples include Yosemite, Badger Pass, Sugar Bowl, Mammoth Mountain, Squaw Valley, Alpine Meadows, Heavenly Valley,

Kirkwood, Sierra Ski Ranch, Donner Ski Ranch, Dodge Ridge, Mt. Rose, Northstar, Homewood, and Tahoe Ski Bowl.

Key Objects: Have: posters and various materials from the resorts (WSSM).  
Need: personal materials reflecting the founders and photographs and film footage.

*Up Mountain: From Rope Tows to Cable Cars*

The Story: As resorts pushed the limits in developing new ski runs—higher, longer, and more difficult—new solutions to moving skiers up the mountains had to be found. The early rope tows gave way to chair lifts, gondolas, and even cable cars, each new innovation pushing the limits of engineering and technology to battle gravity and the extreme forces of nature. This exhibit will tell the story of the up-mountain lifts, key innovators, and the reaction of users—the skiers.

Key Objects: Have: some rope tow, chair lift and gondola equipment, along with posters and illustration. Need: other examples of equipment and stories of the designers.

*Dangers and Tragedies in the Mountains*

The Story: The tragedy that befell the ill-fated Donner Party is perhaps the best-known winter disaster in the mountains. But dangers always lurk in the high Sierra in winter, and snow slides, avalanches, torrential rains and washouts, and deep snow have occasionally led to tragic events. Equipment and infrastructure failures, such as collapsed lifts and buildings, have also led to tragedies. This exhibit will portray some of the disasters and their causes, and the lessons learned from them. A list of events for portrayal is still to be developed.

*Fun for All: Populism of Winter Sports*

The Story: Along with boom of new ski resorts, operators widely promoted skiing to flatlanders seeking new adventures and recreation. Ski trips by car and bus became easier with improved highways. Schools and groups organized ski trips, and ski trips became a family adventure. Rental of ski equipment and ski lessons at the slopes meant that novices could participate and enjoy skiing at affordable rates. Dormitories and lodges accommodated enthusiasts of varying financial means. "Ski week" school holidays drew even more young people, who often embraced the sport. The exhibit will tell the story of this new populism through promotional material and the stories of those who responded to the call. Using home movies, snapshots and photo albums, this exhibit will be a place for people to find themselves.

Key Objects: Have: promotional materials (WSSM). Need: home movies, snapshots, photo albums, bumper stickers, souvenirs, and personal memorabilia of this new generation of ski enthusiasts.

*Ski Gear: A Technological Evolution*

The Story: Ski gear has come a long way from the hand-made spruce longboards of Snow-shoe Thompson and the mountain miners. Today, high tech rules the slopes. Complex engineering and laboratory innovations have led to new synthetic materials, new designs, new functions, and new cool looks, all pushing the limits of the sport. his exhibit will present a chronology of ski gear, showing the innovations and changes which have defined it through the years. It will include a “Hands-on-History” section where visitors will be able to handle, examine, and try-on different examples of the gear to experience the differences between today’s technology and designs and that of earlier generations. A virtual reality ski course will let visitors navigate the course wearing different historical examples of skis.

Key Objects: Have: various examples of ski gear (WSSM). Need: to determine what must be collected to fill out the chronology.

*Looking good: Ski fashions on the Slopes*

The Story: Looking good on the slopes has been an important part of the culture of skiing for decades. Sometimes fashion has correlated with function—the urge to go faster, to cheat the wind, or the cold, or the wet, or the weight, but sometimes it has been fashion for fashion’s sake, or sometimes fashion for the manufacturer’s sake. Think branding. This exhibit will present a gallery of ski wear fashions over time. Photographs, ads, promotional materials, and film clips will accompany the garments. Visitors will be invited to “Picture Yourself” by putting up photographs of themselves and their cool fashions on a kiosk, which will become a changing exhibition as new images replace older ones.

Key Objects: Have: some ski wear (WSSM). Need: additional examples

*Speed Skiing*

The Story: Pushing the limits of speed on skis has been an unending quest since the days of the early longboard racers. Today’s ski racers are exceptional athletes, equipped with the most technologically advanced experimental equipment and apparel. This exhibit will focus on the story of a ski racer from a local ski racing family—Jeff Hamilton—who held the world record of 150 mph in ski racing. He is also an Olympic bronze medalist. The exhibit will include his bodysuit, helmet, boots, skis, gloves and accessories, as well as posters, photographs, and film footage documenting his stunning achievement. Visitors will get to meet Jeff through a video interview and through occasional cameo appearances at the museum for special programs

Key Objects: Have: all needed materials (WSSM), need to secure agreement from Jeff Hamilton.

*Meet Local Ski Sport Heroes*

The Story: There are a number of local ski champions who are held in high esteem and looked upon as heroes and role models. Their accomplishments on the slopes and in the community are legion. This exhibit will feature them and their accomplishments and display personal material associated with their careers. Visitors will meet them through video interviews and through occasional cameo appearances at the museum for special programs. The list of participants will be developed and vetted by the Board of the museum and will be added and rotated on a periodic basis.

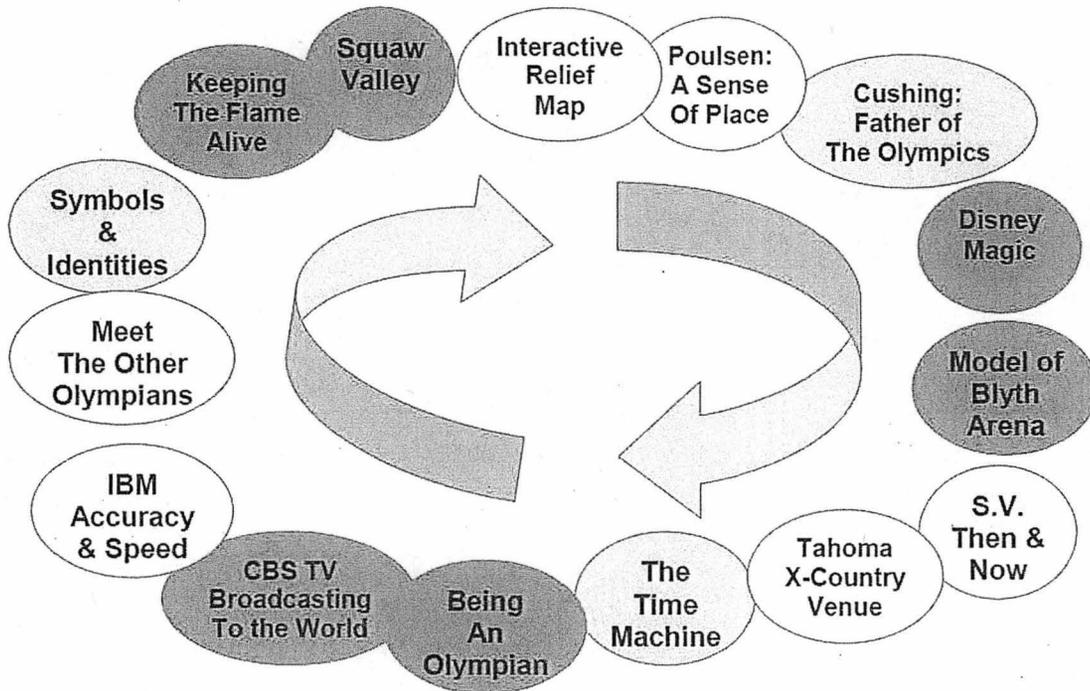
Key Objects: Need: material to be acquired from the participants.

*Western Ski Hall of Fame*

The Story: The Auburn Ski Club maintains the Western Ski Hall of Fame, a registry of those athletes who have been inducted into the Hall based on their life achievements in the sport. The exhibit will consist of a photographic grouping of images of the inductees, along with a changing exhibit case featuring personal objects on rotating members of the Hall.

Key Objects: Have: photographs. Need: may need to borrow for case exhibits.

*The 1960 Winter Olympics Story*



*Squaw Valley*

The Story: Described in 1856 by Placer County Surveyor Thomas A. Young as ...the most beautiful valley the eye of man has ever beheld," Squaw Valley's vistas, high peaks and slopes elevate the spirit and nourish the soul. This exhibit portrays the natural wonders of Squaw Valley through historic and contemporary photographs, capturing its changing seasons and varying moods. A large granite mountain boulder centers the experience. It is a vivid reminder of why people have been drawn to these mountains for millennia.

Key Objects: Historic and contemporary photographs to be chosen

*Interactive Relief Map of the Squaw Valley Olympics Site*

The Story: A large, beautifully crafted relief map of the Olympics site will allow visitors to view the site and orient themselves and establish where they are in relationship to it. Interactive computer terminals will allow visitors to click on any of the features on the map and learn what they are, where they are, what happened there, and see an historic image of that feature. Visitors can also click on the map to see a projected image of the Squaw Valley site today, allowing them to see the physical changes from then to now.

Key Object: To be designed and constructed.

*Wayne Poulsen, a Sense of Place*

The Story: Outdoorsman Wayne Poulsen's love affair with Squaw Valley began in the 1930s. He returned again and again, exploring and savoring it, hoping to one day establish a ski resort there. His ski career and ski jumping championships deepened his vision for Squaw Valley, and he acquired 640 acres in the 1940s, married Sandy, and moved to the Valley to start his family. Acquiring 2000 more acres later, and setting out to fulfill his vision for a ski resort, he met Alex Cushing, also enamored of the potential for Squaw Valley. Together they formed the Squaw Valley Development Corporation in 1948, but competing visions soon doomed the partnership. Poulsen remained true to this place, raising with Sandy their eight children, opening Papoose, a small ski area to train young skiers, many of whom went on to national and Olympic teams. This exhibit focuses on the Poulsen family's near lifetime association with this valley. The family's revealing and heartwarming personal collections, if available, would help establish a strong sense of time and place for visitors to the museum.

Key Objects: Poulsen family collections.

*Alex Cushing, the Father of the 1960 Winter Olympics*

The Story: Alex Cushing was a dreamer's dreamer. He was a visionary who not only pushed the limits, but often refused to accept them in the first place. With his small ski resort at Squaw Valley, he dared to believe that he could capture the 1960 Winter Olympics. His undaunted determination, enthusiasm, and powers of persuasion brought others to his cause, and despite overwhelming odds, he captured both the endorsement of the USOC and the vote of the IOC. People were stunned. Quickly he put together an organization that pushed far more limits to plan, design, fund, and build an Olympic site and event in five years. It was a grand success with an impressive array of firsts. It put Squaw Valley on the world's stage, and secured for Cushing a lasting reputation for achievement. Without Alex Cushing, there would have been no United States Winter Olympics in 1960. The exhibit explores this larger-than-life role that Alex Cushing played in developing the 1960 Winter Olympics. The Cushing family and Squaw Valley Ski Corporation archives, collections, and interviews, if available, will be drawn upon to bring this story to life.

Key Objects: From the Cushing family and the Squaw Valley Ski Corporation

*Disney Magic*

The Story: Walt Disney was selected to serve as the Director of Pageantry for the 1960 Olympics, which included the design and often the construction of many of the memorable features at the site, such as the Tower of Nations, the flag poles for each nation's flag, large simulated ice sculptures of athletes, the Olympic torch, banners, and the pageantry for the Olympic ceremonies. The exhibit will feature beautiful original Disney design drawings for his creations and other material. A replica of one of the ice sculptures from the Olympics may be produced by Disney Imagineering for use as a signature symbolic sculpture outside the entrance of the museum.

Key Objects: Have: Disney design drawing, photographs (WSSM) Need: To commission an ice sculpture replica from Disney, other Disney memorabilia.

*Model of Blyth Arena*

The Story: The principle indoor venue for the ice skating events was Blyth arena, a large, modernist glass-enclosed structure with striking views out to the Olympic site. It was designed by architect Russell Stechschulte for the architectural firms of Kitchen and Hunt and Corlett and Spackman. It survived the Olympics by a number of years, but it no longer exists. The model will be placed in proximity to the Interactive Relief Map.

Key Object: To be borrowed from the Oakland Museum of California

*Squaw Valley Then and Now*

The Story: Overhead, surrounding the exhibition space, will be large, projected, changing images of the Squaw Valley site. Historic images of the Winter Olympics will alternate with current images from similar vantage points. Another set of images will be from live video camera feeds from various strategic points around the site, especially the ski slopes and lifts, giving visitors a “real time” window to what’s going around them.

Key Objects: Projection program to be created.

*Tahoma, the Cross-Country Olympic Venue*

The Story: Not all the Olympic events were held in Squaw Valley. The cross-country events were held at Tahoma, near the west shore of Lake Tahoe, and it was here that the first biathlon events in Olympic history were held. The exhibit will include a detailed map of the venue and describe the events held there. It will also encourage visitors to tour the site and visit the museum at Sugar Pine Point State Park, which will have extensive exhibits about the site.

Key Objects: Have: Biathlon weapon, skis, and other objects (WSSM).  
Need: more specific Olympic material

*The Time Machine: Gaming the Olympic Games*

The Story: The Olympic Games consisted of many variables—nations, sports, athletes, biographies, events, results, statistics, venues, days, and Olympic highlights. The Time Machine is a major interactive exhibit, putting the visitor in the driver’s seat with a joystick to explore all of these subjects and their relationships. Visitors would sit before interactive computer screens with topic menus and use a joystick to cruise back in The Time Machine to the 1960 Olympics and all the action. Multiple stations would be provided. A large wall graphic will illustrate what The Time Machine is all about and what gamers can do.

Key Object: The Time Machine, to be designed, constructed, and programmed. We suggest approaching IBM to sponsor the development of this exhibit.

*Being an Olympian*

The Story: What it has meant to be an Olympian is a question we will pose to a selected group of Olympians from the 1960 Olympics. This exhibit presents these Olympians through their portraits and their thoughtful responses to the meaning of being an Olympian. Some personal objects may be included.

Key Objects: Need: interviews, portraits, and personal objects.

*CBS Television: Broadcasting to the Nation and the World*

The Story: CBS was awarded the contract to televise the 1960 Olympics, the first time in history that the Olympics had been televised. They also pioneered the "instant replay," providing officials with a second look at closely contested events. The exhibit will feature a medley of television segments of Olympic events shown on a vintage 1960s television set in a recreated 1960s living room environment with seating for visitors. We are also seeking a CBS television camera as part of the ski Jumping entry experience.

Key Objects: Need: Most everything for the exhibit including footage from CBS.

*Accuracy and Speed: the Power of IBM's Computer*

The Story: The competition results were tabulated by computer for the first time in Olympic history. IBM's big powerful computer was installed in its own building, the IBM Computer Center, and it was a major visitor attraction for visitors. This exhibit will tell the IBM computer story through historic photographs, and will include data punch cards used by the computer, and other objects if located. The object search may turn up some computer equipment for consideration.

Key Objects: Need: graphics, photographs, and possible computer equipment.

*Meet the Other Olympians*

The Story: In addition to the competing athletes, many people worked on and at the 1960 Olympics, getting it up and keeping it going. Ranging from architects, contractors, guides, groomers, facilities managers, security staff, drivers and food preparers to program producers, hosts, musicians, and many others, these people have their own revealing stories to tell. This exhibit features video interviews with the other Olympians to hear their stories.

Key Objects: Need: a campaign to locate the other Olympians for prospective interviews on camera.

*Olympic Symbols and Identities*

The Story: Olympic medalists represent the pinnacle of achievement. Success comes only after extreme dedication, hard work, and sacrifice. Those things associated with them and their achievements become symbols as well, vested with a mystical power. This exhibit features symbolic objects of Olympians throughout time. The medals, badges, pins, jerseys, skates, hockey sticks, skis, boots and other objects speak to us. They are for us an authentic connection to these Olympians.

Key Objects: Have: some from WSSM. Need: many to be borrowed.

*Keeping the Flame Alive*

This exhibit will emerge as we work with the committee and the community to identify the ways the Olympic spirit and its legacy will continue.

## VII. Site Analysis

The purpose of the site analysis is to identify and evaluate many building site possibilities for the Squaw Valley Olympic Museum in reasonable proximity to the original Olympic site. This narrative is intended to integrate both objective and subjective perspectives into the site selection process. Below is an aerial graphic showing the site locations.



The consultant team was charged with reviewing the sites designated by the Committee. Gary Davis Group added the 7-11 site and Squaw Valley Ski Corp (Tom Murphy) requested we review several more sites in the valley. Some of the initial sites to review were in Tahoe City, Homewood, and down the west shore. The Tahoe City and west shore sites fell out of the process early on. Our Scope of Work did not include any talks with owners of the properties regarding availability or cost. We did notify each owner that we were evaluating their properties for a potential museum.

There may be more desirable sites within the valley more proximate to the Village, however these sites were not offered for review.

The attached matrix explains the more factual determinants for each property. These items of information were obtained from various agencies, our experience with development projects in the Squaw Valley area, and public record. A more complete review of the chosen site will be performed as a part of the next phase. This might

include an ALTA survey, more in depth research, and possible contact with the affected owner of the designated property.

A range of factors were considered in the analysis of sites, including:

- Ownership status
- Size, shape, setbacks, topography, environmental considerations
- Parking (required and available)
- Zoning, existing buildings, development costs
- Access, visibility
- Utilities
- Potential for expansion
- Potential synergy with existing retail and food service

The following commentary speaks to the entire planning team's combined professional expertise. The order of the presentation moves west to east from the Village to the junction of Squaw Valley Road.

A range of factors were considered in the analysis of sites (a list of which were provided to the consultants by the SMOVF), including:

The following commentary speaks to the entire planning team's combined professional expertise. The order of the presentation moves west to east from the Village to the junction of Squaw Valley Road.

#### *1. Old Fire Station site at the Squaw Valley Village*

Tucked into the woods just north of the Village road, this site has very low visibility in an iconic sense, while potentially having an acceptable view to the mountains beyond. The existing Village buildings in the foreground (in their mass and scale) plus a large parking lot view to the east is less than desirable. Active and passive solar potential of the Museum on this site benefit from the southern exposure of the main elevation and provide for interesting 'walk-up/drive-up' images once at the site. This site is also within walking distance from the Village. The undistinguished architecture of the existing fire station could be remodeled/expanded, but the building would require a lot of work to create both the desired destination



landmark image and functionally optimal layout of the Museum program. Most likely to meet the objectives of the Museum program both buildings would need to be demolished such that an optimal design could be established.

A focal point addition to the original fire station (on the south drive apron) extending to the road could accomplish these needs.

The parking layout for this site, in order to get the proper car count and drop-off sequence, would be a challenge; removing the west building would be the only way to accomplish this. The forested mountainside to the west and north of the site could serve as a backdrop that would highlight the architecture once found. With both buildings removed the flat site would easily accommodate the parking and building needs.



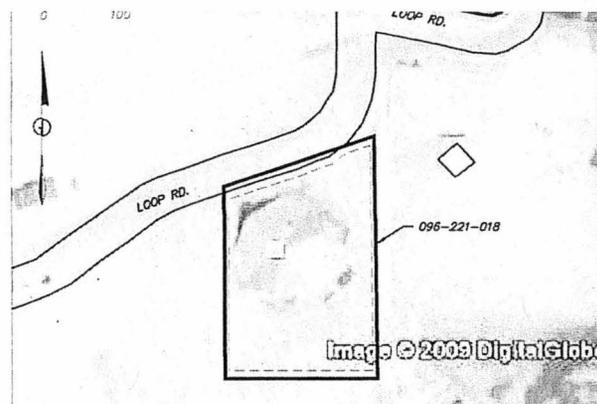
This site is owned by the Squaw Valley Public Service District. It currently is partially used by them for storage purposes, and has two tenants in the two buildings. The highest and best use for this site is most likely some sort of residential project. Therefore a sale price for the land would most likely reflect the potential land use as a residential development.

The cost of the site, ability to acquire the site, modifications to the exiting fire station and new construction need careful additional study.

Based on these findings, this site ranks 3rd or 4th out of the 6 sites considered.

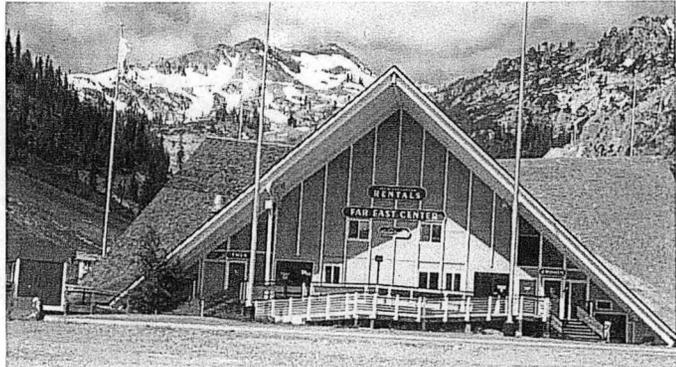
## 2. Far East Parcel

From the event the Museum will celebrate, the existing original Squaw Valley Olympics' Nevada Pavilion' is an iconic architectural heritage statement. This is one of the only remaining true buildings left from the 1960 Olympics that have the potential to provide relevance to those historic events. Extremely visible upon approaching the Village, the building is interesting, albeit a bit 'tired', very solid, and opaque. The building is seldom used and has seen many



changes in regard to the interior and exterior façade modifications since its inception. How to treat its historic value while transforming it into a new purpose raises challenges of cost and function.

It needs to be determined if the building is on the US or State Historic Register or if it is capable of attaining that status. This status could aid in funding, however it could also limit how and to what degree the building could be modified. Regardless, this structure would require a major investment to remodel, and requires significant structural, mechanical, and environmental evaluation and testing before proceeding.



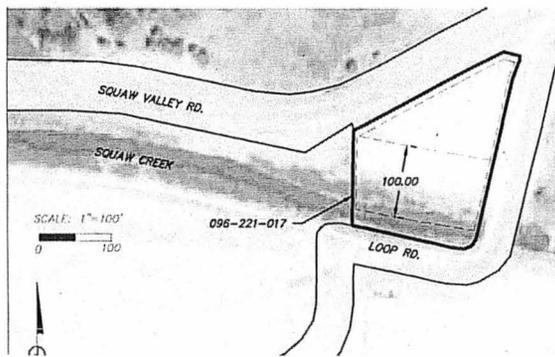
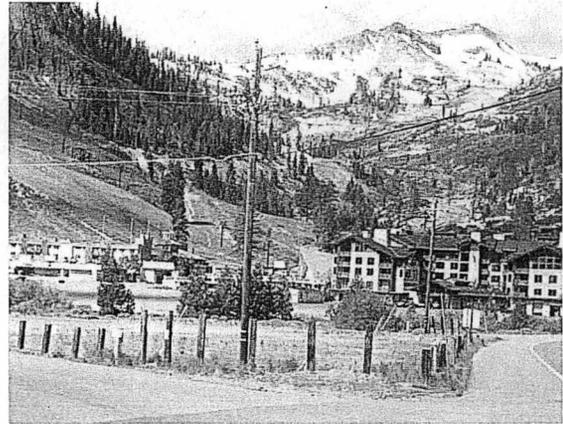
Views to and from the site are superb. However, while distance by foot to the Village is reasonable, the setting of the building in the "sea of parking" that surrounds it would require a major investment in site reconfiguration and landscaping to properly complement the Museum's aesthetics. From initial conversations and observations, costs of such site additions and modifications would probably be the responsibility of the Squaw Valley Olympic Museum.

The building is owned by Squaw Valley Ski Corporation and is currently under utilized. Parking is very limited within the property boundaries and SVSC has no available parking that can be spared due to their county requirements, which would create a conflict. The building would be very difficult to add on to and it does not have the adequate floor area to support the building program as it currently exists.

Based on these findings, this site ranks 5th out of the 6 sites considered.

### 3. Triangle Parcel

This open and distinctively shaped site is at a focal point of arrival to the Squaw Valley Village and can serve as a 'postcard image' of the 1960 Olympic events. An iconic form would be a very dramatic entrance to the ski area and would gain attention from anyone who enters the west end of the valley. Incredible views of the venues could be framed from within the building. The site is nearly level with a gentle fall to the south and bounded by roads on two sides and the creek on the third. This site is large enough to provide for the Museum's program within a two (+) level layout, and will accommodate onsite parking for the required parking demand.



With the gentle fall of the site grade to the south, the main museum exhibition spaces on the upper level would be able to look out over the vast Village parking lot to the landscape panorama. The creek and landscape buffer along this south edge of the Squaw Valley Olympic Museum's parking could further enhance this view.

Walking distance to the Village exists, either west along the creek to the main Village entry drive or diagonally southwest across the creek. A newly landscaped or 'developed' alleé along the creek would link it to the Village's urban feel and excitement. This pedestrian connection would be a key link that would be necessary for a welcoming feel for village visitors.

The south exposure of the site can be used for solar/sustainable features. This site also provides a great opportunity to create a remarkable architectural statement. (See concept #1.)

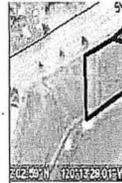
There is a 100 foot setback from the center line of the creek which would prohibit buildings within it. It would allow for parking. There is possible flood plain delineation for the site that would require further investigation. There is also a sanitary sewer trunk line for the valley, and a water main, that runs through the site. These would need to be relocated.

Based on these findings, this site ranks 2nd out of the 6 sites considered.

#### 4. Squaw Valley Stables

This site has the advantage of being very visible and easily accessed by car/bus from Squaw Valley Road. Its backdrop vistas to the Olympic site for the visitors are excellent. The site is larger than needed and its narrow long axis parallel to the road creates an awkward building drop-off and parking relationship.

While the southern orientation of the building could augment certain solar/sustainability features of the Squaw Valley Olympic Museum, they would be compromised by the site's primary orientation being more east than south. The views across the valley are very dramatic and could relate to Olympic venues.



Due to the distance from the Village, this site is dominated by automobile access and therefore poses a challenge to provide optimum pedestrian/bicycle access. This could limit after hours pedestrian users from the Village. While it is on the bike path it should be looked upon as a "drive to" site. As well the location has none of the benefits of being close to the village or the visibility of the Squaw Valley Road/Highway 89 intersection.



This site allows for the making of an iconic form through a planning strategy which is more compact and less efficient. Also, the wetland conditions on site and adjacent to the site create environmental challenges for this site. The Zoning for this site would need to

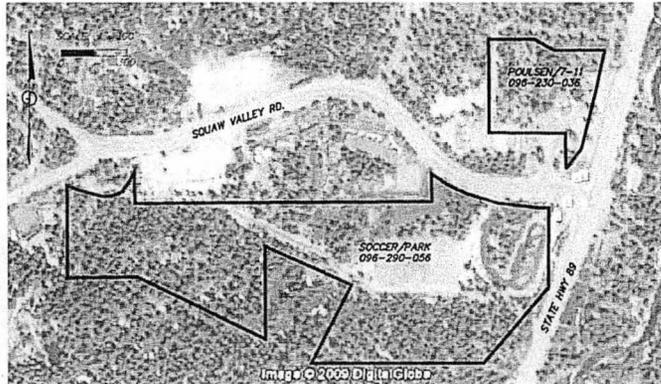
be changed from Forest Reserve to allow for a museum. There are commercial and residential buildings on the site which would need to be removed in order to accomplish the proposed museum.

Based on these findings, this site ranks 6th out of the 6 sites considered.

5. 7/11 Parcel

In the abstract, this site, if clear of buildings and long term commercial lease agreements, would be a great possibility.

With its prominent visibility from Highway 89 and Squaw Valley Road, the Olympic Symbol/National Crest Monument marking the entry to the valley is a great plus. The connecting bike path from Tahoe City is nearby which would allow easy access



with bicyclists. The bus stop is also adjacent. The site is nearly flat in topography, with adequate area for parking. The site is considerably larger than is required for the program and parking. The site's easy road access and great mountain/forest backdrop make it ideal for the Squaw Valley Olympic Museum.

This is a site that could complement a strong iconic architectural statement. The south exposure of the Museum for solar/sustainability features is excellent. And on the site a compact, highly functional design could be easily accommodated.



Concern for the need to acquire land between Squaw Valley Road and the 7-11 site is questionable. Concern for the time needed and the complexity to acquire this site, coupled with its potentially high costs, makes this site a difficult choice. Since the site is zoned Entrance Commercial the highest and best use of the site may not be a museum or would influence the cost of the land toward a higher value.

This site does not have sanitary sewer service. The cost to connect has been estimated to be over \$1,000,000. Water service would also need to be brought up to public standards.

Based on these findings, this site ranks 3rd or 4th out of the 6 sites considered.

## 6. Squaw Valley Park

The park site to the southwest of Highway 89 on the Squaw Valley Road entry to the valley is a large multifunctional community amenity that sensitively integrates a wonderful natural landscape with desirable and well used recreational features. The site is highly visible from the intersections for all visitors traveling south toward Lake Tahoe City, north toward Truckee and I-80, and west toward Squaw Valley Village.



Currently, the park is designated for non-winter use only and somewhat under utilized, particularly on an annual basis.

With site infrastructure, including parking, curbs and playground environment, the park is a destination for Placer County families and residents, as well as tourists. The park is heavily used for parking by bicyclists due to its prime location toward the northern end of the bike path, and the popular Highway 89 bike route. With some complexity and interest of topography, including amazing granite 'knobs', the site improvements have been sensitively integrated into the natural setting.



From our team's first visit in January 2009, walking all the potential sites, there has been a strong magnetic draw to this site.

The symmetry of the park site's location will make it more of an 'all' Placer County asset and 'point of pride', rather than merely the appearance of a Squaw Valley Village event. Due to its proximity to the Highway and the year round traffic count, and large amount of bicycle traffic, this site provides a very strong drive-by image and attraction. With complementary public nature of the Museum, the site will provide a setting for other community events and activities. There is a strong history of the integration of cultural facilities and recreation facilities throughout the world. The site also allows for integration of the park's fitness amenities with the Museum's celebration of winter sports history long promoting the encouragement of fitness and athletic adventure. A particular synergy between the young utilizing recreational amenities of the park and the interactive exhibits stressing skiing heritage and experience can be extraordinary.

As more information has evolved regarding the program, mission, and goals of the Squaw Valley Olympic Museum as a potential living building/LEED certified landmark, the rightness of the Squaw Valley Park continues to grow in its potential.

Due to the site's orientation, the existing parking infrastructure, the site's topography, along with the exquisite granite knobs, the potential for creating an exciting plan is great. With minimum site disturbance, an iconic architectural solution has the potential to grow dynamically from the site. The granite knobs can serve as a focal point of the entry and the site topography can allow for a multi-level compact plan of high visibility. Taking advantage of the existing site layout, a dynamic curvilinear plan can be developed allowing for perspectival intrigue. This can be seen in the concept study #2. It is anticipated that the museum could be integrated into the site with no removal or relocation of the existing facilities.

From the standpoint of solar/sustainability, site attributes, and environmental studies the park site would appear best in many ways. It possesses optimal potentials for south solar exposure, creative ways to handle snow melt and rain water management, and it allows for a compact three dimensional building form and section.

The Museum's identity will be dominant to all south moving traffic on US 89. Sited behind the Olympic Rings, it will provide a memorable and 'postcard' photo opportunity. The nighttime identity will be carefully orchestrated for maximum effect at this highly visible site.

The lack of sewer and water to the site and the costs of bringing those services to the parcel may be seen as a disadvantage, however, due to the concept of creating a 'living building' model these services may not be needed. It is anticipated that the cost of connecting the site to sanitary sewer could initially exceed \$1,000,000 (with the potential to share that cost as others are required to connect). Within the 'living building' model, the site and the building could potentially be self sufficient and might not necessarily need to rely on these public services. This model will eliminate the impact of the carbon footprint while optimizing the site's natural percolation rate for water use along with providing its own sewer/waste system.

There is opportunity on site to provide for additional parking as required for the size and use of the proposed building in the area just north of the soccer field. The existing parking is rarely fully utilized during the summer season, and not used at all during the winter, but with the advent of year round parking and presumed success of the museum project it would be expected that parking should be expanded. This could be done in a phased manner as demand requires.

As the park is only used on a summer seasonal basis the capital investment by the county is not optimized. The Operations and Maintenance of the facility is currently the burden of the county with nominal revenue from soccer camps and league play. The museum could play a significant role on an annual basis and over the long term to mitigate the O&M costs. This would be a mutual benefit to all concerned.

The museum building program could bring together other community needs such as the ability to accommodate the offices for the Squaw Valley Institute, public meeting and event space, and perhaps a small visitor's center, which has been conceived for the north side of the intersection. The multiple uses of the facility would bring even more critical mass to the venture.

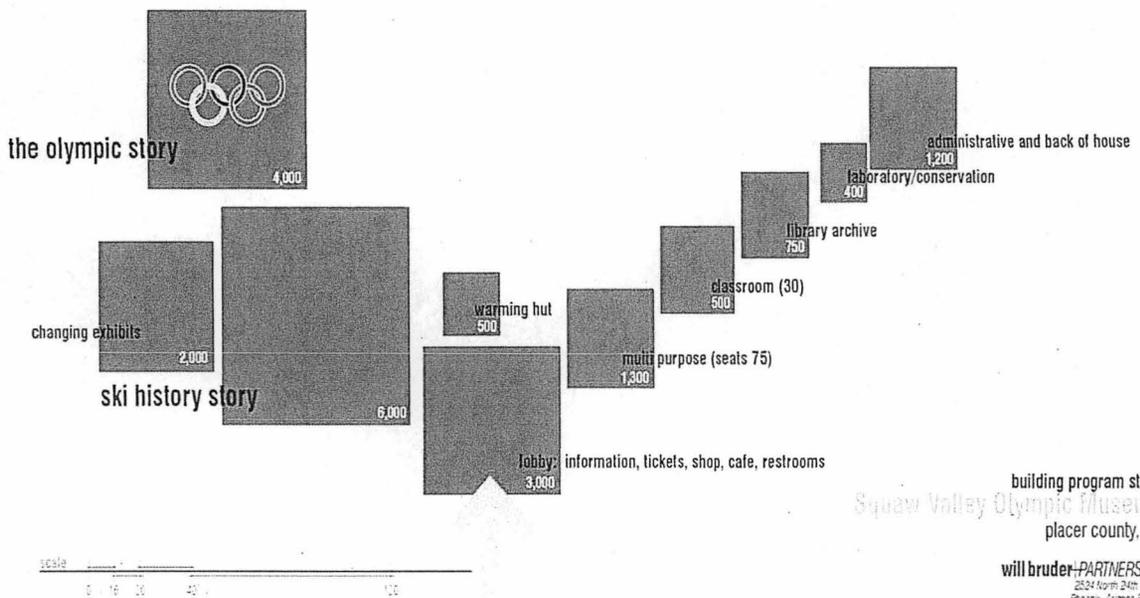
Additionally there is the possibility of this publicly owned land to be leased from the county for a nominal amount. The land originally owned by the US Forest Service was acquired by the county for recreational uses. The county built the existing facilities and the Squaw Valley Public Service District maintains the facility under contract to the county.

Based on these findings, the Squaw Valley Park site is rated a strong 1st choice of the 6 sites considered.

## VIII. Building Concept & Preliminary Capital Cost Estimate

### Conceptual Building Program

A conceptual building program has been developed for a building of approximately 20,000 square feet that features permanent exhibit galleries (two, one devoted to the Western Winter Sports history, and one to the 1960 Winter Olympic games), a temporary exhibit gallery, a public lobby (housing ticketing, gift shop, food service and restroom functions), the proposed “warming hut” gathering space, a small multi-purpose theater space, a classroom, library/archive, laboratory/conservation, and administrative spaces. The approximate allocation of these spaces is illustrated in the following graphic:



building program study  
Squaw Valley Olympic Museum  
placer county, CA

will bruder PARTNERS LTD  
2524 North 24th Street  
Phoenix, Arizona 85028  
602.324.6000

22 June 2009

### Projected Capital Costs

The consultants have developed an order-of-magnitude capital cost estimate for the envisioned building of some 20,000 square feet. The construction cost will be in the range of \$1,000/square foot, which would include allowances for the building itself and the design and fabrication of permanent exhibits (while excluding, however, the cost of collections acquisition). Therefore, the total construction cost is envisioned

to be approximately \$20 Million. In addition to construction cost, the total project cost will entail owner's and soft costs (e.g., fees, permits, insurance) that should be estimated at 18-25% of construction cost, plus any cost for site acquisition (and site development beyond the standard costs included in the \$20 Million, such as for building demolition that might be required at some of the sites). Finally, pre-opening costs of approximately \$1 Million should be projected for project fundraising, temporary exhibits (e.g., an interim museum which would also serve as a capital campaign office), and public programs.

### ***Building Concept***

Will Bruder+Partners has developed conceptual schemes for a Museum at two alternate sites – one within the Valley itself (at the “Triangle” site) and one within Squaw Valley Park on highway 89 and Squaw Valley Road. These are described and illustrated below.

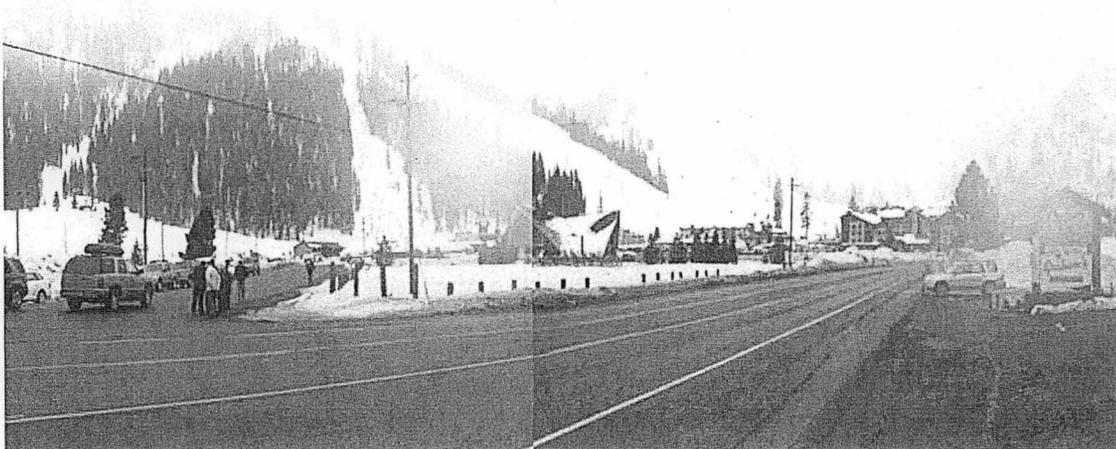
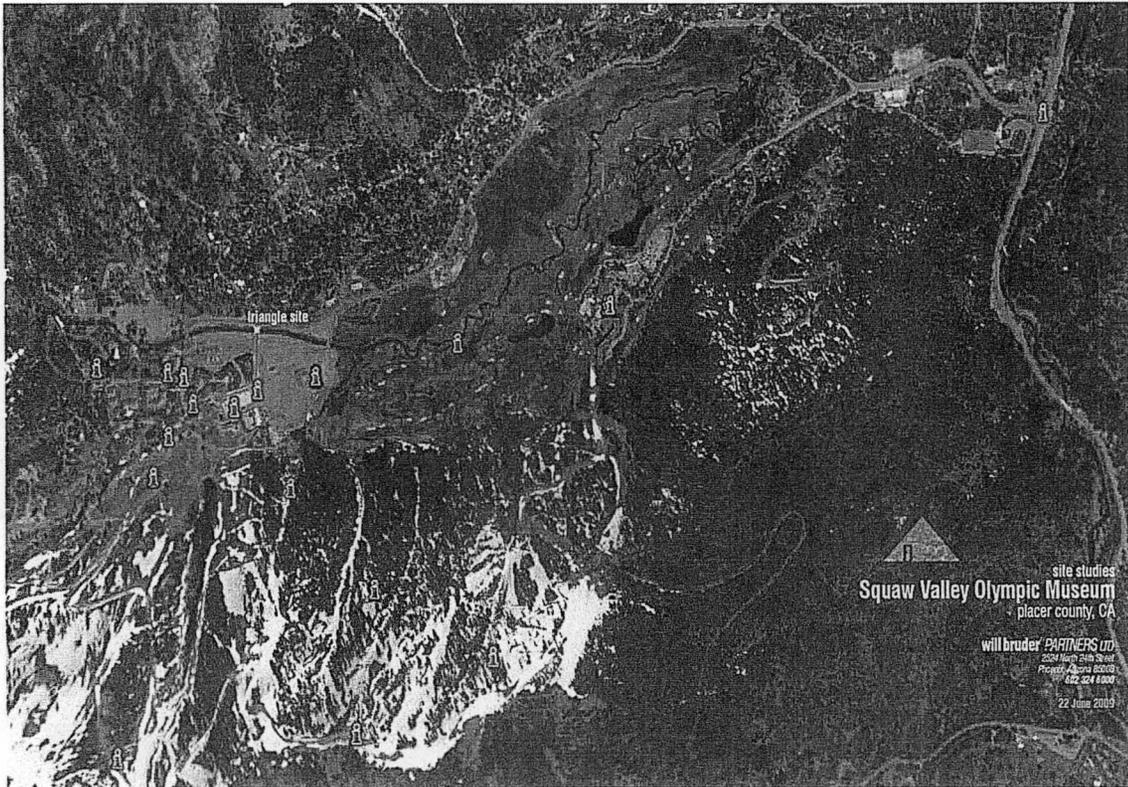
#### *Triangle Site – “Folded Earth”*

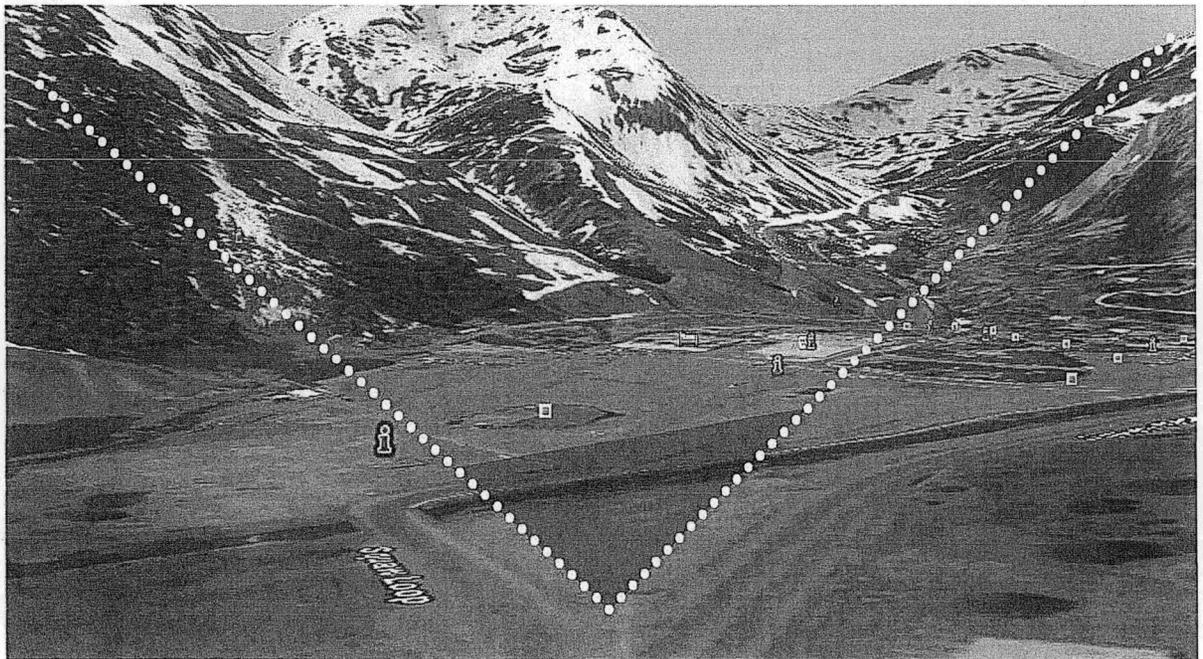
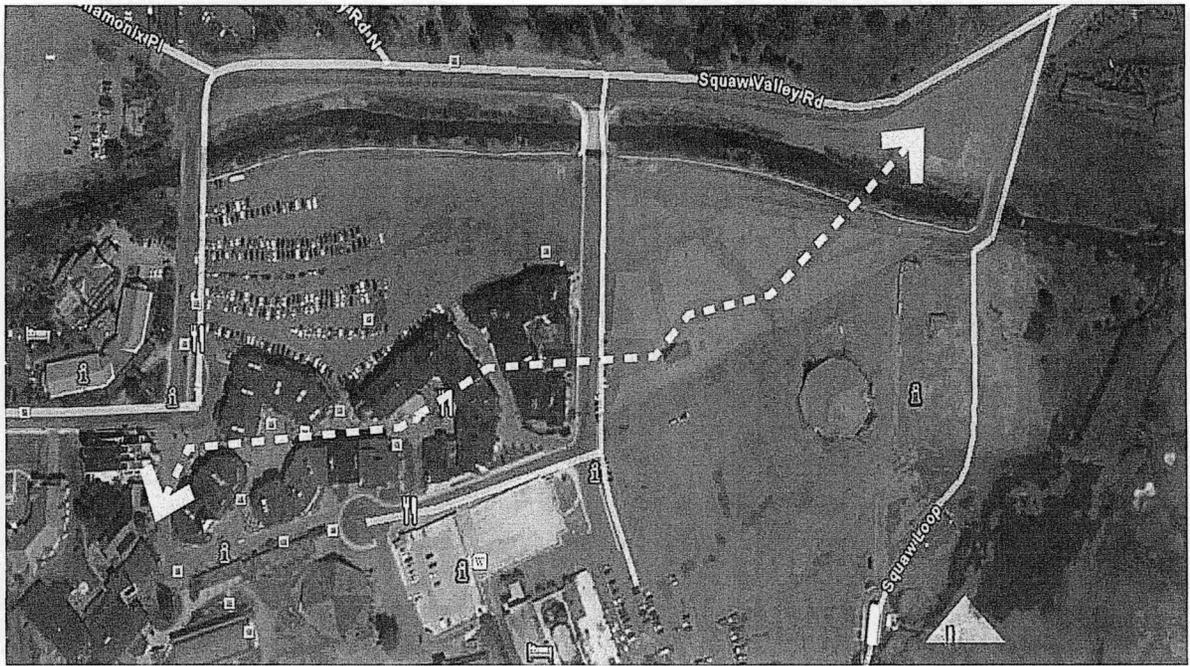
The idea of the architecture of the Squaw Valley Olympic Museum at the ‘triangle’ is of the earth having been folded up to shelter its collections as the visitor’s journey back in time culminates at a south facing, giant glazed aperture that perfectly frames the view to the mountain bowl that was the stage set of the 1960 Winter Olympic Games at Squaw Valley.

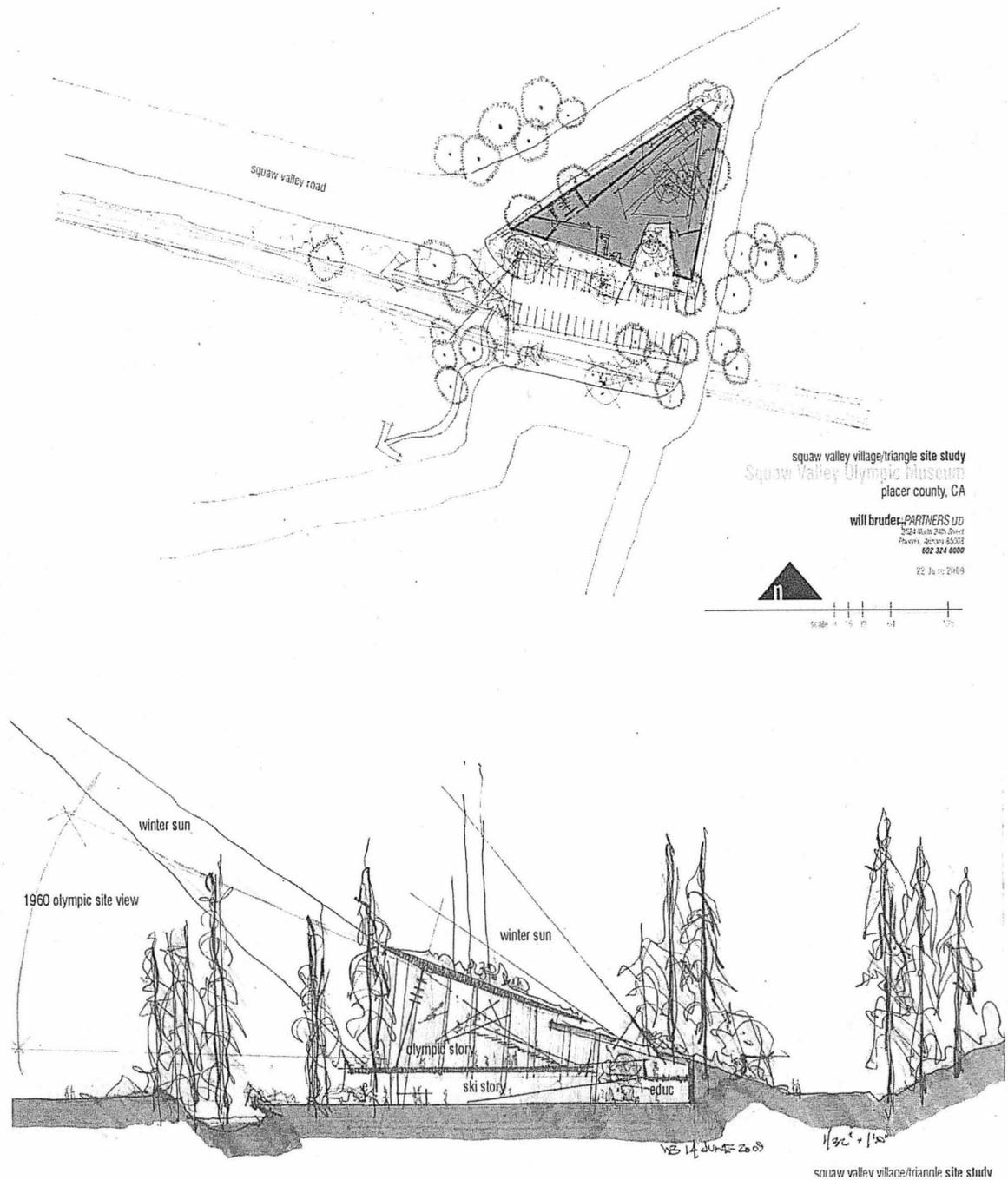
On approach down Squaw Valley road from the world beyond, the natural meadow landscape that drapes the roof of the Squaw Valley Olympic Museum, pierced with jewel like crystalline skylights, will capture the visitor’s curiosity and attention. Dramatically one with the earth, the museum will memorably give itself up to one’s imagination.

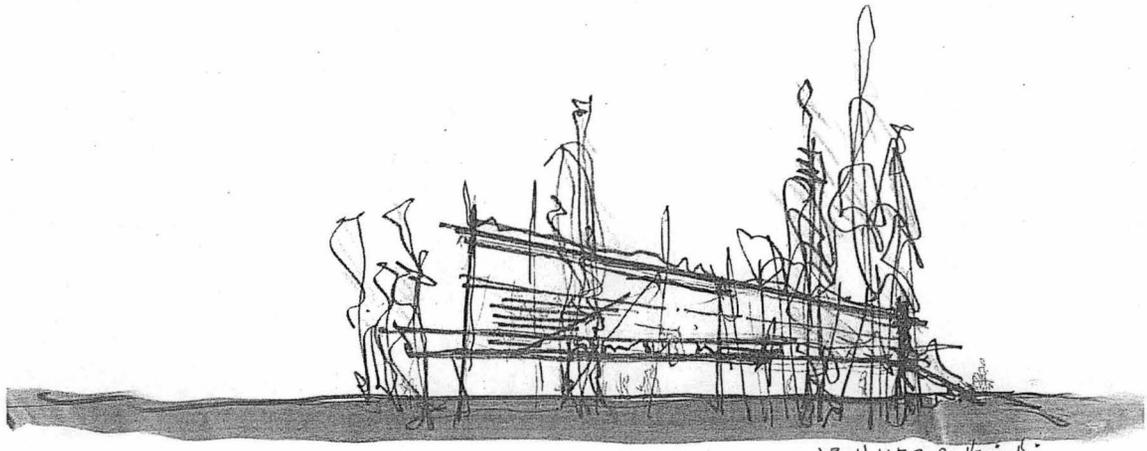
From the Village, this ‘living building’s’ solar oriented glazed portal will draw one to engage the Museum’s compelling contents as the energy within will become a magnet. Primal in plan and section, a choreography of folds and trays, the architecture will poetically lead the visitor through the stories of the people and gear of winter sports through time. With your climb through history ending at the great window of Olympic memory, the view of the mountains will let one reflect on the past while inspiring the dreams of the future.

Images of the site and drawings of a building concept on the Triangle parcel follow.









VP 14.04.05 2009 1/32" = 1'0"

with elevation on the left side of the study

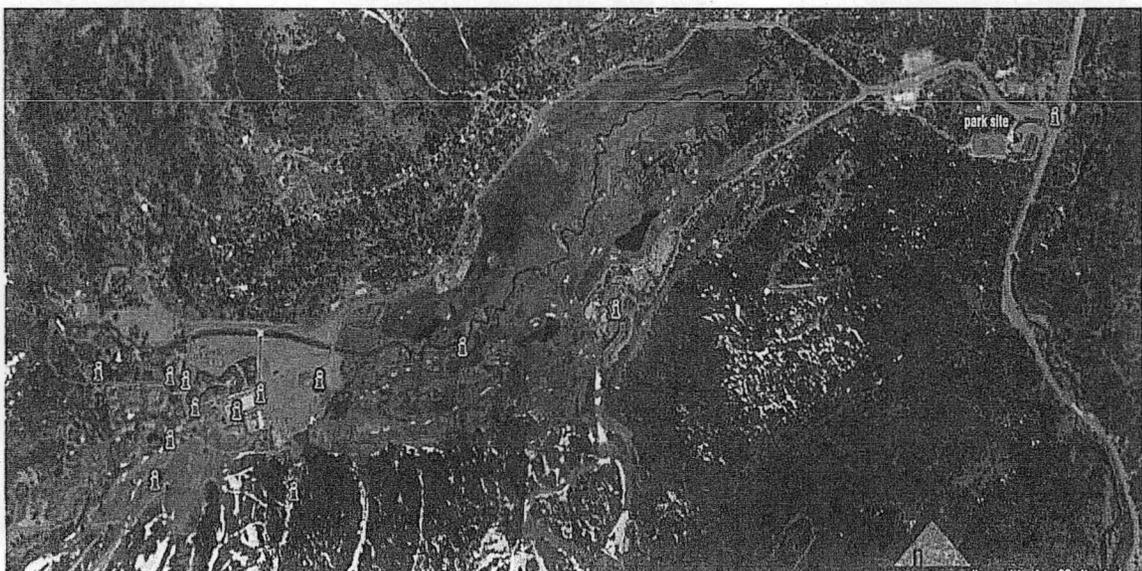
*Squaw Valley Park Parcel – “Embraced Light”*

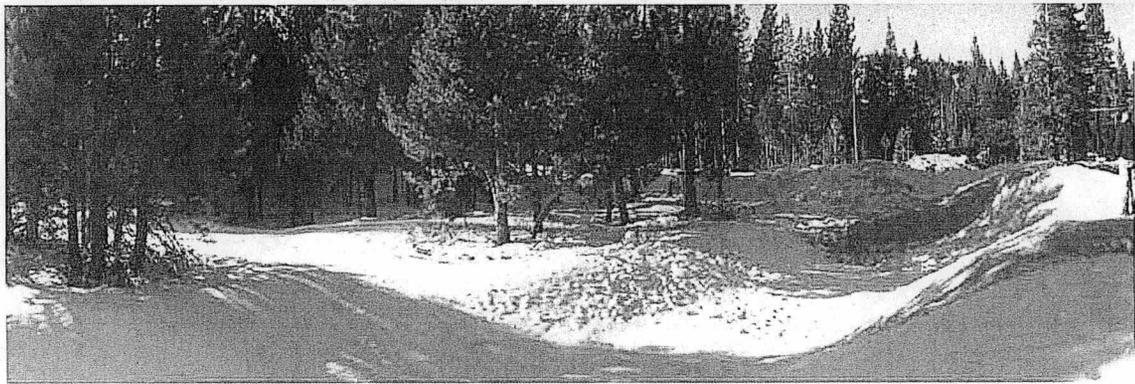
Wrapping around the topography and rock knoll of the Squaw Valley Park site, the architecture will appear to embrace the dappled light of the alpine forest. Emerging from the land and rising into the sky above the trees, the Museum’s three-level volume will be connected by ramped walks to the story of winter sports, Olympic achievement and our sustainable future.

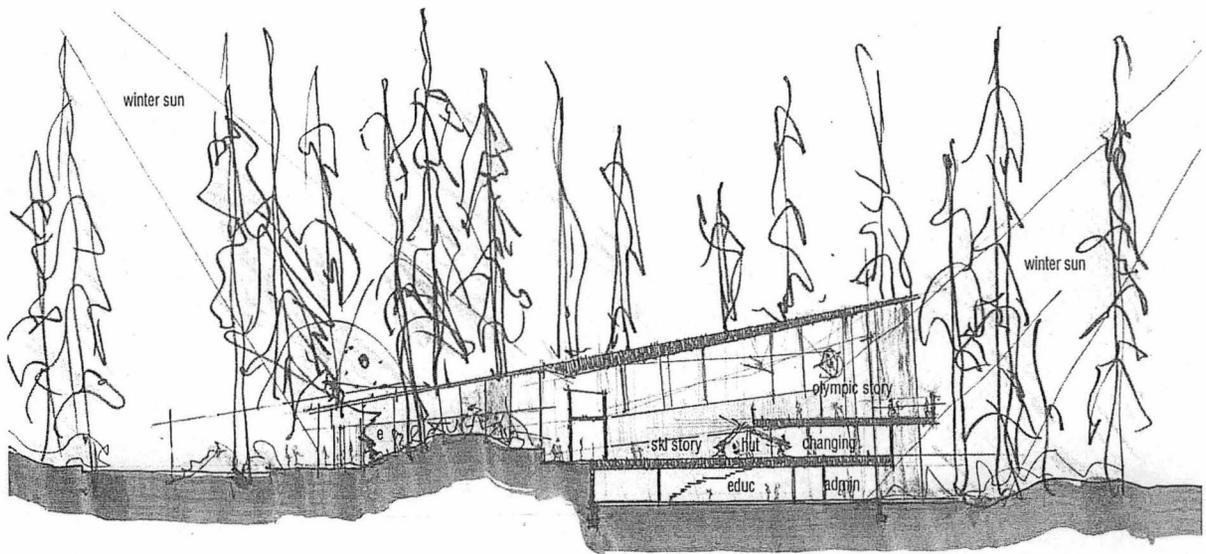
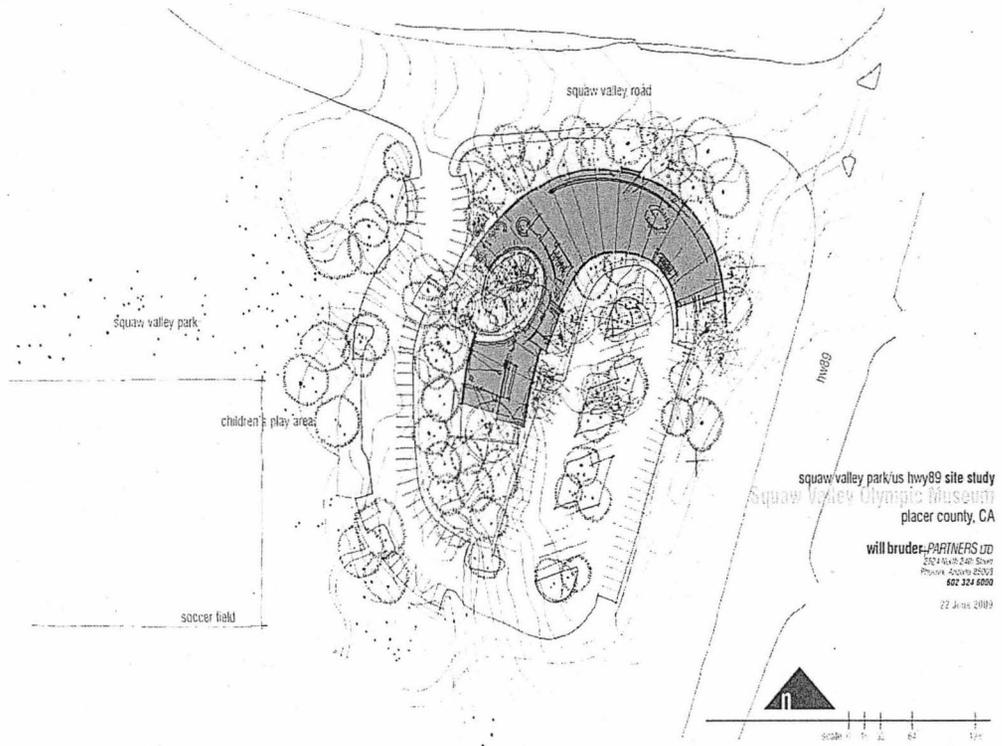
With the architecture pushing the limits of environmental responsibility, “a living building” ... i.e. zero carbon, zero water, zero waste in balance with the world around it, the Museum will celebrate the region’s memorable winter sports legacy while providing a demonstration for an evolving sustainable future.

Organically inspired in form and materiality, the architecture of the Squaw Valley Olympic Museum will be a grand but humanly scaled pavilion of reflection and aspiration. Through the visual porosity of its sculpted walls and roof it will be an ever-changing experience of light and shadow speaking to the wonder of the place.

Images of the site and drawings of a building concept on the Squaw Valley Park parcel follow.









VB Horn 2009 V32.11.05

## IX. Preliminary Operating Projections

AMS has estimated the costs of operating the proposed Museum during a stable year of operation, generally considered to be the third year after opening. Components of the projected operating budget are described below, followed by a summary operating statement. An assumption with respect to annual visitation has been made based on previous studies:

- Annual visitation at the SVOM is assumed to be 90,000 in year three. The Streamline Economic Impact report projects attendance levels of 80,000 in the first year of operation, 90,000 in the second year, and 100,000 in year three. AMS has utilized the more conservative second year attendance projection for the year three stable year operating estimate (extrapolated to consist of 86,500 public and 3,500 student/group visits).

### *Expenses*

- The consultants recommend a complement of five full-time and three part-time staff members. Full-time staff would include an Executive Director, Assistant Director/Financial Officer, Marketing & Development Director, Curator of Collections & Exhibits, and Gift Shop Manager/Volunteer Coordinator. Part-time positions would include gift shop clerks and reception staff.
- Occupancy costs have been calculated at \$7.75/square foot annually, to include utilities, maintenance, janitorial services and insurance. (These costs are based on reported costs in the Building Owners and Managers guide for the San Francisco Bay Area, adjusted upward 15% to account for higher Tahoe area heating costs, and snow removal).
- An annual exhibition schedule of two originating and one rented touring exhibit is envisioned, for the Museum's temporary exhibit gallery.
- A monthly public program is projected, consist of small-scale lectures, special events (e.g., family days, winter sports film series, etc.).
- Other expenses include general administration costs (telephone, IT services, printing, travel, dues and memberships, postage, professional development, and professional services).
- Security staff are included during the museum's opening hours, with two security guards during peak season and one during shoulder and off-season.

*Revenues*

- Admission costs are assumed to be \$6 Adults, \$4 Seniors, and \$3 Students/Children, in line with admission fees (“suggested donations”) charged at the Tahoe Maritime Museum (\$5/adults) and matching the national median for museum admission costs as reported by the American Association of Museums (AAM) in 2006 (\$6/adults). The resulting average admission cost (assuming 50% adult, 25% senior, and 25% student/child admissions) results in \$4.75.
- Gift shop sales have been estimated at \$2 average sales per visitor, slightly higher than the AAM-reported average of \$1.55 per visitor. The cost-of-goods-sold is assumed to be a retail industry standard of 40%.
- Family memberships are projected at \$60/year, with a conservative 250 memberships in year three.<sup>5</sup>
- Income will be derived from facility rentals for special events, corporate events, meetings and receptions. A total of 20 special event rentals during the stable year are projected.

Annual expenses are therefore projected to be \$851,000, compared to revenues of \$630,000, leaving an annual shortfall of approximately \$221,000 before any annual fundraising, grants, corporate donations, sponsorships, income from endowments, or higher end donor (friends) memberships. This ratio represents 74% earned income.<sup>6</sup> The summary operating statement is provided below.

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<sup>5</sup> The Tahoe Maritime Museum reports some 650-700 family memberships in its first year of operation. The SVOM can very likely exceed the initial conservative projection of 250 family memberships (not including higher end donor/friend-level members)

<sup>6</sup> It should be noted that according to the American Association of Museums (AAM), the organization that serves as the professional association for the nation’s 17,000+ museums, the average museum generates only one-third of its budget through earned income. Private charitable donations are the largest source of operating income for museums (about 35%). Government funding provides just under 25%, and investment income about 10%.

Summary Operating Statement	
<b>Revenues</b>	
Admissions	\$410,875
School Group Fees	5,250
Family Memberships	15,000
Public Program Revenues	3,600
Shop Sales (Gross)	180,000
Facility Rentals	15,000
<b>Total Earned Revenue</b>	<b>\$629,725</b>
<b>Expenses</b>	
<u>Operations</u>	
Personnel	\$377,888
General Administration Costs	163,000
Occupancy Costs	155,000
Contingency 5%	8,150
Subtotal, Operations	\$704,038
<u>Programs &amp; Exhibits</u>	
Security Staff	\$33,480
Public Programs	9,000
Temporary Exhibits (Originated & Traveling)	35,000
Shop Cost of Goods	69,200
Subtotal, Programs and Exhibits	\$146,680
<b>TOTAL</b>	<b>\$850,718</b>
<b>OPERATING SHORTFALL</b>	<b>(\$220,993)</b>

#### *Additional Potential Revenue Sources*

The Squaw Valley Olympic Museum will need to raise approximately \$220,000 annually, which it will pursue from a variety of sources, including:

- Contributed sources would include individual giving (an annual campaign), high-end memberships (such as a Friends Campaign at the \$1,000+ level), and possibly named endowment funds. Grants from foundations and corporations, as well as corporate sponsorships (for exhibits and special events, potentially from ski industry manufacturers) will be sought.
- Additional earned income sources might include income from food service (though at present we envision this visitor amenity as, at best, a break even service), licensing (from sales of Olympic-branded merchandise, subject to agreements with USOC and IOC), additional facility rentals, and the potential for more aggressive gift shop sales.

## X. Community Involvement – Grand Opening & Annual Events

The consultants conducted research on a wide range of special events offered by museums and other cultural institutions related to their official grand opening celebrations, and to annually recurring special events and festivals (often utilized for fundraising). In general, larger more venerable institutions (e.g., The Metropolitan Museum of Art, Art Institute of Chicago, American Museum of Natural History, etc.) offer a consistent series of events throughout the year, and typically host an annual fundraising gala for major donors.

Smaller museums tend to offer a selection of special events more oriented toward thematic programming – annual dinosaur days, art show, dinner, awards ceremonies – and use them to drive attendance rather than the day-in, day-out programs big museums can offer.

The implication for the Squaw Valley Olympic Museum would be to program a major quadrennial special event timed to the Winter Olympic games. The Utah ski/Olympic museum complex offers many of these programs, in the summer months as well. Classes (both winter and summer) are offered in different sports, and rides on the Olympic bobsled course, tours of Olympic facilities, and a weekly ski-jumping exhibition (even in the summer months, into a pool) are among the special programs.

Some particularly notable annual galas and special community events offered by some of the museums surveyed include:

- The National Cowboy & Western Heritage Museum (Oklahoma City) produces the “Prix de West” invitational art exhibition, sale, & seminars
- The International Museum of Women (San Francisco) holds an Annual Gala in conjunction with International Women’s Day (March 8)
- The Charles H. Wright Museum of African-American History (Detroit) produces an annual Commemoration of Rev. Dr. Martin Luther King, Jr., on MLK Day
- The Field Museum of Natural History (Chicago) features the annual Banff Mountain Film Festival, showcasing films related to mountain sports
- The Metropolitan Museum of Art (New York) hosts the Costume Institute Gala, a fundraising event designed to attract many “beautiful people” and attendant paparazzi and press.

### *General Rules of Thumb*

Some overall rules of thumb emerge from this research aimed at positioning the Museum's special events and annual fundraising events for success. Particular methods for keeping the museum in the public's eye and generating press attention would include an annual Hall of Fame induction ceremony, awarding an annual prize or honor (e.g., lifelong achievement award), awarding scholarship(s) to high school and/or college students, hosting an annual endowed lecture series, and the common annual anniversary gala/dinner/ball.

Those we interviewed also suggested some specific strategies for consideration:

- Have a series of activities, each with a defined target audience. Make sure each event planned adds some unique value to the opening.
- Give equal attention to community celebration events as to "galas" or donor appreciation events.
- Invite elected officials to everything and recognize their presence. Plan special "civic" grand opening (ribbon cutting, speeches) separate from festive events.
- Develop a schedule of community open houses and tours prior to official opening to get the buzz going.
- Engage the Media as a partner early on. Be prepared for media requests. Set policies for complimentary admissions and access to events.
- Identify and include a broad section of media – local, regional, national, international, weeklies, specialty tourism and ski publications, bloggers, etc.
- Understand the required resources (especially human) in order to be successful. Engage outside counsel (media management, event planning) if possible.

Some anecdotal findings from these interviews are also illustrative of what the SVOM might consider for its grand opening and on-going special events:

- One cultural institution offered an architectural symposium to showcase the its new building's architecture.
- Events might be programmed around milestones in the building's development: Naming Ceremony, Topping Off Ceremony, update parties for donors.

- Involving the media is often best led by a local media consultant. Design teams can assist with industry/architectural media. Special media tours, packets, and pre-events for media are typically offered.
- Hard hat tours can represent a great opportunity for fundraising cultivation. These can have as broad a reach as you want – tours for donors and wealthy individuals, but also schools, churches, community groups. It's a great fundraising opportunity, but also helps build relationships.
- One institution counsels that to get national exposure, one needs a national media consultant, and a firm for marketing and branding. National exposure could help with future fundraising efforts if one can generate positive national press.
- Souvenir programs from grand openings should feature testimonials from noteworthy people (Olympians, politicians, etc.).
- At one new community arts center, a free community open house, with non-stop tours all day, was scheduled on the same day as the downtown Christmas Parade to bring in more people.
- Another institution involved the local schools by having each school paint a section of the construction fence.
- One new museum counsels that it is important to understand and develop a plan for each of the different target segments of the community:
  - Workers (construction)
  - Future volunteers (docents, etc.)
  - Politicians
  - Community leaders – board(s) members, committee members
  - Staff
  - Capital project donors
  - General public (focus on family)
  - Future visitors (tie to brand)

## XI. Next Steps

### *Next Steps*

The immediate next steps for those involved in commissioning this study should be focused on additional work with the architectural and engineering firms on site selection and building programming. In addition, work on the 50<sup>th</sup> Anniversary Olympic Heritage Celebration, and creation, fabrication, and installation of an interim museum exhibit must also be completed. After these initial steps, AMS suggests the following tasks, many of which should be pursued simultaneously.

1. *Evaluate and Determine Project Leadership*

The board should evaluate its membership and recruit additional members with passion for the project and a willingness to undertake a major capital campaign. Potential board members should be sought who, first and foremost, have a strong commitment to the mission and vision of the Museum. Wealth, or access to wealthy potential donors, is highly desirable. Persons knowledgeable about non-profit organizations, capital projects, fundraising and professionals in the legal, financial services, or construction industries would be valuable additions.

2. *Building Committee*

A Building Committee of the SVOMF board (including outside persons, as appropriate) should be appointed to oversee all design and construction matters, including hiring an architect, project management team, contractor and necessary specialists (e.g., lighting, environmental testing, code and zoning compliance), and to develop a comprehensive capital cost estimate for the project.

4. *Partnership Development*

Board members should pursue relationships with potential partners such as the Tahoe Maritime Museum, Sierra College, Sierra Nevada College, Tahoe-Truckee School District, and others, to secure commitments to participate, determine the terms of a partnership, define roles and responsibilities.

7. *"Silent Phase" Fundraising*

A leadership group of the Board should solicit major gifts (\$100,000 or more) from key donors. Conceptual plans (to be developed by architects) should be used as the basis for fundraising materials, including color brochures, renderings and video presentations.

8. *Exhibit Planning and Development*

A committee of the Board, and other appropriate outside persons should be established to oversee all aspects of exhibit and program planning. A professional exhibit planning team should be retained to work in close collaboration with the architect. (Capital cost estimates for the project include an allowance for permanent exhibits anticipated to cost in the range of \$350-500 per square foot for design and fabrication, not including the cost of acquisition of historical objects, collections, etc.)

9. *Continue Fundraising and Planning*

As funds are secured, architectural and exhibit planning should proceed through design development and construction documents.

10. *Design and Construction*

When the majority of funds are secure (at least two-thirds), and if the funding prognosis appears positive, construction can commence. An important fundraising tactic is to bring potential donors to the site.

11. *Hire Staff*

The decision to hire staff should be made after the project secures its initial seed funding support. Staff will play a major role in planning and organizing fundraising efforts and overseeing building and exhibit planning.

*Additional Materials*

Please note: A number of additional support materials and documents have been submitted under separate cover and are not included with this Summary version of the final report.

## **XII. Appendices**

Parcel Feasibility Matrix

Overall site location map

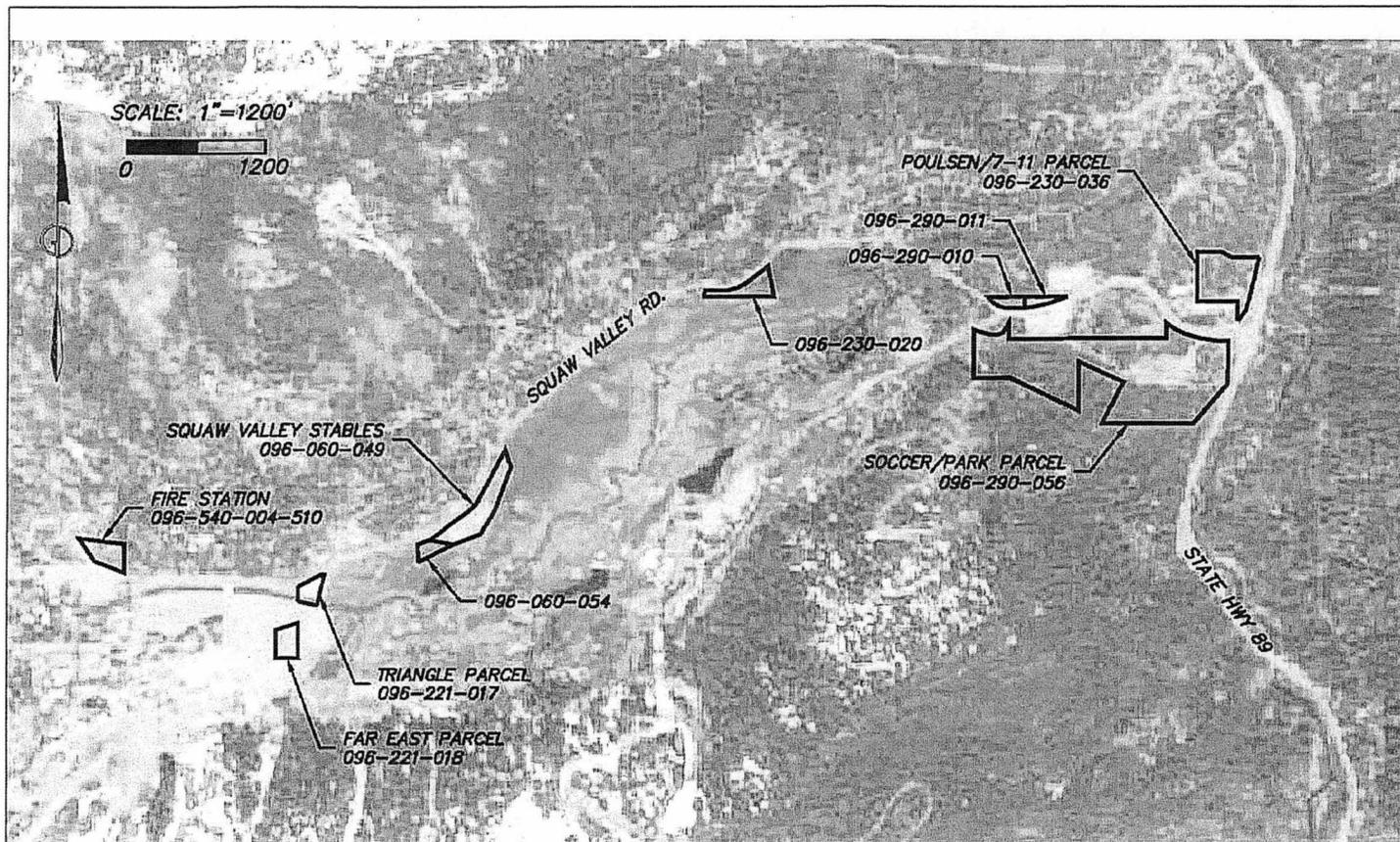
Park site – APN map; google site map; county records

7-11 site - APN map; google site map; county records

Triangle site - APN map; google site map; county records

Operating Projections

Parcel Feasibility Study Squaw Valley Olympic Museum						
	096-221-018 "Far East" Parcel	096-540-004-510 Old Fire Station Parcel	096-221-017 Vacant Squaw Creek Triangle Parcel	096-060-049 Squaw Valley Stables	096-230-036 Poulsen/7-11 Parcel	096-290-056 Soccer/Park Parcel (SVPSD)
Characteristic	Description	Description	Description	Description	Description	Description
Owner	Squaw Valley Preserve Inc. (Squaw Valley Ski Corp.)	Squaw Valley Co. Water Dist. (SVPSD)	Poulsen Land Company	Pavel, Eric, Et. Al.	Squaw Valley Gateway Properties (Poulsen)	Placer County (managed by SVPSD)
Size (acres)	1.3	1.54	0.93	3.66	4.6	24.73
Shape	Irregular	Triangular	Irregular	Irregular - large road frontage. Linear	Rectangular	Irregular
Setbacks (feet)				Per Design Review	?	Per Design Review
front	10	10	10			
right	5	5	5			
left	5	na	5			
rear	10	10	125 +/- (100' from CL Creek for buildings)			
Area Inside Setbacks (acres)	1.1	1.33	0.32 - Available for Building, ?? - Available for Parking	?	Large	Large - Mainly NE corner
Required Parking @ 13,000 sf building	43 spaces (1 per 300 sq. ft. floor area - per general plan) Possible shared parking	1 per 300 sq. ft. floor area (43 spaces)	1 per 300 sq. ft. floor area (43 spaces)	1 per 300 sq. ft. floor area (43 spaces)	1 per 300 sq. ft. floor area (43 spaces)	Possible Shared parking
Available Parking	Little to None, requires shared parking with ski area. Variance for parking required	Excellent	Good. Possible to park in 100' setback	Excellent	Excellent	Excellent
Existing Building	Yes - 12,716 sq. ft. Historic Remodel. Olympic Era Building	Yes. 1960's building to be demolished. Fire station reuse? Materials storage could be demo	No	Yes - Home, barn and out building need demo	Yes - Existing 3 buildings need demo	Yes - Existing use of site to remain
Zoning	VC	VC	VC	FR - Forest Reserve	EC	FR - Forest Reserve
Community Plan	Squaw Valley	Squaw Valley	Squaw Valley	Squaw Valley	Squaw Valley	Squaw Valley
General Plan	Village Commercial	?	Village Commercial	Per General Plan, Museum use not listed in FR district. May need rezone	Entrance Commercial	Conservation Preserve - Per General Plan, Museum use not listed in FR district. May need rezone
Access	Loop Road	Excellent - Off SV road	Excellent - Off SV road and Loop rd.	Excellent - Off SV road	Excellent - Off 89 and SV road	Excellent - Off SV road
Visibility	Fair	Not so good	Excellent	Excellent	Excellent	Excellent
Potential for Purchase				For Sale		
Potential Cost for Purchase				\$3 million		
Potential for Donation						
Utilities						
Sewer	S.V. Public Services - existing	S.V. Public Services - existing	?	S.V. Public Services - existing	Septic - This would need pump station and 1000 +/- l.f. force main	Septic - This would need pump station and 1000 +/- l.f. force main
Water	S.V. Public Services - existing	S.V. Public Services - existing	Assumed	S.V. Public Services - existing	Assumed	S.V. Public Services - existing
Power	S.P.P.Co. - existing	S.P.P.Co. - existing	S.P.P.Co. - existing	S.P.P.Co. - existing	S.P.P.Co. - existing	S.P.P.Co. - existing
Gas	Propane	Propane	None	Propane	Propane	Propane
Phone	Pacific Bell	Pacific Bell	Pacific Bell	Pacific Bell	Pacific Bell	Pacific Bell
Cable	Charter	Charter	Charter	Charter	Charter	Charter
Topography	Flat	Mostly flat developed property	Flat with steep bank to creek	Generally flat	Approx. 2 acres flat, remaining medium slope	Some flat, soccer field, some steep slope



OVERALL PARCEL PLAN  
 SQUAW VALLEY OLYMPIC MUSEUM

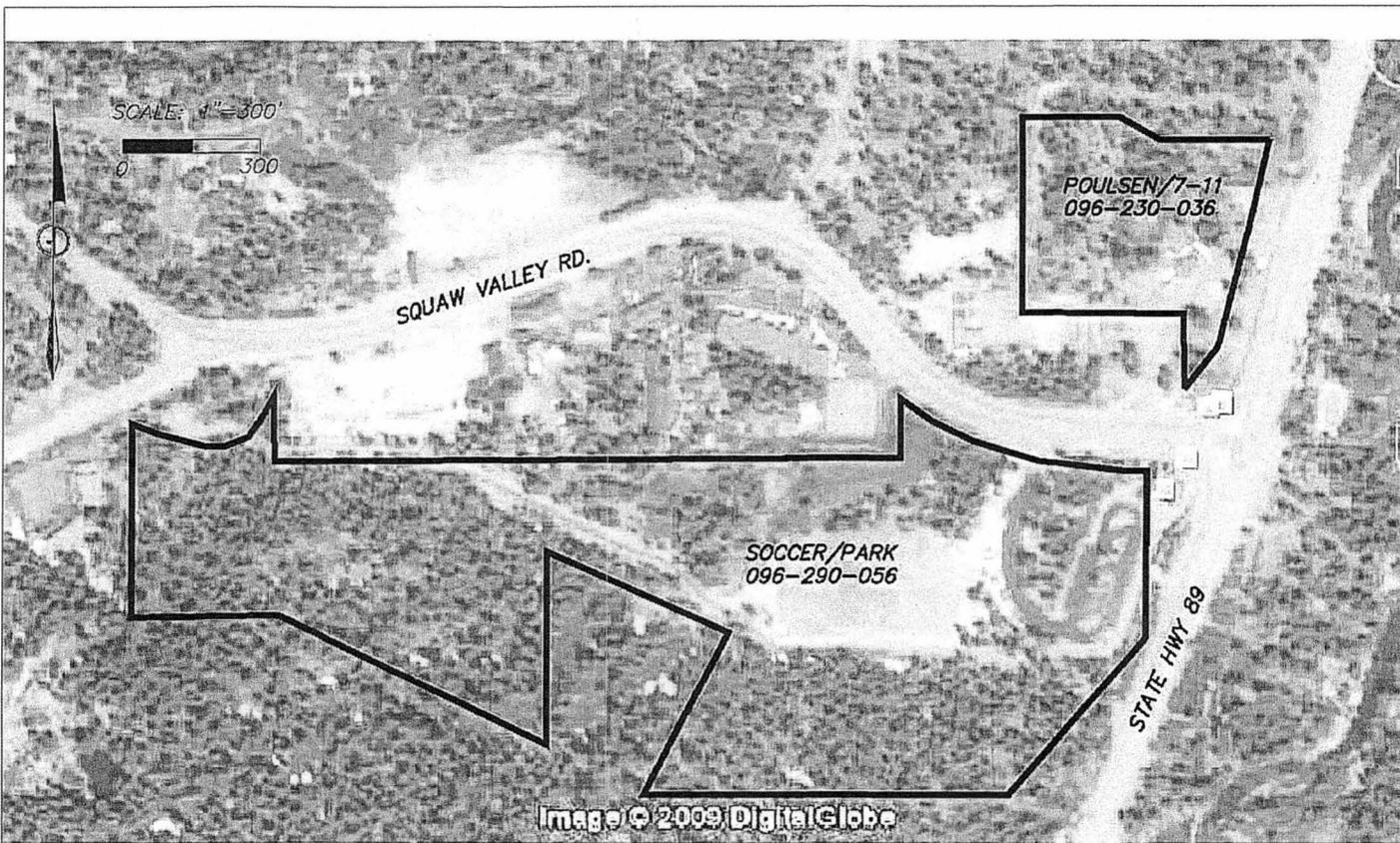
JN: SVOM

DATE: APRIL, 2009  
 SCALE: 1" = 1200'  
 DWG: PARCEL-EXHIBITS.DWG

GARY DAVIS GROUP  
 DESIGN AND ENGINEERING



P.O. BOX 7382  
 TAHOE CITY, CA 96145 (530) 583-9222



**SOCCER/PARK & POULSEN/7-11 PARCELS**  
 SQUAW VALLEY OLYMPIC MUSEUM

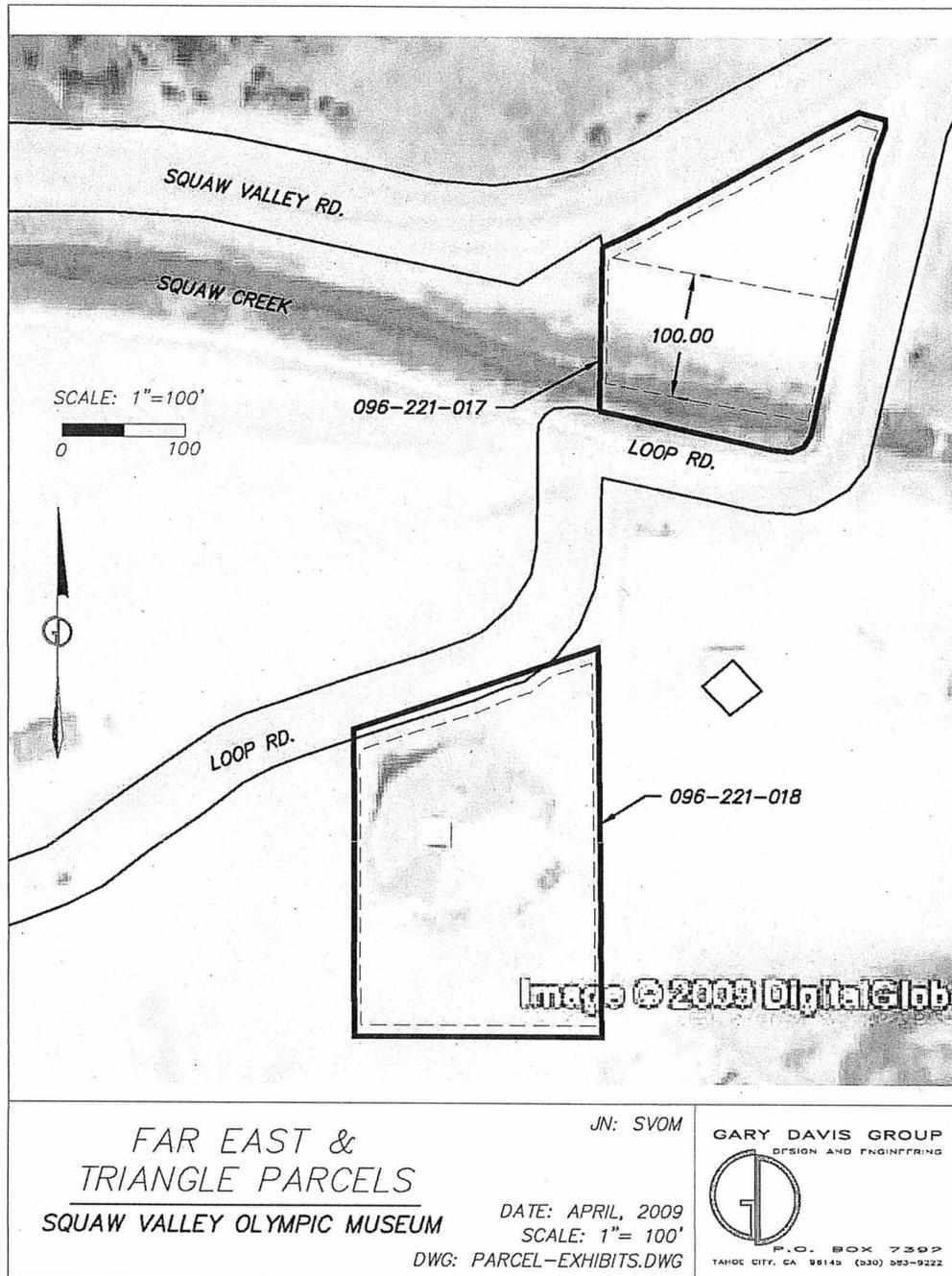
JN: SVOM

DATE: APRIL, 2009  
 SCALE: 1" = 300'  
 DWG: PARCEL-EXHIBITS.DWG

**GARY DAVIS GROUP**  
 DESIGN AND ENGINEERING



P.O. BOX 7392  
 TAIHOE CITY, CA 96145 (530) 583-9222



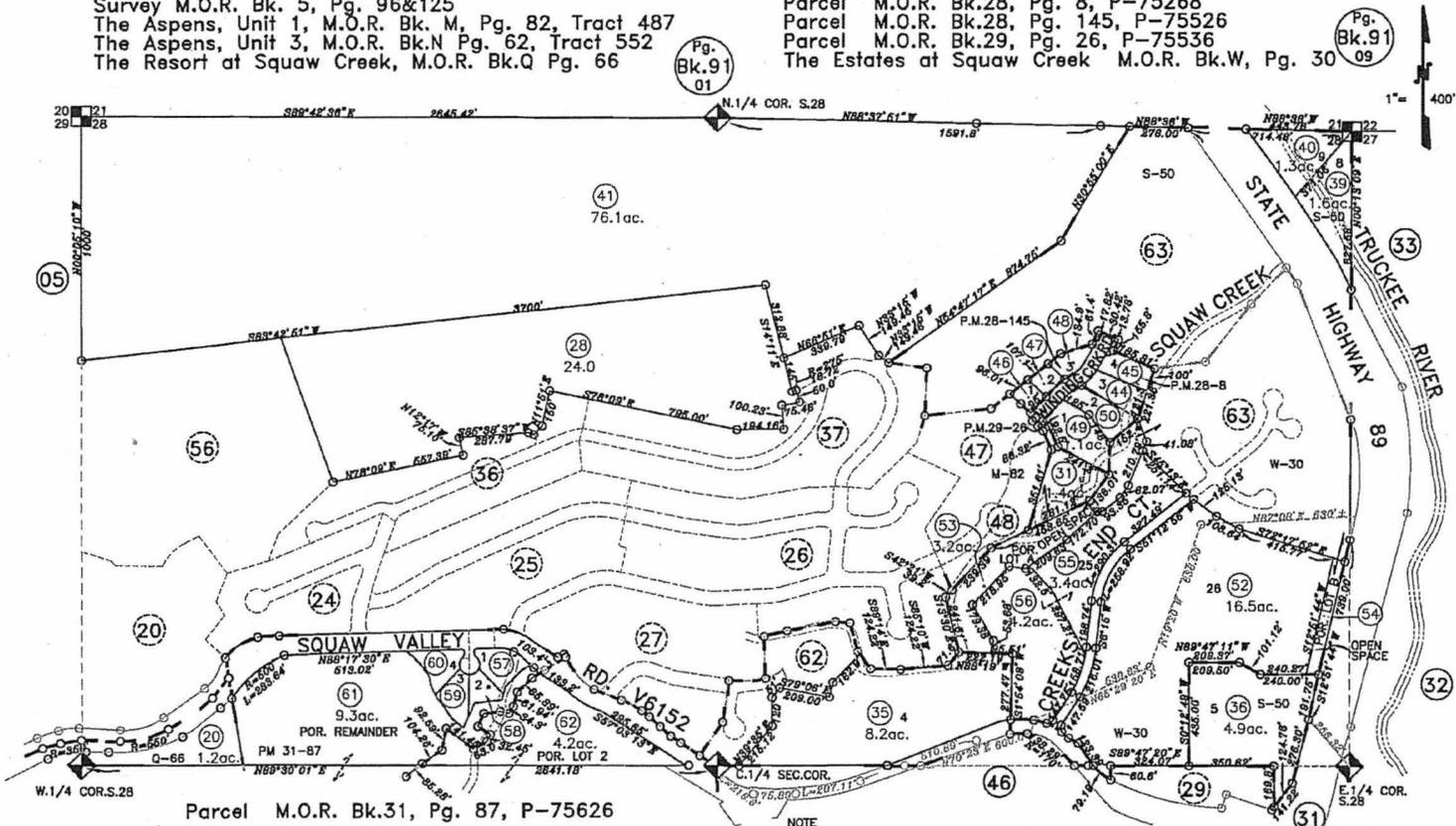


N.1/2 SEC.28, T.16N., R.16E., M.D.B.&M.

Survey M.O.R. Bk. 1, Pg. 60  
Survey M.O.R. Bk. 5, Pg. 96&125  
The Aspens, Unit 1, M.O.R. Bk. M, Pg. 82, Tract 487  
The Aspens, Unit 3, M.O.R. Bk.N Pg. 62, Tract 552  
The Resort at Squaw Creek, M.O.R. Bk.Q Pg. 66

Squaw Valley East, M.O.R. Bk.S, Pg. 50  
Parcel M.O.R. Bk.28, Pg. 8, P-75268  
Parcel M.O.R. Bk.28, Pg. 145, P-75526  
Parcel M.O.R. Bk.29, Pg. 26, P-75536  
The Estates at Squaw Creek M.O.R. Bk.W, Pg. 30

96-23



Pg. Bk.91 01

Pg. Bk.91 09

Parcel M.O.R. Bk.31, Pg. 87, P-75626

Assessor's Map Bk.96 Pg.23  
County of Placer, Calif.

04-21-2006  
05-01-2004  
05-02-2004  
05-16-2000 JAC  
Page Redrawn For BaseMap Information

NOTE  
All distances on curved lines are chord measurements.

NOTE  
This map was prepared for assessment purposes only, and is not intended to illustrate legal building sites or establish precedence over local ordinances. Official information concerning size or use of any parcel should be obtained from recorded documents and local governing agencies.

NOTE  
Assessor's Block Numbers Shown in Ellipses.  
Assessor's Parcel Numbers Shown in Circles.

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### Summary Operating Statement

**Revenues**

Admissions	\$410,875
School Group Fees	5,250
Family Memberships	15,000
Public Program Revenues	3,600
Shop Sales (Gross)	180,000
Facility Rentals	15,000
<b>Total Earned Revenue</b>	<b>\$629,725</b>

**Expenses**
Operations

Personnel	\$377,888
General Administration Costs	163,000
Occupancy Costs	155,000
Contingency 5%	8,150
Subtotal, Operations	\$704,038

Programs & Exhibits

Security Staff	\$33,480
Public Programs	9,000
Temporary Exhibits (Originated & Traveling)	35,000
Shop Cost of Goods	69,200
Subtotal, Programs and Exhibits	\$146,680

**TOTAL**
**\$850,718**
**OPERATING SHORTFALL**
**(\$220,993)**

Supporting Schedules			
<b>Assumptions</b>			
Building Size (sq. ft.)			20,000
Event Capacity			100
Average Admission Revenue			\$4.75
Shop sales per capita			\$2.00
Shop Cost of Goods			40.0%
Occupancy Costs (Utilities, Maintenance, Supplies, Services) cost per sq. ft.			\$7.75
Benefit Rate (Full time staff)			22.0%
Projected Public Attendance			86,500
School Group Attendance			3,500
School Fees (per student)			\$1.50
No. of members (family)			250
Membership fee (family)			\$60.00
<b>Temporary Exhibits</b>			
	2 Curated Exhibits	\$10,000	\$20,000
	1 Touring Exhibits	\$15,000	<u>\$15,000</u>
<b>Total Temporary Exhibit Expense</b>			<b>\$35,000</b>
<i>Note: exhibit expenses include publicity, catalogues, special events, fees, insurance, travel, etc.</i>			
<b>Public Programs</b>			
<u>Expense</u>		<u># Programs</u>	<u>Av. Cost</u>
<b>Total Public Program Expense</b>		12	\$750
<i>Note: expenses include honorarium, fees, promotion and direct costs for set-up and crew.</i>			
<u>Revenue</u>		<u>Capacity</u>	<u>Av. Per patron</u>
	12 events	60%	\$5.00
<b>Net Public Programs</b>			<u>\$3,600</u>
			(\$5,400)
<b>Facility Rental Revenue*</b>			
	<u># rentals</u>	<u>Rent</u>	<u>Total</u>
	20 Lobby	\$750	\$15,000
<b>Total Facility Rentals</b>			<b>\$15,000</b>
<i>note: Rental revenue from special events, corporate meetings, etc.</i>			

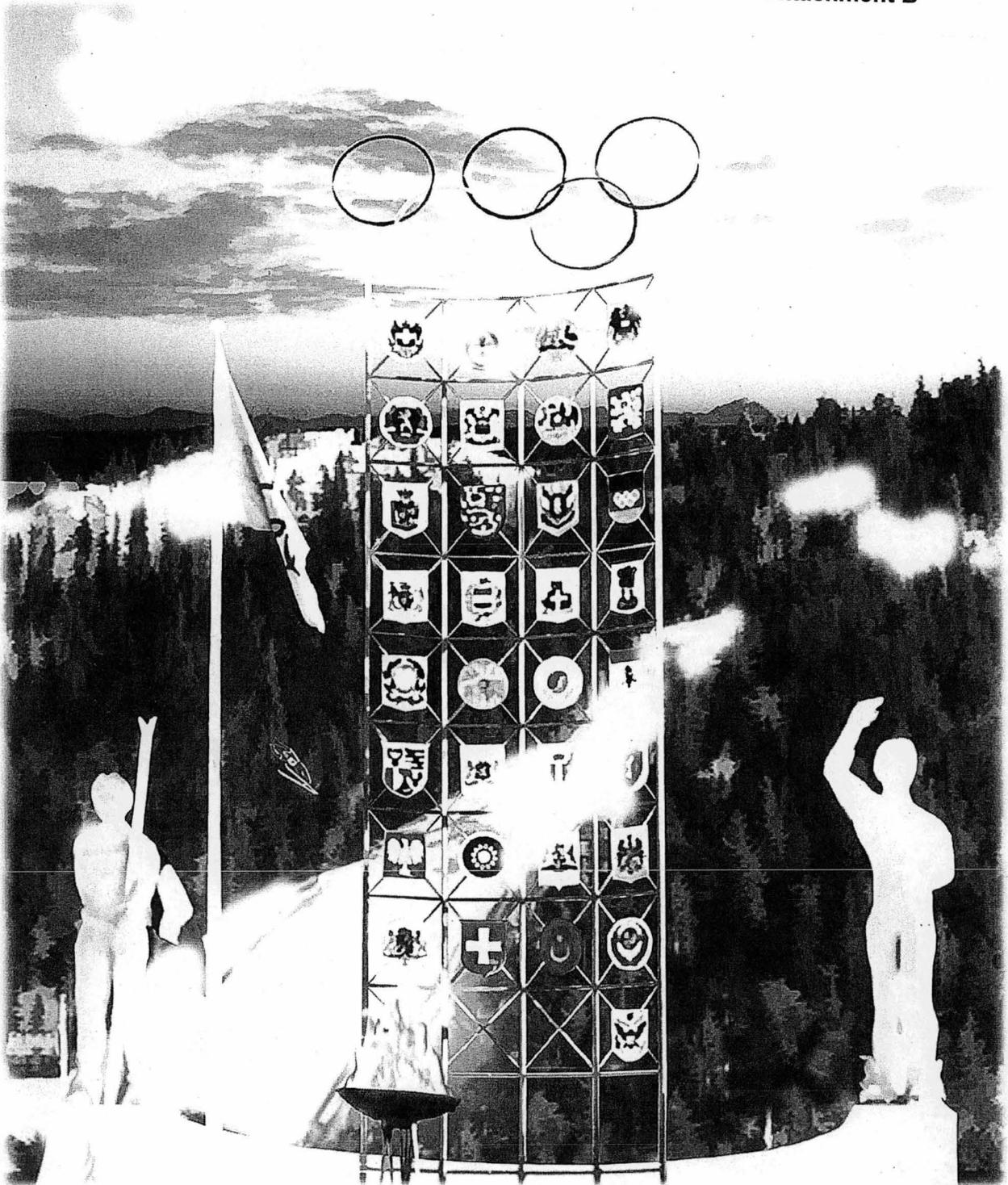
**Supporting Schedules (cont'd)**

<b>Security</b>	<u># Req'd</u>	<u># days</u>	<u># hrs/day</u>	<u>Wage</u>	<u>Total</u>
Weekends/Peak	2	90	8	\$12.00	\$17,280
Weekdays/Off-peak	1	225	6	\$12.00	\$16,200
<b>Total Expense</b>					<b>\$33,480</b>

<b>General Administrative Costs</b>	
Banking/Legal/Audit	\$5,000
Marketing/Promotion	100,000
Consultants/Other Professional Services	10,000
Meetings	3,500
Memberships and Dues	2,500
Postage	5,000
Printing	12,500
Professional Development	2,500
Stationary and Supplies	8,000
Telephone	8,000
Travel/Transportation	4,500
Miscellaneous	\$1,500
<b>Total Administrative Costs</b>	<b>\$163,000</b>
5% Contingency	8150

**Personnel**

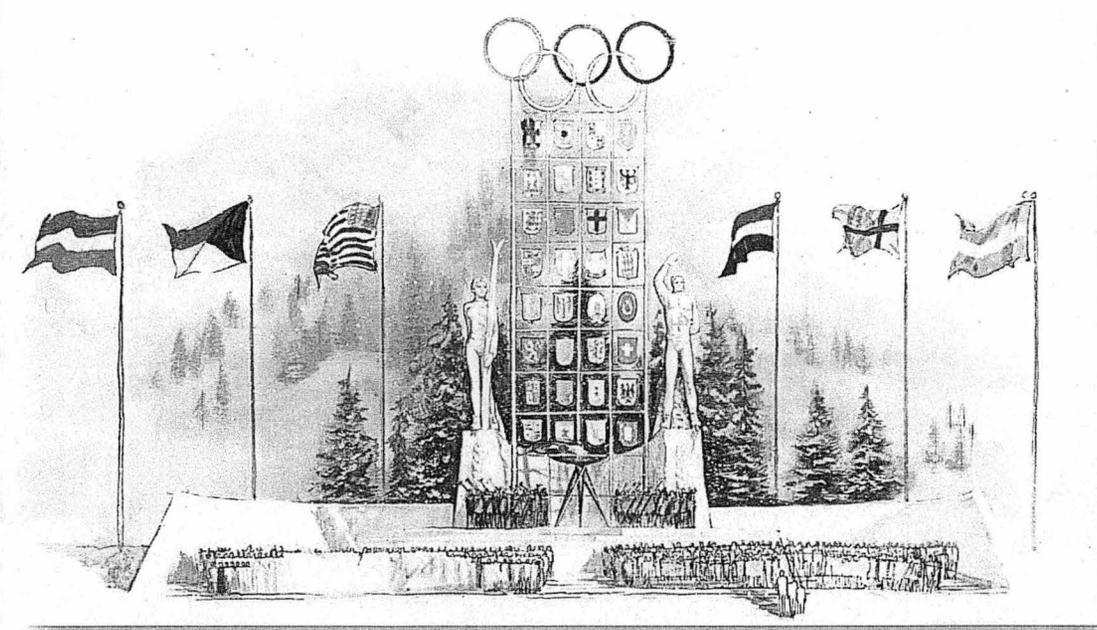
	<u>Full Time</u>	<u>Part-Time</u>	<u>Salary</u>	<u>Cost</u>	<u>Benefits</u>	<u>Total</u>
Executive Director	1		\$85,000	\$85,000	22%	\$103,700
Assistant Director/Financial Officer	1		\$45,000	\$45,000	22%	\$54,900
Marketing & Development Director	1		\$65,000	\$65,000	22%	\$79,300
Curator of Collections & Exhibits	1		\$60,000	\$60,000	22%	\$73,200
Shop Mgr/Volunteer Coordinator (3/4 time)	1		\$25,000	\$25,000	22%	\$30,500
Gift Shop Clerks		2	\$12/hr	\$23,040	5%	\$24,192
Reception		1	\$12/hr	\$11,520	5%	\$12,096
<b>Total</b>	<b>5</b>	<b>3</b>		<b>\$314,560</b>		<b>\$377,888</b>



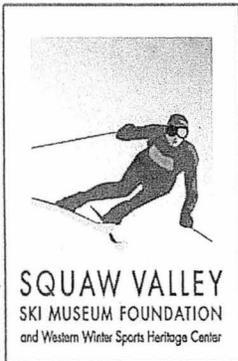
**SQUAW VALLEY OLYMPIC MUSEUM &  
WINTER SPORTS HERITAGE CENTER  
2012 REVISED CONCEPTUAL PROGRAM**

## Table of Contents

- Page 3: Introduction letter from the Squaw Valley Ski Museum Foundation board of directors
- Page 5: Executive summary of Site Selection Process
- Page 7: New Museum concept
- Page 9: Reduced building size and footprint
- Page 10: Location at the edge of the park
- Page 13: Possible design concept
- Page 15: The Squaw Valley Olympic Museum and Winter Sports Heritage Center program
- Page 18: Frequently asked questions and responding comments
- Page 21: Supporting documents



**Original Disney Studios artist rendering of the 1960 Olympic Flame and Podium  
Western SkiSport Museum Collection**



Board of Directors

EDDY ANCINAS

DAVID ANTONUCCI

BILL CLARK

NANCY CUSHING

SALLY GARDNER

DICK HAMILTON

IAN MACKINLAY

RUSSELL POULSEN

CAROLYN DEE WALLACE

JOHN WILCOX

STARR WALTON

[www.squawvalleymuseum.org](http://www.squawvalleymuseum.org)

POST OFFICE BOX 2697  
OLYMPIC VALLEY  
CALIFORNIA 96146

The Squaw Valley Ski Museum  
Foundation is a  
501 (c)(3) corporation  
FEIN #26-3480974

Fall, 2012

Squaw Valley Ski Museum Foundation  
P. O. Box 2697  
Olympic Valley, CA 96146

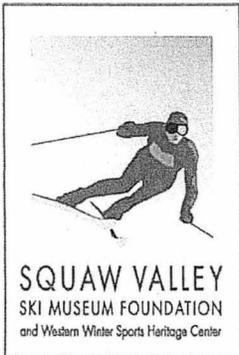
Re: Revised Museum Project Outreach

To: Placer County Board of Supervisors  
North Lake Tahoe Community  
Winter Sports Enthusiasts

The Squaw Valley Ski Museum Foundation was founded in 2008 to fulfill the vision of creating a Museum of local, regional and international significance that will tell the story of the VIII Winter Olympic Games in Squaw Valley, as well as the rich history of winter sports in the Sierra Nevada beginning with the Gold Rush.

In the ensuing four years the foundation has worked diligently to accomplish our goal. A few of the major milestones reached include:

- In June of 2009, working with distinguished museum planners, architects and a local engineering firm, we released our first feasibility master plan. The plan described in detail an Olympic Museum and Winter Sports Heritage Center and confirmed the viability of the concept as a historical and cultural attraction.
- In December 2010, when North Lake Tahoe celebrated the 50th anniversary of the VIII Olympic Games, we partnered with the North Lake Tahoe Resort Association, Olympic Heritage Committee, Squaw Valley Ski Corp and members of the local community to create a tremendously successful Olympic Heritage Celebration. The culminating Olympic Gala drew an unprecedented number of local Olympians, returning 1960 Olympians and more than 600 guests.
- From January 2010 to March 2011, board and community volunteers operated an "Interim Museum" in the Squaw Valley Village with a limited display of photos, artifacts and documents representing the history we intend to share in a future museum. We were greatly impressed and encouraged by the interest shown by locals and visitors alike.



Board of Directors

EDDY ANCINAS

DAVID ANTONUCCI

BILL CLARK

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[www.squawvalleymuseum.org](http://www.squawvalleymuseum.org)

POST OFFICE BOX 2697  
OLYMPIC VALLEY  
CALIFORNIA 96146

The Squaw Valley Ski Museum  
Foundation is a  
501 (c)(3) corporation  
FEIN #26-3480974

There is no doubt in our minds that the concept viability for this Museum is 100% positive. The selection of the project site however, has been a longer and more difficult process. Nonetheless, the board has remained undaunted in search of a site worthy of an Olympic Museum. We have listened to the community, talked with stake holders and explored every conceivable option. Through this period of due diligence and study, the board has reaffirmed the conclusion reached by the professional museum planning team and the foundation in 2009 – **that the Squaw Valley Park is the one and only location that can achieve the goal of a world class Olympic and winter sports museum.**

What follows in this revised concept is a new master plan for a museum located at the edge of the Squaw Valley Park, very different from what was proposed in 2009. This document provides solutions to concerns raised by some Squaw Valley community members regarding a location. We believe this new concept fits with the existing Squaw Valley Park activities and lays out a path to a positive enhancement to the park for the community and visitors to the region.

The Squaw Valley Ski Museum Foundation board is asking the Placer County Board of Supervisors to give consideration to this concept and allow us to move forward to the next steps. We recognize there will be challenges along the way, but we believe they can and will be solved through the process resulting in a museum the community will be proud of, ensuring a lasting legacy of Olympic history.

Placer County and the North Lake Tahoe region is, and always will be, an Olympic community. **We sincerely hope the Placer County Board of Supervisors will join with us in a public/private partnership to fulfill our mission to preserve our past, present and future history for visitors and locals alike.**

Thank you,

Squaw Valley Ski Museum Foundation Board of Directors

## Executive Summary of the Site Selection Process:

From the inception of the museum planning process the selection of the right site has been a critical step. Just as the 1960 Olympic venue designers considered snowfall, wind direction and exposure, SVSMF must also carefully select a site that will support our mission and enable us to accomplish our objectives.

In order for our mission to be successful, there must be a symbolic proximity to the 1960 venues. An Olympic museum worthy site must also provide visibility, access to visitors both in and outside of Squaw Valley and be neutral in representing the winter sports legacy of the entire Sierra.

**The four year journey by SVSMF to select and formally propose a site has concluded, with the belief of the board of the directors and respected consultants that a location on the edge of the Squaw Valley Park is the one and only location that can meet the objectives of the museum.**

### Brief summary of the due diligence in reaching this conclusion:

- Early in 2009, a team of museum planners, architects and local engineers were hired to prepare a feasibility master plan for the museum.
- The team conducted an extensive site analysis, within and outside Olympic Valley, and selected six potential sites for study. These sites were evaluated for ownership, size, zoning, access, utilities, along with subjective factors of visibility, proximity to 1960 venues and environmental setting.
- In June of 2009 the planning team submitted their master plan identifying the Squaw Valley Park as the overwhelming first choice worthy of an Olympic museum site. Public outreach meetings were held in the Squaw Valley and North Lake Tahoe community in June and again in September of 2009.
- Feedback from early meetings revealed that some Squaw Valley residents had concerns about locating the museum in the park; so a site selection committee was appointed in July, 2009, to further study the planning team's recommendations. The committee (5 Squaw Valley residents and 6 residents from nearby communities) held 9 open meetings over 12 months.
- Early in the process, the committee voted in favor of locating the Olympic museum close to highway 89 near the entrance to Squaw Valley, rather than close to the village or the base area. Extensive study was given to the undeveloped county land north (Tower of Nations site) of Squaw Valley road.
- At the final committee meeting in June 2010, the committee voted 9 to 1 in favor of locating the museum in the Park with the condition that, **"the museum would not significantly interfere with any of the present or planned activities and recreation in the park"**.



1960 Olympic Games, Men's Slalom, Eddy Ancinas collection

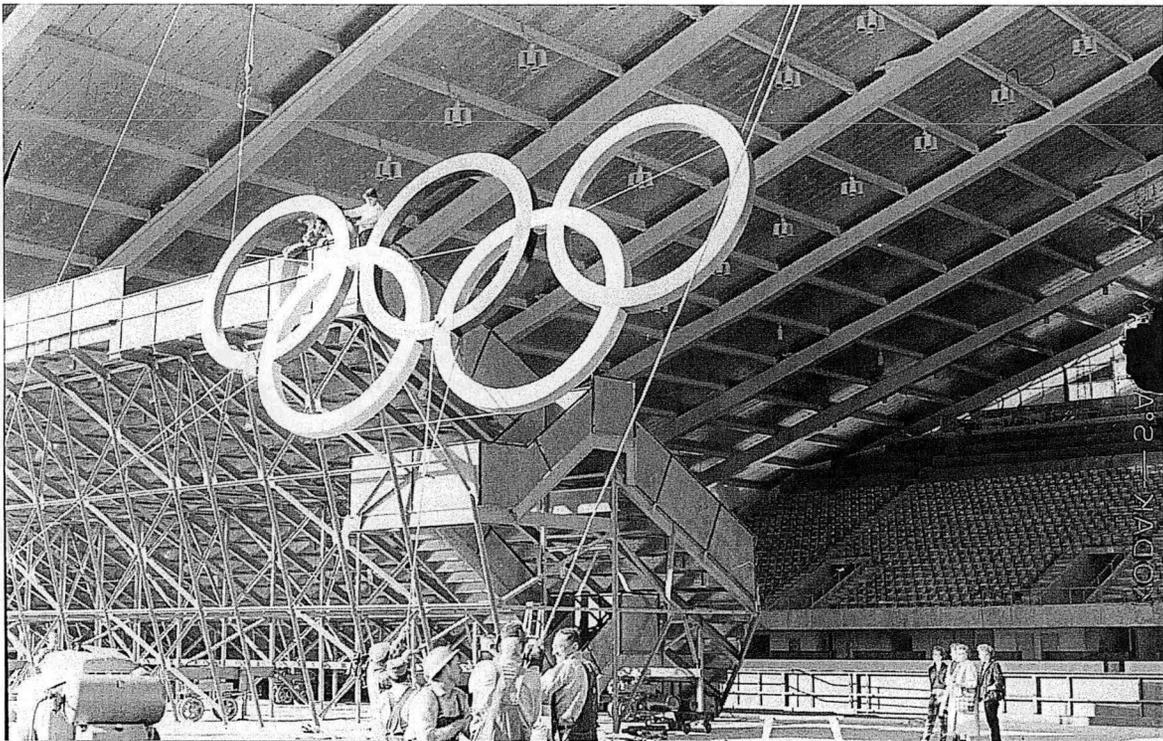
**Final phase of the site selection process:**

Following the conclusion of the site selection committee process and knowing the park site presented challenges in terms of deed restrictions, zoning and concerns that must be addressed, there was yet another period of study and debate by the board resulting in the following actions:

- Members of the SVSMF board met with representatives of KSL, the new owners of Squaw Valley, who were supportive of the museum concept. However, their future development plans for a village did not include a site that would meet the goals and objectives of the Museum.
- The Board again made a time consuming and costly investigation into the feasibility of the Tower of Nations site. Land owners adjacent to the county land were contacted again, and it was determined the private land was not an option. Scenarios for realigning an easement across the county land and moving overhead transmissions lines were explored and also determined to be unfeasible. The site was ruled out yet again.

**Final site recommendation:**

**After four years of study, re-study, community input and considerable debate, the board of directors concluded that a new museum concept was needed. The decision was made to engage a project management team with extensive experience in museum planning to guide development of a revised concept for the museum located in the Squaw Valley Park.**



**Raising the rings on Blyth Arena  
Western SkiSport Museum, Stechschulte collection**

## New Olympic Museum concept at the edge of the Squaw Valley Park

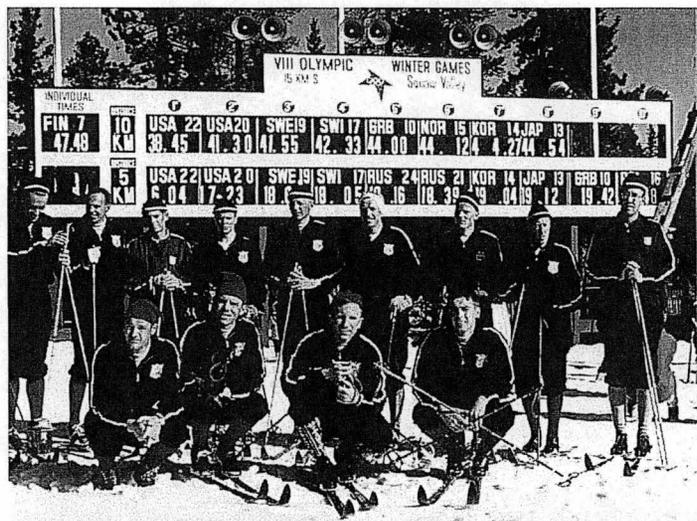
In the fall of 2011 SVSMF concluded an RFP process that selected consultants to take the project to the next step. Their scope of work called for a fresh evaluation of the extensive body of work completed to date and the development of a new concept for a museum sited at the edge of the Squaw Valley Park. The consultants were charged with finding solutions to issues and concerns previously raised and present a path to all stakeholders that will result in a museum the community will be proud to call their own. Some of the issues addressed included:

- Respect for the founding vision and mission of the park.
- Impact on the natural resources.
- Effect on the current summer only operation and infrastructure.
- Effect on current and future recreational activities.
- Deed restrictions
- Zoning

Guided by the consultants, the SVSMF board is confident concerns and questions that have been raised about the proposed park site have been reasonably and fairly addressed in this new concept that follows. Most importantly, the board believes this new concept for a museum now proposed on the edge of the park will not detract in any way from the present and future park activities, and in fact will enhance the park experience for locals and visitors as they learn about our unique Olympic and Sierra winter sports history. Some of the key issues addressed include:

- The new smaller building footprint at the north edge of the park that will be consistent with the original vision and mission of the park.
- The new museum concept will not affect current or future park activities and will not cause significant site disturbance or alteration to the resource.
- The addition of a historical, educational and cultural experience in the park will enhance the park's role in Squaw Valley and the North Lake Tahoe region for residents and visitors.
- The museum will bring improvements to the limited infrastructure allowing for future expansion of the recreational uses.
- **By forming a public/private partnership with Placer County the Museum will provide year-round operational and maintenance support that will maximize the public benefit and Placer County's investment.**

- **Deed Restrictions:** The museum will operate on a 501 c(3) non-profit charitable status and will not be in violation of the deed restrictions placed by the USFS in 1999. In December of 2011 SVSMF asked the U.S. Forest Service to clarify the original intent of the restriction that states, “... ***the use of the property for a community park does not include the use of the property for private development, of a commercial, residential, or industrial nature...***”. SVSMF submitted to the US Forest Service an extensive legal opinion (included in the supporting documents) that supports the board’s belief the museum would not be a commercial operation and would not cause an issue with the deed.
  - In his response Pacific South West Regional forester Randy Moore suggested, “...***the County is best able to assess whether the museum proposed by SVSMF is consistent with the use of the property as a community park pursuant to County park management authorities and terms and conditions of the deed. I propose you continue to work with the County in this assessment of the SVSMF proposal...***” The board and our legal advisors believes the USFS has clearly provided Placer County the authority to approve a non-profit museum use in the park without violating the deed restriction.
- **Zoning:** Current zoning of the park land use is designated under the Squaw Valley General Plan as Forest Recreation, which allows a limited range of recreational uses but not specifically a museum. Interestingly a historical function in the park was considered when the park was being developed but not included.
  - Should Placer County allow SVSMF to tentatively move forward SVSMF will propose a zoning code amendment to allow a category of “Libraries and Museum’s be added to the forestry zone subject to obtaining a Conditional Use Permit. **The amendment would be narrowly structured in such a way that only the location in the Squaw Valley park would apply.** The SVSMF board is hopeful this approach can be discussed in detail with senior county staff.



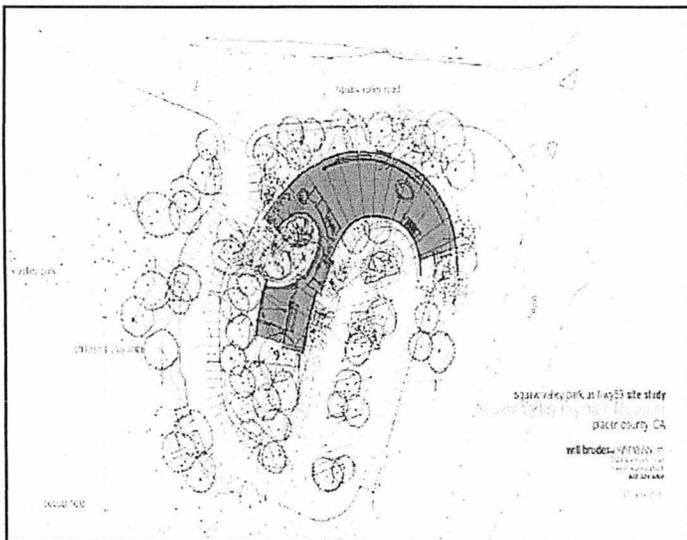
**United States Cross-Country Olympic Team  
McKinney Creek Cross-Country and Biathlon Venue  
on Lake Tahoe’s west shore**

## New Olympic Museum footprint at the edge of the Park

The illustrations below and on the following pages represent one possible building concept. The intent below is to demonstrate how the new concept with a reduced footprint at the edge of the park will address concerns and complement existing recreational use. **No design concept is being proposed and in fact SVSMF will conduct design workshops with community stakeholders.** It is only natural a museum representing the winter sports culture of the region be developed with community input.

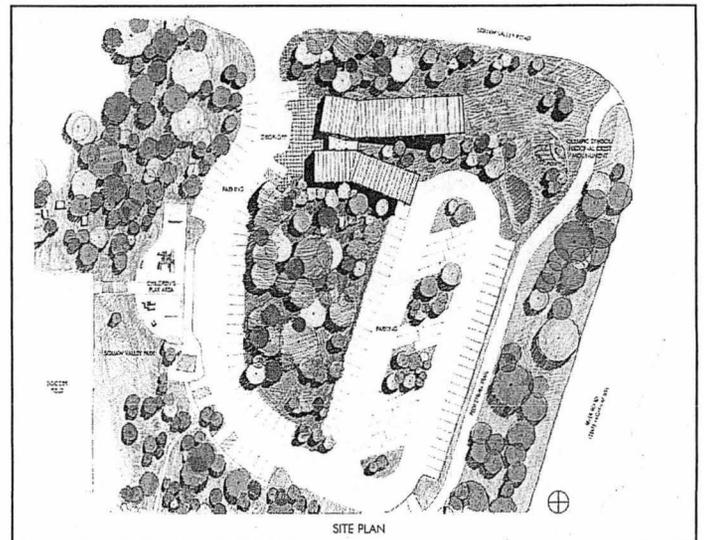
### Reduced building footprint

Original site plan  
(12,500 sf. building footprint)



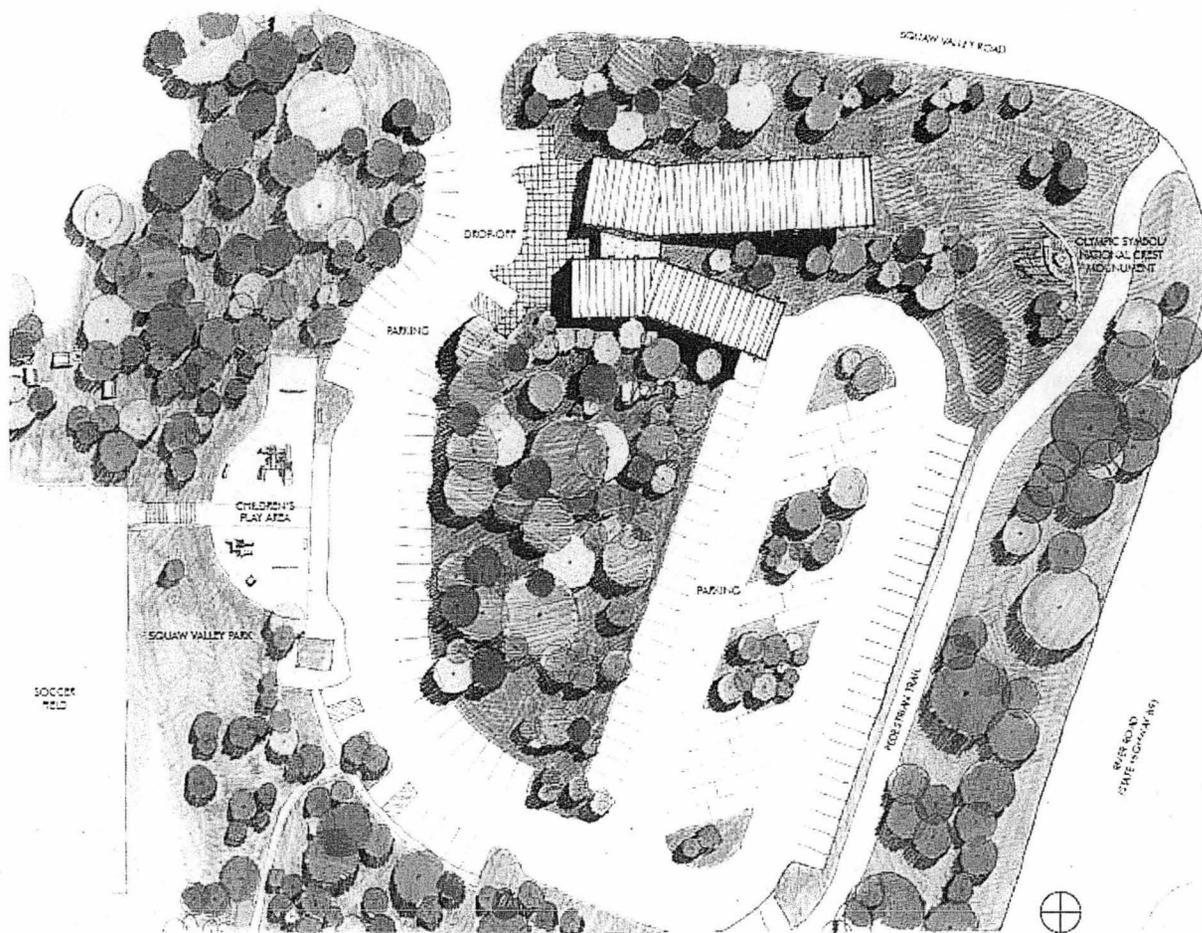
The original site plan showed a rather large and imposing building footprint that dominated the proposed site and created a significant impact on the natural resources of the site. The building would have been located close to existing recreation activities raising concerns about potential conflicts.

New site plan  
(7,250 sf. building footprint)



The revised site plan shows a much smaller building which properly responds to the natural conditions of the site as well as the adjacent park. The building is nestled into the (E) site and respects rather than dominates the park and the natural topography of the site. The new proposed museum would be located behind the Olympic Rings (as seen from Highway 89) and will serve as an anchor to the park while at the same time preserving the character and charm of the existing park setting.

## New building location at the edge of the Park

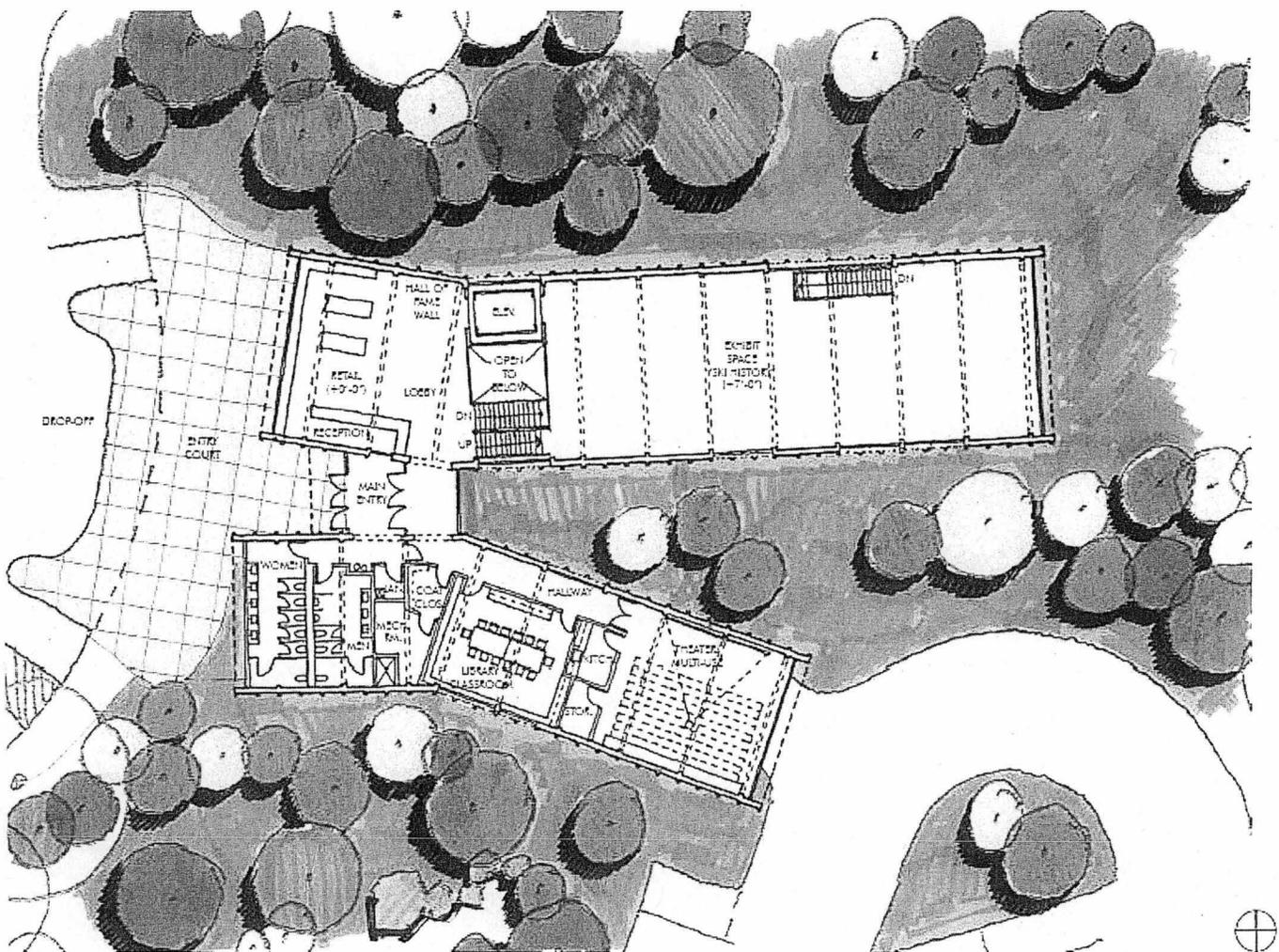


SITE PLAN

In this new conceptual footprint illustration the Squaw Valley Olympic Museum & Winter Sports Heritage Center will be approximately 14,500 square feet distributed over (2) levels. The layout of the building in this manner will result in a building footprint of roughly 7,250 square feet. The building is nestled into the site such that it will convey the appearance of a single story building from the entrance level.

As shown in the attached renderings, the building will be sited to allow for clear visibility from Highway 89 and to provide a picturesque back drop to the Olympic Ring of Nations. The proposed museum will utilize the existing infrastructure of the park site and will not take away any of the existing parking spaces on site. The limited loading functions have been located within the lower level of the building, accessed through the lower parking area, in order to maintain the character of the existing park setting.

## Upper Level Floor Plan:

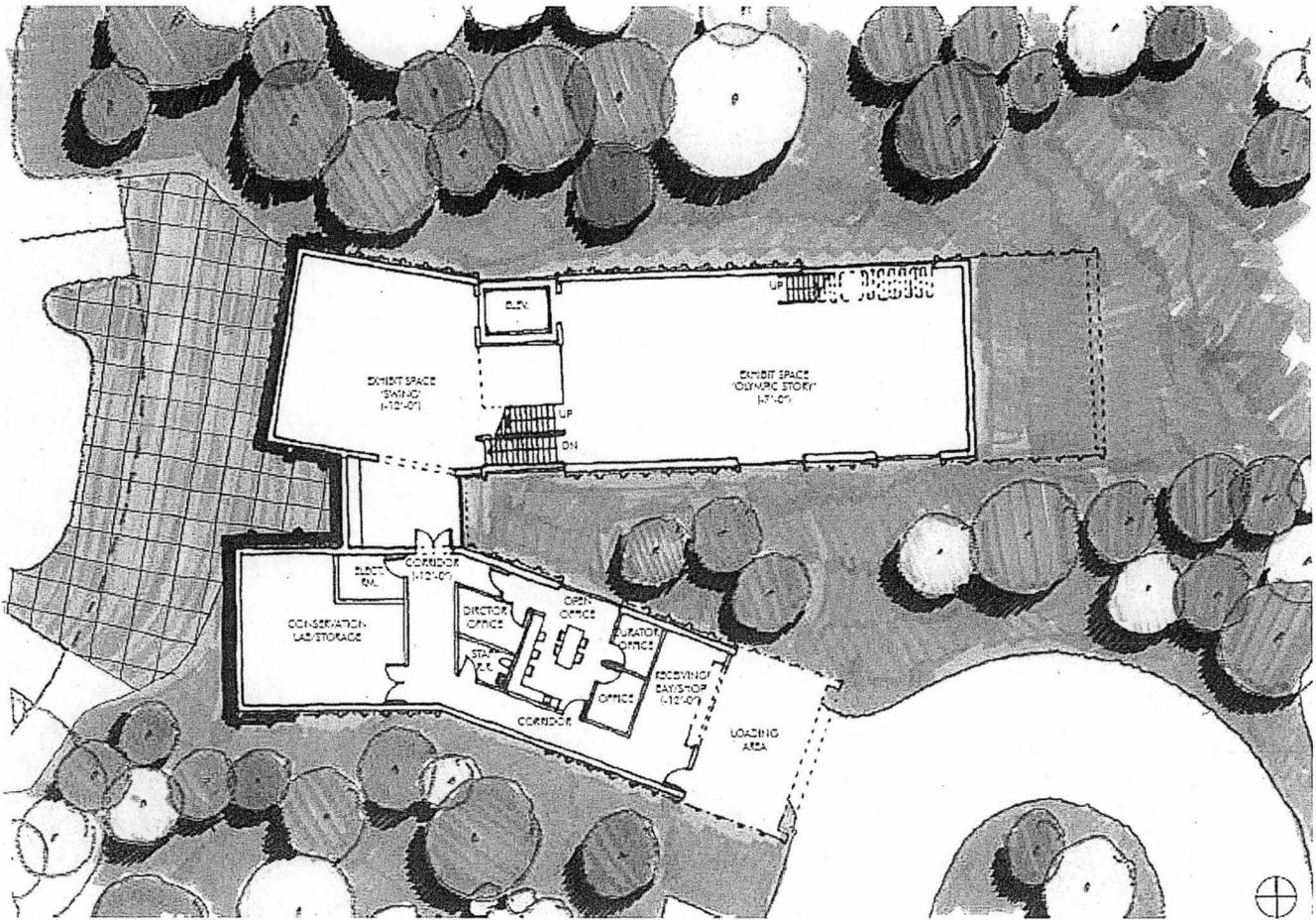


**No building design is being proposed at this time.** However, in this conceptual illustration the upper level floor plan serves as the entrance to the museum and will provide a variety of public program spaces for the visitors. The scale of the building at this level has been designed to co-exist with the site and take advantage of the unique topography of the site.

Off the main entry there will be a small, education driven retail space which will also serve as a regional visitor center for the NLTRA. **There will be ADA accessible public restrooms on this level that will be available at all times to the users of the museum as well as the park (via an outside entry) at times when the Museum is not open.**

There will be an exhibit space dedicated to "Ski History", a classroom – multiple purpose meeting space and a small theatre like space which will be available for community use and public events.

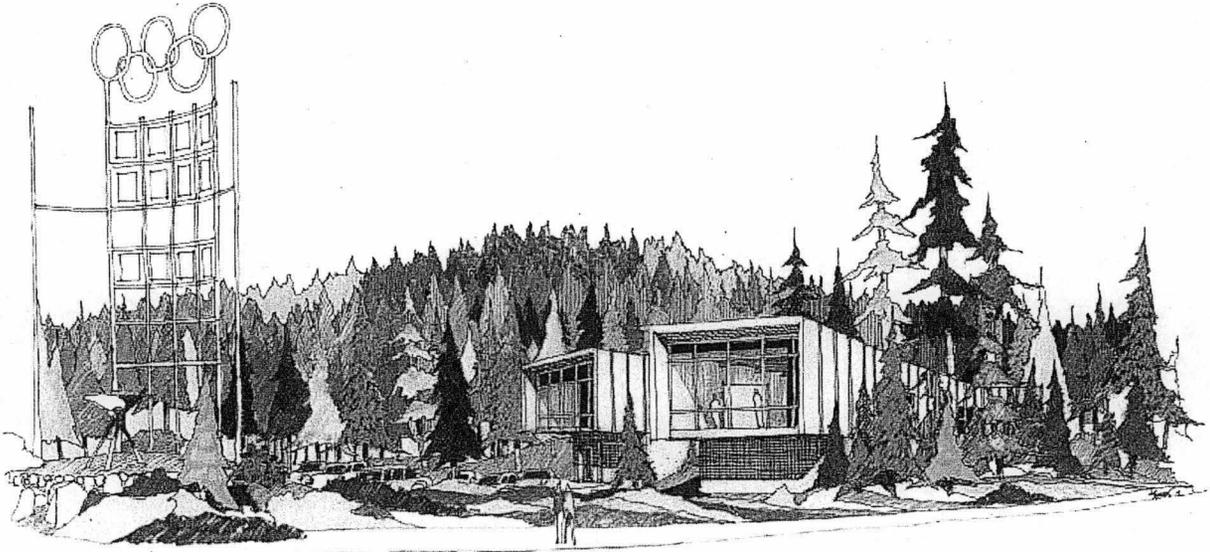
## Lower Level Floor Plan:



**Although no design is being proposed**, this conceptual illustration shows how the lower level floor plan will house a gallery dedicated to “Olympic history” as well as a temporary exhibition space for special exhibitions created through the museum program. There will be an internal staircase leading to the upper floor plan above – allowing for a natural circulation path between the various program spaces.

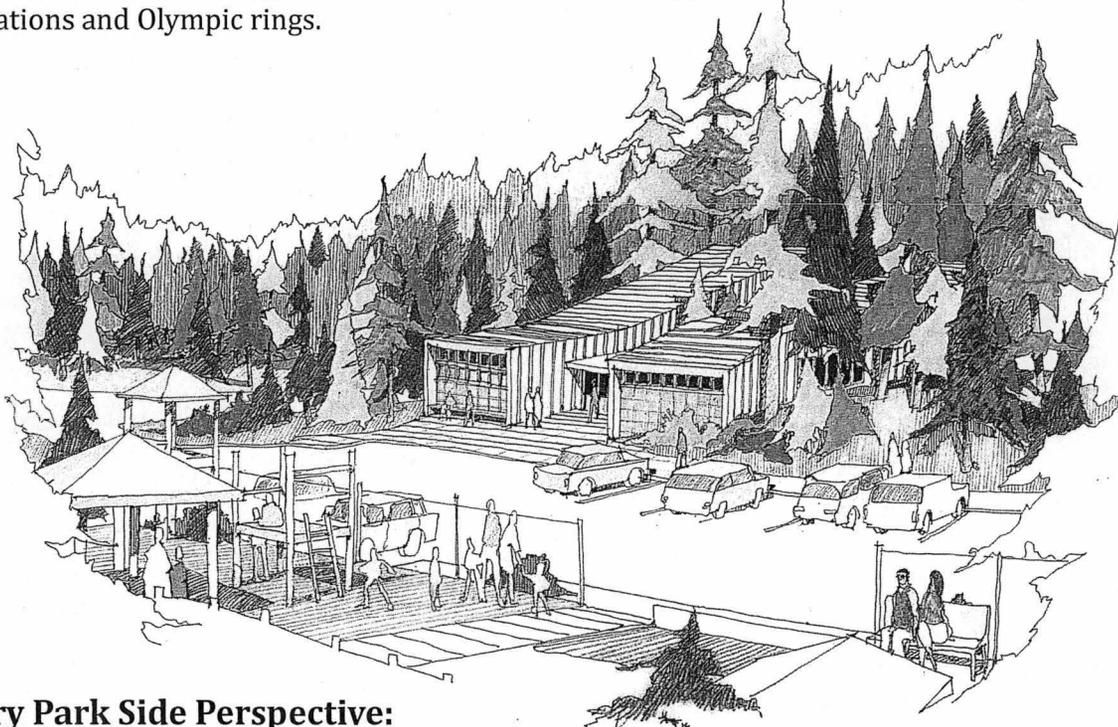
There will be opportunity to explore an outdoor space off the “Olympic history” gallery that would connect the visitor to the lower portion of the site and the original 1960 Tower of Nations.

In addition, there will be a variety of back-of-house (support) functions that provide the necessary infrastructure for the museum’s day-to-day operations. Archival storage will be located in this area.



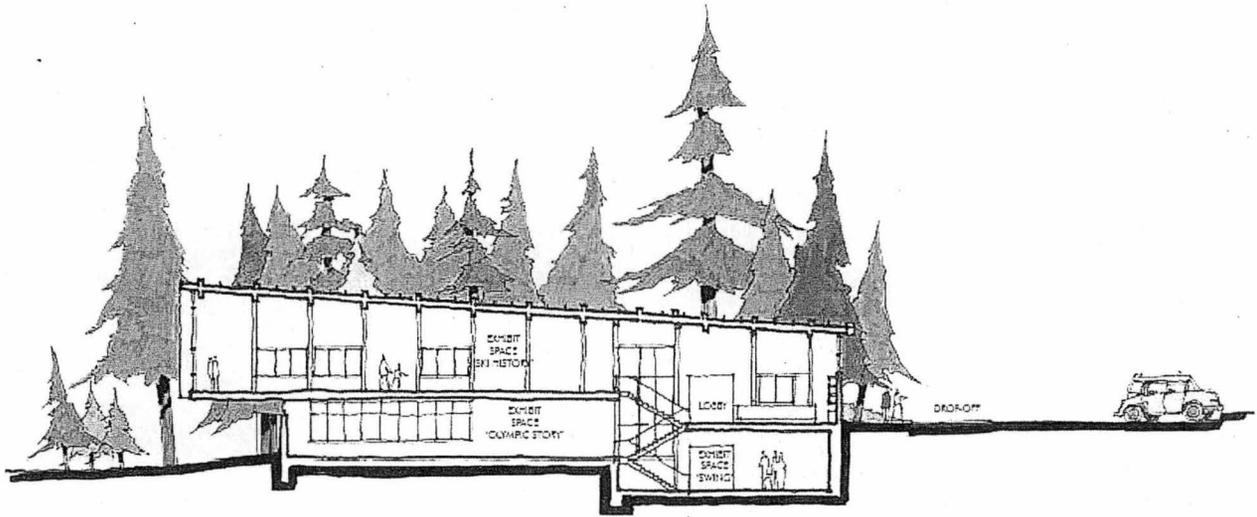
**Northeast Highway 89 Perspective:**

The image above represents one possible building concept and is by no means intended to represent a final building design. However, this illustration reflects not only the feedback received after the original master plan but also the extensive reevaluation of the building program by the SVSMF board. The northeast side, facing and viewable from highway 89, will present a building placement under the tree canopy in scale with the existing tower of nations and Olympic rings.

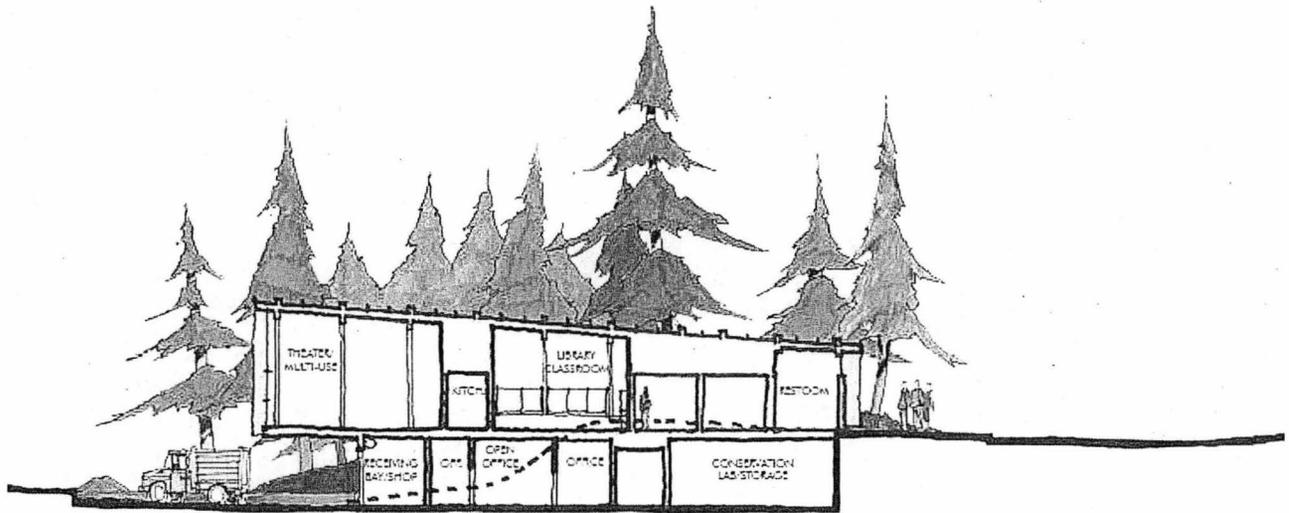


**Entry Park Side Perspective:**

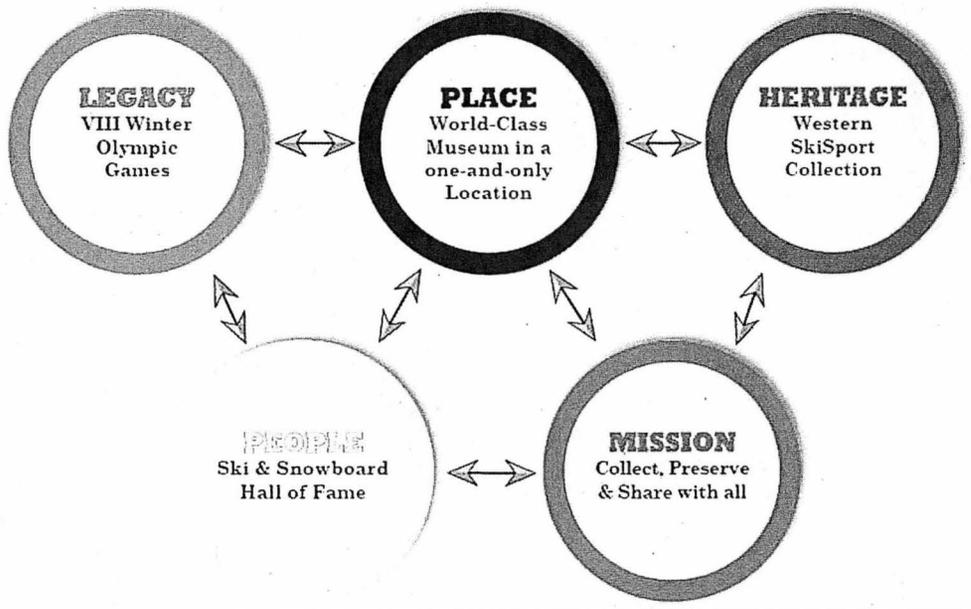
The image above also represents one possible building concept and again is by no means intended to represent a final building design. However, it represents a building that is much smaller in footprint. By design the final building will present a single story structure nestled into the tree canopy as viewed from the park activities. The goal will be to minimize the entry side of the museum in relation to the recreation activities.



**Building Sections:** these drawings illustrate how the existing topography will be used to achieve the conceptual goals in the previous illustrations.



## The Squaw Valley Olympic Museum and Winter Sports Heritage Center:



**The main objectives and themes for the Museum are symbolized in the five rings.**

First contemplated during the 1960 Games, enthusiasm for an Olympic museum was renewed in 2008 prior to the 2010 celebration of the 50th anniversary of the 1960 games and the return of the Olympics to the west coast of North America in Vancouver, BC. Those events, plus the possibility of the Olympics returning to North Lake Tahoe, inspired the SVSMF, members of the community and numerous supporting organizations to consider creating a museum about the VIII Winter Olympic Games and the unique legacy of 150-years of western winter sports in the Sierra

Concurrently, Auburn Ski Club's Western SkiSport Museum (WSSM) located on Donner summit has outgrown their location and is seeking a new location. The SkiSport Museum, founded in 1969 boasts a world class collection and archives dating as far back as the 1850s, when gold rush miners traveled and competed on 14 foot skis they called "long boards." The WSSM collection is recognized by the US Ski Hall of Fame and Museum, and needs to be displayed in a place where the public-- skiers, students and historians-- can benefit from its extensive collection of artifacts and archives.

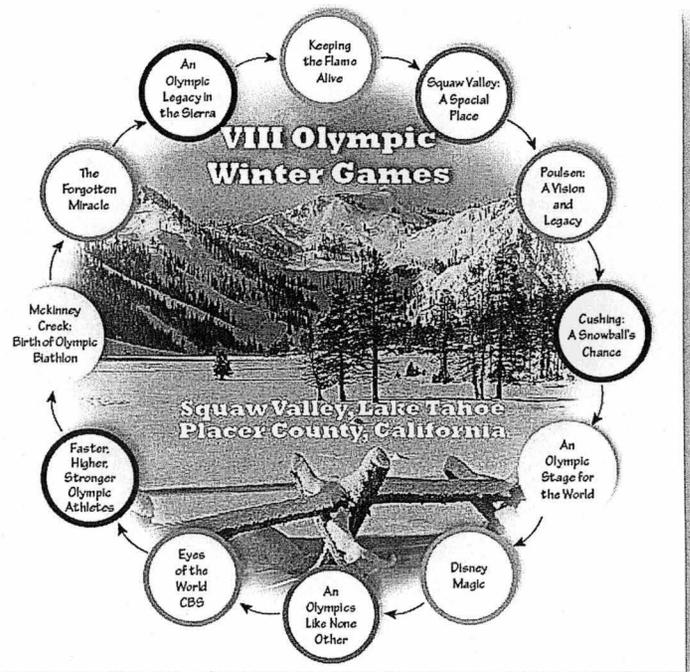
The SVSMF, members of the community and numerous supporting organizations recognized the golden opportunity to create a one-of-a-kind museum about the VIII Winter Olympic Games and the unique legacy of 150-years of western winter sports in the Sierra.

**Mission Statement: Squaw Valley Olympic Museum collects, preserves, exhibits and interprets our western skiing heritage and celebrates the legacy of the 1960 Winter Olympics.**

## What roles will the Squaw Valley Olympic Museum and Winter Sports Heritage Center fulfill?

The Squaw Valley Olympic Museum will portray the common thread skiing and winter sports have played in the historic development of our mountain communities stretching from Southern California, Western Nevada to the Southern Cascade Mountains.

The museum is in a race against time to capture our winter sports' legacy before it is gone. The generation that pioneered winter sports in the west and organized an Olympic games like no other is disappearing. This museum will preserve that legacy by creating a repository of artifacts, archival and research collections for future generations.



- A year-round independent historical institution, with story-based exhibits, programs and interactive multisensory experiences to engage visitors as active and repeating participants.
- As a center for western winter sports heritage, the museum researches, educates and enhances awareness of the evolution of skiing in the Sierra Nevada for present and future generations.
- An educational, publishing and teaching institution rooted in the core California curriculum.
- A collecting museum with accreditation, permanent collections, oral history program, staffing and facilities to manage collections.
- An iconic building and location of architectural and environmental significance befitting the Olympic movement.
- An Olympic museum recognized and sanctioned by the US Olympic Committee and International Olympic Committee.
- A museum that is a great source of community pride and involvement keeping the flame alive for past, present and future Olympic athletes in the Sierras.
- A museum that attracts a multigenerational audience crossing social and economic lines all sharing “a way of life” and passion for winter sports and mountain culture.
- A historical attraction that will be of local, regional, national and international significance to visitors and the community.

## Far West Ski and Snowboard Hall of Fame:

One of the major objectives represented in the five rings is the establishment of a Hall of Fame. Although places and events make up our western historical record; **multiple generations of champions, ski-sport builders, leaders and legends are an important component of our truly unique culture of winter sports.**



The Foundation board is especially excited to bring the community together on an annual basis to celebrate and honor annual HOF inductees in a grand gala event. Formal rules of governance will be established with a voting panel of ski writers, historians and community leaders. Even before the museum is a reality, the HOF will reach out to the community for nominations for a large founding class of honorees who will be inducted at an annual fall gala event that no member of the winter sport's community will want to miss.



## Frequently asked questions and responding comments:

1. *The museum located in the Squaw Valley Park will interfere with existing or future recreational uses.*

Early on the SVSMF board established that **“any proposed museum would not significantly interfere with any of the present or planned activities and recreation in the park”**. The new concept has been reduced to a 7,250 sf. footprint and orientated on land towards Hwy 89, at the edge of the park and away from recreational activities. The board is committed to a concept and Museum operation that blends with and improves the recreational activities with a Museum cultural/educational experience. SVSMF is proposing a public/private partnership with Placer County to accomplish this goal.

2. *The museum should be located at the base of Squaw Valley where the games were held.*

Many “up valley” sites were studied , re-studied and ruled out. The valley is about to change in ways hard to determine. The SV Park site meets the objectives of being highly visible, and will convey our community pride in Olympics and winter sports heritage for generations. The park also provides a beautiful and neutral setting that will be unaffected by future development.

3. *How will the museum operate and be funded?*

The museum will be operated on a 501 c (3) charitable non-profit basis. Approximately 80% to 90% of the annual operating expense will be generated through modest entrance donations (to the curated exhibits) and educational book sales. The board is exploring museum models that offer free attendance and voluntary entry donations.

4. *There is no sewer and water on the site.*

Sewer and water engineering to the park and adjacent properties is complete and ready. As the first project the museum will absorb the up-front costs (est. \$1M) to be reimbursed as other properties are required to connect. The new museum concept will provide rest rooms accessible to park users even when the museum is closed.

5. *The North Lake Tahoe Resort Association has proposed a visitor kiosk on the Placer County land north of Squaw Valley road, how will this work with the museum?*

An iconic Olympic museum visible from Hwy 89 will be a natural gateway attraction to SV and North Lake Tahoe. A visitor center function will be included in the museum to accommodate those needs in partnership with NLTRA and others.



**Sugar Bowl Silver Belt Winners  
Starr Walton Hurley and Tom Cororan**

6. *Why not locate the museum on the north corner of Squaw Valley road and Hwy 89?*

That site was extensively considered and studied. The private land (north of the power lines) is not available. On the Placer County land (along SV road) existing easements and overhead power lines make the site too small. The power sub-station and commercial development also makes the site unattractive and inappropriate for an iconic Olympic museum.

7. *Will the museum increase Placer County's operating and maintenance costs?*

**No, in fact SVSMF is proposing to Placer County the SVSMF take on a share of operating the park and form a public/private partnership with the County.** SVSMF would share in general Park maintenance, operation and bringing improvements to the infrastructure.

8. *A privately funded Museum located in the Park would violate the deed restriction from the USFS prohibiting commercial uses.*

SVSMF and our legal advisors are confident a non-profit museum dedicated to winter sports history and culture of the Sierras is anything but commercial. December of 2011 SVSMF posed that question, along with a legal opinion, to the USFS and they responded suggesting the decision rests with Placer County. The legal opinion supporting the non-commercial status of the museum is contained in the supporting documents.

9. *The current park zoning of forest recreation does not allow museums.*

SVSMF will propose a zoning code amendment that will allow a land use category of "Libraries and Museums" subject to a CUP. The amendment will be included in the project application and would be narrowly written so as to only apply to the SV park land.

10. *The park and parking lot was designed for summer use and won't hold up to winter plowing.*

The parking lot was built with 2" asphalt base and 6" aggregate base. SVSMF will conduct an R-value test and if necessary strengthen with asphalt and woven fabric overlays.

11. *How will SVSMF fund the construction of the museum and how much will it cost?*

Once a site is close to being established SVSMF will conduct a fundraising study that will estimate potential private funding from grants and individuals. The study results (conducted by firms experienced with cultural projects) will guide the board in a budget process. Potential building costs (including exhibits and fixtures range from \$900 to \$1,100 per sq. ft.



Revised Museum Concept

12. *How many visitors will the museum have annually?*

The Squaw Valley Park location will be ideal for visitors to the region. Our 2009 master plan predicted 90K visitors by year three of operation. However, 50K is anticipated for budgeting. Heritage tourism is very popular as detailed in North Lake Tahoe Resort Association's 2008, "Investing in Heritage Tourism: Ensuring Placer County's Place in Olympic History"

13. *Will the museum be a depository for collections that are currently held privately?*

Yes, behind the scenes will be a curated collection dedicated to collecting and archiving under one roof. The face and culture of Squaw Valley is changing rapidly and the Museum will fulfill a role in capturing the legacy of Squaw and all Sierra winter sports. Artifacts currently held by the Western SkiSport Museum and individuals will find a home in the museum collection.

14. *Will the museum be available for community meetings and events?*

Yes, the SVSMF board feels strongly that the museum will be a natural and popular meeting place for community groups. SVSMF envisions a museum as much about the on-going culture of winter sports as it is history.

15. *How will the community learn about this new concept?*

SVSMF board members will begin making presentations and gathering feedback and support throughout the community.

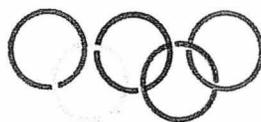


**"Snow-Shoe racing in the mountains of California" The earliest published image of a ski race. California Mining and Scientific Journal 1974**

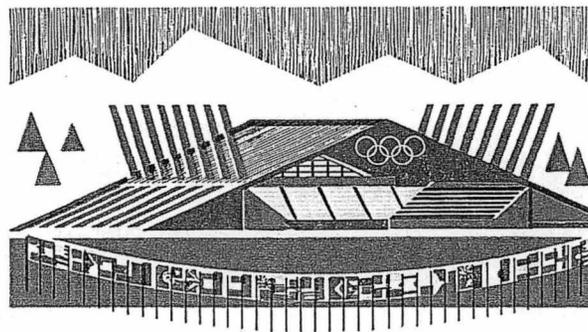
Supporting documents:

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SQUAW VALLEY, CALIFORNIA, U.S.A. FEB. 18-28 1960

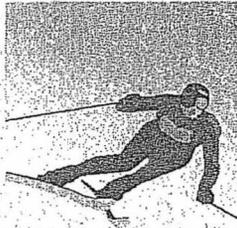


VIII OLYMPIC WINTER GAMES  
CALIFORNIA 1960  
VIII  
olympic  
winter  
games



OFFICIAL DAILY PROGRAM 50¢  
FEBRUARY 23, 1960

6



SQUAW VALLEY  
SKI MUSEUM FOUNDATION  
and Western Winter Sports Heritage Center

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[www.squawvalleymuseum.org](http://www.squawvalleymuseum.org)

POST OFFICE BOX 2697  
OLYMPIC VALLEY  
CALIFORNIA 96146

*The Squaw Valley Ski Museum  
Foundation is a  
501 (c)(3) corporation*

December 27, 2011

Mr. Randy Moore  
Regional Forester  
United States Forest Service  
1323 Club Drive  
Vallejo, CA 94592

**RE: Squaw Valley Olympic Museum and Winter Sports Heritage Center**

Dear Mr. Moore,

Over the past several years, the Squaw Valley Ski Museum Foundation (SVSMF), made up of a fully volunteer Board of Directors, has been planning the development of an Olympic Museum which will be known as the Squaw Valley Olympic Museum and Winter Sports Heritage Center. The new Museum will house permanent exhibition space and will feature in part, the key role that the USFS played in supporting the 1960 Olympic Games.

The Museum concept has had enormous and enthusiastic support from the community. Over the next three years, the Foundation plans to fund raise, design and construct the museum and open its doors in 2014.

Early in the site selection process, the SVSMF and a team of experts hired by the Foundation, which included civil engineers, planners, architects, and museum consultants, determined that a location near the intersection of Highway 89 and Squaw Valley Road would achieve the perfect balance of representing the Olympic story of the 1960 Olympics, the greater ski and winter sport community, and would present a gateway attraction to visitors of the Lake Tahoe region.

The SVSMF evaluated many sites in the area of Squaw Valley and concluded that an undeveloped area within the 35 acre park site at the intersection of Squaw Valley Road and State Route 89 was an ideal location for the Squaw Valley Olympic Museum and Winter Sports Heritage Center. After a significant amount of site evaluation and due diligence, it became clear to the Foundation that the preferred site was within the Squaw Valley Park site, a site which had been previously held by the USFS.

In 1999 this parcel of land was deeded to Placer County by the USFS. The deed states that no commercial entity may be developed on the property. The purpose of this letter is to request from the USFS an interpretation that the proposed Museum as described in the attached Project Description, would not be a restricted use pursuant to the deed restriction (see copy of Deed attached).

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*Randy Moore, USFS Regional Forester  
December 27, 2011*

Members of the Foundation have met with representatives of Placer County to informally notify them of the proposed project. We have been told that we first need an affirmative interpretation of the deed restriction prior to starting the permitting process.

In 2009 the SVSMF rolled out to the community the idea of constructing the Museum on the park site. The idea of placing the Museum on the Squaw Valley Park site was received with mixed reviews. The proponents, who far outnumbered the detractors, believed that the site would be an ideal location because it met all of the necessary criteria for a successful regional museum. A small group of individuals who had worked very hard to create the community park (which now includes two large parking lots and sports field), had not contemplated the development of a structure in the park and are not in favor of the location. While they fully support the idea of the Museum, they feel the park should remain as is.

The SVSMF believes that in an effort to thwart the development of the Museum in the park, some have attempted to label it as a commercial enterprise because it will charge admission fees (school groups will not be charged admission) and may have a small gift/book store and food service component. If it were to be a commercial enterprise, it would be disqualified as an allowable use on the site pursuant to the deed restriction. The Deed (restriction) dated December 16, 1999 between the US Department of Agriculture Forest Service and Placer County states that .... "the use of the property for a community park does not include the use of the property for private development, of a commercial, residential, or industrial nature..." You will find in the attached Project Description, and within the Description, a legal opinion which supports the fact that the nonprofit nature of the proposed Museum would not make it a commercial enterprise.

It should be noted that pursuant to the USFS making an affirmative interpretation requested above, the project would still require the approval of Placer County.

Our project team is available to discuss this further with you or your representatives.

Thank you in advance for your consideration of this matter.

Sincerely yours,



Bill Clark  
President, Squaw Valley Ski Museum Foundation

CC: Tom Quinn, Tahoe National Forest Supervisor ✓  
Joel Roos, PUDC  
Greg Johnson, PUDC  
Bob Moore, SNOWFIRE Consulting



United States  
Department of  
Agriculture

Forest  
Service

Pacific  
Southwest  
Region

Regional Office, R5  
1323 Club Drive  
Vallejo, CA 94592  
(707) 562-8737 Voice  
(707) 562-9240 Text (TDD)

File Code: 5500

Date: FEB 03 2012

Mr. Bill Clark  
President  
Squaw Valley Ski Museum Foundation  
P.O. Box 2697  
Olympic Valley, CA 96146

Dear Mr. Clark:

Thank you for your letter dated December 27, 2011, describing the current efforts by the Squaw Valley Ski Museum Foundation (SVSMF) to develop an Olympic Museum. Your letter proposes to locate the museum on a portion of a thirty-five acre parcel of land conveyed to Placer County (County) by the United States in 1999. The parcel was previously managed as National Forest System land.

As your letter noted, this parcel was conveyed to the County for use as a community park. As described in the deed conveying the land to the County, community park use does not include use of the property for private development of a commercial, residential or industrial nature. In the event the land ceases to be used as a community park, the deed states the United States has the authority to terminate the conveyance.

As the current landowner and manager, the County is best able to assess whether the museum proposed by SVSMF is consistent with the use of the property as a community park pursuant to County park management authorities and the terms and conditions of the deed. I propose that you continue to work with the County in this assessment of the SVSMF proposal. My staff is available to coordinate with the County as requested.

If you have any questions please contact Tom Quinn, Forest Supervisor, Tahoe National Forest at (530) 265-4531 or Ramiro Villalvazo, Director of Public Services at (707) 562-8856.

Sincerely,

FOR  
RANDY MOORE  
Regional Forester

Enclosures

cc: Ramiro Villalvazo, Tom Quinn



## PROJECT DESCRIPTION

### The Squaw Valley Olympic Museum and Winter Sports Heritage Center December 27, 2011

#### 1. Introduction:

The Squaw Valley Ski Museum Foundation, Inc. (SVSMF) was established as a California nonprofit public benefit corporation on May 25, 2008. In January of 2009 SVSMF concluded the process that is required to establish the organization's charitable status and was issued a favorable determination letter from both the Internal Revenue Service and the California Franchise Tax Board that SVSMF is a charity that is exempt from taxation pursuant to Internal Revenue Code section 501(c)(3). SVSMF is governed by a seven to nine person Board of Directors and no person serving on the Board is an "interested person" as that term is defined in Corporations Code section 5227(b).

The Mission of the SVSMF is to "collect, preserve, exhibit, and interpret the western ski heritage and celebrate the legacy of the 1960 Winter Olympics." Pursuant to the terms of SVSMF's Articles of Incorporation, the Foundation's assets are irrevocably dedicated to these charitable purposes. Furthermore, as a private foundation, SVSMF faces very severe penalties under Internal Revenue Code section 4944 if it makes any investments of any kind that jeopardize the carrying out of the charity's tax exempt purposes.

The proposed museum is to be named the "Squaw Valley Olympic Museum and Winter Sports Heritage Center". As a center for western winter sports heritage, the Museum will perform research, and provide a venue to educate and enhance awareness of the evolution of winter sports in the Sierra Nevada for present and future generations.

One of the Foundation's missions is to create a facility that will serve and function as an educational institution of prominence in the entire northern Sierra Nevada region. The Museum will serve multiple visitor segments including families, students, sports enthusiasts, nature enthusiasts, history buffs, locals, and summer and winter tourists.

The museum facility and its endowment will be funded primarily through fund-raising efforts initiated by the Board and aimed at a diverse range of potential contributors, including families and individuals as well as contributions and grants from corporations and nonprofit community foundations. The community and cultural center areas of the Museum will be open to the public without charge, while the curated collection within the facility will require a modest entry fee, consistent with entry fees that are often charged at similar nonprofit public interpretative centers.

The Museum will be developed by SVSMF and is anticipated to be opened to public visitation by the year 2014. Once the Museum is operational, the Museum will function as a public, charitable institution without requiring any formal public (i.e., governmental) subsidy for the Museum's operation and maintenance. The Museum and Cultural Center will continue to be run as a nonprofit organization and will not be operated as a commercial enterprise or in a manner that generates unrelated business taxable income as defined in Internal Revenue Code section 511.

## **2. Inspiration for the Project:**

The notion of creating a museum to celebrate the VIII Winter Olympic Games has been a vision and a dream of many California winter sports enthusiasts and Sierra Nevada historians for many years and was first contemplated during the 1960 Games. In 2008 SVSMF was founded to explore the feasibility of transforming this vision into reality, to form a world class, accredited museum. Instead of focusing primarily on the 1960 Winter Olympic Games, the Museum and its artifacts will tell the extraordinary story of not only those Games, but also the 150-year legacy of winter sports and the historic challenges of winter travel and commerce throughout the Sierra Nevada. This Museum will be part an interpretative educational center and community cultural center defining and displaying a way of life in the Sierra Mountain communities. Through interactive exhibits, multi-media, archival preservation, oral histories, and on-going museum programs, the Museum will bring this legacy to life for locals, historians, students, and visitors alike. The Museum will feature the remarkable ski-subculture in which the common passion for winter sports is shared and enjoyed by both individuals who have transformed their passion for winter sports into occupations and personal life-styles, to occasional vacationers as they ride the same chair and ski the same mountains together. The Museum will also feature and honor the key role that the United States Forest Service had in hosting the 1960 Olympic Games.

A regional Hall of Fame exhibit will honor the visionaries, mountain dreamers, early settlers, sports champions and local legends of winter sports. From the Gold Rush miners who risked their lives to cross the Sierras in the winter on long-board skis and snowshoes to an Olympics that some regard as the best ever, the Squaw Valley and surrounding region have a spirit and a history like none other. This Hall of Fame concept has the ability to become an important community event center for both locals and visitors to the Museum. Membership in the Hall of Fame promises to be a source of pride for the community as well as a focal point for patrons and visitors of the Museum.

The Museum will also provide an opportunity to consolidate existing private and public collections of winter sports artifacts and memorabilia related to the Sierra Nevada Mountains in one optimum location, including the extensive collection of the Western SkiSport Museum which is currently housed in a less-than-adequate facility at Donner Summit. In the event that SVSMF is successful in securing a quality site for the Museum, the artifacts and other historical documents and property of the Western SkiSport Museum will be available for viewing at a central, convenient, and prominent location. The enormous collection currently curated at the Western SkiSport Museum at Donner Summit will serve as the initial, anchor museum display of both Olympic and historical ski memorabilia.

### **3. The Site, Neighborhood and Context:**

SVSMF believes that it is essential to the long-term success of the Museum to make the facility visible and conveniently accessible to the broader community. While many of the Olympic events in 1960 took place within Squaw Valley, many events actually venues at other locations throughout the Tahoe/Truckee basins. SVSMF feels that establishing the Museum at a location that can equally represent the VIII Winter Olympics and the rich ski history of the Sierra Nevada is its core task. Therefore, the site selection has focused on sites near, yet outside, of Squaw Valley and sites that are near principal highway routes leading to and from Lake Tahoe, Truckee, Reno and surrounding mountain communities.

Early in the site selection process the SVSMF agreed that a location near the intersection of State Highway 89 and Squaw Valley Road would provide the optimum features needed to create a gateway forum. This site would help to "tell" a wide range of visitors the Olympic story as a very significant element in the broader historical context of the Sierra ski and winter sport community.

The Foundation and its consultants which include civil engineers, land planners, architects and experts in the development of museums, evaluated many sites in the vicinity of Squaw Valley and concluded that an undeveloped area within the 35 acre Squaw Valley Park site at the intersection of Squaw Valley Road and Route 89 was an ideal location for the Winter Sports Heritage Center. Several sites were fully vetted with community input which was then filtered and evaluated through a site selection committee in order to be absolutely sure that the park site was the best site for the Museum. After a significant amount of evaluation and due diligence, it became clear to the Foundation that the preferred site was within the Squaw Valley Park site.

The Park site is a large multifunctional community amenity that sensitively integrates a wonderful natural landscape with desirable and well used summer recreational features. The site is highly visible at the highway intersection for all visitors traveling south toward Tahoe City, north toward Truckee and US Interstate 80, and west toward Squaw Valley. Currently, the park is designated for non-winter use only and as such is underutilized for a significant portion of each year.

The Park is now used mostly by Placer County families and residents, and is used for parking by bicyclists due to its location toward the northern end of the popular State Highway 89 bike route. With the addition of a museum, the Park is likely to become a more significant destination for both Placer County residents as well as visitors.

The Park site improvements have been sensitively integrated into the natural setting which includes impressive granite outcroppings. Also of significance to the viability of the Museum component at the site is the fact that the adjacent parcel to the north along Squaw Valley Road houses the Olympic Tower of Nations (TON). The proposed museum site within the Park, lies in between the newly developed upper and lower parking lots, a playground, and a synthetic turf soccer field that is located to the west of the upper lot.

The siting of the Museum within the Park can be done without the need for significant site disturbance or alteration. The architectural solution has the potential to grow organically from the granite outcroppings. The Museum can serve as a focal point of the entry and the site topography can allow for a multi-level compact plan with high visibility. From the standpoint of solar and general environmental sustainability, the park site is an ideal location. It possesses optimum southern solar exposure, with the potential for creative ways to handle snow melt and rain water management. The change in topography from the upper parking area to the lower area lends itself to a compact three dimensional building form and section.

The proposed Museum is anticipated to be between 12,000 to 15,000 square feet of space, would be two stories in height and would have a footprint of approximately 6,000 – 7,500 square feet. This footprint would represent coverage of approximately ¼ acre of the 14 acre park area or 1.6% of the developed park area (14 acres) and .68% of the total 35 acre land area. In short the lot coverage by the museum structure would be de minimis and would fit comfortably within the Park facility.

Prior to the installation of the Squaw Valley Park, the proposed museum site was used as a concrete batch plant which after decades of industrial use is still littered with concrete and steel material. One can easily find several feet deep of manmade fill and rubble beneath the tree canopy, shrubs and understory. A concrete buttress applied to a natural rock outcropping to avoid the collapse of the manmade fill (above) is still quite visible. The development of the museum would provide an opportunity to clean up the site and restore its natural contours.

The Museum would be an ideal partner with the County Park, from an operational perspective, because it would allow the existing infrastructure to be more highly utilized and would provide a use that is symbiotic with the site's principal use as a recreational park. The existing parking lots are rarely fully utilized, even during the summer season, and are dormant during the winter months. Because the Park operates for only part of the year, capital investment by the County to develop site has yet to achieve its maximum public benefit. The operation and maintenance of the park facilities is currently the burden of the County with nominal revenue being derived from soccer camps and league play. The Museum would co-use the parking facility and would thus optimize and share in its operating and maintenance costs, without necessity of any expansion of the parking area. What better complement to ongoing park and recreation uses than to feature a historical museum and cultural center that chronicles the rich history of winter sports activities in the region?

The Museum building program could also support community needs for public meeting and event space, and perhaps a small visitor's center. Such a visitor's center had been conceived for the north side of the intersection by the North Lake Tahoe Resort Association. Adding these multiple uses to the existing park facilities would bring great, year round, critical mass to the venue. The integration of the Museum in the Park will help transform this location into a place of pride for the entire region and will not be solely a Squaw Valley venue.

Due to its close proximity to Highway 89, the year round traffic volume and the large amount of bicycle traffic, this site provides a very strong drive-by image and attraction. The Museum's collections, activities and programs will enhance the community benefits and value of the park as a four season venue.

The Museum's identity will be visible to southbound traffic on Route 89. Sited behind the Olympic Rings, it will provide a memorable and 'postcard' photo opportunity and will be carefully designed for maximum effect at this very visible site while preserving the character of the existing park setting.

#### **4. The Existing Development and Existing Uses and Zoning:**

The site is bounded and defined by Route 89 to the east, Squaw Valley Road to the north, the Tavern Inn Condominiums to the west and USFS land to the south. The 7-11 property also known as the Poulsen property lies across the Squaw Valley Road to the north.

In 2000, Placer County sponsored the permits and entitlements for the community park and purchased the site from the United States Forest Service at that time. The 35 acre property was purchased and deeded to Placer County. Currently 14 of the 35 acres are improved for park uses, leaving the remaining 21 acres to open space. The park was dedicated in 2004.

In 2000, the Placer County Board of Supervisors approved a General Plan/Zoning Amendment for a community park at the prospective location (GPA-329/REA-889). A Negative Declaration (EIAQ-3394) was prepared and compliance was acknowledged and approved by the Planning Commission for the project.

Placer County approved the park project and amended the zoning to be an Forest and Recreation (FR) District, the FR District was chosen as the replacement district because it was the one that most closely resembled the CP district in terms of permitted uses, but is slightly more permissive, allowing a community park as a conditional permit (for a full description of both the land use districts taken for the Squaw Valley General Plan). For the remainder of the property acquired from the Forest Service, the existing land use designations remain unchanged.

The park features include:

- Turf playing field of approximately 360' x 200'
- Tot-lot
- Wetlands overlook
- Trail staging area
- Trail connection to the western States Trail
- Bicycle trail
- Gravel driveway
- Paved parking for 72 vehicles
- Paved parking for 45 cars and 20 trucks and trailers for the trail staging area

The Foundation understands and recognizes that an enormous effort was made by several passionate and dedicated community members and by Placer County to secure the land from the USFS and to improve the property for the public park. The Foundation also understands that the park plans had not originally contemplated a museum. However, addition of a museum facility would in no way detract from that original community vision and, as noted above, will likely result in an increase in the community's use and enjoyment of the Park.

The Foundation recognizes the Deed Restriction that was imposed by the US Forest Service when the land was sold to Placer County and that the restriction precludes the operation of any commercial establishments on the property. The Foundation further understands that the project's detractors have attempted to characterize the proposed Museum as a commercial enterprise (because it will charge admission fees and may have a retail and food service component). These detractors contend that the presence of any revenue producing elements in the Museum's operations or programs disqualifies the Museum as a permissible use on the site due to the Deed Restriction. The Museum is by no means a commercial enterprise and is therefore not subject to the Deed Restriction. The legal opinion provided below supports this position.

## **5. Proposed Uses:**

The SVSMF is committed to designing and building the right museum – one that fits with the surrounding scale of the site while serving the overall programmatic needs of the institution. The development of this building will provide the museum with the opportunity to define its importance in both the local and global communities. The new museum should be a place that is comfortable and engaging as it helps tell the story of the western ski heritage and it helps to celebrate the legacy of the 1960 Winter Olympics. For some, it will be a backdrop for a social experience. For others, it will be about engaging directly with the collection and the stories that are told within.

It is anticipated at this time that the new building will be between 12,000 to 15,000 square feet. The museum and cultural center may house an entry lobby, a main exhibit hall, a multi-purpose theater, archive facilities, catering kitchen, offices, a book store, cafe and essential support spaces. The current working assumptions can be highlighted as follows:

- That the museum will be an educational institution, a place where the exhibits, the programs, and the visitor experience are rooted in education values, including linkages to the core curriculum of the California schools.
- That the focused audience for the museum will be multigenerational and include families, students, sports enthusiasts, nature enthusiasts, history buffs, locals, and summer and winter tourists.
- That the museum exhibits will provide state-of-the-art multisensory experiences and interactive technologies to engage visitors as active participants and informal learners, and encouraging them to share their own experiences.
- That the museum will be a collecting museum with permanent collections related to its mission, including appropriate staffing and facilities to manage and preserve its collections

The inspiration for the museum is represented symbolically by the five interconnected Olympic Circles (“rings”) which represent the athletes of the five continents who took part in the 1960 Olympic Games. Central to all exhibition planning will be themes which the museum feels will emulate the core values of the Olympic Games and their integration within the region which they were held. These themes; the Place, the People, the Dream, the Competition, the Legacy will help guide and shape the development of the exhibition concepts and content. A few highlights of the building program are:

#### *The Winter Sports Technology Laboratory*

This kids-centered Exploratorium-like lab would be a hands-on place for exploring and experimenting with past and present innovations in winter sports technology. Here, early versions of skis, boards, and gear can be compared and tested against today’s cutting-edge versions. Here one might:

- test the effects of light, temperature and humidity on ski gear and different materials, such as wood, metal, and composites
- experiment with the waxing “dope” of the old timers, and compare it with today’s special waxes
- analyze snow and its differences, and how these differences affect performance
- test the effects of heat and cold on the body, and how different vintage gear compares with today’s gear
- test the limits in many areas of the sports, and set up virtual reality experiments to determine outcomes
- explore the “hows and whys” of sports safety to discover the lessons we have learned

#### *Olympic Theater/Lecture Hall*

A seventy-five-seat presentation-style theater for short interpretive films, slide presentations, lectures, and demonstrations. The introductory film, “The Winter Olympics Story” will be shown here. Other interpretive films, selected from a menu, (Note: the extensive collection of classic ski films dating from 1920 are currently curated at the Western SkiSport and will be housed at the new Museum) will be viewable by visitors and shown on a daily basis, except when the theater is used for special event programming.

#### *Permanent Exhibition Gallery*

A permanent exhibit gallery which will feature the major themes; the 1960 Olympic Games, the winter sports heritage of the Sierra Nevada and the Far West Ski and Snowboard Hall of Fame.

#### *Temporary Exhibition Gallery*

A central component of the museum’s offerings will be a temporary exhibitions program in a gallery especially designed to showcase changing, temporary exhibitions. These temporary shows, thematically linked to the museum’s mission, will be produced in a variety of ways including:

- from the collections of the museum
- from materials borrowed from other sources

- as traveling exhibitions booked from other museums and organizations
- as joint exhibitions co-produced with other museums, groups, and individuals including:
  - Snowshoe Thompson the legendary skiing mail carrier
  - Longboard skiers of California Gold Camps
  - 10'th Mountain Division "Ski Troops of World War II"
  - Ski Jumpers of the 1930 and 1940's
  - Pioneering ski clubs including: the Yosemite Winter Club, Viking Ski Club, and the Auburn Ski Club
  - The birth and development of ski areas including: Badger Pass, Sugar Bowl, Squaw Valley and Olympic Hill at Granlibakken
  - U. S. Forest Service role in winter sports and ski areas
  - Evolution of ski and snow board equipment
  - Far West Ski and Snowboard Hall of Fame

#### Classroom/Meeting Room

A middle-size classroom or meeting room for up to thirty to forty people would be utilized for classes, meetings, and public events. This room would also be used for education activities related to school groups and other tours.

The design of the building has not yet been established however it is clear that the SVSMF knows that the building must architecturally reflect the local vernacular in such a way as to be inviting and welcoming to those who visit the museum and in such a way that it will appear in concert with the backdrop of the forest and the park complex.

The SVSMF is committed to designing and building the right museum; one that fits with the surrounding scale of the site while serving the overall programmatic needs of the institution. The development of this building will provide the museum with the opportunity to define its importance in both the local and global communities. The new museum should be a place that is comfortable and engaging as it helps tell the story of the western ski heritage and it helps to celebrate the legacy of the 1960 Winter Olympics. For some, it will be a backdrop for a social experience. For others, it will be about engaging directly with the collection and the stories that are told within.

#### **6. The Potential Presence of Revenue Producing Operations Does Not Make the Proposed Museum a Commercial Enterprise:**

Although the activities, programs and uses of the proposed Museum facility remain in a developmental/concept stage, it is possible that the facility could include some space for food and beverage sales or a small gift shop. It is also possible that other spaces in the Museum could be rented, on an occasional, short-term basis for events, meetings or conferences. However, such uses are not unusual components for a charitable museum and have been determined by the Internal Revenue Service in numerous Revenue Rulings to not jeopardize the organization's tax exempt, charitable status. This is a complicated area of law, however, you will find below a quick and accurate summary of the limits of revenue producing activities that are permissible for a charitable organization:

First, to be tax exempt as a charitable organization the entity must be organized and operated exclusively for religious, charitable, scientific, and testing for public safety, literary or educational purposes. Section 1.501(c)(3)-1(c)(1) provides that an organization will be regarded as being "operated exclusively" for one or more exempt purposes only if it engages *primarily* in activities which accomplish one or more of such exempt purposes specified in section 501(c)(3). An organization will not be so regarded if more than an *insubstantial part* of its activities is not in furtherance of an exempt purpose. As noted in the Introduction section of this Project Description, the Foundation is, by its charter as well as underlying applicable laws and IRS Rulings, restricted to the pursuit of activities and programs that are charitable and educational in nature. If the Foundation was to pursue commercial endeavors it would lose its tax exempt status and be subject to rather severe monetary penalties.

Another section of the Internal Revenue Code (section 511) imposes a tax, at normal corporate rates, on the unrelated business taxable income of charitable organizations. In other words, so long as those unrelated operations do not rise to the level of being a substantial component of a charity's mission or programs, the organization's tax exempt status is preserved, the only "penalty" being the obligation to pay tax on the unrelated business income. Note, however that this income tax only arises and is only imposed on income that is considered as being *unrelated to the charity's core charitable mission*.

Section 513(a) of the Internal Revenue Code provides that the term "unrelated trade or business" means any trade or business the conduct of which is not substantially related (aside from the need of such organization for income or funds or the use it makes of the profits derived) to the exercise or performance by such organization of its charitable, educational, or other purpose or function constituting the basis for its exemption under section 501, except that such term does not include any trade or business: (1) in which substantially all the work in carrying on such trade or business is performed by the organization without compensation; or (2) which is carried on, in the case of an organization described in section 501(c)(3), by the organization primarily for the convenience of its members, students, patients, officers, or employees; or (3) which is the selling of merchandise, substantially all of which has been received by the organization as gifts or contributions.

Exhibit "A" to this Proposal summarizes four published IRS Revenue Rulings that involved charitable museum organizations that derived some revenue from the operation of gift shops, food sales, and the occasional rental of meeting facilities. In all four instances the IRS concluded that the activities that contributed a modest portion of the charity's annual revenue were in support of the entity's charitable mission and thus did not constitute unrelated or substantial business activities. Most, if not all, readers of this Project Description have visited museums and religious facilities that have a gift shop or an area where visitors can sit and enjoy a snack and a beverage and no one would seriously contend that those revenue producing areas of the charity's facility somehow transform the organization into a commercial, profit making endeavor.

**EXHIBIT "A"**  
**SUMMARY OF PERTINENT REVENUE RULINGS**  
**ADDRESSING WHAT CONSTITUTES AN**  
**UNRELATED TRADE OR BUSINESS THAT COULD**  
**JEOPARDIZE A CHARITABLE ORGANIZATION'S**  
**TAX EXEMPT STATUS**

IRS Revenue Ruling 73-104, 1973-1 C.B. 263, describes an organization that operates an art museum. The museum offers for sale to the general public greeting cards that display printed reproductions of selected works from the museum's collection and from other art collections. The organization sells the cards in the shop it operates in the museum. It also publishes a catalogue in which it solicits mail orders for the greeting cards. In addition, the shop sells the cards at quantity discounts to retail stores. The ruling states that the sale of greeting cards displaying printed reproductions of art works contributes importantly to the achievement of the museum's exempt purposes by stimulating and enhancing public awareness, interest, and appreciation of art. Moreover, a broader segment of the public may be encouraged to visit the museum itself to share in its educational functions and programs as a result of seeing the cards. The fact that the cards are promoted and sold in a clearly commercial manner at a profit and in competition with commercial greeting card publishers does not alter the fact of the activity's relatedness to the museum's exempt purpose. Accordingly, it is held that these sales activities do not constitute unrelated trade or business under section 513 of the Code.

IRS Revenue Ruling 73-105, 1973-1 C.B. 264, describes an organization that operates an art museum devoted to the exhibition of American folk art. It operates in a shop in the museum that offers for sale to the general public reproductions of works in the museum's own collection and reproductions of artistic works from the collections of other art museums, and instructional literature concerning the history and development of art and, in particular, of American folk art. Also sold in the shop are scientific books and various souvenir items relating to the Charity in which the museum is located. The ruling states that the sale of reproductions of works from the museum's own collections and reproductions of artistic works not owned by the museum contribute importantly to the achievement of the museum's exempt educational purpose by making works of art familiar to a broader segment of the public, thereby enhancing the public's understanding and appreciation of art. The same is true with respect to literature relating to art. Accordingly, it is held that these sales activities do not constitute unrelated trade or business under section 513 of the Code. On the other hand, scientific books and souvenir items relating to the city where the museum is located have no causal relationship to art or to artistic endeavor and, therefore, the sale of these items does not contribute importantly to the accomplishments of the organization's exempt educational purpose. The fact that some of the items could, in a different context, be held related to the exempt educational purpose of some other exempt educational organization does not change the conclusion that in this context they do not contribute to the accomplishment of this organization's exempt educational purpose. Additionally, the sales of such items does not lose identity as a trade or business merely because the museum also sells articles which do contribute importantly to the accomplishment of its exempt function. Accordingly, it is held that the sale of those articles having no relationship to

American folk art or to art generally constitute unrelated trade or business under section 513 of the Code.

IRS Revenue Ruling 74-399, 1974-2 C.B. 172, describes an organization that operates an art museum. The museum's facilities include a dining room, cafeteria, and snack bar. The eating facilities are open to the museum staff, employees, and members of the public visiting the museum and are of a size commensurate with accommodation of these special groups of patrons. The facilities are accessible from the museum's galleries but not directly accessible from the street. The patronage of the eating facilities by the general public is not directly or indirectly solicited nor are the facilities contemplated or designed to serve as a public restaurant but merely to serve the exempt purposes of the museum. Profits, if any, are dedicated to the furtherance of the purposes for which the museum is organized and operated. The ruling states that the operation of the eating facilities within the museum premises helps to attract visitors to the museum exhibits. Because there are places of refreshment in the museum, visitors are able to devote a greater portion of their time and attention to the museum's collection, exhibits, and other educational facilities than would be the case if they had to interrupt or terminate their tours of the museum to seek outside eating facilities at mealtime. The eating facilities also enhance the efficient operation of the entire museum by enabling the museum staff and employees to remain on its premises throughout the workday. Thus, the museum's operation of the eating facilities is a service that contributes importantly to the accomplishment of its exempt purposes. Accordingly, the operation of the eating facilities by the museum under the particular circumstances is substantially related to the museum's exempt purposes and consequently is not unrelated trade or business within the meaning of section 513 of the Code.

IRS Revenue Ruling 69-178, 1969-1 C.B. 158, describes an organization exempt from Federal income tax under section 501(a) of the Code, but subject to the tax imposed by section 511, that permits its members and outside individuals and groups to use its hall for a fee. The individuals or groups normally use the facilities for a single afternoon or evening, but at the most for periods of two or three days. The agreement to use the facilities is usually verbal. Only utilities and janitorial services are provided. The ruling states that, since the charges are made for the use and occupancy of space in real property and only utilities and janitorial services are provided, the receipts constitute rental income. The fact that the use is only for short periods of time does not destroy the character of the receipts. Accordingly, it is held that the income received constitutes rent from real property within the meaning of section 512(b)(3) of the Code and thus is excluded in determining unrelated business taxable income.

SQUAW VALLEY ENTRANCE SITE DEVELOPMENT  
ASSESSMENT & CONCEPT PLAN  
Prepared for Placer County  
by Ward-Young Architects

July 17, 2014  
Final Draft



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- Attachment 2 - Zoning Map of Study Area (from Squaw Valley General Plan & Land Use Code)
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ACKNOWLEDGMENTS

The following individuals participated in the preparation of this study:

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## EXECUTIVE SUMMARY

This site development assessment study addresses the current conditions and evaluates the land development consequences of locating the Squaw Valley Olympic Museum & Winter Sports Heritage Center (SVOM) on privately owned and Placer County (PC) owned properties at the entrance to Squaw Valley. This study assesses the development potential of the properties, evaluates the effect on land development potential of locating the SVOM in the Study Area, suggests means of mitigating or off-setting loss of development potential, and proposes an implementation strategy for doing so. Squaw Valley Gateway Properties, North Lake Tahoe Resort Association, and Placer County have sponsored this assessment.

The Study Area is comprised of five parcels, totaling 6.3 acres, located at the northwest corner of State Route 89 and Squaw Valley Road. The largest parcel, 4.8 acres, is privately owned by Squaw Valley Gateway Properties (GP). The remaining four parcels, totaling 1.5 acres, are owned by Placer County. There are three small commercial use buildings, occupied by commercial lease tenants, on the GP parcel. The PC parcels are undeveloped, with the exception of access driveways, utilities crossing the parcels, the Tower of Nations monument, and a public transit shelter.

The Study Area is physically characterized by relatively level topography over approximately half the site and increasing upward slopes toward the west and north property lines of the GP parcel. Approximately half the Study Area, including all the PC parcels, has been previously disturbed by development activities. The undisturbed portions of the GP parcel, located to the west and north of the parcel, appear to be in a natural state.

Public rights-of-way and roadways are adjacent to the Study Area to the east and south, and provide vehicular and pedestrian access to this area. A major electrical power substation, providing power to Squaw Valley, is located adjacent to the Study area along a portion of the west side. An undeveloped, residentially zoned parcel, wraps around the remaining west side and north side of the Study Area.

The Study Area is within the land use regulatory area of the Squaw Valley General Plan and Land Use Code. The privately owned property, and a portion of the Placer County property, is zoned Entrance Commercial. The remaining PC parcels are zoned Forest Recreation or are not designated with a zone district. A variety of permitted uses, including retail, hospitality, and office and professional, as well as multi-family residential use, are allowed in the Entrance Commercial zone district. The Forest Recreation zone district allows forest stations and lookouts, outdoor amphitheatres, picnic areas, and trails.

Electrical power, telecommunications, and water service are available at the Study Area to serve future development. Natural gas is not available in the vicinity. LPG storage and on-site piping will be required to serve future development in the Study Area. There is no waste water/sewage collection system currently available to the Study Area. Development in the Study Area will require connection to the Squaw Valley Public Service District's waste water collection system. A 2007 study of alternatives for connecting the Study Area to the SVPSD's waste water collection system estimated the costs to be \$1.6M to \$3.0M, depending on the selected alternative.

Development within the Study Area is encumbered by multiple utility and access easements and a long-term lease on a portion of the GP parcel. This lease is with Southland Corporation for

the operation of the 7 Eleven store on-site, and provides for the potential of another decade of operation.

GP representatives have indicated there is interest in developing the property with a mix of commercial, retail, and office space uses catering to the needs of visitors and passerbys, as well as to local residents. The Squaw Valley Olympic Museum Foundation (Foundation) is seeking a site on which to locate the Squaw Valley Olympic Museum & Winter Sports Heritage Center (SVOM). The concept of, and requirements for, the SVOM are described in the "Squaw Valley Olympic Museum & Winter Sports Heritage Center, 2012 Revised Conceptual Program". The location criteria established for the Foundation includes a highly visible and convenient location that will stand out and be connected with nature and the essence of the sport. Placer County is assisting the Foundation with locating a suitable location, and has prompted this study.

In order to assess the effect on development potential of the parcels with locating the SVOM in the Study Area, the development potential of the parcels was assessed without the SVOM. Multiple conceptual development plans were prepared and a preferred plan was selected – the Baseline Development Potential plan. This plan indicates the potential for development for 50,200 square feet of mixed-use space to be developed on the GP parcel in compliance with the zoning and land use regulations, as well as observing the encumbrances and physical constraints on the parcels. Little development potential exists with the PC parcels, due to size and configuration of the parcels, and the legal encumbrances existing on these parcels.

A concept plan was developed to explore the effect of locating the SVOM in the Study Area on the baseline development potential established. Locating the SVOM as near the corner of SR 89 and Squaw Valley Road as feasible was agreed by the study sponsors to be the only acceptable location for the SVOM in the Study Area meeting the Foundation's criteria. This location is on both GP and PC parcels, with most of the SVOM building footprint and required parking and access located on Parcel 1, the GP owned parcel. Approximately one acre of Parcel 1 is required to accommodate the SVOM in this location. This reduction in developable area reduces the development potential of the GP parcel under the current zoning and land use regulations.

The Concept Plan prepared illustrates the development potential for approximately 63,700 square feet in the Study Area. This is comprised of 13,500 square feet for the SVOM and 50,200 square feet of development on the GP parcel (including the existing 7 Eleven store of 3,300 square feet). To achieve this development potential on Parcel 1, modifications of, or variances from, Placer County's Land Use Code for Squaw Valley are necessary under the current zoning regulations. Modifications or variances may include reducing the requirements for Open Space and for Parking, and/or increasing the allowed Building Height. An alternative approach would be to consider the Study Area (all five parcels) as a single development area. This approach would enable all of the site area comprised of these five parcels to fulfill development regulations. Determination of the specific modifications of, or variances from, the Land Use Code is subject to the implementation strategy pursued by GP and Placer County to facilitate locating the SVOM in the Study Area.

To facilitate the use of a portion of GP property for the SVOM, the following Implementation Strategy is recommended. Consider all five parcels in the Study Area as one integrated development plan area. Create appropriate zoning and/or land use regulation modifications to

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facilitate the development potential represented by the Concept Plan. Doing so may require the following actions.

- Provide Land Use Code modifications enabling an increase in the development potential within the Study Area.
- Reconfigure parcels within the Study Area.
- Implementation of Squaw Valley Gateway Properties Conditions

Recommendation:

To achieve the objective of locating the Squaw Valley Olympic Museum and Winter Sports Heritage Center on property within the identified Study area, the implementation Strategy described above should be pursued.

## I. INTRODUCTION & PURPOSE

The purpose of this site development assessment study is to assess the current conditions and explore the utilization of property at the entrance to Squaw Valley for a commercial real estate development and for the Squaw Valley Olympic Museum & Winter Sports Heritage Center (SVOM). This study evaluates the effect of locating the SVOM on the development potential of property owned by Squaw Valley Gateway Properties and Placer County. It suggests how the consequences of locating the SVOM on the development potential of these properties may be mitigated or off-set. The investigation leading to this assessment considered appropriate land use and resources, physical characteristics, zoning, and legal constraints on the site and adjacent properties.

Drawing exhibits have been prepared as part of this study and are incorporated herein. These exhibits are listed in the Table of Contents. Reference documents used to inform this study are included as "Attachments" and listed in the Table of Contents, as well.

The sponsors of this site development assessment and concept plan study are Squaw Valley Gateway Properties, North Lake Tahoe Resort Association, and Placer County. Representatives of these entities, along with representatives of the Squaw Valley Olympic Museum Foundation, participated in the preparation of this study.

## II. EXISTING CONDITIONS ASSESSMENT

### Study Area Overview

The Study Area is located at the northwest corner of State Route 89 and Squaw Valley Road. It is comprised of five irregular shaped parcels, totaling 6.3 acres. One of the parcels is privately held by Squaw Valley Gateway Properties (GP), comprising 4.8 acres. There are three relatively small commercial use buildings on this parcel. The other four parcels are owned by Placer County (PC). The PC parcels are undeveloped, with the exception of paved access driveways, utility infrastructure crossing the parcels, and the Tower of Nations monument (TON) located at the southeast corner of the study area. All of the parcels are encumbered with various easements for utilities and access. For ease of referencing in this study, the parcels have been labeled as indicated below:

Parcel 1 – Squaw Valley Gateway Properties, APN-096-230-036-000, 4.8 acres

Parcel 2 – Placer County, APN-096-290-055-000, 0.1 acre

Parcel 3 – Placer County, APN-096-290-062-000, 0.6 acre

Parcel 4 – Placer County, APN-096-290-061-000, 0.2 acre

Parcel 5 – Placer County, No APN, Total 1.16 acres, 0.6 usable acre

Parcel 5, which includes Squaw Valley Road at the intersection with SR 89, was a Caltrans Special Use area at one time. Title was rescinded by the State and transferred to Placer County in 2006. As Squaw Valley Road crosses this parcel, only the portion north of the road, consisting of 0.6 acres, is being considered as part of the potential development area.

The three small commercial use buildings located on Parcel 1 house retail businesses – a 7 Eleven store and two buildings used by Tahoe Dave's Skis and Snowboards. Each of these businesses lease the respective buildings.

### Physical Characteristics

The Study Area is relatively level, with increasing upward slopes toward the north and west periphery of Parcel 1 of up to 20 – 30% grade. In general, the site drains from west to east to a drainage swale between the parcels and State Route 89. Existing on-site drainage is routed around the edge of improvements to swales and culverts directing drainage to the off-site drainage swale along SR 89. Site vegetation consists of lightly vegetated and forested areas. Drainage and topography are identified on Exhibit 1. Approximately half of Parcel 1, the largest parcel, is in a natural state with vegetation characterized by the Mixed Conifer and Ceanothus-Arctostaphylos plant community.

### Adjacent Properties

Public rights-of-way and roadways are adjacent to the Study Area to the east and south. An undeveloped, privately owned parcel of 16.4 acres, zoned High Density Residential (HDR), is to the north and west. This site is accessed from Squaw Valley Road approximately 700 feet west of the Study Area. GP has indicated that development planning of its property should consider accommodating access to this adjacent developable parcel at the northwest corner of Parcel 1.

A major power substation is located on an approximately two acre parcel adjacent to the Study Area to the south and west of Parcels 1 and 3. This parcel and the substation are owned and operated by Liberty Utilities, which provides power to Squaw Valley. Access to the substation is from Squaw Valley Road west of the Study Area, as well as from the east via access easements across Parcels 3 and 5.

### Land Development Regulations

Land development is regulated by the Placer County Code, Chapter 17 Zoning, Appendix A – Squaw Valley General Plan and Land Use Code, adopted October 6, 1983, and as amended through November 1997. Parcel 1 (Squaw Valley Gateway Properties), and 2 (Placer County) are zoned Entrance Commercial (EC). Parcels 3 and 4 (Placer County) are zoned Forest Recreation (FR), Parcel 5 (Placer County) does not have a zone district designation.

The Entrance Commercial zone district allows a variety of permitted uses, including retail, hospitality, office and professional, and multi-family residential. Development restrictions of the Entrance Commercial zone district include:

- Minimum of 33% open space
- 1 parking space for every 300 gross sq. ft. of building area
- Max. building height of 35 feet.
- Max. Floor Area Ratio (FAR) - 0.50.

The Forest Recreation zone district allows for uses such as forest stations and lookouts, outdoor amphitheater, picnic areas, and trails. The parking requirement for this zoning type is determined by the specific use on the parcel.

### Infrastructure overview

Electrical, telecommunications, and water service are available at the Study Area. There is no waste water sewage collection system currently available to the Study Area. The existing small retail buildings on Parcel 1 have septic tank and leach field sewage disposal systems. Any development in the study area will require connection to the Squaw Valley Public Service

District's waste water collection system. Development of Parcel 1 has not been considered feasible, according to GP representatives, due to the cost of connecting the parcel to the SVPSD's waste water collection system.

Above grade utility infrastructure and easements are shown on the attached plan, Exhibit 2 - Legal and Infrastructure Constraints.

#### **Sewage transport and treatment**

Sewage for the existing buildings on Parcel 1 is currently handled by two septic tanks and several leach fields. Future development on the parcels in the Study Area will require connection to the Squaw Valley Public Service District's (SVPSD) waste water collection system. Auerbach Engineering Corporation (AEC) prepared a study of alternatives for connecting the Study Area to the waste water collection system for SVPSD in July 2007. This study estimates construction costs for the connection to the SVPSD waste water collection system to be between \$1,664,000 and \$3,018,158, depending on the selected alternative. The existing septic tanks and leach fields will be required to be abandoned and/or removed after connection to the SVPSD system, as required by local agency requirements. The AEC study referenced above is attached as Attachment 3.

#### **Water service**

The Squaw Valley Public Service District confirmed that an 8 inch water service main provides water to the Study Area. This line was reportedly installed by Southland Corporation to provide service to the 7 Eleven store. This water supply line should be adequate to provide service for development in the Study Area, subject to the fire flow requirements for the future buildings.

An existing well, with non-potable water, is located on the site along the south eastern tip of Parcel 1. With further development of the parcel, this well may be abandoned, or may be used for landscape irrigation, subject to local agency requirements.

#### **Electrical service**

Electrical service is provided to the site from the adjacent substation. Power to the 7 Eleven building on Parcel 1 is provided from a pad mounted transformer located to the east of the building. Power lines to this transformer are routed underground from a pole located at the south end of the Study Area. Power to the two Tahoe Dave's buildings is provided by underground power lines to a pole with pole-mounted transformer on the south side of the buildings, then overhead power lines to each building. These lines are located within easements located on Parcels 1 and 2. All other power on the site is routed with overhead lines.

In addition to these service lines, there are transmission lines traversing the Study Area in an east-west direction from the east side of SR 89 to the electrical substation over Parcels 1, 2 and 3. The transmission lines, poles, and substation are very visible at the SR 89 and Squaw Valley Road intersection, creating a negative visual impact in this vicinity and on the Study Area. Visual mitigation measures should be considered for Study Area development.

The transmission lines produce an electromagnetic field (EMF), which can be of health concern. Liberty Utilities requires a minimum 6 foot horizontal setback from the transmission lines to adjacent buildings. However, a larger buffer space between the transmission lines and buildings may be desirable in order to reduce EMF exposure.

The transmission lines could be placed underground from the first pole east of the substation to the pole located across SR 89 from the Study Area. Liberty Utilities has provided a preliminary estimate of \$1.6M for the undergrounding of these transmission lines. Liberty Utilities would require the existing 40 foot wide easement increased to 60 feet wide with the undergrounding of these transmission lines. This should not significantly impact the location of the museum on the proposed concept plan.

#### **Telecommunication Service**

Telecommunication service is provided by overhead lines located in the electrical easements.

#### **Gas**

Natural gas is not available at this time to Squaw Valley, therefore LPG storage tanks and piping will be required on-site to serve future buildings in the Study Area with gas.

#### **Encumbrances**

Exhibit 2 – LEGAL AND INFRASTRUCTURE CONSTRAINTS delineates access and utility easements in the Study Area. Parcel 1 (GP) is encumbered with access and utility easements and a long-term lease with Southland Development for the 7 Eleven store. The easements do not compromise the development potential of most of Parcel 1, except for the southeastern tip, which has two utility easements crossing this small area, rendering it undevelopable without relocation or elimination of the easement(s). Liberty Utilities has indicated that the northerly easement crossing the parcel in this area may be relocated or eliminated. Doing so would allow development on the majority of Parcel 1.

Parcel 3 is significantly impacted by access and utility easements, rendering it undevelopable for building development.

Due to size, configuration, and location in the Study Area, Parcels 2 and 4 do not contribute to development potential, other than potentially contributing to Open Space area requirements of development.

#### **Development Objectives**

Squaw Valley Gateway Properties representatives have indicated there is interest in developing the property with a mix of commercial, retail, and office space uses catering to the needs of visitors and passerbys, as well as to local residents. GP has also indicated that a component of multi-family residential use may also be appropriate in conjunction with the mixed use commercial.

The Squaw Valley Olympic Museum Foundation (Foundation) is seeking a site on which to locate the Squaw Valley Olympic Museum & Winter Sports Heritage Center (SVOM). The SVOM is intended to be a place where people of all walks of life can visit to learn about the western winter sports heritage, a source of community pride, and a historical attraction that will be of international significance. In order to achieve these goals the museum will need an iconic building of architectural and environmental significance. The museum needs to be located in a visible and convenient location, and in such a way that it will be easily identifiable. The Foundation site selection preference is a natural setting in a high visibility location where the SVOM can stand out and be connected with nature and the essence of the sport.

The Foundation has identified space requirements totaling 13,500 square feet. The SVOM would include exhibition space, educational and multi-use spaces, a visitor center and a small gift shop. In addition, the SVOM requires exterior spaces for museum functions and activities.

### III. BASELINE DEVELOPMENT POTENTIAL

In order to determine the effect of locating the SVOM in the Study Area on the development potential of the property owned by Squaw Valley Gateway Properties, the development potential of Parcel 1 was first evaluated without the SVOM. Multiple conceptual development plans were evaluated and the preferred concept was developed further to establish the baseline development potential for the Parcel. This plan presents a concept for maximizing the development potential on this parcel in compliance with the zoning and land use regulations, as well as observing the encumbrances and physical constraints on the parcels.

#### Square Footage Analysis

The resulting baseline development potential for Parcel 1 is approximately 50,200 gross square feet of mixed-use space (including the existing 3,300 square foot 7 Eleven store). A concept plan illustrating this development potential is included in this study as Exhibit C – "BASELINE DEVELOPMENT POTENTIAL". This baseline concept plan includes one- and two-story buildings. In general, developable square footage is constrained by the Open Space requirement which limits the available area for required parking and building footprints.

The Placer County parcels (Parcels 2, 3, 4, and 5) have little development potential, either singularly or together, due to the size and configuration of the parcels and the encumbrances described previously. These parcels do provide public service facilities, such as the existing transit shelter on Parcel 5 located adjacent to Squaw Valley Road, and the existing Tower of Nations monument on Parcels 2 and 5.

### IV. CONCEPT PLAN

A concept plan was prepared to explore the effect of locating the SVOM in the Study Area on the baseline development potential of the GP parcels. Locating the SVOM as near the corner of SR 89 and Squaw Valley Road as possible was determined to be the preferred location in the Study Area. It is the only location acceptable to the Foundation in the Study Area. The attached Exhibit 4 - CONCEPT PLAN indicates a development concept for the Study Area which incorporates the SVOM. The developable area is expanded on to the Placer County owned Parcel 3 for the SVOM. It seems reasonable to expect synergistic use to develop between the SVOM, including its visitor center program element, and the commercial development on Parcel 1.

#### Squaw Valley Gateway Properties development

The conceptual plan provides for development of multiple buildings in similar fashion as the Baseline Development Potential plan. The four buildings indicated to the north and west sides of Parcel 1 are located on sloping topography such that only the downslope side of the lowest floor is at grade. Grade at the upslope side of these buildings is at the second floor level. (Refer to the Site Sections on Exhibit 4 – CONCEPT PLAN for illustration of the grading concept for these buildings).

The downslope sides of Buildings D and G would provide for at-grade entries for retail with adjacent storefront customer parking. Additional parking would be provided at the upslope side of Buildings D and G, relating approximately to the elevation of the second floor of each building. These second floors could be designed to accommodate additional commercial space, office and professional space, or multi-family residential dwelling units.

Buildings F and H, located along the northern boundary of Parcel 1, are also excavated into the sloping terrain. The development concept here is for the "daylight" basement level to provide parking for the business and multi-family residential dwelling units on the two floors above. This under building parking is necessary in order to provide the parking required by the Land Development Code. Reduction or elimination of this under building parking will reduce the developable square footage allowed, under the current development regulations of the land use code.

Most of the SVOM building footprint and required area for parking and access is located on Parcel 1, which is owned by GP. Approximately 1 acre of Parcel 1 will be required for the SVOM, thereby reducing the remaining development potential from 50,200 square feet to 40,850 (9,350 square foot loss) in order to be in compliance with the Land Use Code.

#### **Squaw Valley Olympic Museum and Winter Sports Heritage Center**

A 13,500 square foot building footprint for the SVOM is located on a nearly flat site near the southeast corner of the Study Area. This locates the SVOM at the most visible location of the developable portion of the Study Area. This site concept plan allows the SVOM to be easily identifiable, yet somewhat separate from the commercial and residential uses on the remainder of the site. There would be unobstructed view of the SVOM from the intersection of SR 89 and Squaw Valley Road. The immediate site area around the SVOM provides for landscaping and parking, as well as usable exterior spaces and a sidewalk connection to the Tower of Nations monument.

#### **Potential Square Footage**

The Concept Plan indicates the development potential for approximately 50,200 square feet of commercial/retail, office and professional, and multi-family residential building area (including the existing 3,300 square foot 7 Eleven store). Additionally, a building footprint of 13,500 square feet is provided for the SVOM. Therefore, the combined building area of the Concept Plan is 63,700 square feet. The Baseline Development Potential plan provided for 50,200 square feet on the GP parcel (Parcel 1).

#### **Modifications to Zoning and/or Land Use Code**

In order to achieve this development potential, modifications of, or variances from, Placer County's Land Use Code for Squaw Valley may be necessary. These modifications or variances may be needed to reduce the requirements for Open Space and Parking, and/or increase the allowed Building Height. The Floor Area Ratio (FAR) limitation does not restrict the development potential indicated by the Concept Plan. Another approach would be to modify the zoning, such as creating a Planned Development, incorporating appropriate development regulations. This approach would allow all five parcels within the Study Area to be considered as one development area, without the application of development regulations on individual parcels, and would maintain development potential similar to the Baseline Development Potential on Parcel 1. This area would be designated with an appropriate zone district and regulations, such

as Planned Development, which would be created to allow the development potential within the Study area indicated by the Conceptual Plan.

#### **Access and Circulation**

The Concept Plan proposes vehicular access to the Study Area from two points of entry – from SR 89 and from Squaw Valley Road, both in approximately the same locations as the existing right-of-way encroachments. These access points would be connected through the Study Area, facilitating access and circulation within the development. Cross easements would need to be created for the benefit the GP and PC parcels to provide for access and circulation from each of these access points. Pedestrian and bicycle circulation within the Study Area would be connected to the off-site trail system, which crosses SR 89 and Squaw Valley Road at the intersection crosswalks. A transit stop for local and regional serving bus systems is suggested in the core of the development between the SVOM and the GP commercial development.

#### **Infrastructure**

As noted in Section II – INTRODUCTION AND EXISTING CONDITIONS ASSESSMENT, electrical power, telecommunications, and water service is available at the Study Area. Sewer service will be required to be extended to the Study Area for any future development, at a cost estimated of between nearly \$1.7 M and \$3.0 M, depending on the engineering requirements of the selected route. On-site LPG tanks and piping will be required for gas service to the buildings.

#### **Encumbrances**

The northern utility easement on Parcel 3 and that adjoins Parcels 1 will need to be relocated or abandoned in order utilize this “corner” site for building development. The Concept Plan shows the SVOM in this location. Liberty Utilities has indicated that the needed existing power and telecommunication lines, both above ground and underground, can be rerouted in other existing easements. Appropriate easements and cross easements will need to be developed for utility services to buildings on the existing parcels, or reconfigured parcels.

#### **Reconfiguration of parcels to accommodate SVOM**

Development of the SVOM will require reconfiguration of the parcels in the Study Area such that the SVOM and related site area and parking will be contained within a single parcel under the ownership of Placer County. As indicated in the Concept Plan, approximately 1 acre of Parcel 1 and all of the PC parcels would be combined to create a single parcel, on which the SVOM would be located.

However, the remaining site area of Parcel 1 would not allow for the development potential indicated by the Baseline Development Plan, due to requirements for Open Space and Parking, as well as Building Height restrictions. Therefore, in order to achieve GP’s targeted development goals while accommodating the SVOM in the Study Area, one or more of the described strategies to modifying the zoning and development regulations would be necessary.

#### **V. IMPLEMENTATION STRATEGY**

To achieve the objective of locating the SVOM on property within the identified Study Area, the following Implementation Strategy is recommended.

Consider all of the parcels in the Study Area, the Placer County owned parcels and Squaw Valley Gateway Properties owned parcel, as one integrated plan area. Implement appropriate zoning and/or land use regulation modifications to facilitate the development potential represented by the Concept Plan. As a result, GP would be allowed the same developable square footage as established by the Baseline Development Potential, but on the reduced size of Parcel 1.

In order to implement this approach, the following actions are necessary.

- **Provide Land Use Code modifications**

Modify the land use regulations on property owned by GP and the County to enable increasing the developable square footage within the Study Area.

- Modification to the development regulations may be addressed through changing the zone district of all the parcels in the Study Area to the same zone district as Planned Development.
- Land use code modifications to increase the allowable building height maybe required.

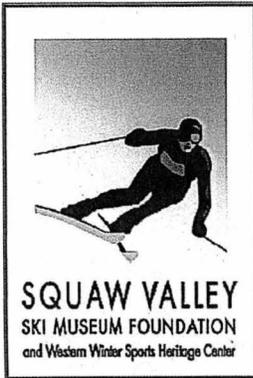
- **Reconfigure Parcel Boundaries**

Reconfigure parcel boundaries as required to accommodate locating SVOM on a portion of the existing Parcel 1 and PC parcels.

- **Implementation of Squaw Valley Gateway Properties Conditions**

GP conceptually agrees that it would consider donating land necessary for construction of the SVOM as indicated in the Concept Plan, but would do so only if sewer service is extended to its property at no cost to Parcel 1, and if Placer County will act to accommodate the implementation strategy as described above. The County could help facilitate an analysis of funding sources in cooperation with the Squaw Valley Public Service District to extend the sewer line to serve the Study Area, including Parcel 1, with reimbursement for its associated expenses, all or in part, by future connection fees. Additionally, steps would be taken to provide certainty that the development concept would be accommodated in the zoning code and a formal Development Agreement would be recommended to ensure the uses contemplated in this Concept Plan are well defined and adhered to.

In the event the Concept Plan moves forward to a more formal development application for the SVOM, GP requests assurance that a permanent form of recognition for Wayne and Sandy Poulsen be designed and located at the entrance of the SVOM recognizing their vision in founding the ski resort and their donation to help the SVOM become a reality.



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The Squaw Valley Ski Museum  
Foundation is a  
501 (c)(3) corporation  
FEIN #26-3480974

Via email to: [pgriffit@placer.ca.gov](mailto:pgriffit@placer.ca.gov), [jmerchan@placer.ca.gov](mailto:jmerchan@placer.ca.gov), [dboesch@placer.ca.gov](mailto:dboesch@placer.ca.gov)

September 2, 2014

Mr. Paul Griffith  
Ms. Jennifer Merchant  
Mr. David Boesch  
County of Placer  
175 Fulweiler Ave.  
Auburn, Ca 95603

Subject: Placer County Squaw Valley Entrance Concept

The Squaw Valley Ski Museum Foundation (the Foundation) site sub-committee whole heartily commends and thanks Placer County staff, the Poulsen family and Ward Young architects for their efforts over the past 14 months to include a museum site in the future development of the Gateway project on the Tower of Nations (TON) site at the entrance to Squaw Valley. We especially appreciate the recognition by all parties of the Foundation's mission to establish a world class Sierra Ski Heritage and Olympic Museum in an iconic building on a site worthy of that legacy.

Despite considerable efforts by the county staff and extensive deliberations by the Foundation site committee; we still don't see a solution to the same negative aspects that ruled out the site on two previous studies conducted by the Foundation over the four years prior to the County's Concept: most notably, the presence of the power lines and the electrical sub-station. Although your August 8th email response to our Aug 4th letter addressed some of the questions the Foundation requested, many still remain unanswered and appear to be unsolvable.

The Foundation site committee fully appreciates and understands the reasons the County Concept was limited to the Tower of Nations (TON) site, and why comparisons to the Squaw Valley Park (SV Park) have been avoided. Nevertheless, the Foundation hopes that all concerned equally appreciate the Foundation's responsibility to consider all possible sites, and therefore we cannot avoid comparisons to the SV Park; for to do so would be irresponsible to our mission, the community, the public at large and the future legacy of an Olympic Museum.

Now, with the benefit of three studies, years of due diligence, input by architects and Museum experts; the Foundation regrets that we cannot find sufficient reason to continue considering the TON corner as a potential site for the Olympic and Winter Sports Heritage Museum. The cumulative effects of the remaining site limitations and the concerns expressed in our letter of August 4 are, in our opinion, insurmountable.

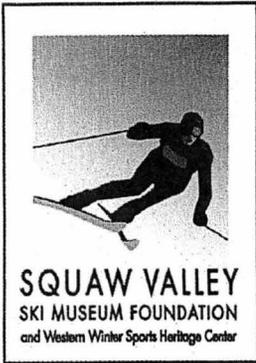
There are, of course, a host of reasons already expressed for this decision; but in the simplest terms, the Foundation does not believe a world class Olympic and Winter Sports Heritage Museum will be as successful on the TON site as it would be in the Squaw Valley Park.

Sincerely,

A handwritten signature in black ink that reads "Bill Clark". The signature is written in a cursive style with a large, stylized "C" for the last name.

Bill Clark  
President, on behalf of:  
Squaw Valley Ski Museum Foundation Executive Board  
530-426-3313x101 (office)  
[bclark@inc.auburnskiclub.org](mailto:bclark@inc.auburnskiclub.org)

cc. Ron Treabess  
Brad Lyle  
Eric Poulsen



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[www.squawvalleymuseum.org](http://www.squawvalleymuseum.org)

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The Squaw Valley Ski Museum  
Foundation is a  
501 (c)(3) corporation  
FEIN #26-3480974

Via email

**Attachment E**

October 3, 2014

Placer County Board of Supervisors  
175 Fulweiler Ave.  
Auburn, CA 95603

Honorable Supervisors:

On behalf of the Squaw Valley Ski Museum Foundation I want to reiterate our request made during public comments at the September 23rd Board of Supervisors meeting. The Foundation requests time on the October 20<sup>th</sup> and 21st Tahoe agenda to present to the Board of Supervisors our vision for an Olympic and Winter Sports Museum.

As you know it has been a long journey for the Foundation since this project began in 2009 when Placer County approved funding. In ensuing years a tremendous body of work has been accomplished by our volunteer organization and consulting experts. That work includes, in part, four site separate studies, the 2009 Olympic Museum Preliminary Master Plan and the 2012 revised Olympic Museum Concept both proposing a location in the Squaw Valley Park.

At this point in the process of achieving the goal we jointly set out to accomplish, the Foundation requires guidance from the County Board of Supervisors and an opportunity to present our work to the Board of Supervisors. If preserving and celebrating our Olympic and winter sports legacy that is so much a part of Placer County, the North Lake Tahoe community, California and the International Olympic community is to become a reality, a meaningful discussion needs to take place with the Supervisors.

We look forward to your response.

Sincerely,

Bill Clark  
President, on behalf of:  
Squaw Valley Ski Museum Foundation Board Of Directors  
530-426-3313x101 (office)  
bclark@inc.auburnskiclub.org

cc: via email

- Mr. Jack Duran, District 1
  - Mr. Robert M. Weygandt, District 2
  - Mr. Jim Holmes, District 3
  - Mr. Kirk Uhler, District 4
  - Ms. Jennifer Montgomery, District 5
  - Mr. David Bosch
  - Ms. Jennifer Merchant
- Squaw Valley Ski Museum Foundation Board of Directors

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