



**NEVADA COMMISSION for the RECONSTRUCTION of the V&T RAILWAY
 (“V&T Railway Commission”)
 Agenda Report**

Date Submitted: 04/23/21

Meeting Date Requested: 04/29/21

Time Requested: 20 Minutes

To: NEVADA COMMISSION for the RECONSTRUCTION of the V&T RAILWAY Commissioners

From: Linda Ritter Consulting (linda@pinyonnevada.com)

Subject Title: Review and possible approval of the Strategic Plan for the V&T Railway, 2021.

Staff Summary: A final Strategic Plan document for the V&T Railway has been provided for your review and possible approval. Key components in the plan include:

Page 9 Strategy Map - Provides the purpose, goals, and objectives of the V&T Railway.

Page 10 Tactics and Initiatives - Sets out the approach and actions to be taken to achieve the objectives.

Page 12 Implementation Schedule – Provides a 3 year schedule for implementing initiatives.

Page 13 Business Review – Defines a process for monitoring progress and reviewing results.

The Plan also provides an overview of the History of the V&T Railway, it’s current operations, governance and finances. An Appendix is also provided to provide additional background information about the V&T Railway and the strategic planning process.

Type of Action Requested:

Resolution

Ordinance

Formal Action/Motion

Other (Specify) Presentation Only

Recommended Board Action:

I move to approve the 2021 Strategic Plan for the V&T Railway.

Applicable Statute, Code, Policy, Rule or Regulation: n/a

Fiscal Impact: n/a

Explanation of Impact: n/a

Funding Source: n/a

Supporting Material/Attachments: Draft 2021 Strategic Plan - V&T Railway

Prepared By: Chris Kipp, Carson City Culture & Tourism Authority’s Operations Manager



Strategic Plan

2021

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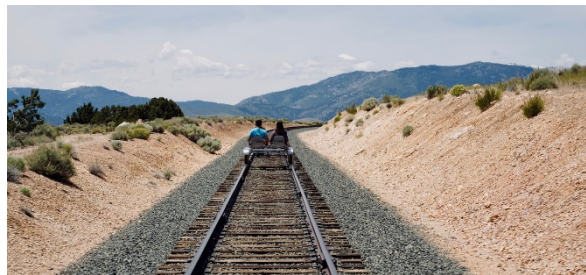
I. Message from the Chairman, Commission for the Reconstruction of the V&T Railway.

As we look to the future of the V&T Railway, it's important that we remember its past. A past that has enjoyed tremendous public support as evidenced by the public funds raised for the reconstruction project itself. As we move forward, new partnerships will be sought to seek potential future expansion opportunities. Speaking of partnerships, the one between Carson

City and Storey County has forged ahead, continuing to make the V&T a success. Combine that with the uniqueness of the V&T and the experience it provides as well as the importance of the V&T as a part of the overall visitor experience in the region, I think it's safe to say the future looks bright. The role of the V&T in preserving the history of the old west is paramount but just as the railroads of yesteryear brought great hope and inspiration to so many as they sought out adventure in the Western U.S., we must also keep an eye out for the future, as evidenced by the addition of a railbike opportunity for V&T visitors and residents alike. Keeping the historic V&T Railway alive for past, present and future visitors to partake in a unique experience is what it's all about!

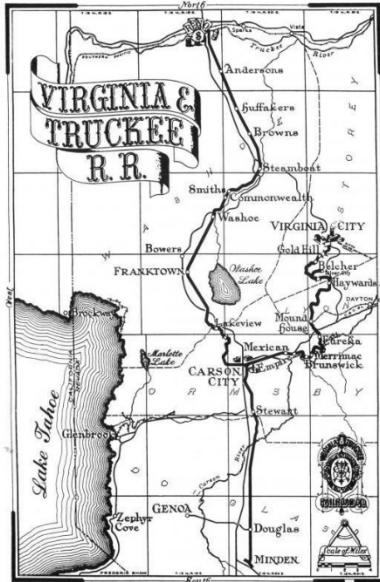


David Peterson, Chairman, Commission for the Reconstruction of the V&T Railway



II. Overview of the V&T Railway

History



The historic V&T Railroad was established in 1869 and ran principally between Carson City and Virginia City, but also had lines that ran between Carson City and Reno traveling north, and to Minden traveling south. It served the vast economic activity that took place during the Comstock Era. In 1950, the last run of the V&T Railroad took place. The lines were removed, but the history of the V&T was not forgotten.

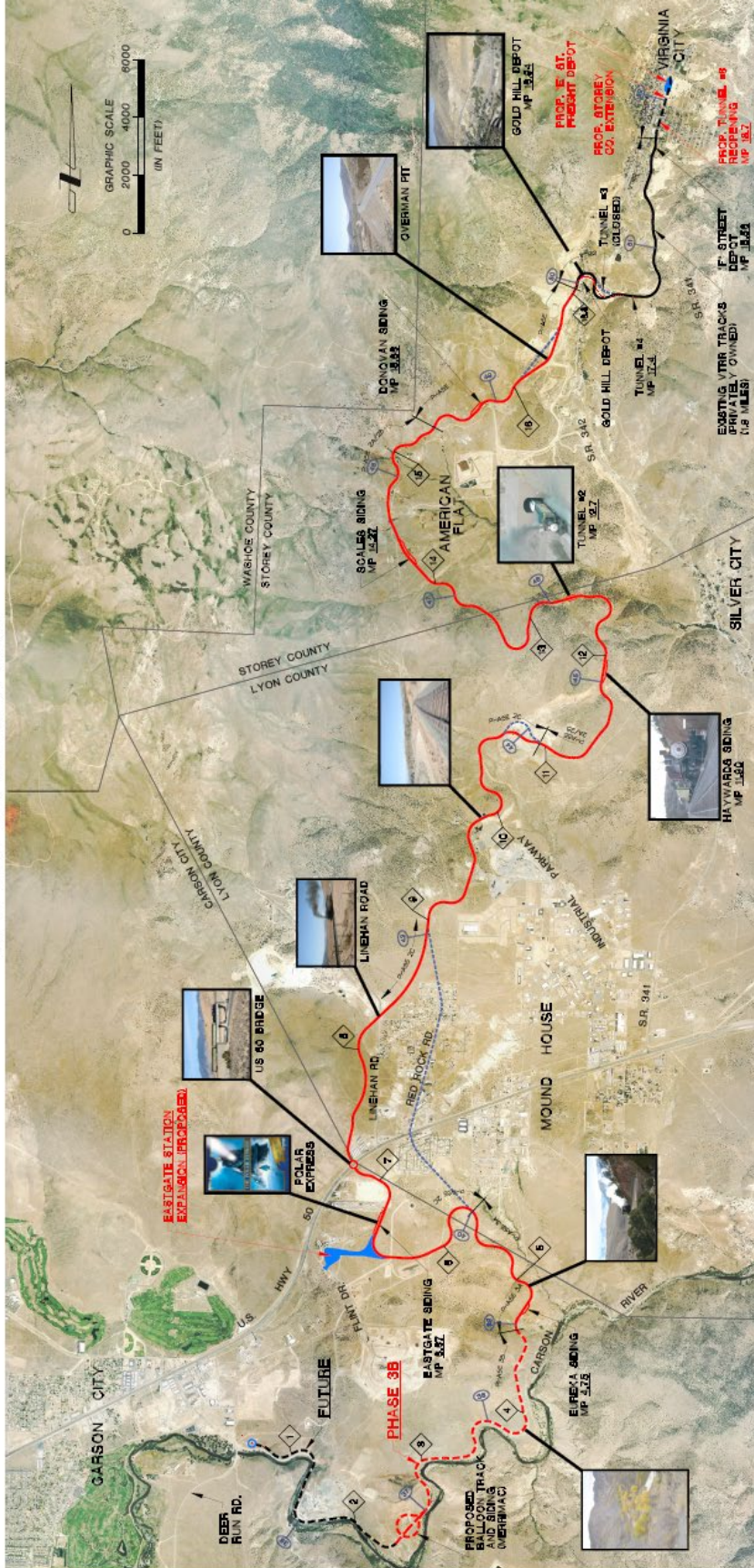


The following is a brief history of the reconstruction of the V&T Railway

- 1996 • The Northern Nevada Railway Foundation forms to raise funds for the Reconstruction of the V&T Railway.
- 2001 • The Nevada State Legislature creates the Nevada Commission for the Reconstruction of the V&T Railway,
- 2005 • Bonds were issued by Carson City for the Reconstruction of the Railway. These bonds were supported by an increase in the sales tax and room tax.
- 2005 • Federal transportation funding was provided for V&T Reconstruction.
- 2006 • Phase I - Gold Hill to American Flat was completed.
- 2008 • Phase 2A / 2B - American Flat to Mound House and the opening of Tunnel #2 was completed.
- 2009 • Phase 3A - Mound House to over a mile into the Carson River Canyon and the construction of an initial depot was completed.

A chart detailing V&T Railway funding partners and amounts contributed to the project are included in Section 2 of the Appendix.

V & T RAILWAY RECONSTRUCTION - PROJECT STATUS MAP UPDATED SEPTEMBER 2018



CONSTRUCTION PHASES	COMPLETION DATE	CONSTRUCTION PHASES	COMPLETION DATE
VTRR CONSTRUCTION	1980	PHASE 3B CONSTRUCTION	NOVEMBER 2009
PHASE 3A CONSTRUCTION	1980	PHASE 3B CONSTRUCTION	TBD
PHASE 3B CONSTRUCTION	SEPTEMBER 2008	PHASE 4 CONSTRUCTION	TBD (BRADING UNDERWAY)
PHASE 3C CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3D CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3E CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3F CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3G CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3H CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3I CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3J CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3K CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3L CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3M CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3N CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3O CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3P CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3Q CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3R CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3S CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3T CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3U CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3V CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3W CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3X CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3Y CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD
PHASE 3Z CONSTRUCTION	SEPTEMBER 2008	STORY COUNTY	TBD

Operations

The V&T Railway is operated through contracts for specific services. The Commission contracts for the General Management of the Railway, as well as track maintenance, engineering, marketing, legal services and train services. The contract General Manager manages the contracts with the other providers. Events and programs operated on the V&T Railway are also contracted. Financial services are currently contracted to Storey County.

Current railway operations include:

1. The Polar Express program, which operates during the Christmas season. This popular program served 15,350 passengers in 2019. Revenue from ticket sales exceeded expenses related to the program.
2. Excursions from Carson City to Virginia City, which take place in the late spring and summer months. In 2019, excursion served 6,882 passengers.
3. Special event trains:
 - a. Wine Train - 688 passengers during the 2019 season
 - b. Mother's Day Train - 210 passengers during the 2019 season

Revenue from ticket sales for Excursions and Special Event Trains combined fell short of expenses related to those programs.

4. Rail bikes started operations in 2020 and were an alternative to regular train operations during the COVID19 pandemic. In its first season, the Rail Bikes operated from August 1 – November 1 and served 4,449 passengers. Revenue from ticket sales exceeded expenses related to the program.

Additional details regarding operations can be found in the Section 3 of the Appendix.

Governance

In 2001, the Nevada State Legislature established the Nevada Commission for the Reconstruction of the V&T Railway. At that time, it included representation from 5 counties – Carson City, Storey County, Washoe County, Lyon County and Douglas County. In 2017, the Legislature amended the make-up of the Board. Membership on the Board now consists of the following representatives:

- 1 representative appointed by the Storey County Board of County Commission
- 1 representative from Storey County Tourism Commission
- 1 representative appointed by the Carson City Board of Supervisors
- 1 representative from Carson City Tourism Authority
- 1 representative appointed by the Governor

The following lists the General Powers granted to the Commission by the Nevada State Legislature:

The Commission may:

1. Acquire by gift, devise, purchase, lease or trade any real and personal property it deems necessary for any project authorized by this act.
2. Lease, sell or otherwise dispose of any property.
3. Enter into any contracts necessary for any project authorized by this act. The duration of any such contracts may exceed the terms of office of the commissioners.
4. Construct and provide for the maintenance of walkways, parks and pathways for bicycles.
5. Solicit, accept and use gifts, grants and other donations from public and private sources.
6. Exercise the power of eminent domain as provided in chapter 37 of NRS to acquire the property rights necessary for any project authorized by this act, which is hereby declared to be a public purpose.
7. Adopt, enforce, amend and repeal any rules and regulations necessary for the administration and use of any railway, park, walkways, pathway for bicycles or other facilities leased, constructed, created or acquired by the Commission.
8. Employ or contract with any persons or governmental entities necessary for the operation or maintenance of any project authorized pursuant to this act.
9. Establish fees and other charges for the use of any railway, park, walkways, pathway for bicycles or other facilities leased, constructed, created or acquired by the Commission.
10. Regulate vehicular traffic on the right of ways and property leased or owned by the Commission.
11. Grant any exclusive franchises and concessions it deems appropriate to carry out the provisions of this act.
12. Take such other actions necessary to accomplish the purposes of this act and to comply with any statute or regulation of this state or of the Federal Government.

The full text of the Chapter 566 of the Nevada Revised Statutes establishing the Commission for the Reconstruction of the V&T Railway can be found in Section 4 of the Appendix,

Financial

Revenue for the operation of the V&T Railway comes from ticket and merchandise sales. Operations expenses may also be augmented through lodging and sales taxes from Carson City and Virginia City. Operating expenses in Fiscal Year 2018/19 totaled almost \$1.4 million. Payments made to contractors that year totaled over \$1 million. In prior years, total revenue fell below total expenses, with the difference made up by contributions from Carson City and Storey County.

Lodging taxes continue to be collected in Carson City to support the V&T Railway. The taxes are principally used for debt services, but may be used for operating expenses. The bonds will be paid in 2023, and if this portion of the lodging tax is not used by the V&T Railway, that tax sunsets.

Carson City levied a 1/8 cent sales tax for bond payments for the reconstruction of the V&T Railway. Any revenues collected through this sales tax beyond what is necessary for debt payments may be used for Carson City street projects. The bonds will be paid in 2026. These taxes can only be used for capital and are not available for operating.

In 2010, Storey County renewed a sales tax for the reconstruction of the V&T Railway. Pursuant to a Memorandum of Understanding between the Nevada Commission for the Reconstruction of the V&T Railway (V&T Railway Commission) and Storey County, this tax will be used for improvements on that portion of the V&T Railway that lies within Storey County, however, funds may be accessed should a shortfall exist in the operations of the V&T Railway.

Assets

The following is a list of the assets owned by the Commission:

- 12.2 miles of tracks, including a tunnel and bridge.
- Associated switches and spurs
- 4.5 miles of proposed rail bed
- Fully refurbished Steam Engine –Engine #18
- Train station –40’ x 90’ metal building
- 1800 square foot modular ticket office
- 4 room restroom facility
- Eastgate parcel
- Paved parking lot with 144 spaces
- 3 metal storage containers
- Property near the Gold Hill depot
- Note Receivable – property on Drako Way

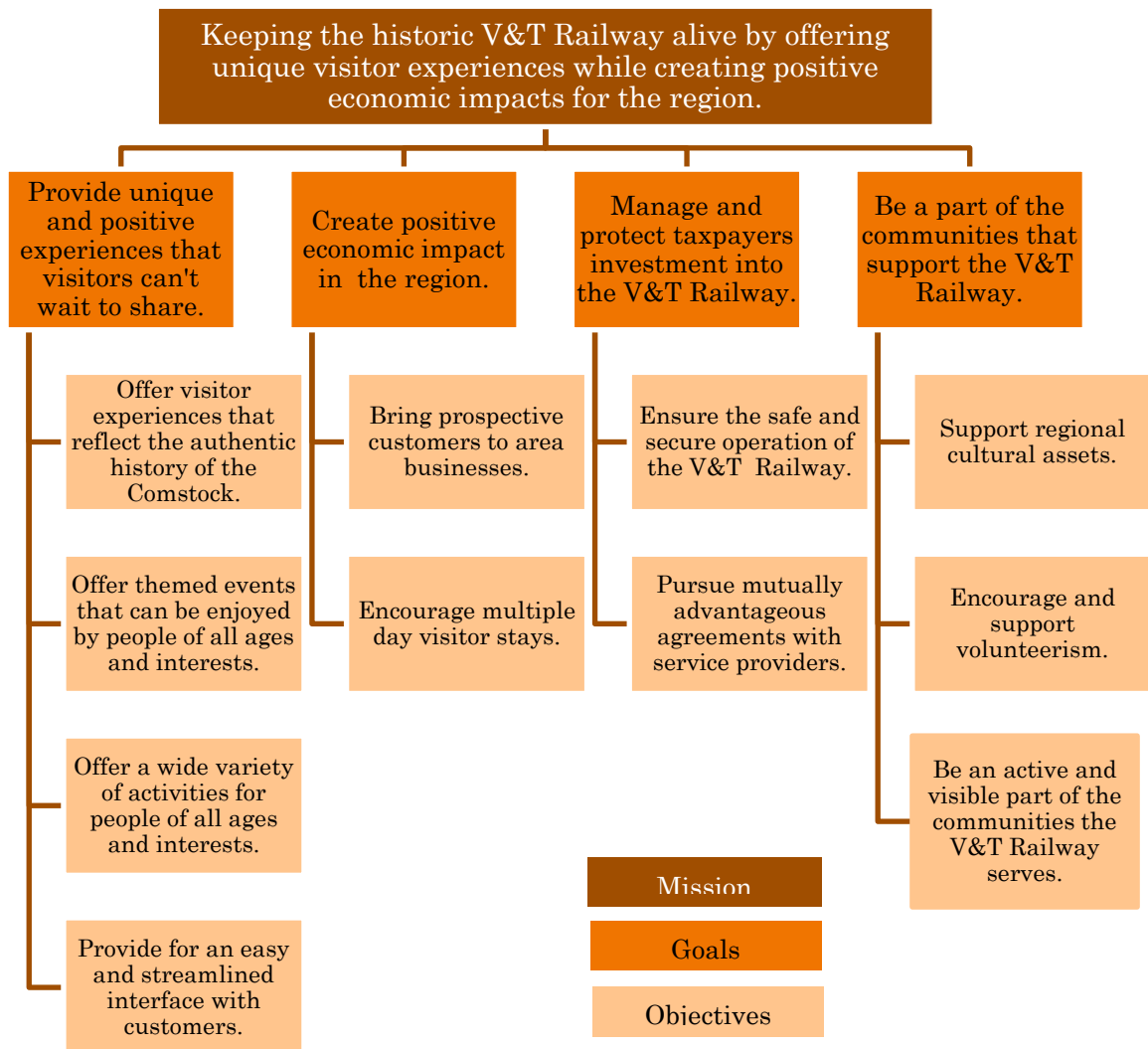


III. Strategic Plan

The following chart provides an overview of the Mission, Goals, Objectives, Tactics and Initiatives for the V&T Railway.

Strategy Map

The following strategy map sets out the purpose, goals and objectives of the V&T Railway. The Mission Statement sets out the purpose of the V&T Commission, the reason it exists. The goals express desired broad, long-term results and objectives represent specific actions to be taken to achieve each goal.



Tactics / Initiatives

The following chart sets out the strategy of the organization. Tactics define an approach to achieving each objective. They are on-going without a specific time-line. Initiatives are specific actions to be taken to support the tactic. Initiatives are included in an implementation plan and should be monitored for completion. Results produced by implementation of the tactics should also be monitored to ensure that the desired result is achieved.

Goal	Objective	Tactic	Initiative
Provide unique and positive experiences that visitors can't wait to share.	Offer visitor experiences that reflect the authentic history of the Comstock.	Pursue improvements to history-based events based on customer input.	
	Offer themes events that can be enjoyed by people of all ages and interests.	Pursue additional types of themed trains and events based on customer input.	
		Expand theme event opportunities.	Look for themed events that can operate when access to Virginia City is restricted due to existing events.
	Offer a wide variety of activities for people of all ages and interests.	Look for local businesses to provide food services.	Pursue local food truck services.
		Offer souvenirs and other merchandise – on-site and on-line.	Look for current providers of souvenirs and merchandise to provide souvenirs and merchandise for the V&T Railway.
	Provide for an easy and streamlined interface with customers.	Provide a common portal for information for visitors.	Coordinate access to information with the V&T Railroad.
		Standardize marketing materials.	
	Create positive economic impact in the region.	Bring prospective customers to area businesses.	Look for opportunities for cooperative events and attractions.
Look for opportunities for cooperative marketing.			
Encourage multiple day visitor stays.		Work with lodging properties to offer packages.	Pursue visitor packages for group events.
		Work with regional tourism authorities to create multiple day visitor experiences.	Work with tour operators currently engaged with regional tourism authorities to offer V&T Railway events and activities.

Goal	Objective	Tactic	Initiative
Manage and protect taxpayers and investment into the V&T Railway.	Ensure the safe and secure operation of the V&T Railway.	Provide regular maintenance to the railway infrastructure.	Strengthen maintenance agreements to emphasize continuity.
		Ensure all V&T Railway operations follow standard safety protocols.	Develop operational protocols to include safety on the rail. Strengthen operator agreements to emphasize safety.
		Ensure property and equipment is secure.	Review current security of all property and equipment and develop solutions.
	Pursue mutually advantageous agreements with service providers.	Provide for coordination of rail operations among service providers.	Strengthen all provider agreement – emphasize continuity and resources to improve experience.
	Manage V&T Railway finances to provide for revenues adequate to pay for operations, capital improvement and contingency.	Monitor operating results of all activities and events on the Railway for financial sustainability.	Establish uniform “after event” reporting in order to analyze event and activity success.
Be a part of the communities that support the V&T Railway	Support regional cultural assets.	Develop partnerships with other cultural assets.	Offer visitor packages including other cultural assets.
	Encourage and support volunteerism.	Encourage area volunteers to support events and activities.	Partner with other cultural organizations in attracting volunteers.
			Develop a volunteer training program.
		Encourage donations of services and / or funds to support the V&T Railway.	Develop volunteer recruiting program.
	Be an active and visible part of the communities the V&T Railway serves.	Encourage citizen participation in V&T Railway events and activities.	Pursue commercial sponsorships for trains, events, rail bikes, etc.
Explore a “signature” fund raising event.			
			Examine the possibility of local discounts for events and activities.

IV. Implementation Schedule

This chart provides a work plan for the initiatives included in the Strategic Plan. Initiatives should be completed within 3 years; however, the plan should be examined on a regular basis and adjustments should be made based upon current conditions.

	Tactic	Initiative	2021	2022	2023
1	Pursue additional themed trains and events based on customer input.	Pursue additional themed trains and events based on customer input.			X
2	Expand theme event opportunities.	Look for themed events that can operate when access to Virginia City is restricted due to existing events.			X
3	Look for local businesses to provide food services.	Pursue local food truck services.	X		
4	Offer souvenirs and other merchandise – on-site and on-line.	Look for current providers of souvenirs and merchandise to provide souvenirs and merchandise for the V&T Railway.	X		
5	Provide a common portal for information for visitors.	Coordinate access to information with the V&T Railroad.		X	
6	Look for opportunities for cooperative events and attractions.	Pursue visitor packages with other local attractions or in conjunction with other events in the area.		X	
7	Work with lodging properties to offer packages.	Pursue visitor packages for group events.		X	
8	Work with regional tourism authorities to create multiple day visitor experiences.	Work with tour operators currently engaged with regional tourism authorities to offer V&T Railway events and activities.		X	
9	Provide regular maintenance to the railway infrastructure.	Strengthen maintenance agreements to emphasize continuity.	X		
10	Ensure all V&T Railway operations follow standard safety protocols.	Develop operational protocols to include safety on the rail.	X		
		Strengthen operator agreements to emphasize safety.	X		
11	Ensure property and equipment is secure.	Review current security of all property and equipment and develop solutions.	X		
12	Provide for coordination of rail operations among service providers.	Strengthen all provider agreements – emphasize continuity and resources to improve experience.	X		
13	Monitor operating results of all activities and events on the Railway for financial sustainability.	Establish uniform “after event” reporting in order to analyze event and activity success.	X		
14	Develop partnerships with other cultural assets.	Offer visitor packages including other cultural assets		X	
15	Encourage area volunteers to support events and activities.	Develop a volunteer training program.		X	
		Develop volunteer recruiting program.		X	

16	Encourage donations of services and / or funds to support the V&T Railway.	Pursue commercial sponsorships for trains, events, rail bikes, etc.			X
		Explore a “signature” fund raising event.			X
17	Encourage citizen participation in V&T Railway events and activities.	Examine the possibility of local discounts for events and activities.		X	

V. Business Review

Setting up a Business Review process that requires examining pertinent performance measures and monitoring progress in implementing tactics and initiatives will be important in meeting goals and objectives identified in the Strategic Plan.

The following Business Review schedule is advised:

Monthly	Review prior month and year-to-date expenditures against budget and compared to prior years.
	Review passenger data for programs / events that occurred the prior month. <ul style="list-style-type: none"> - Excursions to Virginia City - Special Events Trains - Rail Bikes - Other programs / activities
	Review financial results from operations (programs / events) that occurred the prior month. <ul style="list-style-type: none"> - Excursions to Virginia City - Special Events Trains - Rail Bikes - Other programs / activities
January	Review all operating results for the prior season.
	Review strategic plan and adopt any changes to: <ul style="list-style-type: none"> - Goals - Objectives - Tactics - Initiatives
	Begin budget preparation, taking into consideration any Strategic Plan tactics and initiatives.
February	Approve operations plans for the upcoming season.
April	Finalize budget
As needed	Seek input from customers regarding experience on the Railway.

VI. Appendix

1. The Strategic Planning Process

The following steps were used to create this Strategic Plan:

Mission statement, goals, objectives

During a workshop of the Nevada Commission for the Reconstruction of the V&T Railway, a presentation regarding the history, governance, finances, and operations for the Railway was presented. The Commission was asked to identify a list of stakeholders in the V&T Railway and the results they desired to achieve for those stakeholders. From that, a mission statement, goals and objectives were created and approved.

Internal and External Influences

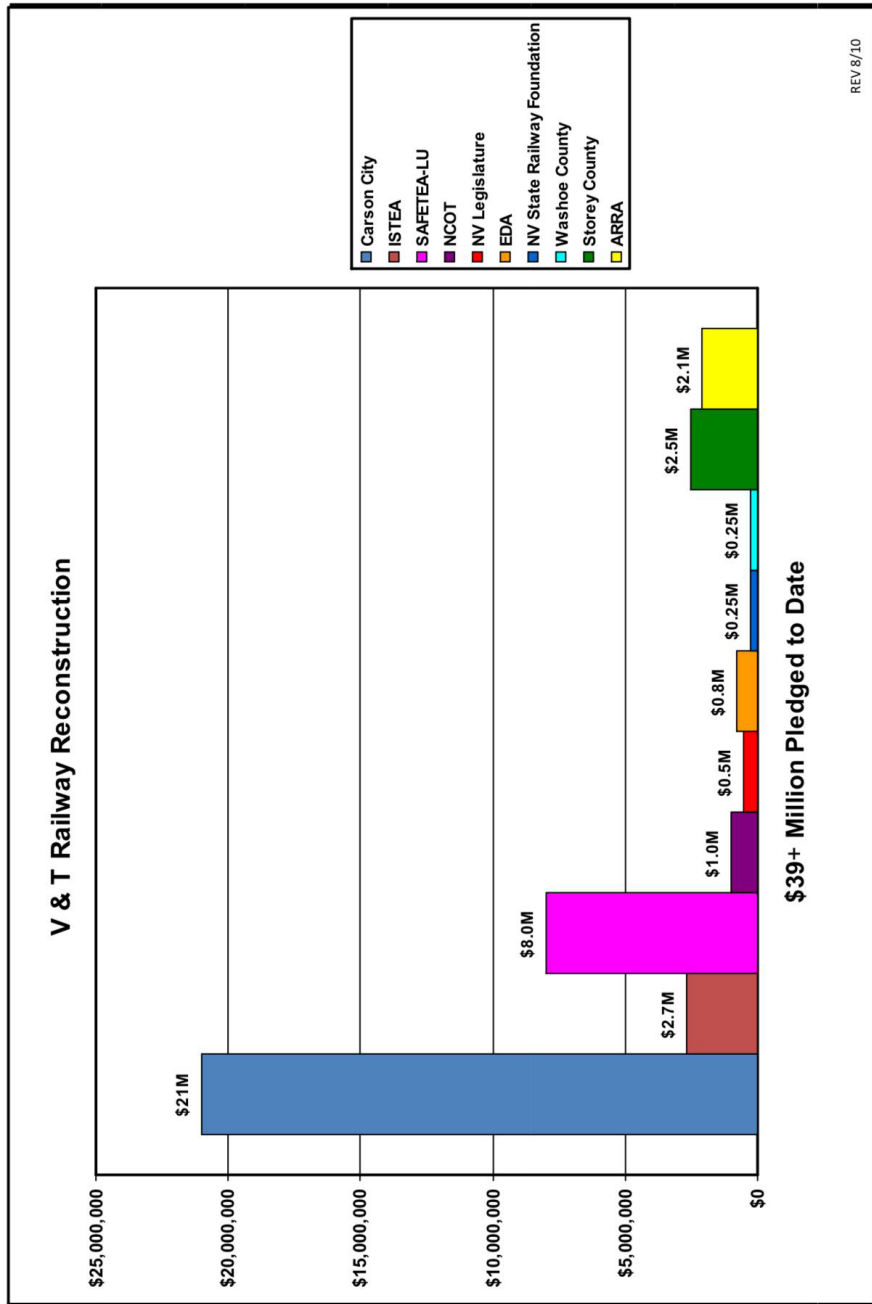
In order to develop a thorough list of internal strengths/weaknesses and external opportunities/threats, a survey was completed. Over 700 responses were received within a little more than 1 week. Results of the survey can be found in Section 5 of the Appendix.

Tactics / Initiatives

From the survey a list of Strengths, Weaknesses, Opportunities and Threats were developed. That list was added to at the second Commission workshop. You can view that list in Section 6 of the Appendix. From that information, tactics and initiatives were identified for the plan.

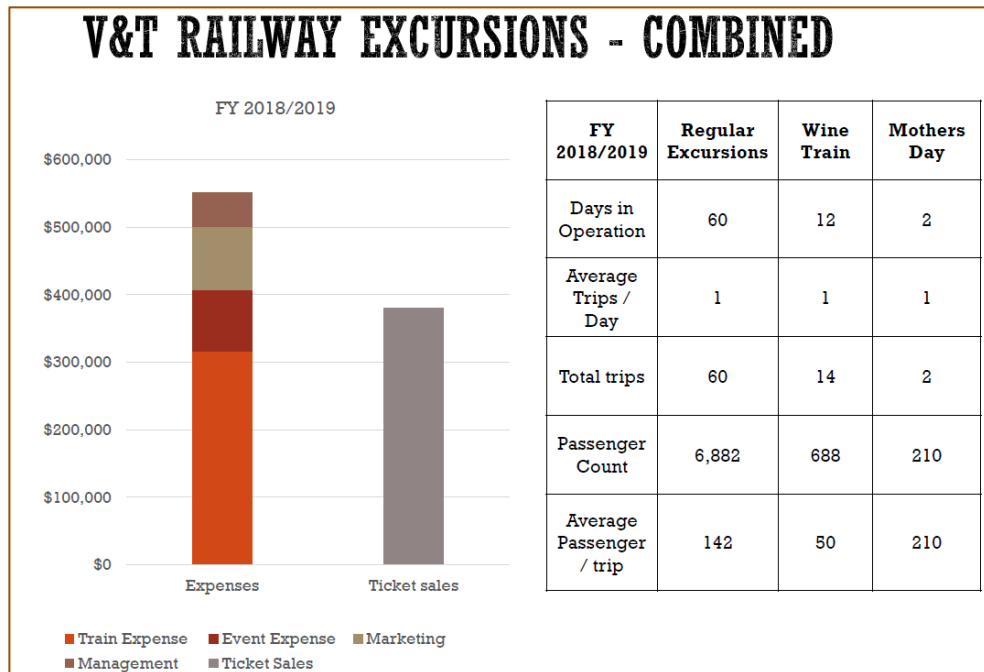
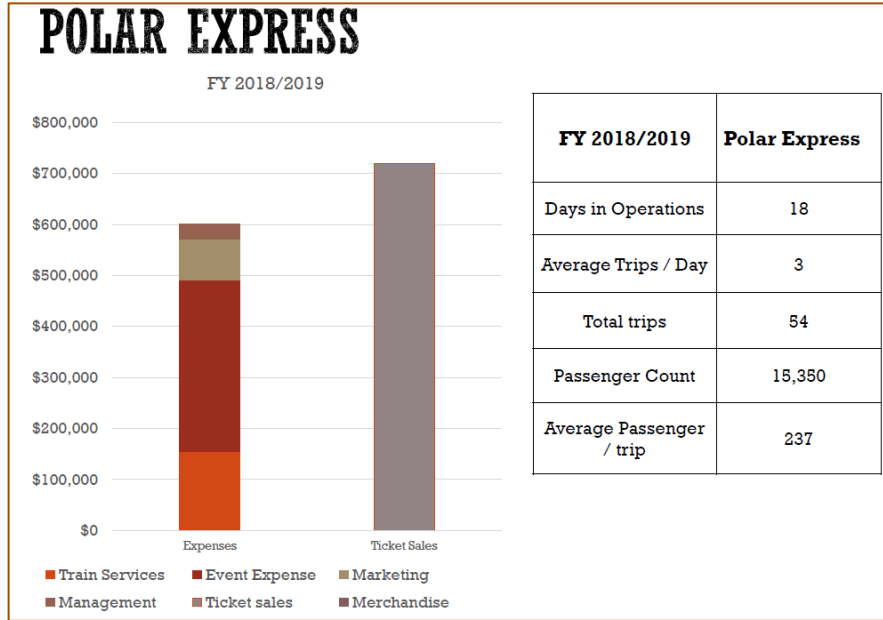
2. History

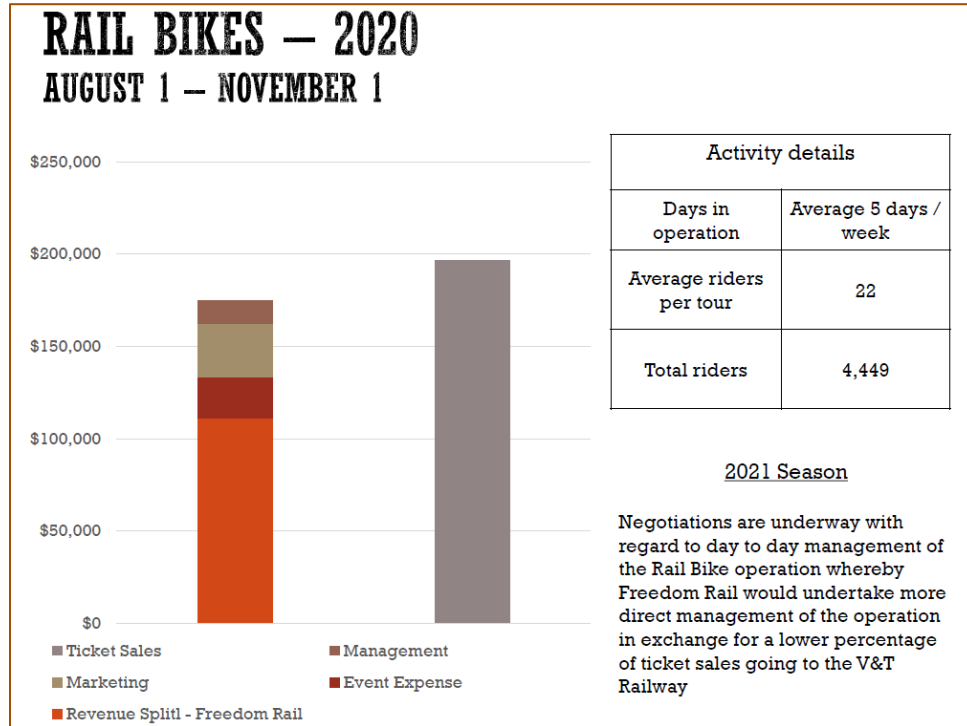
a. Funding for the reconstruction of the V&T Railway



3. Operations

a. Operating results for programs / events





4. Governance

- a. Nevada Revised Statutes pertaining to the Commission:

RAILROADS

NEVADA COMMISSION FOR THE RECONSTRUCTION OF THE V & T RAILWAY ACT OF 1993

CHAPTER 566, STATUTES OF NEVADA 1993

AN ACT creating the Tricounty Railway Commission of Carson City and Lyon and Storey counties; providing for the appointment, number, terms, reimbursement, powers and duties of the commissioners; specifying the powers of the commission; and providing other matters properly relating thereto.

[Approved: July 12, 1993]

(Leadlines for sections have been supplied by the Legislative Counsel of the State of Nevada)

WHEREAS, On February 19, 1869, ground was broken for the Virginia and Truckee Railroad and 8 months later it was doing business between Virginia City and Carson City, a distance of 21 miles; and

WHEREAS, The 13-mile portion of the track between Virginia City and the Carson River is a continuous incline that has caused the Virginia and Truckee Railroad to be called the “crookedest” railway in the United States because the total of the curves in the track are equal to going 17 times around a circle; and

WHEREAS, Running from 30 to 45 trains per day, the Virginia and Truckee Railroad carried supplies of all kinds, including heavy machinery for the mines and goods and merchandise for the towns of Virginia City and

Gold Hill and returned with ore from the mines for the mills on the Carson River, carrying from 500 to 800 tons of ore daily out of the Comstock Lode; and

WHEREAS, The Virginia and Truckee Railroad has been recognized nationally as one of the greatest engineering feats of the 1800s; and

WHEREAS, The Nevada Legislature hereby finds and declares that a general law cannot be made applicable because of the unique nature of the opportunity to restore this “iron horse” of the past and the variety of local governments that must be involved in the restoration; now, therefore,

The People of the State of Nevada, represented in Senate and Assembly, do enact as follows:

Section 1. Definitions. As used in this act, unless the context otherwise requires:

1. “Commission” means the Nevada Commission for the Reconstruction of the V & T Railway created pursuant to section 2 of this act.
2. “Commissioner” means a person who serves on the Commission pursuant to section 3 of this act.
3. “County” includes Carson City.
4. “Governing bodies” means the Board of Supervisors of Carson City and the Board of County Commissioners of Storey County.
(Ch. 566, [Stats. 1993 p. 2326](#); A — Ch. 42, [Stats. 2001 p. 400](#); Ch. 62, [Stats. 2017 p. 240](#))

Sec. 2. Creation; exemption from taxation; geographical jurisdiction; construction of act.

1. The Nevada Commission for the Reconstruction of the V & T Railway of Carson City and Storey County is hereby created.
2. The property and revenues of the Commission, and any interest therein, are exempt from all state and local taxation.
3. The Commission is a body corporate and politic, the geographical jurisdiction of which is Carson City and Storey County.
4. The provisions of this act must be broadly construed to accomplish its purposes.
(Ch. 566, [Stats. 1993 p. 2326](#); A — Ch. 42, [Stats. 2001 p. 400](#); Ch. 62, [Stats. 2017 p. 240](#))

Sec. 3. Composition; appointment and terms of members; vacancies.

1. The Commission must be composed of five Commissioners as follows:
 - (a) One member appointed by the Board of Supervisors of Carson City from among its members or who is a designee of the Board of Supervisors of Carson City;
 - (b) One member appointed by the Board of County Commissioners of Storey County from among its members or who is a designee of the Board of County Commissioners of Storey County;
 - (c) One member appointed by the Board of the Carson City Convention and Visitors Bureau from among its members or who is a designee of the Board;
 - (d) One member appointed by the Virginia City Tourism Commission from among its members or who is a designee of the Commission; and
 - (e) One member appointed by the Governor.
2. As soon as practicable after October 1, 2017, the appointing authorities shall make any appointments required by subsection 1. All of the appointments must be for initial terms of 1, 2 or 3 years to ensure staggered terms. After the initial terms, the term of office of each appointed commissioner is 4 years. A member is eligible for reappointment.
3. The office of a member who is required as a qualification for appointment to be a member of the body appointing the member or an employee of a county becomes vacant on the date he or she ceases to be a member of that appointing body or an employee of that county.
4. Each appointed commissioner serves at the pleasure of his or her appointing authority, and all vacancies must be filled for the unexpired term in the same manner as the original appointment.
(Ch. 566, [Stats. 1993 p. 2326](#); A — Ch. 42, [Stats. 2001 p. 400](#); Ch. 62, [Stats. 2017 p. 241](#))

Sec. 4. Oath of office; compensation; officers; records; treasurer’s bond.

1. The commissioner appointed pursuant to paragraph (b) or (d) of subsection 1 of section 3 of this act shall file his or her oath of office with the county clerk of Storey County, and all other commissioners shall file their oaths of office with the Clerk of Carson City.
2. The commissioners must serve without compensation, but a commissioner may be reimbursed for expenses actually incurred for travel authorized by the Commission.
3. The Commission shall elect a Chair, Vice Chair, Secretary and Treasurer from among its members. The Secretary and the Treasurer may be one person. The terms of the officers expire on July 1 of each odd-numbered year.

4. The Secretary shall maintain audio recordings or transcripts of all meetings of the Commission and a record of all of the proceedings of the Commission, minutes of all meetings, certificates, contracts and other acts of the Commission. Except as otherwise provided in [NRS 241.035](#), the records must be open to the inspection of all interested persons at a reasonable time and place. A copy of the minutes or audio recordings must be made available to a member of the public upon request at no charge pursuant to [NRS 241.035](#).

5. The Treasurer shall keep an accurate account of all money received by and disbursed on behalf of the Commission. The Treasurer shall file with the Clerk of Carson City, at the expense of the Commission, a fidelity bond in an amount not less than \$10,000, conditioned for the faithful performance of his or her duties. (Ch. 566, [Stats. 1993 p. 2327](#); A — Ch. 42, [Stats. 2001 p. 401](#); Ch. 373, [Stats. 2005 p. 1419](#); Ch. 98, [Stats. 2013 p. 339](#); Ch. 62, [Stats. 2017 p. 242](#))

Sec. 5. Meetings; limitation of liability of Commissioners.

1. The Commission shall meet upon the call of the Chair or a majority of the commissioners.
2. A majority of the commissioners constitutes a quorum at any meeting.
3. The governing bodies shall each make available an appropriate meeting room and provide adequate clerical staff and equipment to provide adequate notice of the meeting and to produce minutes and audio recordings or transcripts of the meeting and any other assistance necessary to allow the Commission to comply with the provisions of [chapter 241](#) of NRS.

4. The Commission shall alternate the location of its meetings among the facilities provided pursuant to subsection 3.

5. A commissioner is not personally liable for any actions taken or omitted in good faith in the performance of his or her duties pursuant to the provisions of this act.

(Ch. 566, [Stats. 1993 p. 2327](#); A — Ch. 373, [Stats. 2005 p. 1420](#))

Sec. 6. General powers. The Commission may:

1. Acquire by gift, devise, purchase, lease or trade any real and personal property it deems necessary for any project authorized by this act.

2. Lease, sell or otherwise dispose of any property.

3. Enter into any contracts necessary for any project authorized by this act. The duration of any such contracts may exceed the terms of office of the commissioners.

4. Construct and provide for the maintenance of walkways, parks and pathways for bicycles.

5. Solicit, accept and use gifts, grants and other donations from public and private sources.

6. Exercise the power of eminent domain as provided in [chapter 37](#) of NRS to acquire the property rights necessary for any project authorized by this act, which is hereby declared to be a public purpose.

7. Adopt, enforce, amend and repeal any rules and regulations necessary for the administration and use of any railway, park, walkways, pathway for bicycles or other facilities leased, constructed, created or acquired by the Commission.

8. Employ or contract with any persons or governmental entities necessary for the operation or maintenance of any project authorized pursuant to this act.

9. Establish fees and other charges for the use of any railway, park, walkways, pathway for bicycles or other facilities leased, constructed, created or acquired by the Commission.

10. Regulate vehicular traffic on the right of ways and property leased or owned by the Commission.

11. Grant any exclusive franchises and concessions it deems appropriate to carry out the provisions of this act.

12. Take such other actions necessary to accomplish the purposes of this act and to comply with any statute or regulation of this state or of the Federal Government.

(Ch. 566, [Stats. 1993 p. 2328](#))

Sec. 7. Establishing and maintaining railway; regulation of franchisees and concessionaires; exemption from regulation by Public Utilities Commission of Nevada.

1. The Commission may do all things necessary to establish and maintain a railway, including, without limitation:

(a) Purchasing, leasing or otherwise acquiring right of ways and constructing railways and any facilities or other appurtenances it deems appropriate in connection therewith; and

(b) Operating or granting franchises for the operation of a railroad that carries passengers to locations within the jurisdiction of the Commission.

2. In addition to regulation by another agency related to public health and safety that is required by local ordinance or state or federal law, the Commission shall regulate all franchisees and concessionaires who operate on the right-of-way or property owned or leased by the Commission.

3. A railway acquired, constructed or leased by the Commission pursuant to this act is not a street railway for the purposes of [chapter 709](#) of NRS.

4. Notwithstanding any provision of title 58 of NRS to the contrary, the rates charged by a railroad operated by the Commission or pursuant to a franchise or other agreement with the Commission, are not subject to regulation by the Public Utilities Commission of Nevada.

(Ch. 566, [Stats. 1993 p. 2328](#); A — Ch. 42, [Stats. 2001 p. 402](#); Ch. 2, [Stats. 2003 p. 2](#))

Sec. 8. Legal services; fund for the Commission; use of money in fund.

1. The Commission may enter into an agreement with the district attorney of Carson City or Storey County, or both, to provide legal services to the Commission. The Commission may authorize payment to the district attorney for the costs to the district attorney for providing those services.

2. The Commission shall enter into an agreement with the Treasurer of Carson City or Storey County to create a fund for the Commission and pay all claims against the fund that are properly approved by the Commission. The Commission may authorize payment to the Treasurer for the costs to the Treasurer for providing those services.

3. All money received by the Commission must be deposited in the fund created pursuant to subsection 2. Except as otherwise provided in [NRS 482.37945](#), the money in the fund must be used only for the necessary expenses of the Commission and the costs of the projects authorized by this act.

(Ch. 566, [Stats. 1993 p. 2329](#); A — Ch. 42, [Stats. 2001 p. 402](#); Ch. 99, [Stats. 2001 p. 586](#); Ch. 62, [Stats. 2017 p. 242](#))

Sec. 9. Budget; funding of costs; Commission not entitled to distribution of revenue from supplemental city-county relief tax.

1. The Commission shall adopt a budget for its operation and for each project it proposes for presentation to the governing bodies. Each budget must be accompanied by a proposed allocation of the net cost of the budget among the governing bodies which must be based upon the benefit of the Commission or project to the jurisdiction of the governing body or another equally appropriate indicator.

2. Upon final determination and allocation of the costs by agreement of the governing bodies, each governing body shall include its portion of the costs in its budget for the purposes of [chapter 354](#) of NRS and shall fund its share of the cost by:

(a) Issuing bonds pursuant to [chapter 350](#) of NRS;

(b) Imposing an additional tax on the rental of transient lodging;

(c) Upon approval by the voters, imposing an additional tax upon retailers at a rate not exceeding one-half of 1 percent of the gross receipts of any retailer from the sale of tangible personal property sold at retail, or stored, used or otherwise consumed in the county;

(d) Upon approval of the voters, levying a property tax not exceeding 2 cents per \$100 of assessed valuation on all taxable property in the county; or

(e) Any combination of the options provided in paragraphs (a) to (d), inclusive, including the issuance of bonds which will be repaid from the revenue of one or more of the taxes authorized in this section which may be treated as pledged revenues for the purposes of [NRS 350.020](#).

3. If the county imposes a tax pursuant to paragraph (c) of subsection 2 it shall include in the ordinance imposing the tax:

(a) Provisions substantially identical to those contained in [chapter 374](#) of NRS;

(b) A provision stating that all amendments to [chapter 374](#) of NRS after the date of enactment of the ordinance, not inconsistent with the provisions of the ordinance, automatically become a part of the ordinance;

(c) A provision that the county shall contract before the effective date of the ordinance with the Department to perform all functions incident to the administration or operation of the tax in the county; and

(d) The date on which the tax must first be imposed, which must be the first day of the first calendar quarter that begins at least 120 days after the adoption of the ordinance by the governing body.

4. If the county imposes a tax pursuant to paragraph (c) of subsection 2:

(a) All fees, taxes, interest and penalties imposed and all amounts of tax required to be paid to the county under that paragraph must be paid to the Department in the form of remittances payable to the Department.

(b) The Department shall deposit the payments with the State Treasurer for credit to the Sales and Use Tax Account in the State General Fund.

(c) The State Controller, acting upon the collection data furnished by the Department, shall monthly:

(1) Transfer from the Sales and Use Tax Account 1.75 percent of all fees, taxes, interest and penalties collected pursuant to that paragraph during the preceding month to the appropriate account in the State General Fund as compensation to the State for the cost of collecting the tax.

(2) Determine for the county an amount of money equal to any fees, taxes, interest and penalties collected in or for that county pursuant to that paragraph during the preceding month, less the amount transferred to the State General Fund pursuant to paragraph (a).

(3) Transfer the amount determined for the county to the Intergovernmental Fund and remit the money to the Treasurer of the Commission.

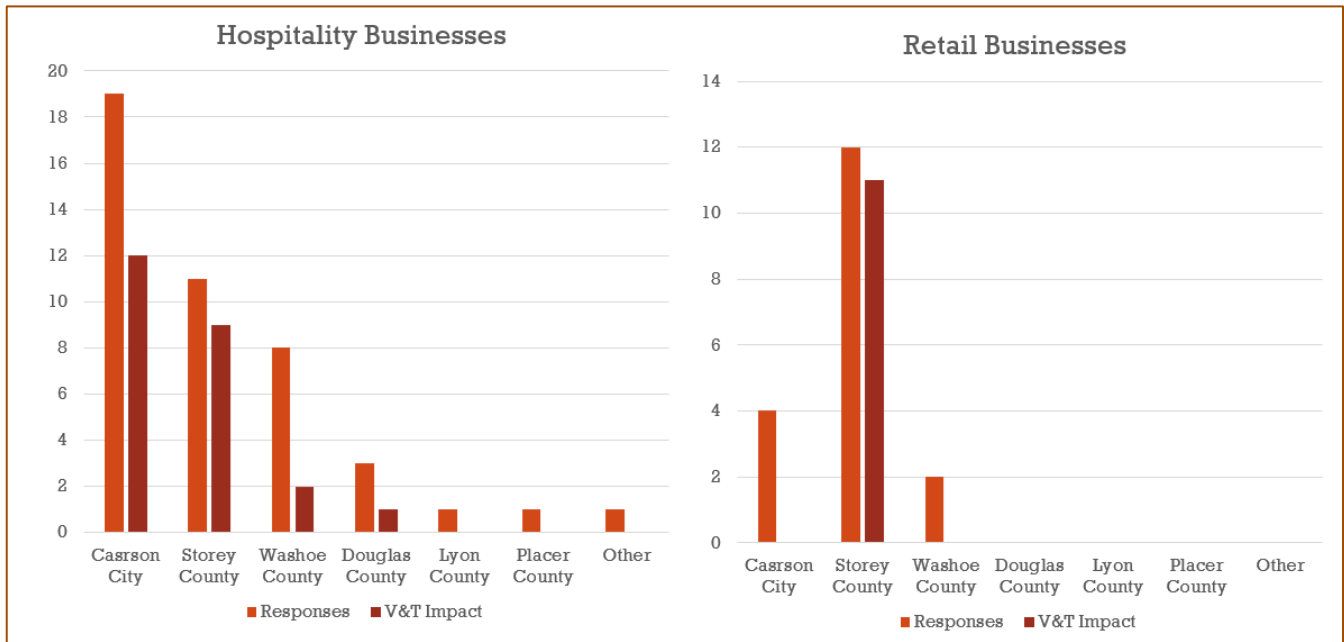
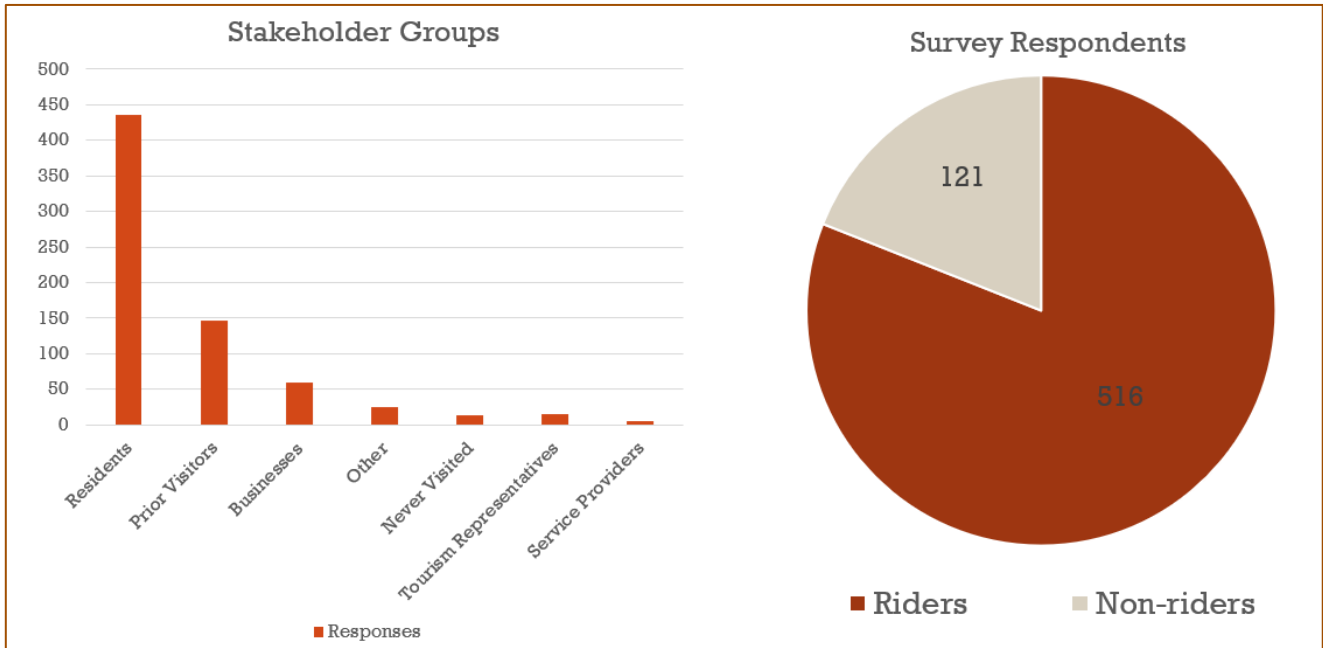
5. The Commission is not entitled to a distribution of revenue from the supplemental city-county relief tax.

(Ch. 566, [Stats. 1993 p. 2329](#); A — Ch. 400, [Stats. 2003 p. 2389](#); Ch. 421, [Stats. 2005 p. 1778](#); Ch. 387, [Stats. 2009 p. 2100](#))

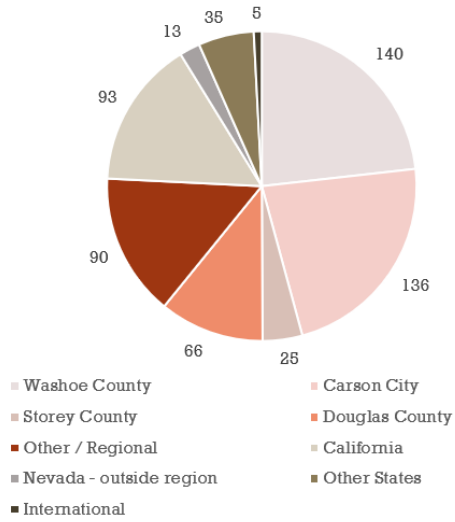
Sec. 10. Severability. If any provision of this act or the application thereof to any person, thing or circumstance is held invalid, the invalidity does not affect the provisions or applications of the act that can be given effect without the invalid provision or application, and to this end the provisions of this act are severable.

(Ch. 566, [Stats. 1993 p. 2330](#))

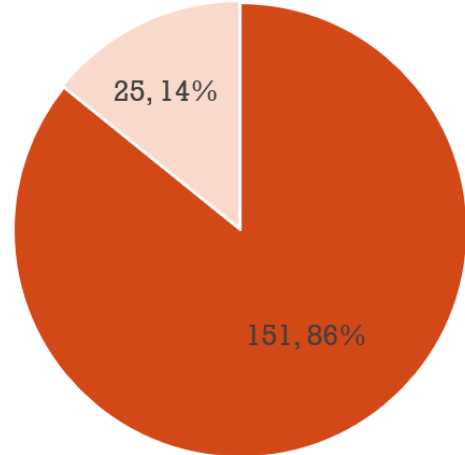
5. Survey Results:



V&T Railway Riders

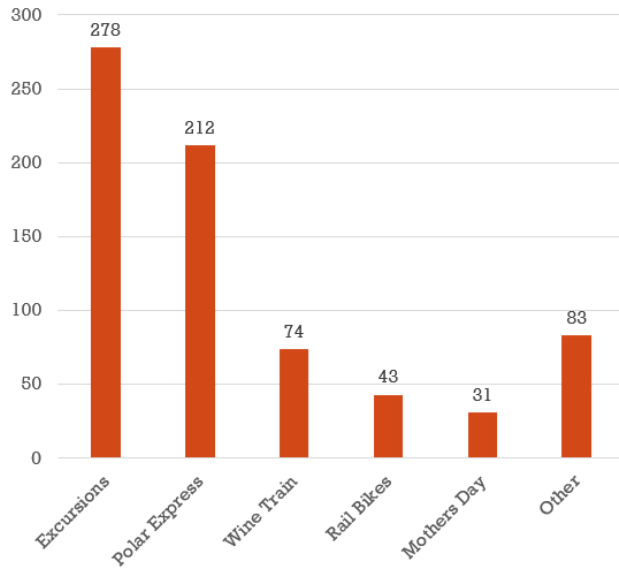


Please share any negative things you have heard about the V&T Railway.

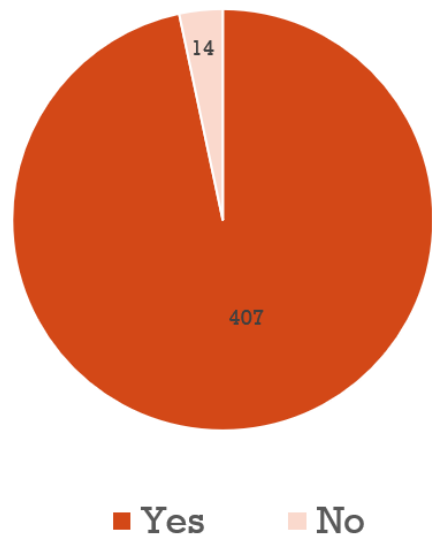


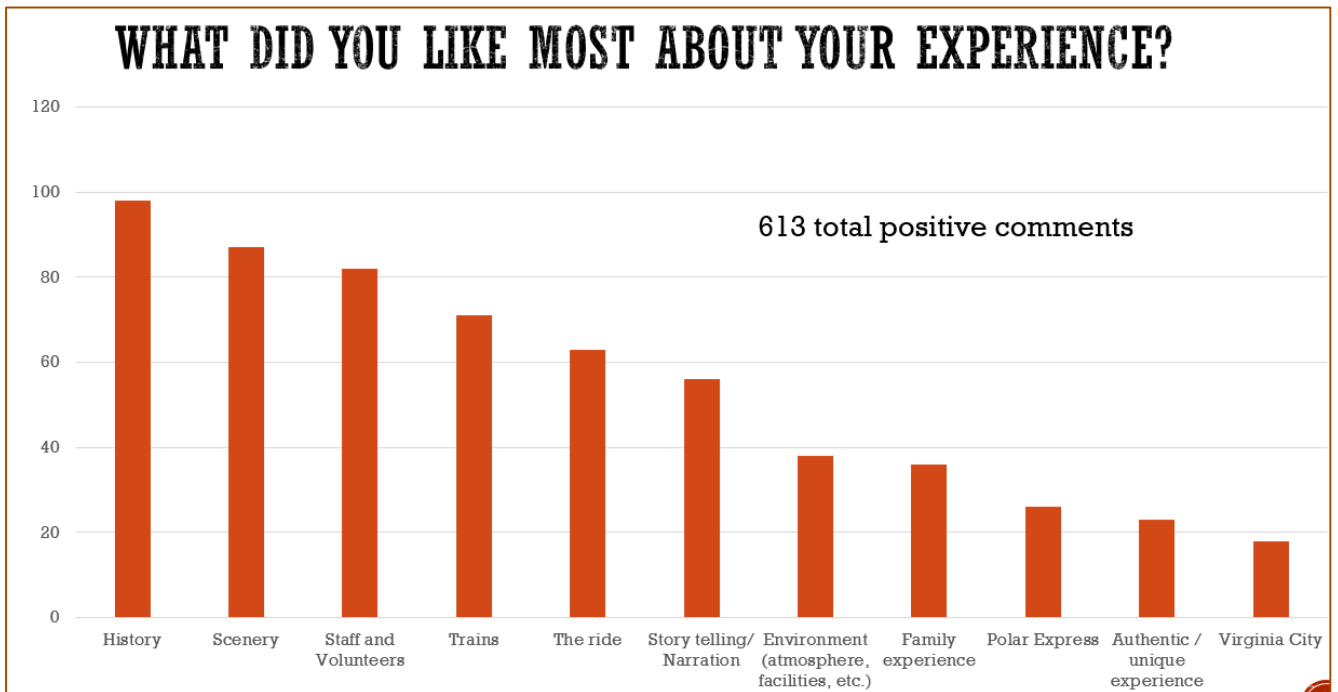
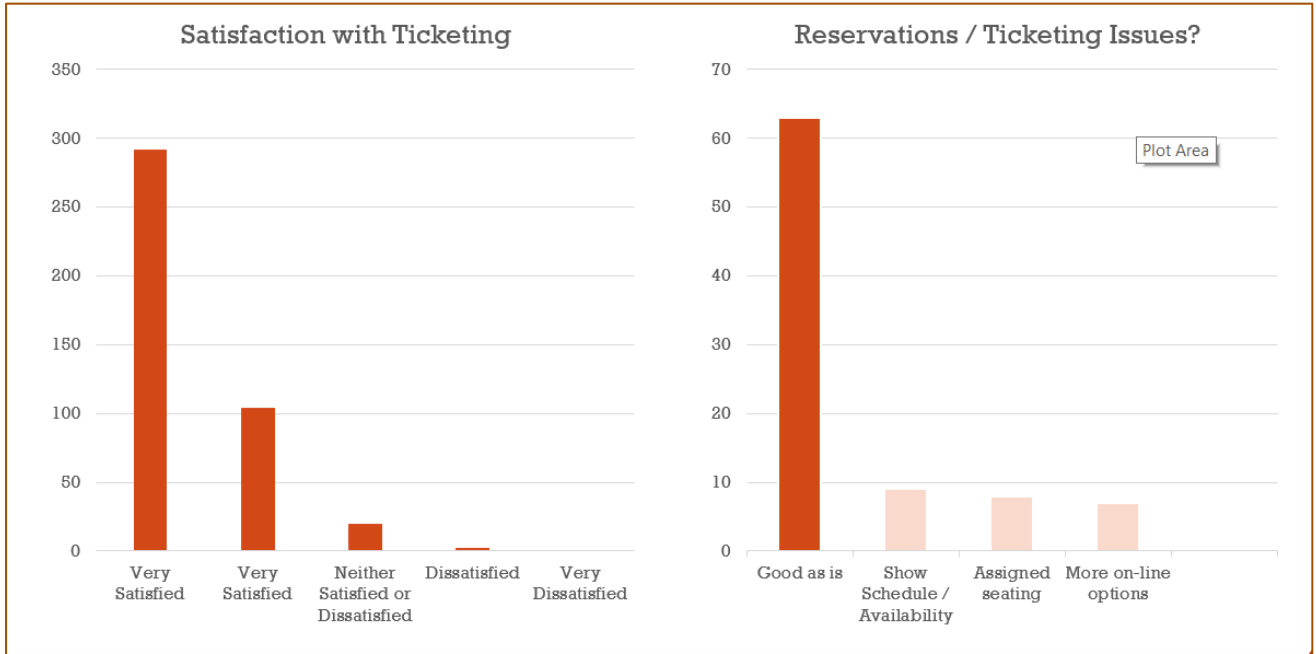
Please share any positive things you have heard about the V&T Railway.

Event Participation

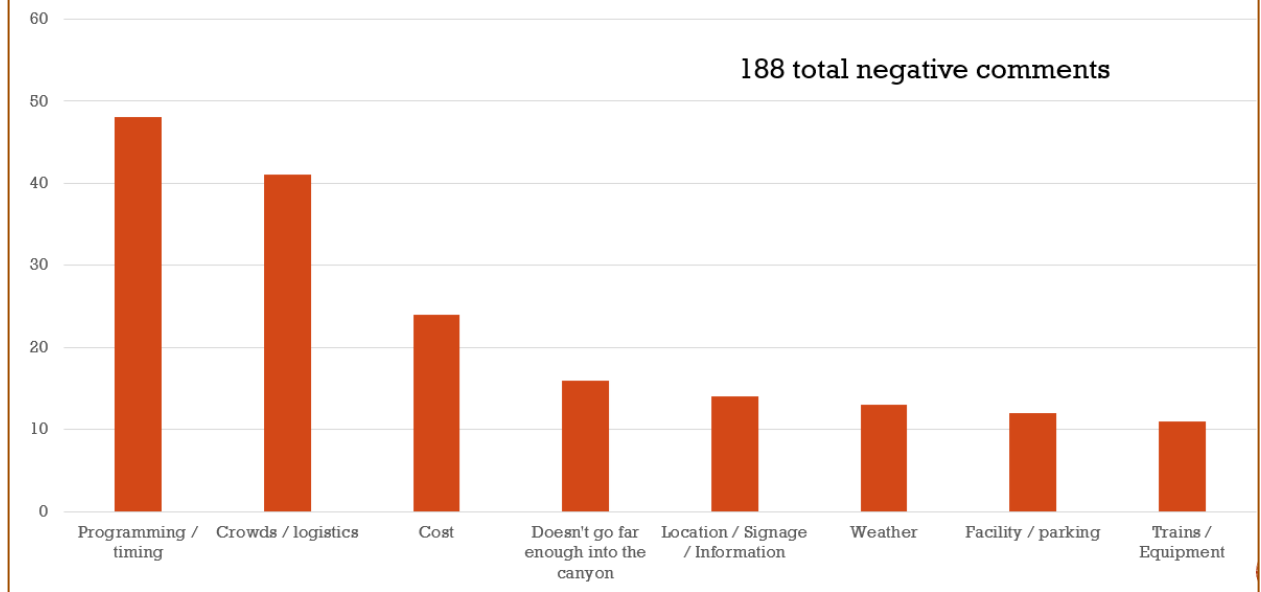


Plan to ride in the future

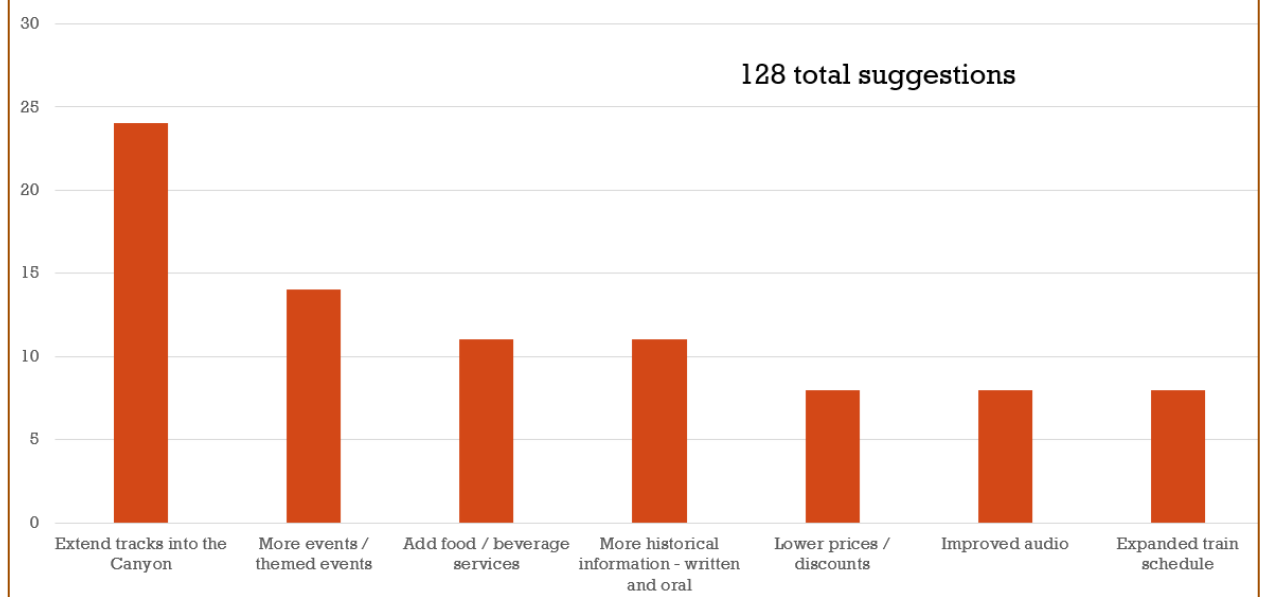


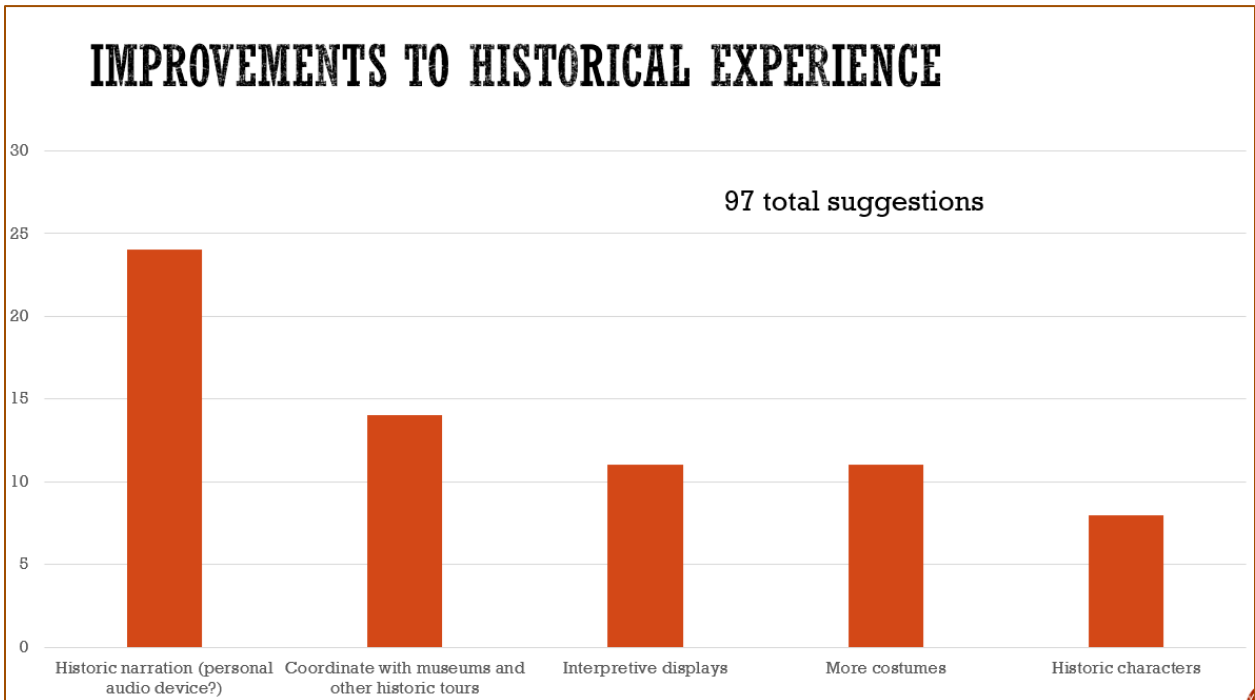
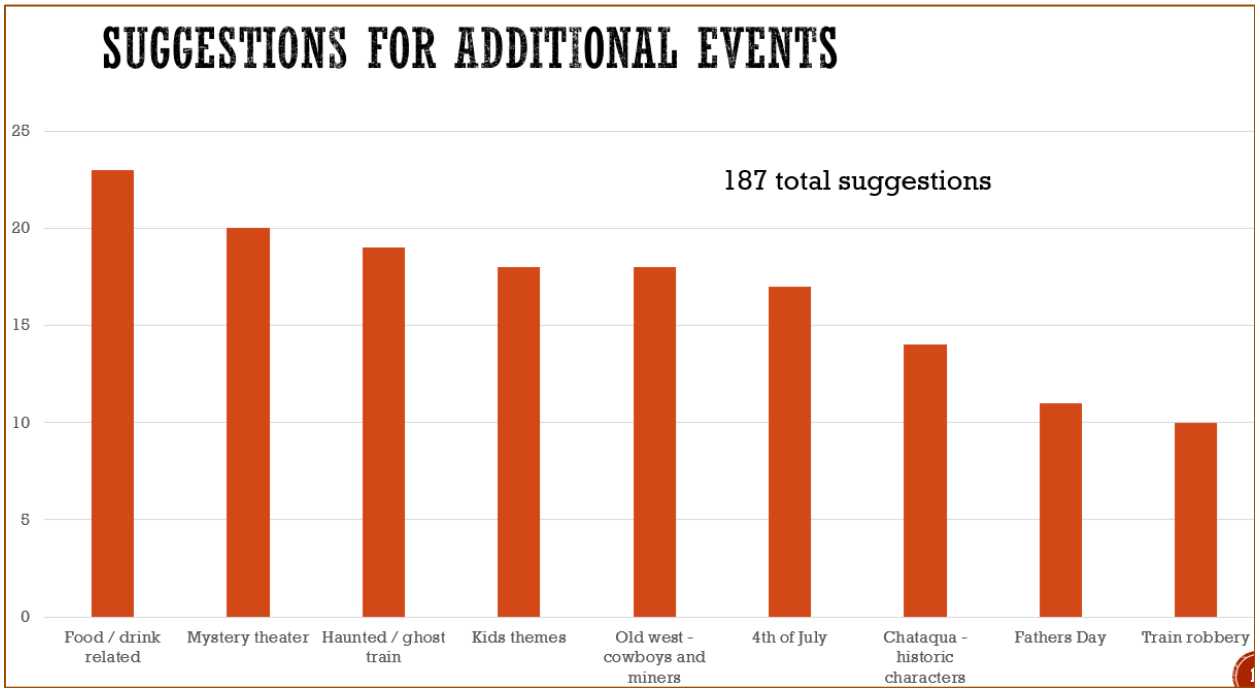


WHAT DID YOU LIKE LEAST ABOUT YOUR EXPERIENCE?



SUGGESTIONS FOR IMPROVEMENT





6. Strategy Matrix – Strengths, Weaknesses, Opportunities, Threats

<p>PROVIDE UNIQUE AND POSITIVE EXPERIENCES THAT VISITORS CAN'T WAIT TO SHARE.</p> <ul style="list-style-type: none"> Offer visitor experiences that reflect the authentic history of the Comstock. Offer themed events that can be enjoyed by people of all ages with varied interests. Offer a wide variety of activities for people of all ages and interests. Provide for an easy and streamlined interface with customers. 	<p>Strengths</p> <ul style="list-style-type: none"> Overall positive reputation. Success of Polar Express Staff and volunteers Engine 18 Access to Virginia City Coordinated efforts of Story and Carson City Tourism Authorities Open spaces for complimentary uses Right of way for extension of track Uniqueness of a historic railroad Locally based train operator – vested interest in the success of the area 	<p>Opportunities</p> <ul style="list-style-type: none"> Demand for more and different Christmas programming Partnerships with other museums and tour operators Historic resources in the region Extension of the tracks into the canyon Wild horses Demand for public recreation space. Associated areas of historic interpretation – Miners, Cowboys, Native Americans, etc. Popularity of youth centered events. Scenic resources in the area. Demand for souvenirs. Demand for food service Rent space for other functions
	<p>Weaknesses</p> <ul style="list-style-type: none"> Dependence upon ticket sales for revenue i.e., high ticket prices. Limited train car space. Access to Eastgate – traffic and road condition. No food / drink facilities for visitors. Not self sustaining 	<p>Threats</p> <ul style="list-style-type: none"> Over-crowded events. Further development along the right of way that distracts for historic landscape. Availability of rolling stock. No guaranteed access to Virginia City. Security / Vandalism / theft Uncertainty of funding

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<p>CREATE POSITIVE ECONOMIC IMPACT IN THE REGION.</p> <ul style="list-style-type: none"> Bring prospective customers to area businesses. <ul style="list-style-type: none"> Look for opportunities for cooperative events and attractions. Look for opportunities for cooperative marketing Encourage multiple day visitor stays. <ul style="list-style-type: none"> Work with regional tourism authorities to create multiple day visitor experiences. Work with lodging properties to offer packages for groups, organizations and conventions. 	<p>Strengths</p> <ul style="list-style-type: none"> Unique attraction for the region. Space for expansion of facilities Ability to run special trains 	<p>Opportunities</p> <ul style="list-style-type: none"> Partnerships with area hospitality businesses to create tour packages. Space available for cooperative events with regional tour operators. National, international marketing of tour packages. Cooperative marketing and/or packaging with Lake Tahoe operators / businesses. Corporate sponsorships for events / improvements. Rent space for other functions Sponsorships in rail bikes, trains, events, etc. Gold Hill depot
	<p>Weaknesses</p> <ul style="list-style-type: none"> Limited operations due to weather / seasons. Lack of convention / meeting space for large groups. Lack of continuity of management. Inadequate agreements with service providers – may result in lapse in service. Confusing marketing efforts 	<p>Threats</p> <ul style="list-style-type: none"> Competition with other types of tourist destinations in the region. Inadequate agreements with service providers. Conflict with existing events in Virginia City – limits train operations during those times.

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MANAGE AND PROTECT TAXPAYERS INVESTMENT INTO THE V&T RAILWAY.

- Insure the safe and secure operation of the V&T Railway.
 - Provide regular maintenance to the railway infrastructure.
 - Ensure all V&T Railway operations follow standard safety protocols.
- Pursue mutually advantageous agreements with service providers.
 - Provide for coordination of rail operations among service providers

Strengths

- V&T Railway Commission representation.
- Maintenance vendor competence

Opportunities

- Corporate sponsorships for events / improvements.
- Room to expand

Weaknesses

- Lack of engine house and yard tracks at Eastgate
- Funding options – ticket prices vs cost of adequate maintenance.
- Lack of continuity of management.

Threats

- Competing rail operator users – conflicts in use.
- Dependence on one train operator.
- Security / Vandalism / theft
- Cost of track maintenance
- Liability

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BE A PART OF THE COMMUNITIES THAT SUPPORT THE V&T RAILWAY.

- Support regional cultural assets.
- Encourage and support volunteerism.
 - Encourage area volunteers to support events and activities.
 - Encourage donations of services and / or funds to support the V&T Railway

Strengths

- Governing body made up of representatives from Storey County and Carson City.
- Community pride in the V&T Railway.
- Enthusiastic volunteers and local railroad enthusiasts.

Opportunities

- Partnerships with the State museums.
- Partnerships with other hobby groups to develop and support theme events.
- Use the Depot as meeting space for group and non-profits.
- Bring in small local businesses to provide services (such as food / drink) services.
- Utilize local youth theater groups for historic narration / story telling.
- Exchange of assets with other cultural properties.
- Local discounts / events

Weaknesses

- Lack of an active Foundation supporting the railway.
- Lack of consistent recruitment and training opportunities for volunteers.
- Lack of youth outreach programs that may help sustain future interest in the Railway.

Threats

- Funding shortfall of State museums.

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