

Branding, Development and Marketing Action Plan

League City, Texas

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Destination
Development
International



Table of Contents

Introduction and Scope of Work	5
Executive Summary	9
Brand Promise	19
League City Brand	23
Recommendations	27
#1: Create a Brand Leadership Team	28
#2: Develop a Downtown Master Plan	31
#3: Sell the brand throughout the community	38
#4: League City trail system	39
#5: Design the wayfinding system	40
#6: Recruit seasonal recreation vendors	42
#7: Arrange for technical retail assistance	43
#8: Create a business incubator	44
#9: Recruit Class A office space	45
#10: Develop additional special events	46
#11: Support proposed commuter rail line	47
#12: Beautify traffic corridor on I-45 along Main St.	48
#13: Implement assessment findings and suggestions	49
#14: Begin the business recruitment effort	50
#15: Create the Brand Style Guide	51
#16: Create a professional photo library	52
#17: Hire graphic design assistance	53
#18: Marketing	54
#18a: Redevelop the marketing pieces	54
#18b: Create the brand posters	56
#18c: Create the brand bookmark	62
#18d: Create a "Best of" League City brochure	63
#18e: Create the business cabinet	64
#18f: Advertising concepts	65
#18g: Create a League City marketing website	71
#18h: Create a Community Profile	73

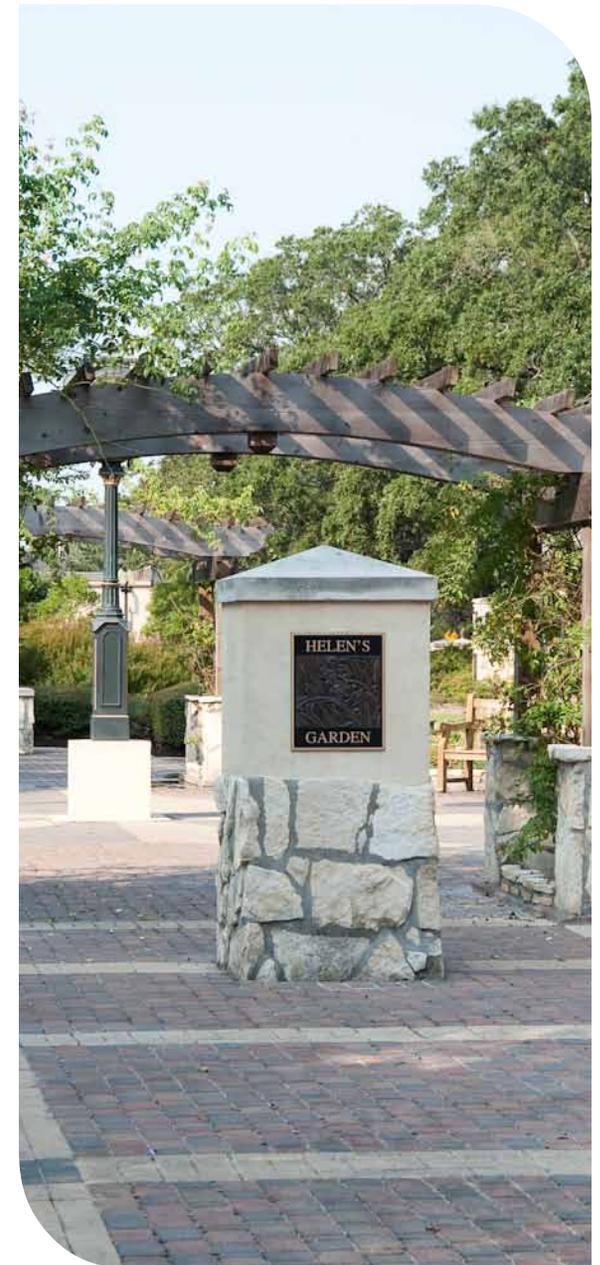




Table of Contents (cont.)

#18i: Contract for professional public relations services	74
#19: Tourism promotion focus	75
#20: Main Street USA affiliation	76
Supplemental Information.....	77
The Downtown Idea Book	78
Sample ordinances:	
- Sidewalk cafes.....	110
- Street performers and vendors	114
- Signage design review board.....	117
- Facade guidelines and procedures.....	120
Developing Critical Mass - Recruiting and rearranging businesses.....	122
Downtown Wi-Fi zones	124
Why an amphitheater? Case histories, feasibility, photos.....	127
Public market case histories	144
Local survey response summaries.....	159
Demographic Information.....	162
Sample case histories:	
- Georgetown, Washington DC.....	190
- Pearl District in Portland, OR.....	192
25 Steps to Recruitment	193
Contact information	197



Introduction & Scope of Work

Introduction and Scope of Work

League City is located in southeastern Texas between Galveston and Houston, on the south shore of Clear Lake. State Highway 3 and Interstate Highway 45 provide easy transportation routes north and south. Well-known for its excellent quality of life, residents enjoy a wealth of recreational opportunities, excellent schools, historical sites, a large marina, cultural events, and beautiful residential neighborhoods.

Initially the site of a Karankawa Indian village, the area was settled in the 1870s by several families: the Butlers, Cowarts and Perkinses, who brought Longhorn cattle and ranching equipment with them. When J. C. League arrived, he acquired land by the railroad, and laid out the town site. He provided land for the town's first school and churches. In 1907, League had two railroad flatcars of live oak trees delivered, and Butler supervised the planting of these trees along Main Street. Many of them still grace the city today, and are known as the Butler Oaks.

The early townspeople raised cattle, Satsuma oranges, strawberries, vegetables and figs. A variety of small businesses, some factories, a bank, and a lumber company enabled the small town to gradually grow over the years. Today, the 55 square mile city has a population estimated at 65,351 in 2006 and has been listed as one of America's Top Rated Smaller Cities by Grey House Publications. The median household income in the city was \$67,838 in 1999, 1.7 times higher than that of the state of Texas, which was \$39,927. The poverty rate was less than one-third that of the rest of the state as well.

Even with prosperity and many advantages, League

City still has some challenges. Most of the city's residents commute to another place each day for their jobs, leaving the city virtually empty. Many residents spend most of their leisure time and money outside the city as well. Downtown League City is lacking the cohesion and critical mass of businesses to make it a central gathering space where residents would want to spend time and money.

Seeing the need to create a town center that will attract business, residents, and visitors, in 2009 the city hired Destination Development, Inc. to produce a Community Assessment.

The Community Assessment is the first step necessary in a branding process, and it included: (1) a distance marketing assessment where two secret shoppers planned a trip to the area and reviewed the city's marketing effort, including websites, brochures, guides, and other marketing materials; and (2) a multi-day on-site assessment where DDI looked at League City's attractions and amenities, signage, wayfinding, overall appeal, downtown, visitor information, operating hours, beautification, business mix, and branding focus.

The findings from these assessments were presented to the League City community in a public presentation, followed up by a Findings and Suggestions Report. Following the assessment, the city saw that producing a Branding, Development and Marketing Action Plan would help them to achieve their goals of attracting visitors and more businesses, reinvigorating downtown, and creating a city in which residents enjoy spending their time and money.

The primary goal of this effort is to develop a comprehensive vision or "brand" for League City that maximizes its current assets and amenities, while providing recommendations for the development of "product" necessary to support the brand vision. The recommended brand direction will enable the city to stand out from the other communities in the area, making it more attractive for local residents as well as visitors.

As the title of the plan implies, it includes the brand direction - what you want to be known for; product development - what you need to do or create so you "own" the brand; and marketing - how to tell the world.

In order to achieve these objectives, League City hired Destination Development to perform the following scope of work to produce the Branding, Development and Marketing Action Plan:

Meetings with Local Stakeholders

DDI met with stakeholders who will play a role in the effort, learning more about local concerns, direction, opportunities, organizations, and businesses.

Establishment of an introductory "Brand Development Committee," or steering committee, to be DDI's partner in the plan development process.

Community Branding Forum

Two members of DDI's staff visited League City conducting community outreach for education, feedback, brainstorming, and researching and analyzing all of the information and input that was

received. A public meeting was held to educate the public about the basics of branding, and to solicit the values, vision, and needs of the stakeholders and the community.

A public open house was also held in the city in the evening to provide opportunity for additional public input and discussion.

Brand Identification

Upon return to their office, the DDI team reviewed all the research, reviews, interview summaries, demographic and psychographic research, market data, community input, and on-site evaluations. Additional research was conducted as feasibility testing was undertaken. Through the results of this analysis and through brainstorming and discussion, League City's most feasible brand was identified.

DDI looked for existing resources that would create the most economical pathway to developing a "product" that could become THE brand for League City. Which assets have the potential to deliver the greatest return on investment? Every branding effort requires product development, so we looked for brand ideas that would leverage current assets. Each promising brand concept – each suggestion received from members of the community – was measured against our brand feasibility test.

Product Development Recommendations

A city's brand is a promise of what people will experience while there. The city must deliver on that promise with the product in place that brings the

brand to life. The DDI team generated the product development initiatives that will reinforce and contribute to the growth of the brand.

Marketing Recommendations

DDI then developed recommendations for marketing League City, getting the word out about what League City has to offer. Graphic identity concepts, tag lines and key marketing messages, as well as Internet recommendations, public relations initiatives and advertising possibilities were addressed.

The resulting draft Branding, Development and Marketing Action Plan is designed to provide League City with the vision and steps needed to successfully brand the city with its unique theme, to attract visitors and new businesses, engage local residents, increase spending and enable local businesses to prosper, and increase local tax base, as well as to increase community pride and enjoyment of the city.







Executive Summary

Executive Summary

If you were to hop in your car, jump onto Interstate 10 and head west 1,560 miles, you'd end up in the heart of Orange County, California. If you ask anyone from that area where they live, chances are they'd say Orange County. They wouldn't name the city where they actually live. With 34 cities in the county, it's virtually impossible to tell which one you're in. They blend together and, for the most part, are so generic that they've come to be known simply as Orange County. Outside of Anaheim (home of Disneyland) and perhaps San Juan Capistrano (known for its swallows), you wouldn't be able to tell the difference between Aliso Viejo, Cypress, Fullerton, La Palma, Brea, Stanton, Villa Park or La Habra – to name just a few of the communities in Orange County.

As one of the five largest metropolitan areas in the United States, Houston with its surrounding communities, including Galveston County, are seeing the same situation develop. Home to 288,000 residents and 20 communities, the blending in Galveston County is underway. Outside of the City of Galveston, most of the communities don't really stand apart from each other. Kemah is known for the Boardwalk, Webster for the mall, Texas City for industry, but outside the immediate area, most people wouldn't have any idea what makes Bacliff, Dickenson, Friendswood, La Marque, San Leon or League City different from each other. They are just a series of cities, or bedroom communities, located between Houston and Galveston.

There's certainly nothing wrong with this blending together of cities – unless you are hoping to attract

new business, investment, residents or visitors to your community. This would increase the tax base so the city can provide additional services and amenities for its residents. If that's the case, then being an "upscale bedroom community to Houston" is probably not going to encourage more business development in the city or attract leisure visitors, but it is a good way to attract new residents, who will typically commute an average of 26 minutes each way to work, which does increase traffic congestion and put more pressure on existing infrastructure.

Unfortunately, being a bedroom community translates to "leakage" – when residents earn money in the area but spend more of it outside the community than in. They head to the mall in Webster. Take the kids to the Kemah Boardwalk. Head to Gulf Coast beaches with friends and family. Or head to The Strand in Galveston for entertainment. Leakage is a drain on the community – the most successful communities import more cash than they export.

While it's terrific that League City is centrally located, within 30 minutes of the beaches, downtown Houston, and Galveston, it's difficult to create a "sense of community" when residents spend their leisure time – and money – outside the city. When Destination Development International (DDI) was asked to assist the city with this project, public workshops and an open house were available to local residents, articles appeared in local publications, and online surveys were put in place. As is typical with bedroom communities, participation was extremely low and local feedback very little. Why?

Because local residents, for the most part, don't have a solid "connection" with League City outside of their residence, immediate neighborhood or residential sub-division, the grocery store, and local schools. They are more connected to Kemah, or Galveston, Houston, or other areas.

The goal of this effort is to slow the retail leakage, create a sense of community for its residents, and to attract new business into League City, which will help reduce traffic congestion and commute times, and will make League City a "destination city" in terms of a great place to live, work and visit.

But to attract new business and investment, League City must answer the following questions for potential prospects: What does League City have that I can't get or do closer to where I am now – even if I live in Houston, or Alvin, or Conroe, the Woodlands, etc.? What sets League City apart from other locations? Nearly every community says they are a great place to live, work and play. So, why League City? Why should I invest here? Why should I move my family to League City? Why should I relocate or start a business in League City?

There are more than 2,400 towns and cities and 254 counties in Texas – more than any other state in the country. Virtually all of them want to attract the same businesses League City hopes to attract. Almost all 2,400 want new residents, and they also want tourism. Texas is the third most visited state in the country, and tourism is a \$57 billion industry in the state – each community wants a share.

In this day of instant information, every community in Texas – every community in the world for that matter – is instantly at our fingertips. Seventy-five percent of all U.S. households have Internet access, and of this group, ninety-four percent use the Internet to decide where they want to start or move a business, where they want to live, and where they want to visit. And naturally, every community markets themselves as THE place to live, work and play. All of them “have something for everyone,” and, of course, they all want you to “explore,” “discover,” “visit.” They all claim to be the “four season destination,” they are “centrally located,” and they are “close to home, yet worlds apart.” Naturally, this generic all-things-to-all-people marketing craze has created a situation where ninety-seven percent of community-based advertising and marketing is ineffective. Every community is being forced to specialize – to become known for something specific that puts them “on the map” and sets them apart from everyone else. Cities, like businesses, must find their niche – that one thing that differentiates them – and then promote it like crazy. That’s the only way to stand apart from all the rest.

Welcome to the era of the brand. Branding League City is the art of setting it apart from all other communities in the greater Houston metropolitan area (from Woodlands (north), to Katy (east), to Baytown (west) and Alvin (south). Well-branded cities are very successful.

Consider these Texas communities:

- Galveston – the Gulf Coast beach destination
- South Padre Island – home for thousands of “Winter Texans”

- San Marcos – one of the state’s most popular shopping destinations
- Austin – 6th Street, music, and the state capitol city
- Fredericksburg – the hill country getaway, and a “Texas lifestyle” shopping destination
- Round Rock – “The Sports Capital of Texas” – Game on!
- Huntsville – The “Home of Sam Houston” (it’s more than a prison town)
- Jefferson – The Antique Capital of Texas, the B&B Capital
- San Antonio – The Alamo and now better known for the Riverwalk
- Kemah – The Boardwalk
- Conroe – The Sounds of Texas Music Series (a growing brand)
- Dallas – Home of the Dallas Cowboys
- Houston – Home of the Astros and NASA
- Salado – The central Texas arts town - “Artfully Yours”

We could go on and on, and of course these communities have far more to offer than what is listed after the name – their brand. But in each case, this is the one thing that puts them “on the map.” They stand for something specific. They are known for something that differentiates them. They have something that gets them noticed so they don’t become just like an Orange County, California community – just like everyone else.

When it comes to branding a community, here are the top ten things to remember:





1. LOGOS AND SLOGANS

Logos and slogans are not brands. They are marketing messages used to support and reinforce the brand. They are a “brand mark” - not the brand. They make up 2% of a brand, yet get 98% of the attention. Would you buy a Chevy over a Ford because you like their logo better? Do you buy Reebok over Nike because you can’t stand the Nike swoosh? Do you drink Coke over Pepsi because you like red better than blue? Do you visit San Antonio over Fredericksburg because you like their tag line better? Do you visit Disney World because of their slogan, “The happiest place on earth”? Of course not. BUT the slogan does reinforce what they want you to perceive of a Disney park.

Logos and slogans are never used by themselves. They are always part of a larger message. So, they should never be judged except when seen as part of the larger message as in the ad concepts included in this plan.

2. PERCEPTIONS

A brand is a perception. It’s what people think of your community, not what you say you are. When someone mentions League City, what’s the first thing to come to mind? Whatever it is, that’s your brand – good or bad.

3. PUBLIC RELATIONS

You build your brand using public relations. Advertising is used to maintain your “ownership” position. Brands are built through word of mouth, what people read about you or see on the news (Huntsville’s challenge in trying to be more than a

prison town), or what they see as they pass through the community – one of the challenges for League City. These perceptions may not be accurate, or fair, but they are indeed your brand. Often branding requires a “rebranding” or “repositioning effort.”

4. OWNERSHIP

Brands are about ownership. With any brand, you need to drive your stake in the ground telling the world that you own it. While there are hundreds of communities in Texas with sporting facilities, Round Rock was the first to tell the world that they are “THE sports capital of Texas.” And it’s backed up by their facilities: the 500-acre Old Settlers Park (21 baseball diamonds, three disc golf courses, miles of paved trails for races, a tournament tennis complex, football fields, soccer fields, and home to Nolan Ryan’s Round Rock Express minor league team.) Economic Development uses “Game On!” to recruit business and industry. The hospital uses the tag line to recruit employees into Round Rock. The new mall uses it. And of course, tourism uses “Game On!” to attract sports events.

5. PRODUCT

Brands are built on product, not just marketing. Just as Round Rock’s facilities fulfill their brand promise, every brand must back up its claim with product. Disney’s “cast members” primary job is to make sure that every visitor has an exceptional experience, living up to their slogan “the happiest place on earth.”

6. PROMISE

A brand is a promise. That you will live up to the perception we have of you. That your community will

fulfill our expectations. When we get there, what we envisioned must, in fact, be the reality.

7. SINGULARITY

You cannot be all things to all people and win. Period. We found more than 3,500 communities who all use the slogan “A great place to live, work and play.” That’s what everyone thinks of their home community. If your slogan can apply to anyone, anywhere, then toss it. In this age of specialization you must jettison the generic. You MUST promote that one thing that sets you apart from everyone else. Memphis has far more to offer than just Graceland, but that’s the one thing that really puts them on the map. The same with Napa Valley and wine. Hershey, Pennsylvania and chocolate. Lancaster County, Pennsylvania and the Amish. Nashville and country music. Dallas and the Cowboys. Kemah and their Boardwalk. Always promote your “anchor tenant.”

8. FEASIBILITY

You build your brand on feasibility. Over several months, we received a dozen brand direction ideas from the people and stakeholders in League City. We took each one of those and ran them through the DDI Feasibility Test. Which one of these makes the most sense? Which one will set League City apart from other communities in the same primary market area we’re hoping to attract? Which one of these will accomplish the goal of making League City the destination of choice for new business, as a place to live, and as a place to visit? A focus on feasibility enables you to cut through the politics.

9. PUBLIC CONSENT

You cannot do branding by public consent. Ever. You will always end up with a watered down, generic, feel-good logo and slogan – the “something for everyone” all-things-to-all-people mediocre and ultimately failed branding attempt. This is why you build your brand on feasibility. This is about cash – not local sentiment. Which one of the brand ideas will result in importing the most cash (increasing the tax base) into the community?

10. TOP DOWN

You cannot win with a top-down approach. Brands are about being known for something specific. You will never get everyone to agree since the focus must be narrow. We surveyed 400 well-branded cities, towns and downtown districts and only three were top-down efforts, where a mayor or official championed the cause for decades – a rare occurrence these days. Elected officials are elected to be all things to all people in the community. Brands are not something for everyone. The business community and its organizations must take the lead and come to the city for help.

11. FOCUS GROUPS

You NEVER, ever use focus groups. This, once again, is branding by public consent. Have you ever designed a logo by public consent? This is why nearly 80% of all city identities include a tree (sorry, League City), water, sun, hills, mountains, or buildings – or all of the above – in their logos. They mean nothing at all.

For League City, we used DDI’s International Testing

Team to test identities. A focus group is a room full of locals where they hash out the ideas and direction and are typically “sold” by the ad agency or firm coming up with the graphics, key marketing messages and tag lines. But are they going to “sell” every human being who sees these messages? The DDI Testing Team is made up of more than 150 people in various age categories, professions, and geographical areas (all over the world) – a cross cut of the people we hope to attract to League City. They are sent, individually, the “brand promise” along with the brand identities (tag lines are sent separately) and asked a couple of simple questions:

- Which one of these do you think most embodies the brand promise?
- Which one of these most makes you want to live or visit League City?

There is no discussion and no focus group gathering of people. Why not let the potential customers decide? After all, this is about marketing League City.

12. KILLERS

There are only three killers of any branding effort:

1. Local Politics. This is more of a problem with membership organizations than it is with elected officials. Your elected officials are elected to be all things to all people, but brands aren’t. This is why brands start as grassroots efforts, championed by the business community.

2. Lack of Champions. Every single successful

branding effort, whether public or private, must have champions, and/or “pioneers” – those who will take some hits along the way, but will tirelessly champion the cause. A brand without champions will die.

3. Lack of Money. This includes both a public investment as well as private investment. Brands are built on built on private investment far more than public funds. Easy examples include the Kemah Boardwalk, Napa Valley wineries, Disney World, the equestrian brand in Lexington, Kentucky.

If you can get elected officials to understand they are there to support the brand where appropriate, and if the business community will champion the cause (in this case the Brand Leadership Team), and if private industry will invest in it, you will succeed.

13. FOUNDATION

The most successful branding efforts are based on a foundation already found in the community. This can include a great school system, recreational facilities (different or better than what can be found elsewhere in the market), culture, heritage, food, and a host of other things.

Many times the foundation needs to be developed or enhanced to really cement ownership of the brand. And no community can rest on its laurels. If you’re successful, other communities will always be gunning for you. If the League City brand revolves around its recreational lifestyle, the product must be there to back up that claim – in this case the 200 miles of trails being developed plus Big League Dreams and local

parks – but just remember that other communities are also building trail systems, are enhancing their parks, and are constructing sports facilities. You must always be working to keep your brand on top of the heap. This is why Disney invests millions every year into new product. And why Napa Valley continually invests in its wine brand.

The League City Brand

League City’s five greatest assets include:

1. Its convenient location close to the Gulf Coast beaches, Galveston, Houston, NASA, I-45, and Hobby Airport.
2. Being home to one of the state’s top-rated independent school districts – a huge draw for families.
3. The location along Clear Lake and Clear Creek showcasing the fact that League City is a waterfront community.
4. Beautiful and affordable sub-divisions and historic neighborhoods, many with trails, community parks, and water features or golf courses surrounding the homes.
5. The 200-mile trail system about to be developed.

If you were a professional in your late 20s, 30s or 40s, married with a young family, wouldn’t this be an incredible place to live? You’re in a convenient

location, with great schools, close to a ton of amenities, whether the Boardwalk or Gulf Coast beaches, with beautiful affordable neighborhoods, and on the water with miles and miles of walking and biking trails.

While other communities in Galveston County can also claim similar activities and foundations as a brand, no one, in our research, has claimed ownership of the “Recreational Lifestyle” brand in the region.

To build the brand, we started with the core values of League City – things that could be further developed (if not already fully developed) so that you can “own” it. These would include:

- Upscale
- Active
- Recreational
- Beautiful

The key attributes that back up these values include:

- Great schools
- Stunning neighborhoods
- Terrific location
- Myriad of recreational facilities
- Terrific sports facilities
- An atmosphere that fosters innovation, technology, emerging businesses (NASA, UTMB)

While the first five items in the list already exist, and/or are being developed in League City (like the trail system), the last item will need to be developed – it’s something to aspire to become and may not

necessarily be there at present.

Being a community that fosters innovation, technology and emerging businesses will need to be a core focus in your marketing efforts. Furthermore, the city will need to recruit these types of businesses to League City through an economic development program so you have a foundation of like-businesses you can build on, much like Silicon Valley in California.

Private industry will need to develop professional office space and creative working environments that will attract smaller, technology-focused small businesses. This would include office space of 1,000 square feet to 10,000 square feet – something currently in very short supply in League City.

Creative work environments include working office space that is not full of suspended ceilings and fluorescent lights, but perhaps open-beam spaces, modern open floor plans, and other on-site amenities like work-out facilities that will attract the “creative class” we are hoping to attract to League City. Outside should include gathering areas, on-site cafes, eateries and coffee shop, and bike racks.

There will need to be technical assistance through the Small Business Development Center (University of Texas perhaps) that can work with these businesses. Perhaps the creation of a technology incubator – an idea for a place like Perkins Station.

Imagine League City as THE place for creative professionals in Texas. In a terrific location, with a

hundred miles of interconnecting trails (to grow over time), sports facilities, on the water, where the commute to the office might take 15 minutes – on a bike or on roller blades. Where lunch hours might be spent kayaking on the creek, or out on the workplace patio where you can bring out a guitar.

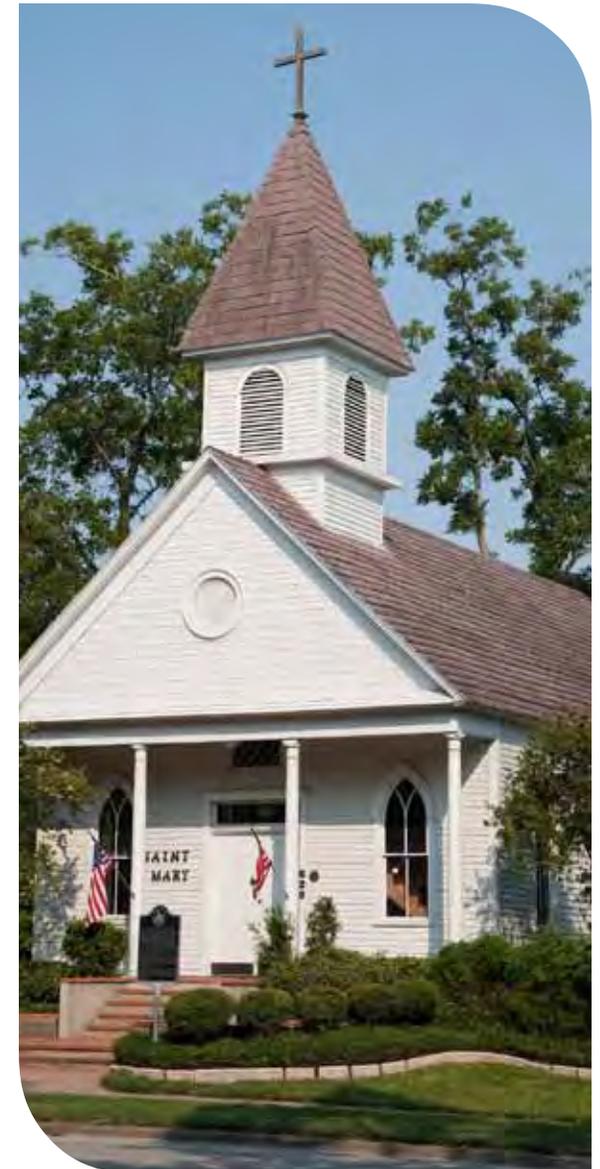
We would call this “League City Style.” A cool place to live, a great place to work, a relaxed atmosphere where you’re not stuck in traffic an hour or two every day, and all the amenities you’d ever want within a 20-minute drive. Yes, this really is League City Style.

The Brand promise :

A brand promise is what you want people to think when you mention League City. It’s their impression of the community. In this case it may not be where you are today, but what you aspire to be known for. So as you read these, you may think, “we aren’t this place” or “we can’t live up to this promise.” But this is where you want to go – not necessarily where you are today. So read the following key marketing messages with that in mind.

Also remember that you won’t use these messages until you can “deliver on the promise.” In the early years (first three years of the brand implementation) you will use elements of these, gradually building on them while the product is being developed.

You can see these “key marketing messages” in various concept ads included later in the plan. These are not in any particular order.



THE BRAND PROMISE (full version)

Let's talk location.

League City is minutes from all the amenities of downtown Houston, minutes from NASA's Johnson Space Center, the famous Kemah Boardwalk, and just 20 minutes from the Gulf Coast and historic Galveston. The city is an hour from George Bush Intercontinental Airport and only 20 minutes from Hobby Airport.

Let's talk lifestyle.

Stunning upscale neighborhoods with hundreds of waterfront homes, beautiful golf courses, waterways and trail systems, some of the best schools in Texas. With a myriad of activities from Big League Dreams to historic gardens, no wonder League City is becoming Houston's recreational lifestyle community.

Let's talk business.

With affordable Class A office space designed for smaller firms specializing in the creative services and technology, the fastest broadband services, and world-class amenities, League City is quickly emerging as the innovation capital of Southeast Texas. Skip the commute and plant your roots in League City – a family-centric community built around sports, recreation, education, and an active lifestyle.

Let's talk opportunity.

Architecture; engineering; finance; law; the creative arts; publishing and photography; website

and Internet technologies; software research and development; industrial art and design; medical research, education and technology development. With a wealth of innovation in this creative, recreational environment away from urban noise, League City is in a league of its own as the innovation capital of Southeast Texas.

Come pay us a visit. Let's talk location. Let's talk lifestyle. Let's talk business. Let's talk opportunity and innovation. Let's talk League City.

BRAND PROMISE (abbreviated version):

Located on the shores of Clear Lake, minutes from the coast, the famous Kemah Boardwalk, NASA, and downtown Houston, League City is clearly the location of choice. Stunning neighborhoods, some of Texas' best schools, and an active recreational lifestyle puts League City in a league of its own. A business environment fostering creativity and innovation for smaller and emerging businesses has placed League City in the big leagues as the innovation capital of Texas. So, skip the commute and plant your roots in League City – a family-centric community built around sports, recreation, education, and an active, vibrant lifestyle. A Texas Revolution.

BRAND PROMISE (short version):

League City, with its innovative business climate and opportunities to enjoy an active lifestyle in a vibrant waterfront setting, is the Houston area's hot spot for families and entrepreneurs.

KEY MARKETING MESSAGE: CONCEPT #1

The industrial revolution is over. The technology revolution is in full swing. Driven by the brightest minds you'll find anywhere, these creative individuals and emerging businesses are making the pilgrimage to League City, Texas. Where work seamlessly merges with recreation in a business environment that fosters innovation and creativity away from the urban nightmare, and stunning neighborhoods feature the best schools in Texas. Dream it. Do it. Live it. League City style.

KEY MARKETING MESSAGE: CONCEPT #2

Some of the best ideas on the planet were conceived in the most unlikely places. Like in the seat of a kayak. Behind the swing of a nine iron. While jogging down a creekside trail. From behind the wheel of a sailboat. At the beach while digging your toes in the famous Texas sugar sand. Or while screaming at the top of your lungs as you catapult down the Boardwalk Bullet roller coaster. No wonder some of the best ideas on the planet are coming from the lakefront community of League City, Texas, where all these idea generators are just minutes from home. So skip the commute and conceive your next great idea in League City. Live the dream and love it.

KEY MARKETING MESSAGE: CONCEPT #3

It doesn't take a rocket scientist to know that League City is Houston's community of choice when it comes to terrific schools, stunning neighborhoods,

active recreational lifestyle, and the place that fosters innovation and creativity. Come to think of it, perhaps that's why so many rocket scientists actually live in League City, Texas.

MARKETING TAG LINES:

League City has been using, "Live it. Love it" which is not a far cry from where this entire brand is headed. While we recommend dropping this particular tag line (this is what nearly everyone thinks of their community), the new tag line is simply a variation on the same message, so the past and new brand will dovetail nicely.

2010: Use "Live it. Love it."

2011: "Live it. Love it."

2012: "League City Style" used in all marketing materials, with various tag lines depending on who we are hoping to attract. Look at the concept ads to see the following tag lines in actual use:

- Tourism:

- o "Come out and play! League City Style"
- o "Celebrating Life. League City Style."

- Convention business:

- o "Conference Attire. League City Style."
- o "Team Building. League City Style."

- Quality of life (relocation kits):

- o "Live it. Love it. League City Style."
- o "Extreme Recreation. League City Style."
- o "Afternoon Stroll. League City Style."

- Economic development:

- o "Corporate Attire. League City Style."

o "Lunch break. League City Style."

o "Typical Day At The Office. League City Style."

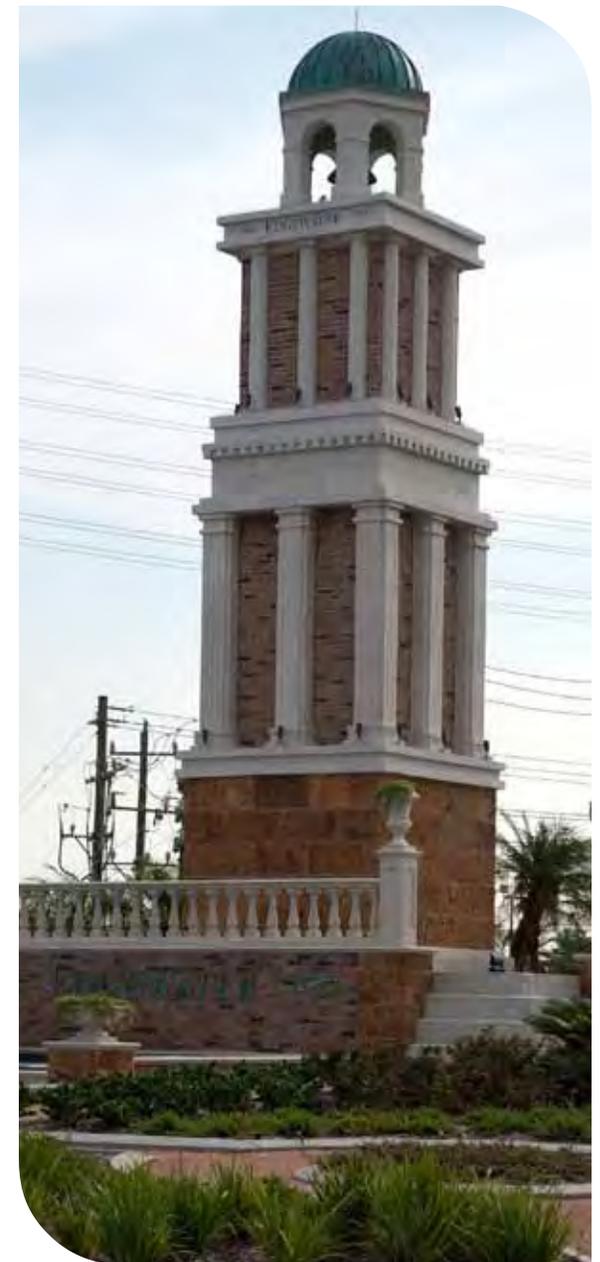
As noted earlier in this Executive Summary, brands are built on product, not marketing. The bulk of the recommendations in this plan are based on product that needs to be developed in order to attract young professional families to League City, business owners who now commute from League City to their offices, and new businesses.

"Creative Class" residents want central gathering places, or "Third Places," which are often built around plaza areas. The top recommendation for League City is the creation and development of a true "downtown" that is pedestrian friendly, has a critical mass of non-chain restaurants, cafes with outdoor dining and retail shops, a major public market – with entertainment – a signature amphitheater, water features, tied to the trail system in development, with a parking structure, and free wireless access.

As you read through the recommendations you'll see that the primary location for this downtown development project is in League City's historic district where you already have visitor information, Founders Square, Helen's Garden, two museums, historic homes, and in a somewhat-intimate setting (given some traffic calming work).

IN A NUTSHELL

League City has an exceptional opportunity to create a brand that easily differentiates it from the



other cities in Galveston County, based on an active recreational lifestyle and marketing catered to professional families and small businesses – given the development of working accommodations for those businesses and based on the trail system, which will be the signature element in promoting the lifestyle.

This means the trail system should be a top city priority – with emphasis on developing the signature portions of the trail, particularly a six to seven mile section that can be showcased in 10k walks and run events solidifying the recreational brand.

“League City Style” is the perfect way to illustrate, using customized assignment photography, an upscale, modern, recreational, yet professional lifestyle in a world-class yet affordable setting.

This brand would be implemented over three to five years pending the development of a true “downtown” with gathering places, entertainment, and with an “anchor tenant” – the League City Market and Amphitheater.

Happy reading!



Brand Promise

The Brand Promise

For people who treasure bright minds and active living, League City has become the location of choice within the greater Houston area.

On the shores of Clear Lake, minutes from stunning Gulf Coast beaches, the Kemah Boardwalk, NASA, and downtown Houston, League City is in a league of its own.

A business environment that fosters creativity and ingenuity for smaller and emerging businesses puts League City in the majors as the innovation capital of Texas.

The city's stunning waterfront neighborhoods, some of Texas' best schools, and an energetic recreational lifestyle will make you want to skip the commute and plant your roots in League City – a family-centric community built around sports, recreation, education and an active, vibrant lifestyle.

The Brand Promise - Short Version

League City, with its innovative business climate and opportunities to enjoy an active lifestyle in a vibrant waterfront setting, is the Houston area's hot spot for families and entrepreneurs.

The League City Brand

Let's talk.

Let's talk location.

League City is minutes from all the amenities of downtown Houston, minutes from NASA's Johnson Space Center, the famous Kemah Boardwalk, and just 20 minutes from the Gulf Coast and historic Galveston. The city is an hour from George Bush Intercontinental Airport and only 20 minutes from Hobby Airport.

Let's talk lifestyle.

Stunning upscale neighborhoods with hundreds of waterfront homes, beautiful golf courses, waterways and trail systems, some of the best schools in Texas. With a myriad of activities from Big League Dreams to historic gardens, no wonder League City is becoming Houston's recreational lifestyle community.

Let's talk business.

With affordable Class A office space designed for smaller firms specializing in the creative services and technology, the fastest broadband services, and world-class amenities, League City is quickly emerging as the innovation capital of Southeast Texas. Skip the commute and plant your roots in League City – a family-centric community built around sports, recreation, education, and an active lifestyle.

Let's talk opportunity.

Architecture; engineering; finance; law; the creative arts; publishing and photography; website and Internet technologies; software research and development; industrial art and design; medical research, education and technology development. With a wealth of innovation in this creative, recreational environment away from urban noise, League City is in a league of its own as the innovation capital of Southeast Texas.

Come pay us a visit. Let's talk location. Let's talk lifestyle. Let's talk business. Let's talk opportunity and innovation. Let's talk League City.





The League City Brand

Developing a brand identity is one of the most overrated and time consuming aspects of a brand. At the end of the day, the brand identity, or logo, makes up 2% of a brand, yet garners 98% of the attention. As noted in the Executive Summary, you cannot do branding - including brand graphics - by public consent.

Here is the process DDI used in coming up with the brand identity:

1. The DDI team looked at the identities for more than 40 Gulf Coast communities in Texas and Louisiana. Brands are about differentiation, so it was important to develop an identity that would be unique to League City and would not be confused with other cities in the region.

2. Then our Creative Director created half a dozen initial comps and as a team we went through them to find the ones that best fit the brand promise and portrayed the key attributes of an upscale, waterfront, recreational-based community. We wanted it colorful and bold.

3. Over a 30 day period we worked and refined the brand identity concepts until we had six we thought had potential.

4. We ran those by the League City Brand Team (our steering committee) for feedback - along with the brand promise.

5. Based on their comments, we reworked the identities further, narrowing them down to four semi-finalists.

6. Then we tested them with the DDI International Testing Team. Over several years DDI has carefully developed the testing team, which is comprised of 170 individuals, carefully chosen so they fit various profiles. They are geographically diverse - from all over the world, but with 90% located in North America. There is an even mix of people in their 20s, 30s, 40s, 50s and 60s. There is an even mix of men and women with diverse ethnic backgrounds. There are professionals in branding, advertising, community and economic development and tourism, and there are those that are lay-people without experience in branding and marketing - which makes up most of the audience we are hoping to attract to League City.

We sent the four identities to the Testing Team members (via an online survey to avoid the focus group mentality), along with the abbreviated brand promise and asked which of the identities most embodied the brand promise and would live up to the key attributes of an upscale, waterfront, recreational, vibrant, activity-based community.

We paid particular attention to the responses from Testing Team members in their 20s, 30s and 40s, professionals in those age-groups, and the mix of men and women.

Since your brand identity is part of your marketing, wouldn't it make sense to pick the identity that most appealed to the audience you are hoping to attract?

That's exactly what we did.

7. However, the International Testing Team also responded with dozens of comments, and based

on those from our core group, we made additional alterations to the identity, coming up with a final "Brand Identity" or "brand mark."

8. We also took the final identity and looked at it in one color (black and white as might be used on a billing statement or fax cover sheet), small (approximately an inch square like might be used in a print ad), large, and in-use with other graphics.

Please remember that an identity is never used as a stand-alone element. It is always used with other graphic elements, text, tag-lines or marketing messages.

9. We wanted the identity to be bold, colorful, upscale, and focus on making sure people know that League City is a recreational waterfront community. Sometimes this doesn't work well on police or other "official" city vehicles, so we created an alternative identity for those uses. We recommend sticking with the true identity, but this provides an alternative.

10. The final identity is shown on a white background, in a reversed background setting, and we show an alternative identity that could be used on official city vehicles such as fire and police where the sailing identity might seem to celebratory.

Once again, you CANNOT do branding by public consent. Guaranteed, the identity will get 98% of the attention. Ask yourself these questions:

a. Can I live with this?

b. Does it look like a nice place to visit, live or work?

c. Is it better, or differentiate us better than the

The League City Brand

existing identity did?

d. Would it look good embroidered on a polo shirt?

If the answer is yes, then go for it. Do not try to make it a public process or you'll end up with a tree or some generic identity that could fit anyone anywhere.

Finally, please remember that the identity will never be used as a stand-alone emblem. It will always be used with text, photos, other graphic elements or as part of a "graphic cabinet" - that includes multiple parts.

You can begin using the identity immediately. However, you can do this at no cost. Here's how: When a city employee runs out of business cards, they get new ones printed using the new identity. As you run out of letterhead, envelopes, labels, billing forms, and other materials, simply replace the existing identity with the new one.

The same goes for the marketing materials. Realistically, the change-over will take about two to three years. To change it on the website can happen at any time.

This is not an issue that needs to come before the council, nor does it have to be officially adopted. However, city staff should let city council members know about the change and get them, individually, to support it. The second it becomes a public process and people are asked to weigh-in, you'll end up with a generic tree like nearly 90% of communities throughout the United States.

Primary Marketing Logo



Primary Marketing Logo Reversed



Municipal Logo





Recommendations

Recommendation #1

Create a Brand Leadership Team

There are only three killers of any community branding project:

- Local politics
- Lack of champions
- Lack of funding (private as much or more than public)

The Brand Leadership Team, or BLT, must champion the cause for change. This group is responsible for the implementation of this plan and this rebranding effort rests on their shoulders.

The BLT should include no more than 13 individuals. The bigger the group, the less likely you'll be in actually getting things done. Of the 13 members of this team, seven need to have a vested interest in the brand. These are people in the business community, who will champion the cause because their paycheck, in many ways, depends on it. The other six members are the supporting organizations.

Here are the responsibilities of the BLT members:

1. They must be doers, not just directors. This means they should be willing to commit two hours a week to making things happen – actually getting their hands dirty.
2. They must be enthusiastic about the brand direction. They are the voice and champions for the brand.
3. They should be good public speakers. Each BLT

member should do at least two public speaking engagements a year. Their job is to “sell” the brand to the community, generating buy-in and enthusiasm for the direction. They would speak at local auxiliaries (Kiwanis, Rotary, Elks, Moose, etc.), to school district boards, the city council for updates, Chamber, Economic Development and Tourism boards and meetings, to the county, etc. They will each use a 20-minute (or so) PowerPoint presentation to show the graphics, product development efforts and marketing strategies being implemented.

4. They need to be generally well thought-of or respected in the community and cannot be politically divisive.
5. They are also the “brand police.” This means they protect the brand and its graphics from unauthorized use, and approve marketing materials where the brand tag line and graphics are being used. They provide approvals based on each use.
6. They are also the steering committee for future brand-related consulting services, working with the city and other organizations.
7. They are charged with implementing this plan and keeping it on track. Yes, they will push assignments given to various organizations to make sure things are, in fact, happening.
8. Their primary function is to get as many people

and organizations on the same page and pulling in the same direction. If you can do this, the entire process becomes fun. Then peer pressure keeps it moving forward.

While the recommendation calls for no more than 13 members, this is not a hard and fast rule. Just remember that the larger the committee, the harder it is to cut-to-the-chase to make things happen. But even if the committee has 13 members, this does not mean other champions can't be involved, attend meetings, provide input and ideas, etc. Lots of enthusiasm and participation will help the process. But when it comes to voting on specific projects, or selecting vendors for upcoming projects, or approving brand-specific graphic design and marketing materials, this should be relegated to the official members of the BLT.

There are several ways the BLT can be developed:

1. They can be a city advisory committee – appointed by the Mayor to implement the plan.
2. They can be a committee of a lead organization, whether the Chamber, Economic Development, etc. Typically we tend to avoid this route so that turf wars don't erupt and kill the effort.
3. It can be a stand-alone no-ties committee made up of participating organizations and business representatives that simply report occasionally to all organizations as needed, including the city.

We have developed an initial list of candidates

Recommendation #1 (cont.)**Create a Brand Leadership Team**

(below) that could take the lead, initially. Because the city plays a major role, initially, in the downtown development, wayfinding, and other initial projects, we recommend that the list be reviewed, approved, and selected by the Mayor to begin implementation of the plan.

The first order of business is to set up some ground rules. Because this is not an officially recognized organization, it has no budgets or any legislative power, but is a group dedicated to working with the organizations that can make things happen. You might consider this a “booster club” but with some heavy hitters and the ear of key organizations.

Ground rules might include:

- Number and frequency of meetings. Some meet every other week for the first six months as assignments are fleshed out and implemented, then reducing it down to one meeting a month – and additional meetings as needed for consultant selection or other special to-do items.
- Assignments:
 - Having one person take minutes and act as the BLT’s Secretary.
 - One would organize and remind members of meeting times and dates.
 - Another would be charged with setting up the speaking engagement calendar. Coming up with a list of organizations, the contacting them

with times during the year they’d like to see what’s happening. This person would hand out assignments to fellow members: which event they would individually speak at.

- A BLT member would be charged with the PowerPoint and graphics so that everyone is speaking out of the same hymnal. Having a unified message is very important.
- One would work with the city or other funding organizations to set up times to review proposals, Requests for Qualifications, and to set up meetings for interviews or the selection process.
- The “BLT Chief of Police” would be the lead “Brand Cop” gathering marketing pieces created by partnering organizations and materials generated using the Brand Style Guide, and then presenting them to the BLT for approval.
- If a member misses more than two meetings in a six-month period, they are tossed off the team. This effort requires, particularly in the first year, a commitment to be a doer – including attending the meetings and playing an active role in the effort.
- Generally, BLT members would serve for two years, and then among themselves, would invite new members to come in as needed. So the entire BLT is not changed over at the two-year mark, there will be some natural attrition. What you don’t want

is the BLT to think at the two-year mark they are done. This could result in the disbandment of the BLT. So the two-year rule is simply a general rule. Some champions would stay for the long haul and as long as the enthusiasm doesn’t wane, bring them on!

With a strong implementation program, once the brand starts moving, it will take on a life of its own. Generally, the idea is to have the BLT work itself out of a job after five or seven years. Once again, this is not a steadfast rule, but at some point perhaps an organization will take on the role of brand cop, and another take on product development, and another will take on a specific assignment.

The average life of a BLT ranges between five years and 20 years. As the brand takes hold, meetings are less frequent, and in some cases, the BLT becomes a registered non-profit agency with some funding mechanisms to take on specific projects tied to the brand development effort.

It’s important to point out that branding is never done. You cannot rest on your laurels. If you are the best, people will be gunning for you. Just think about Napa Valley. How many wine regions in California alone are looking to topple Napa as the wine capital? Likewise, Disney doesn’t remain static, but adds new attractions and events all the time. Winners can never rest on their laurels, so this is not something you start and then walk away from. There will always be a need for brand cops, messaging, and promotion.

Recommendation #1 (cont.)

Create a Brand Leadership Team

Initially, we recommend that the following individuals be appointed to the inaugural Brand Leadership Team:

1. Mayor Toni Randall
2. City Manager Marcus Jahns
3. League City Improvement District representative
4. Destination League City Convention and Visitors Corp representative
5. Chamber of Commerce President/Director
6. Hotel industry representative
7. Planning and Zoning representative
8. Historic Commission representative
9. Class A office space developer
10. Commercial Real Estate representative
11. Creative workspace developer
12. Historic District business
13. Another Historic District business

Recommendation #2 Develop a Downtown Master Plan

Contract with a multi-disciplinary team of urban planning, landscape architecture, architecture, programming, for creation of a Downtown Development Master Plan (feasibility, partnerships, financing, operations, etc.)

The goal of this planning effort is to create an “organic” downtown core area along Main Street that may include relocating small historic homes into the district for use as retail/dining establishments. This would include the reuse of Perkins Station, League Park, the warehouse across FM518 (a perfect public market location), tie to Founders Square, cross walks, sidewalks (currently too narrow on the north side of Main Street and non-existing on the south side), public parking, access and egress, tie to future rail service, possible relocation of the Visitor Information Center, and development of gathering and performance spaces.

#26a. Downtown Historic District

This plan would also include a retail program to identify specific businesses that could be relocated or would populate the core area, creating the necessary critical mass needed to make it a destination area. The downtown needs to become a great place to hang out and spend time, not just for visitors, but also for locals. If locals don’t hang out there, visitors won’t either. To accomplish this, you need the right mix of restaurants and retail shops, also known as critical mass, that will attract people to come, shop, eat and stay. In order to develop the necessary critical

mass, downtown needs more retail and restaurant space – more buildings. There should be a clustering of like businesses – destination retail, restaurants, and entertainment.

In order to become a destination downtown (for both locals and visitors), League City needs to apply the Ten + Ten + Ten rule. Both visitors and residents are attracted to areas with an abundance of retail and dining options that are concentrated in a compact area, making it pedestrian-friendly. For example, you’ll find that fast-food restaurants and gas stations congregate on all four corners of an intersection because they all benefit from the critical mass of many convenient choices in one spot. Another example is the advantage that antique malls have over a small antique store; the many competitors within the antique mall benefit from the quantity of antique vendors - they do ten times more business than a single store. Each auto dealership within an auto mall does seven times more business than a single car dealership. Like businesses congregated together are a greater draw. People will spend more money in a community if they don’t have to drive from one shop to the next. This means that in the lineal blocks that comprise the downtown retail, you need the following mix:

1. A MINIMUM of ten destination retail shops, which includes gift stores, home accents, boutiques, kitchen stores, jewelry shops, antiques (not second-hand), cards, and galleries.

2. Ten dining and food-oriented businesses. These would include sit-down dining, coffee shops, bistros, a candy store, soda fountain, cafes, wine shop, a bakery, and even food vendors.
3. Ten things open after 6:00 pm at least four nights a week. People, particularly in the peak seasons, are looking for places to hang out. Outdoor dining, theater, street vendors, public markets, street entertainers, other dining and shops, etc. all encourage visitors to stay longer and spend more money. Visitors are more likely to spend the night in towns or areas where there are things to do after 6:00 pm. It’s simply not much fun to be cooped up in a hotel room watching TV.

With a minimum of ten destination retail shops, ten restaurants or food-oriented businesses, and ten places providing something to do in the evening, all within a two to three block area, a downtown has the critical mass necessary - the clustering of like businesses - to attract residents and people from a distance.

Consider narrowing Main Street/FM 518 through the core district from four lanes down to two lanes. Yes, this will create congestion for commuter traffic, which will need to learn the alternate routes through the area. This area will never succeed as an intimate gathering area, until commuter traffic is rerouted and traffic calming is put in place. Narrowing this to two lanes will slow traffic, and will also allow for development of wider sidewalks, improved

Recommendation #2 (cont.)

Develop a Downtown Master Plan

beautification efforts, perhaps even a center median, crosswalks, etc.

Think Gilman Village in Issaquah, Washington and Cannon Beach, Oregon.

#26b. Perkins Station

Perkins Station could be an incredible dining destination. If it were full of different types of restaurants, it would appeal to locals and visitors, much the same way that Argyle Street in Halifax does. With 22 restaurants in two to three blocks, Argyle Street attracts people from all over the province, and beyond. Recruit a variety of restaurants for Perkins Station.

#26c. Develop a Permanent Public Market

Develop a permanent location downtown for a permanent open-air market – approximately 70,000 to 100,000 square feet. Produce a feasibility study, including the layout and design, to get started. One excellent location would be the large building on Park Avenue.

Farmers markets have been growing in popularity over the past 15 years, as more and more consumers discover the variety, freshness, and fun of shopping at these markets. The trend will continue to grow with the added incentives of consumers wanting to shop for locally grown and/or organic produce.

The open-air market shopping experience with the

opportunity to meet and interact with the farmers and craftspeople adds to the appeal.

A market of this size would draw people from Houston and all over the county, making it a day trip destination. It would create a hub of activity, and from there, would be a catalyst for further development of the historic district and Perkins Station. It would benefit the merchants in Founders Square, and would do more than anything else to turn downtown League City into a real downtown area.

About 70,000 square feet should be covered space, with the remaining space available to host exhibits and shows, additional seasonal farmers stalls, and all kinds of events.

The Urban Land Institute and the Project for Public Spaces, in their joint publication “Public Markets and Community Revitalization” state:

- Organizations involved in community revitalization increasingly have become aware that healthy communities need vibrant public spaces. Outdoor public markets, in particular, are active places and encourage people to leave their cars or office buildings and use the public space where the market is located.

Unlike festivals and special events, markets actively use a public space on a regular basis, thus making an area safer.

Some markets have displaced undesirable street

activities, such as drug dealing, thereby reclaiming formerly unsafe places through the positive activity of the market.

- Individuals who sell their products in a public market and the customers who shop in it accrue economic benefits from that market. Businesses surrounding the market profit from a spillover effect into the surrounding areas, a consequence that is of great importance to people concerned with local economic development.

- Public market businesses can be spectacularly successful. One fresh-food business in the Pike Place Market (in Seattle) occupies about 400 square feet of retail space and generates annual gross sales of some \$6 million. This translates into \$15,000 per square foot per year, which may be the highest annual gross income per square foot of any retail business in the United States.

- Public markets produce many economic benefits that percolate throughout an entire community.

For example, public markets generate jobs. The production of goods sold in public markets is often a labor-intensive process, as in the case of handmade crafts and the crops of specialty farmers. Vendors often must employ others to serve their customers. Another tremendous value of public markets is the catalytic effect they can have on the neighborhoods around them.

Recommendation #2 (cont.)

Develop a Downtown Master Plan

Because so many people are attracted to markets, surrounding businesses can benefit from the markets' drawing power.

- Throughout history, markets have been neutral ground, encouraging people to gather, make connections, discover their similarities, and appreciate their differences. In many cities, markets are the community's premier gathering place.

Formation of the public market is one of the key recommendations in this plan. It will accomplish numerous goals:

- The market will attract a wide variety of shoppers: those looking for specific fresh and local goods as well as those wanting the exciting experience of interacting with other people in one convenient, attractive setting.
- The market's permanent location downtown will attract residents and visitors into the heart of League City, where other surrounding businesses will also benefit from the increased foot traffic. The market will be an "anchor tenant" in downtown, just as Nordstrom or J.C. Penney are anchors at a mall.
- Markets have been shown to be an excellent tool to help revitalize downtowns.

First, secure the site for the permanent market structure. Locating the market downtown will make it easy for shoppers to visit other stores, restaurants, and entertainment. It should be within easy walking

distance of parking.

Second, contract for professional engineering and planning services. The site should include:

- Permanent structures to house the market. - 70,000 square foot facility. Year round. Open daily from 10:00 am to 8:00 pm. Until 10:00 pm on weekends.
- A center stage with music during and lunch and dinner hours
- Public restrooms. Different options are available, depending on funding.
- Vendor sites for selling gelato or ice cream as well as other prepared food items
- Gathering areas with tables and seating

Third, start organizing the market. The Project for Public Spaces lists 10 qualities that successful "public markets" share:

- Vendors who are focused on quality, service and innovation
- A location that is visible and accessible, with adequate parking
- A diverse mix of vendors, products and events
- A clear understanding of the purpose or mission of the market
- A well-designed, comfortable and welcoming public space

- Collaborations and partnerships between the local community, businesses and organizations
- Sound, transparent financial accounting and a sustainable financial plan
- Creative, appropriate and targeted promotions
- A variety of ways to add value to local economies and communities
- Effective, open-minded and fair management

Steps to take to get the process rolling:

- BLT should hold an open meeting, inviting the public and any interested parties, city representatives, interested growers, interested craftspeople and artists, college representatives, local service organizations. The purpose of this meeting is to generate support and volunteer efforts to begin the organization of the market. Form the board that will oversee the market and its development, usually a 501(c)(6) trade organization.
- Inventory possible sites that would be suitable and obtain ownership information of each.
- Have a site analysis report prepared that will address utilities, access, and mitigation (Consultant cost - approximately \$25,000)
- Enter into an option agreement for a long-term lease or purchase (1 year option).
- Define the purpose of the market – its mission

Recommendation #2 (cont.)

Develop a Downtown Master Plan

statement. Some common goals are: serve local growers and consumers; improve and revitalize downtown; provide a safe place for people to gather and socialize; attract visitors; improve access to fresh food. It is essential, no matter what other goals are stated, that the growers and suppliers are able to make a profit.

Hire the “Market Team” that will do the site planning - request SOQ’s - Approximately \$130,000

Start with a conceptual site plan and feasibility analysis, including the architecture and landscape architecture - it should include an initial operational business plan, and address tourism, the market. We recommend a very large market - 100,000 square feet.

- The site plan will be used to help obtain funding. Apply for grants and funding. The U.S. Dept. of Agriculture lists a number of federal, private sector, and foundation grant opportunities. Consider sponsorships, city/county/regional grants, foundations, and industry grants: growers, co-ops, farm bureaus.
- Come up with a name for the market – consider sponsor-naming rights for the pavilion that houses the market.
- Once the funding is in place, come to terms and an agreement on the land acquisition.
- Hire the planning / architectural / engineering services.

- Draft a business plan – determine major goals, minimum number of vendors, and timelines for implementation. Determine the percentage of produce vendors as well as value-added product vendors. Besides food-related items, consider locally produced crafts, books about gardening, food and cooking.

We recommend 1/3 of the vendors provide local produce; 1/3 provide prepared foods; and 1/3 sell home-crafted goods, produced within a local radius (jewelry, art, home accents, clothing, etc.). The focus should shift by season, making the market ever changing, and attracting the same customers over and over.

- Draft rules and regulations for the market. These rules should outline how the market will operate on a daily basis, define the rights and obligations of both the market and the vendor, state the market purpose and philosophy, address issues that may create challenges and questions growers should consider. A good reference would be Farmers’ Market Rules, Regulations and Opportunities, PDF by Neil D. Hamilton.
- Draft a vendor application form.
- Hire a market manager to operate the market. The market manager will select vendors, allocate booth space, collect fees, enforce rules, resolve conflicts, and keep records.
- Secure appropriate insurances, licenses and

approvals.

- Recruit the vendors – the farmers, growers, producers, craftspeople and artisans you would like to include in the market. Consider a broad spectrum of products, such as produce, cheese, eggs, baked goods, fruit, flowers, honey, locally produced crafts. Give serious consideration to establishing the market as producer only – vendors are only allowed if they grew or made the product themselves.
- Promise the potential vendors support: what the market will do to attract customers. Build their trust, and invite vendors to planning meetings.
- Have the local newspapers run a story on the upcoming market – get media attention with a call for potential vendors to apply.
- Develop the wayfinding system - it needs to include wayfinding signage to the market.
- Lock up billboard lease agreements to use in promoting the market.
- Market the market: this will include billboards along the highways, a website, flyers, ads in local media to attract residents and nearby cities’ residents. These promotions can be subsidized by sponsors, such as banks, local businesses, nonprofits, the city, radio and media. We also suggest that 25% of stall fees be allocated to marketing and promotion.

Some of the items that have been known to attract

Recommendation #2 (cont.)**Develop a Downtown Master Plan**

customers from miles away (draw crops) are corn, tomatoes, tree fruits, and berries. Consider offering comparative tastings of samples of produce. This can be promoted on billboards and fliers and ads.

Consider also using some of the market space as a business incubator. This can provide the opportunity for local entrepreneurs to begin their own small businesses, with the goal of moving out of the incubator after a specified period of time, and into a normal market stall or shop in downtown. Provide reduced rents and business technical assistance for these start-ups.

Additional information can be found at ManageMyMarket.com; Gail Hayden* in Walnut Creek, California, has been working with Farmers Markets for over 30 years, and provides consulting services.

** DDI is not affiliated with Gail Hayden; she is a resource that has come to our attention through Project for Public Spaces, and may be able to offer some services to assist the implementation of this recommendation. DDI is not endorsing her or her services.*

It should be publicly owned, privately managed.

Competitive analysis can be found in the Supplemental Information section:

Pearland Old Townsite Farmers Market. 2nd and 4th Saturday from March to November. Pop-up market. 9:00 to 1:00. Run by Bay Area Homesteading, an organization that offers classes and resources for self-

sufficiency and green living, including classes at the market. New.

Nassau Bay Farmers Market. Every Saturday year round. 10:00 to 2:00. Pop up. Held in the parking lot of Erma's Nutrition Center.

Clear Lake Shores Farmers Market. Saturdays from 8:00 to 12:00. Operated by volunteers and supported by the City of Clear Lake Shores.

Farmbox Market in Galveston. Year round on Sundays from noon to 4:00 pm. Located at the Lunchbox Café. Pop up.

We have included additional information about the Public Market in the Supporting Documentation of this plan, including photographic examples.

#26d. Amphitheater

Contract to design a major amphitheater (seating up to 1,500) and perform a site analysis to determine the best site for the facility. Ideal location: close to or within the Main Street historic district in League Park. Recruit sponsors for its development.

An amphitheater will provide League City with the opportunity to hold concerts and performances, attracting visitors and drawing residents into town. It will give people an opportunity to connect with the arts in a beautiful setting. Functions from concerts and theatrical productions to festivals, wedding ceremonies and family reunions could use the facility.

We have included additional information, including photographic examples of amphitheaters in the Supporting Documentation section of this plan.

#26e. Redevelop League Park

League Park is beautiful, and has lots of activities for families and children. It could become a real gathering place for residents and visitors, with some redevelopment. Turn it into a plaza with fountains and a small amphitheater, vendor spaces.

A plaza, usually covered with pavers, is easy for people to walk on without damaging it. It can hold exhibits and events easily, as well as benches, some tables and chairs, and other outdoor furnishings. It can be formed in various levels, providing built in seating. It can be the foundation for fountains. In Italy, nearly every town was built around a piazza - and after hundreds of years, the piazza is still the primary gathering space for locals and visitors. There is usually outdoor dining around the piazza, as well as fountains and activities. People take their evening strolls in the piazza; they dine there for lunch and dinner, or just have an espresso. They hold parades through the piazza. One town in Italy even holds horse races in its piazza! It is an important part of each city and essential for the community to gather together to see and be seen.

Fountains would add a focal point to the park – consider a flush-mounted fountain that can be interactive. It would be a great draw for children and

Recommendation #2 (cont.)

Develop a Downtown Master Plan

families, and when the fountain is off, the space can be used for exhibits and events.

Consider locating the amphitheater in League Park. As an alternative, consider an amphitheater that seats maybe 300 people that would provide a space for small performances and concerts. The seating (and steps) provides great spots for people who want to casually eat lunch or watch the children play in the fountain. Development of the larger amphitheater should then be done in another nearby location.

Having spaces for vendors to sell food and beverages would give another reason to “hang out” in the plaza. Office workers on their lunch breaks, families playing and getting snacks or lunch, and residents out for an evening stroll could get dessert or a coffee as they spend time visiting with neighbors and friends.

The key ingredients to a successful plaza area:

1. Variety – something new and different going on all the time.
2. Water: the number one draw in the world is water.
3. Beautification: Shade trees, raised planters, annual color, landscaping.
4. Gathering places for events, vendors, activities.
5. Seating areas.
6. Activities. The advantage of interactive fountains is that they do not require a physical presence in terms of actors, stagehands and other costly people-produced shows.

7. Music. Both live and piped in music.
8. Fire. Many plazas are now including large fireplaces, which provide a very cozy ambiance and create additional reasons to visit during the cooler months.

26f. Address the Need for Parking – Build a New Parking Structure

As downtown attracts more people to the public market, the shopping, the restaurants, and the new business opportunities, more parking will be essential. Develop a new parking structure, possibly three or four floors, within a half block of the market so people can carry their purchases easily to their vehicles, and within two blocks or so of Perkins Station and the amphitheater. Another possibility would be to “book-end” downtown with two garages, each holding perhaps 400 to 500 cars. This would easily accommodate 1,500 for an amphitheater performance, dining at Perkins Station, and the public market. Funding for the parking structure could be supplemented by “sponsor” floors. These could be local businesses, banks, or attractions. It is easier for people parking their cars to remember the name of a product or business than it is to remember a color or number.

#26g. Give the Downtown District a Name

Give the downtown core area a name such as “Heritage Square,” which can incorporate Main Street

between Simms Avenue and Iowa Avenue, and extend to the Schoolhouse Museum and the new Longhorn Museum – a true square.

Giving downtown districts their own unique names helps make them become stand-alone destinations in the minds of visitors, residents, and merchants. “Downtown” is a place. “Pearl Street,” for example, is a destination. A gathering place.

As you travel down a freeway and see signs for “business district” or “downtown,” does that spark your interest and pull you from the freeway? But if you saw “Pearl District - Downtown” you get a feeling that this is a destination, not just another business center.

Hundreds of downtowns are naming and identifying their districts, which helps define them as destinations, creating greater appeal and attraction.

#26h. Create Gateways into the Downtown Core Area

Gateways into the downtown core are a key component of the plan, and they need to make a powerful impression. Gateways create a sense of arrival and awareness of “place.” They define the location. A beautiful gateway can elevate the appeal of the district, increasing its perceived value and instilling pride in the community.

Locations: Along Main Street at a location between Simms and Perkins Avenues, and another on Main Street at Iowa Avenue.

Recommendation #2 (cont.)**Develop a Downtown Master Plan**

Consider using Integrated Paving Concepts, with their StreetPrint process, to begin defining the gateways. These decorative crosswalks are stamped into the asphalt – not painted on. They are very durable and can be done in any design imaginable, so they are perfect for helping define an area, create the desired ambiance, and enhance the brand. Integrated Paving can be reached at 1-888-581-2299.

#26i. Add free WiFi to Downtown Areas

Free WiFi in downtown core areas encourages people to spend more time there. Beginning with Founders Square, install WiFi capability; then, as more development of the historic district, Perkins Station, the Public Market and the park is completed, spread the WiFi to those areas as well.

Development and implementation of the plan would start in the 2011/12 fiscal year.

The cost of doing this entire plan, including initial recruitment of private investment into the district, would be in the \$400,000 range.

#26j. Develop Guidelines/Ordinances for Downtown Core Area

In order to encourage and protect the development and/or redevelopment of the downtown core into a premier destination and vibrant hub for League City, the Downtown Master Plan should include recommendations regarding zoning or an overlay zone. To make downtown League City attractive for

new entrepreneurs, business, shopping, working, dining, recreation and entertainment, a mix of uses needs to be developed in a pedestrian-friendly environment. Guidelines addressing these unique needs should be researched and developed for the City to ensure successful renovation and development of downtown. These guidelines should:

- Include architectural design standards for structures in the downtown core.
- Provide for an optimal mix of uses.
- Provide for a pedestrian-friendly environment, including such guidelines as: limit driveways; provide sidewalks; buildings should face the street; parking should be in the rear.
- Preserve and encourage street trees as much as possible.
- Provide for gathering spaces, public art, fountains, street furnishings.
- Encourage outdoor restaurant dining (sample ordinance is in the supplemental information).
- Encourage street performers (sample ordinance is in the supplemental information).
- Provide for a Downtown Signage Review Board. Retail signage should encourage decorative perpendicular (blade) signs of similar height and size, in keeping with the scale of the building (sample ordinance is in the supplemental information).

Recommendation #3

Sell the brand and plan throughout the community

The most important role to be played by the Brand Leadership Team will be to bring other organizations within the community to the table to adopt the brand. The BLT will need to work closely with the city, the community and organizations so that support grows throughout the community and the brand can succeed. It takes an entire “village” to create a successful brand and that means everyone working together. The more people and organizations you can get on the same page, pulling in the same direction, the more successful the plan will be.

The BLT should develop relationships with the following:

- Chamber of Commerce
- City of League City
- Destination League City Convention and Visitors Corp
- Local museums including the Butler Longhorn Museum and the West Bay Common School Museum
- Galveston County Economic Alliance
- Rotary, Kiwanis and other auxiliary organizations
- The Clear Lake Independent School District and Dickinson Independent School District
- League City Historical Society
- League City Historic Shoppes

- UTMB officials, board members
- Various departments within the municipal government and other organizations identified as important to the branding effort, including the Historic District Commission, the Parks Board, and the 4b Industrial Development Corporation
- League City Improvement District
- Galveston County
- League City Proud
- League City Heritage Foundation
- Bay Area Houston Economic Partnership (BAHEP)
- Bay Area Houston Convention and Visitors Bureau

One of the most important roles to be played by the Brand Leadership Team will be to bring other organizations within the city to the table to adopt the brand.

We recommend that the BLT develop a PowerPoint presentation for use when speaking to organizations about the branding plan. The presentation would explain the purpose and strategies for plan development, with special emphasis on how it will benefit the community. The presentations should be primarily graphics, short and fast moving to retain interest while quickly telling the story. We suggest using information and graphics from this Action Plan, combined with specific information targeted to each organization. Presenting to organizations such

as the Chamber, Rotary, business groups, will draw out interested people who could become additional advocates or “champions” of the brand.

All successful brands begin as grassroots efforts; so when presenting the plan to the city, you are asking for the city to adopt the plan, not necessarily implement it. That’s the job of the Brand Leadership Team. The city is there to assist where it’s appropriate for them, which would include development of gateways and wayfinding system, development projects, and other recommendations that require city action.

Recommendation #4

The League City trail system

Go full speed ahead on the trail system. However, we recommend development of a ten-kilometer stretch with none of it along surface streets (except at the ends). It should have parking, restrooms and park amenities at each end. This is for 10k walks/runs that will help promote the recreational/healthy lifestyle of the plan.

Develop a three or four mile “signature” element of the trail system that is especially scenic, probably along Clear Creek. This signature section would make the system uniquely appealing, giving it a focus to make it stand out from other trail systems. It will be used in photography to promote the city, and it can help secure funding for expansion of the system. This will garner buy-in for further development of the trail system and will become a primary amenity for local residents and visitors. Always start with your signature pieces and leverage their popularity to extend the system through other areas of League City.

Provide four names for separate sections of the trail. These sections might include:

- Clear Creek Trail (Thematic zone: Clear Creek Connections)
- Heritage Trail (Thematic zone: League City Heritage)
- Bluestem Trail (Thematic zone: Coastal Plains)
- Longhorn Trail (Thematic zone: Texas Traditions)

The names need to be very simple and easy to say, i.e. “Let’s go walk the Clear Creek Trail. Or the Heritage Trail.” Coastal Plains Trail and Texas Traditions are too much of a mouthful and don’t roll off the tongue. Make sure the names have strong appeal. The name alone makes you want to walk the trail. Some ideas we recommend:

- The Challenger Trail
- The Ranch Trail (Texas Traditions)
- Grassland Trail (Coastal Prairie)
- Founders Trail (League City Heritage)
- Butler Oaks Trail (League City Heritage)

Recommendation #5

Design the wayfinding system

Contract for professional services to design a Wayfinding & Gateway System for League City's surface streets and Farm to Market highways (FM 518 and others).

The easier it is for people to find attractions and amenities, the longer they will stay, and the more they will spend. It can be difficult for locals, who already know how to get from "point A" to "point B," to see gaps and omissions in existing signage, so it's best to use the services of a professional wayfinding firm. Gateway signs are a key component of the plan and they need to make a powerful impression. Gateways create a sense of arrival and awareness of "place." A beautiful gateway can elevate the appeal of the community, increasing its perceived value and instilling pride in the community.

Providing plenty of well-marked visitor information kiosks makes it easy for travelers to learn all that your community has to offer. Only about 5% of travelers stop at Visitor Information Centers, so placing kiosks with visitor information near major attractions and amenities makes it easy to cross-sell activities and help travelers find more to do.

The Wayfinding Plan should stipulate the precise wording and exact location for each new sign, as well as mounting options, so it can be used to obtain fabrication and installation bids from regional sign manufacturers.

Visitor information kiosks should be designed to

complement local architecture, as well as to enhance the League City brand. The kiosks should provide weatherproof brochure holders for 24/7 visitor information, as well as display maps, a calendar of events, visitor attractions, local services and amenities, lodging and dining options, and cross-sell regional attractions. They should have adequate lighting and include prominent signs indicating "Visitor Information."

Issue a Request for Qualifications.

Select the top candidate then negotiate the scope of work and price. It's nearly impossible to price the creation of the system without first being familiar with the city.

The system should include:

- Vehicular wayfinding including changes/additions/alterations to I-45 signage, all state highways (FM routes), city/county surface streets. Wayfinding should direct traffic to hotels, attractions, amenities, and local services.
- Directional signs to other cities and directional signage from those cities into League City (primarily Webster, Clear Lake Shores, Kemah, NASA).
- Visitor information kiosks and wall-mounted displays
- Pole banners in various "districts" throughout League City.



Recommendation #5 (cont.)

Design the wayfinding system

- Gateways into various districts or areas i.e. Main Street’s historic district.
- Place identifiers: marquee signs at attractions, parks, public facilities.
- Work with TxDOT on FM and I-45 route signage.
- Pedestrian wayfinding at city campus facilities and in the historic district.

The system should always be designed to a predetermined fabrication and installation budget. The final design document should be a “bid ready” document that can be presented to fabricators for bidding, including possible phasing of the wayfinding system over a period of years.

Remove the builder signs and instead promote neighborhoods. Always promote the “experience” – which in this case is the neighborhoods. Once there, THEN promote the builders in the subdivision.

The system will include removal of some existing signs, relocation of some, and redevelopment of several.



Recommendation #6

Recruit seasonal recreation vendors

Recruit seasonal recreation vendors that would rent bikes, canoes, kayaks and gear to both local residents and visitors. There are a number of ways to facilitate this:

- The City could own the gear, and hire students and summer workers to rent the gear.
- The City could own the gear and contract with a business (concessionaire) to rent and maintain the gear during the peak seasons (April through October).
- The City could contract with a concessionaire to own and rent the gear, leasing them a location or two at a reduced rate (even as low as \$1 per year). The concessionaire would provide proof of insurance. Perhaps a local outfitter could add this to their business offerings.

Since the brand largely revolves around the recreational lifestyle, it will be important that both locals and visitors can have easy access to boats, canoes, kayaks, bikes, sports equipment, etc. to reinforce and foster the brand – particularly as the trail system is developed.



Recommendation #7

Arrange for technical retail assistance

Many of the retailers along Main Street could benefit from technical business expertise for ways to help get customers through the door and to make the sale once they are inside. This element of the plan would give each retailer technical advice and assistance for curb appeal, façade improvements and retail signage, merchandising, and marketing.

Contract with three or four Houston area vendors with this expertise, and then have them spend “X” amount of hours with each retailer and the property owner. The businesses would need to apply for this technical assistance, and would be given anywhere from \$5,000 to \$7,500 for professional assistance, with the stipulation that they must implement the recommendations within six months of given the advice. The advice would be given based on the merchant’s predetermined budget so there will be no excuse for non-implementation.

There could even be some low-cost small business loans available for implementation of the recommendations.

Consider getting a grant or funding (League City Improvement District) to help fund this effort.

See the “Downtown Idea Book” in the Supporting Documentation of this plan for initial ideas that could be implemented by, particularly, the businesses in the League City historic district.



Recommendation #8

Create a business incubator

The primary focus of this effort is to first, attract business to League City. Second, it's to make League City the community of choice as a place to live and raise a family. Finally, it's to attract visitors: both corporate, friends and family, and leisure visitors.

Since attracting business to League City is a primary goal, a key element of this program is to get people who own businesses (architecture, medical research, planning services, consulting, finance, marketing, public relations, creative services, etc.) but commute to Houston or other cities, to relocate those businesses into League City. This means having Class A office space available from 1,000 square feet to 10,000 square feet. But another part of this, particularly with creative services, is to attract entrepreneurial start-ups. In this case, creating office incubators (500 square feet with room to expand) that can be open beam space – a little on the “creative” or warehouse style of look. Modern, hip, cool places without florescent lighting, suspended ceilings and a sterile look.

What needs to be developed: three or four buildings. One building every three years. The property could range from 20,000 square feet to 70,000 square feet and would have workspace ranging from 500 square feet to 5,000 square feet. It would be subsidized space meant to foster new start-up businesses, providing shared expenses and administrative, technical business assistance, and access to resources and information. The goal is that the businesses would

“graduate” to larger spaces to make room for new ones.

There should be certain requirements and stipulations from the businesses wanting to participate. They need to have developed a business plan, and agree to a one-year lease. Rents should be at half the going rate, first three months free. Tenants must be working with the SBDC or another organization geared to helping them start up.

Economic gardening is a method to encourage existing businesses to grow and expand. This can be used in concert with the business incubator, and with existing businesses. Since most new jobs are created by a community's small local businesses, seeking out those companies with potential for growth, and assisting them, can pay big dividends. The program helps entrepreneurs succeed and grow by connecting them to needed resources and information, such as competitive intelligence on markets, customers and competitors, database and data mining resources. These resources are typically only available to large firms.

Cost: The initial cost would be to contract with professional services to do a site/property selection study, feasibility and business planning for the center. These are typically funded through grants (Dept. of Agriculture, federal grants), often operated by Small Business Development Centers or local economic development agencies. Cost of the planning is typically in the \$85,000 range.

Recommendation #9

Recruit Class A professional office space

The top goal of this effort is to recruit small business (one to 100 employees) into League City. We are not looking for heavy industry, petroleum, or manufacturing. We want to attract small professional service businesses (like DDI) who will LOVE living in League City, with among the best schools in the state, close to the beach, close to all the amenities, a very recreation-oriented community, close to Houston, clean air, low crime, and beautiful affordable neighborhoods.

In order to attract these smaller businesses, more Class A office space needs to be available – in smaller square footage spaces than is currently there. With the smallest Class A space available being about 10,000 square feet, no small professional firms are able to relocate to League City.

Consider the location under I-45 by Clear Creek as a possible site. Another possibility is along Main Street in the historic district – infilling some of the property by moving (or replicating) historic housing structures to be used for office space. (The historic district should have a primary focus of retail and restaurants, but inter-mixing a few offices will benefit the district by adding more people to eat at the restaurants during the day.)

The rents need to be 10% to 20% lower, per square foot, than in Houston proper to attract businesses and get the program going. Three and five-year leases should be standard.

Having Class A office space will create demand for downtown services, dining and entertainment, the incubation of an actual downtown core district. This will help make League City a “stand-alone” community where people can live, work and play without fighting I-45 traffic or a daily commute. This plays into green living, reducing the carbon footprint, and will reduce leakage, which is substantial in League City.

Additional recruitment information is located in the supplemental information.

Recommendation #10

Develop additional special events

League City already puts on several events that are in line with the brand. Develop additional events that all play up the recreational lifestyle and can strengthen the brand promise.

- 10k runs and walks
- Arts Walks
- Wellness festivals
- Bicycling events
- Healthy cooking events with demonstrations and classes for families and children
- The Wellness Walk (League City Park in April is a good tie to the brand)
- Southshore Dockside Food & Wine Fest in October is also a good fit to promote the brand.
- Concerts in the Park (every weekend spring and summer)
- The Boats Afloat Show (currently called the Annual In-The-Water Boat Show held every October)

Success of events lies in nine areas, and the event planners will need to be mindful of each of them.

The product: The event should be of high quality, regardless of its size. Old events need to be rethought and refreshed. Events should be unique or have a unique feature, so it's not a "been there, done that" experience. The events should have a local appeal.

The price: Take into consideration the financial demographics of the target audience. Will there be an entry fee? Is the cost of food, rides, and entertainment in line with expectations? How many attendees are needed to "break even" on the cost of the event?

The place: This is where League City can really shine. Good signage for parking and diversions in the entertainment district are important to making the place attractive.

Public relations: Offer superior public relations results for events.

Positioning: Local research, intuition, evaluation of previous events, and knowing the needs and wants of the target market can help position an event in the best way to attract attendees.

Partnership: Develop long-term partnerships with sponsors, organizations, and event coordinators whose brands are compatible with the events and League City image.

People: The quality of the front line people will be noticed and interactions with event attendees can be the difference between a successful event and a mediocre one.

Packaging: If the value of packages makes sense to the consumer, they will bring additional people and could be the margin that makes an event profitable.

Programming and Planning: Planning really shows at events. Are schedules maintained? Is there enough food for sale? Does the music meet the crowd's expectations? Are there enough activities? Is there a contingency for bad weather? Successfully addressing these issues only comes from good planning.

Recommendation #11**Support the proposed commuter rail line**

The proposed commuter rail line would connect Houston and Galveston, with stops along the way and a station in League City. We highly recommend going full steam ahead (no pun intended). This line could be complete by 2013, but more likely 2014 or 2015. This will make League City an even more desirable destination as a place to live, and make it easy for people who wish to come from Houston and other areas for the Public Market, events, shopping, and concerts at the amphitheater.

Most successful cities thrive with public transportation. It provides choices for residents and visitors, and makes business commutes easier and more efficient. Mass transit can generate many positive economic benefits, such as:

- Developers traditionally are attracted to areas with mass transit.
- Properties near train stops frequently sell for 20 percent to 25 percent more than comparable properties further away.
- Local and state tax revenues can increase up to 16 percent due to employment generated by transit investments.



Recommendation #12

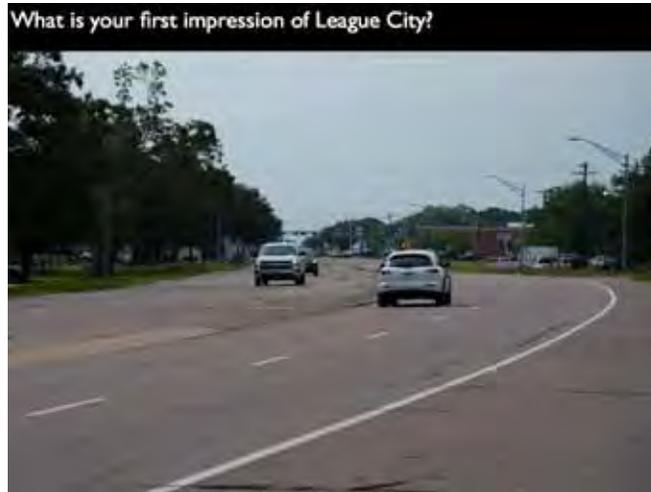
Beautify the traffic corridor on I-45 and along Main Street.

Brands are built around first impressions: what people see as they approach and pass through a community makes a strong impression – in this case along I-45 and along FM518 and other state highways that cut through League City.

The primary gateway thoroughfares into League City, for the most part, present a very poor first impression of the city. Unfortunately, most of these are located along state highway routes. Projects should include:

- Center median plantings and street trees, or at least replacing asphalt medians with river rock.
- Street trees along other stretches of roadways.

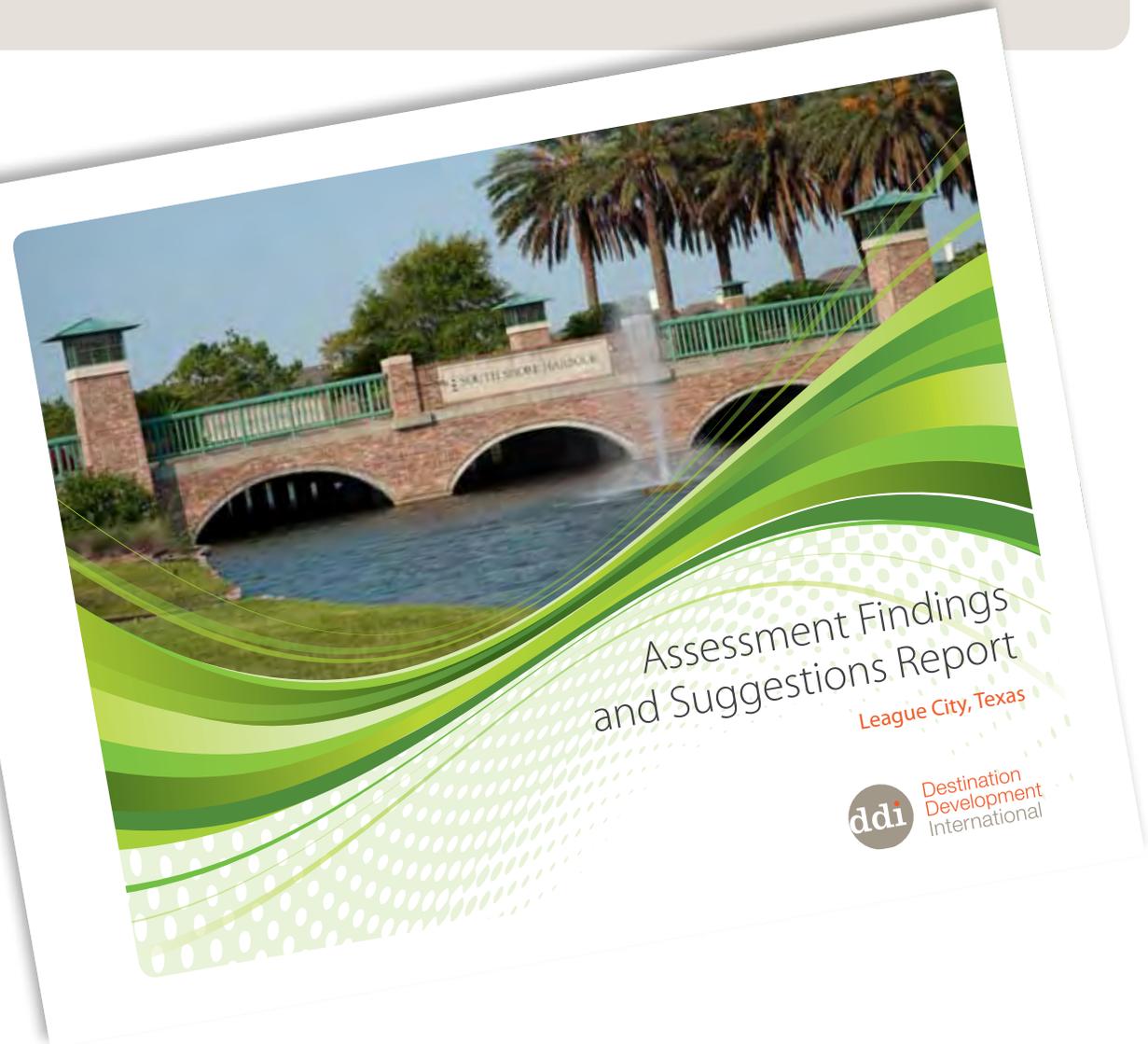
Cost: To be determined. Planting of street trees ranges from \$200 to \$600 per tree. Perhaps TxDOT could take the lead on the design, if the City would pay for improvements, which wouldn't take place until 2011 and beyond.



Recommendation #13**Implement Assessment Findings & Suggestions**

In September of 2009 DDI performed a Community Assessment of League City. In the 80-page Assessment Findings & Suggestions Report there are dozens of small “suggestions” that can and should be implemented over time. Most of the major suggestions are included in this plan, but many of the “smaller” suggestions are not.

Put together an “Assessment Project Team” or have the Brand Leadership Team take ownership of the assessment. They should go through the document, list the items that make sense to implement, then develop assignments, work with the city (or appropriate business/organization) on funding (where needed), then begin an implementation program. Many of these items are the “low hanging fruit” that can make a difference in short order. A way to do something today to make a difference tomorrow.



Recommendation #14

Begin the business recruitment effort

Hire recruitment expertise to rearrange the business mix and recruit infill businesses: non-chain retail shops (including activity vendors), dining establishments.

To continue development of Main Street and downtown League City and create the critical mass of retail shops and restaurants necessary to attract locals and visitors, we recommend hiring a business recruitment specialist to focus on this important aspect of the plan – creating the product necessary to own the brand and create a vibrant downtown.

The job would be a full-time position. The recruitment specialist could be a city employee, but should also report to the Brand Leadership Team administered by the city.

The following are desirable traits to look for in selecting a business recruitment specialist:

- Excellent track record in commercial real estate sales.
- Well-spoken with excellent writing skills
- Experience dealing and negotiating with small businesses and property owners
- Has a strong understanding of local real estate, development industries and markets
- Has extensive contacts in the development and business industry
- Understands public/private finance, land use, zoning, leasing, covenants and other issues that

need addressing during the recruitment process

- Self-motivated, a strong leader and results oriented
- Understands commercial finance, TIRZ, League City Improvement District and incentive programs, etc.
- Is independent of local politics and entanglements or “baggage” that might hinder their performance
- Has the ability to help implement business location changes, working with property owners to rearrange the business mix

The recruitment specialist will be responsible for recruiting the destination retail, vendors, and restaurants to fill Main Street, as well as for recruitment of the vendors, handling the vendor contracts and measurables.

To create a vibrant, active, prosperous community that attracts both locals and visitors, it is necessary to offer a critical mass of the types of shops, dining and entertainment that people want. Often, however, the right business mix doesn’t happen on its own – it needs help from a recruitment specialist. This person will be able to work with the local property owners and business owners to help fill the spaces, putting together the pieces to make a vibrant community.

Consider a program of business incentives to help the recruitment effort entice new business into League City. These incentives could include expedited planning and permitting, loan guarantees, local tax incentives, or grants for a specific purpose. The

use of incentives will need to be analyzed for the potential benefits, and specific criteria, performance standards, monitoring, and measurables will need to be established.

Please see additional information regarding the recruitment effort in the supplemental information:

- Developing Critical Mass - Recruiting and rearranging businesses (page 122)
- 25 steps for Recruitment (page 193)

Recommendation #15

Create the Brand Style Guide

A Style Guide for the League City brand is one of the first tasks of the Brand Leadership Team. Hire professional services to create a Brand Style Guide. The Style Guide will contain graphic design standards for logo and slogan use, guidelines for website development and the production of printed sales and marketing materials, as well as the proper use of key marketing, advertising, and promotion messages.

Continuity and consistency is critical when developing a strong branding program that creates top-of-mind awareness of the brand. The logo and branding design should give the community an easily recognizable identity – a symbol and message that represents the community and the experiences it has to offer. Whenever the logo is used, it should bring to mind images of enjoying that community.

Repetition helps reinforce the viewer's perception, but consistency is the only way to ensure logo and brand recognition. That is why the Style Guide is a highly detailed document, providing specific instructions on how to use the graphics – font sizes, colors, guidelines for reproduction, guidelines for web design, PowerPoint presentations, and advertisements, etc. Examples of logo use should be provided for the city and local organizations, signage and wayfinding.

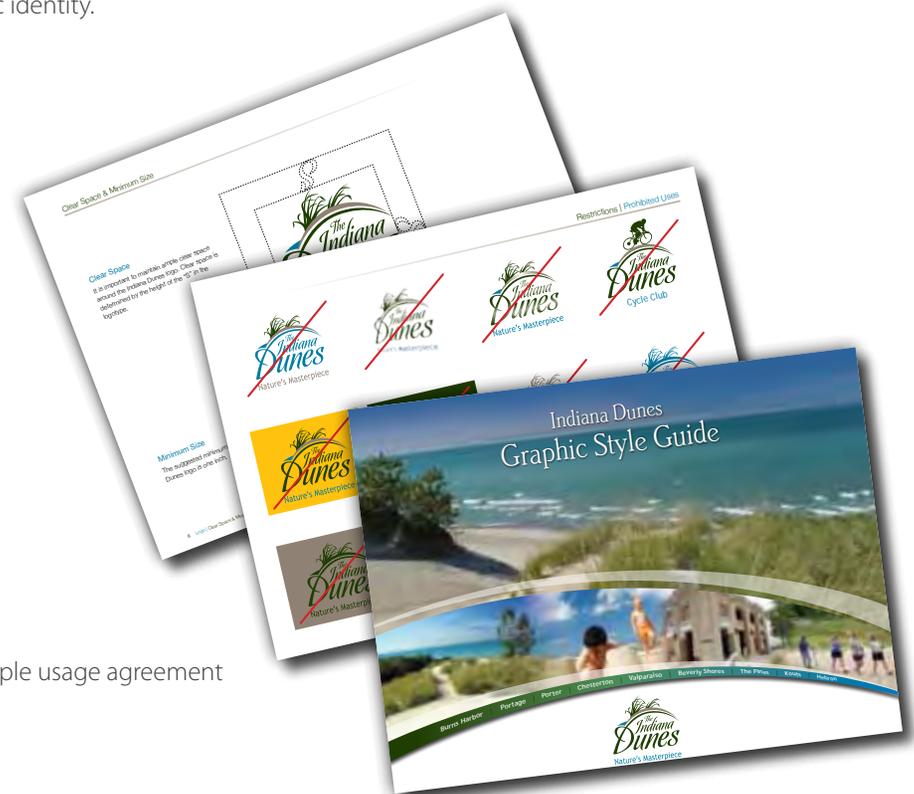
All those organizations that market the city need to do so with consistency in the look and feel of their marketing. The Style Guide should provide graphics for the historic downtown, the city, chamber of commerce, economic development, etc.

In addition to the proper uses of the graphic identities, examples of the wrong usage of the logo (in structure, color or fonts) need to be defined. Combining the logo with other logos or branding elements should never be permitted.

The Brand Leadership Team will be responsible for overseeing proper use of the graphic identity. This Style Guide will provide the official guidance for how to use League City's graphic identity.

Sample Table of Contents:

- Brand Overview
- The Brand Identity
 - Clear space and sizes
 - Proper uses
 - Improper uses
 - Sub logos
 - Tag lines
- Brand fonts and colors
- Business cabinet
- Printed materials
- Signage and pole banners
- Electronic media
- Usage guidelines and sample usage agreement



Recommendation #16

Create a professional photo library

Nothing sells a place like photography. Contract with a professional photographer to take stunning still and high definition photos. The ad concepts use stock photos, and now's the time to get high-quality photography using the ideas from the concepts, but shot specifically IN League City and the neighboring communities (such as the Kemah Boardwalk roller coaster).

This should also include high definition video footage so that 30-second to one-and-a-half minute videos can be posted on various websites and YouTube promoting "League City Style."

Every website should have a slide show with some stunning JPG photos showcasing League City. Many people have no idea that League City is stunningly beautiful, and the best way to change that perception is through the use of photography.

Always show people doing activities in the photography, not just places or amenities. People relate to people more than just a static scene of a place. This sells the experience, not just the geography. Some ideas for photos:

- Golf courses and golf course community homes
- Residential subdivisions, particularly those with neighborhood parks, waterways, and water features
- Apartment home communities
- The marina and access to Clear Lake

- Activities along Clear Lake
- Parks and park areas
- Big League Dreams and other sports facilities
- Helen's Garden, League Park, Walter Hall Park
- Butler Longhorn Museum and other cultural attractions
- The best of League City businesses (more about this in coming recommendation)
- Trail systems

You can negotiate the usage rights by promoting the photographer. Provide photo credits at every use. On the web the photo credit can be a link that takes the website viewer to a page that provides a bio of the photographer and a link to his or her website. Help promote them, and they will, in turn, reduce the fees for the use of their photos.

In negotiating fees, you need to have unlimited usage, but you will restrict your usage to only marketing the county and towns. They will not be used for private promotions, which will help get a reduced rate.

Make sure you receive signed release forms from any individuals who appear in the photos.

Consider a monthly retainer with a top-notch video crew to shoot video each month. Out of that they would develop a two or three short video clips showcasing an event, activity, or business. The B-Roll footage should be developed into 30 second to 3 minute segments. They will be used on the website and YouTube.

Google Earth is a website that is increasingly popular among travelers to help them see their destination before they arrive. Take advantage of the opportunity and post photos to show off great scenes around League City.



Recommendation #17**Hire graphic design assistance**

Hire professional graphic design services to layout and design your new marketing pieces. The designer's job is to communicate the city's brand and its vision in printed materials and on the website. A good graphic artist can blend the different elements of color, typography, shape, illustration and photography to effectively communicate your message and produce the desired response in your viewer.

Using the Brand Style Guide as their Bible, they will develop all marketing materials to fit the very specific "look and feel" of the brand.

The quality of the design and marketing materials is incredibly important to how League City is perceived. In order to portray League City as a vibrant, active waterfront community – a place that fosters creativity and innovation – a city with beautiful neighborhoods and a wealth of educational and recreational opportunities – it is essential that the visual designs that market the city live up to that image.

You can put out a request for qualifications, but don't put out a request for proposal. You want to find the best, not the least expensive. Be sure to hire the best designer you can find – one whose portfolio conveys the images you are looking for. Then negotiate the price.

Recommendation #18

Marketing

League City's advertising and marketing efforts should accomplish several goals: 1) Build the brand and promote the city's image; 2) Tell the world about League City to attract more residents, businesses, and visitors; 3) Promote specific attractions and businesses; 4) Recruit new office space and businesses; 5) Create easy-to-find resources for information about the city that also enhance the brand; 6) Develop relationships with neighboring communities for cross-promotional efforts.

The following pages describe in detail the marketing recommendations for League City to accomplish these goals.

#18a Redevelop marketing pieces

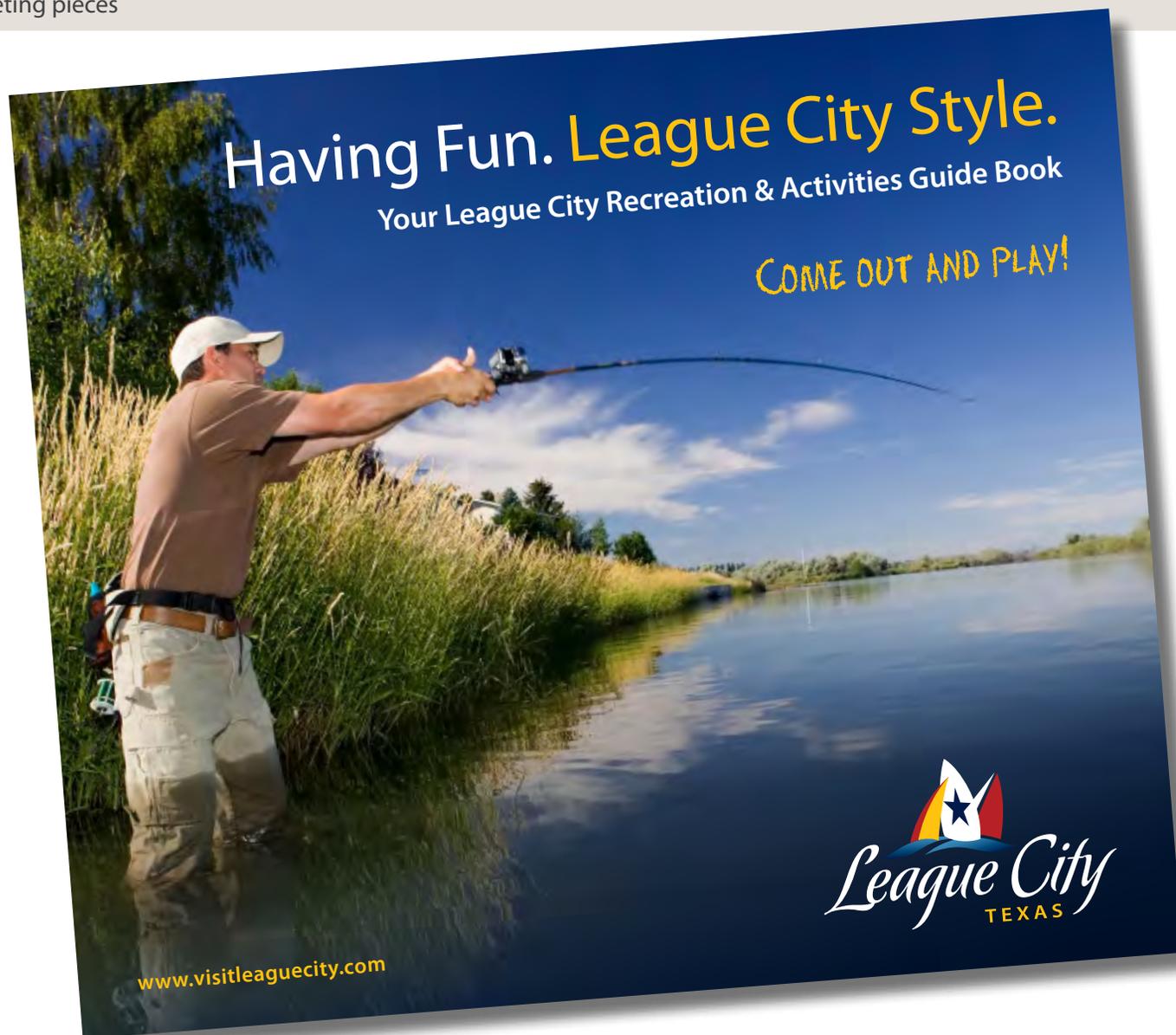
Using the Brand Style Guide, the various partnership organizations should start redesigning websites, key marketing messages, brochures, guides and other marketing materials so there is continuity throughout League City promotional pieces and messages to incorporate the brand.

A consistent look throughout websites and materials will promote League City more effectively than totally different styles. The Style Guide will provide common elements that can be shared by various organizations – they should not be look-alikes, but should embrace similarities of color and style, and all promote League City Style.

Each time a piece or website is redesigned, it would be approved by the Brand Leadership Team, who will also act as "Brand Cops" to make sure there is continuity among all marketing efforts.

Recommendation #18 Marketing (cont.)

Redevelop marketing pieces



Recommendation #18 (cont.) Marketing

#18b Create the brand posters

Develop ten different collectible brand posters worthy of framing. This will create awareness of the branding initiative and foster ownership of the brand, educating both locals and visitors, and it will increase community pride. Create ten different poster designs (18 inches by 24 inches). 250 of each should be printed. Local artists can develop the posters either by invitation or by competition, or they can be designed using the new local professional photography. A limited printing of the posters on high quality paper, numbered and signed by the artist could be sold or auctioned off with the proceeds going to building the brand.

Frame 100 of each design, using matting and framing in black metal frames – quality is critical to making a good impression - to hang in various locations:

- Civic Center
- City Hall and city offices in common areas, lobby areas, meeting rooms
- UTMB lunch rooms or where appropriate
- Civic Center
- City Hall and city offices in common areas, lobby areas, meeting rooms
- UTMB lunch rooms or where appropriate
- All hotel lobbies or common areas (particularly where there are meeting rooms)

- Library
- Schools (high schools in particular)
- Local restaurants (perhaps not all ten)
- Recreation centers (public assembly spaces)
- Galveston County tourism offices and visitor information centers (particularly posters that are tourism-oriented)
- NASA lunchroom areas and other corporate offices
- Real estate offices

The easier you make it for these locations, the more likely they are to allow the posters to be hung. Offer to hang the posters for them.

Recommendation #18 Marketing (cont.)

Create the brand posters

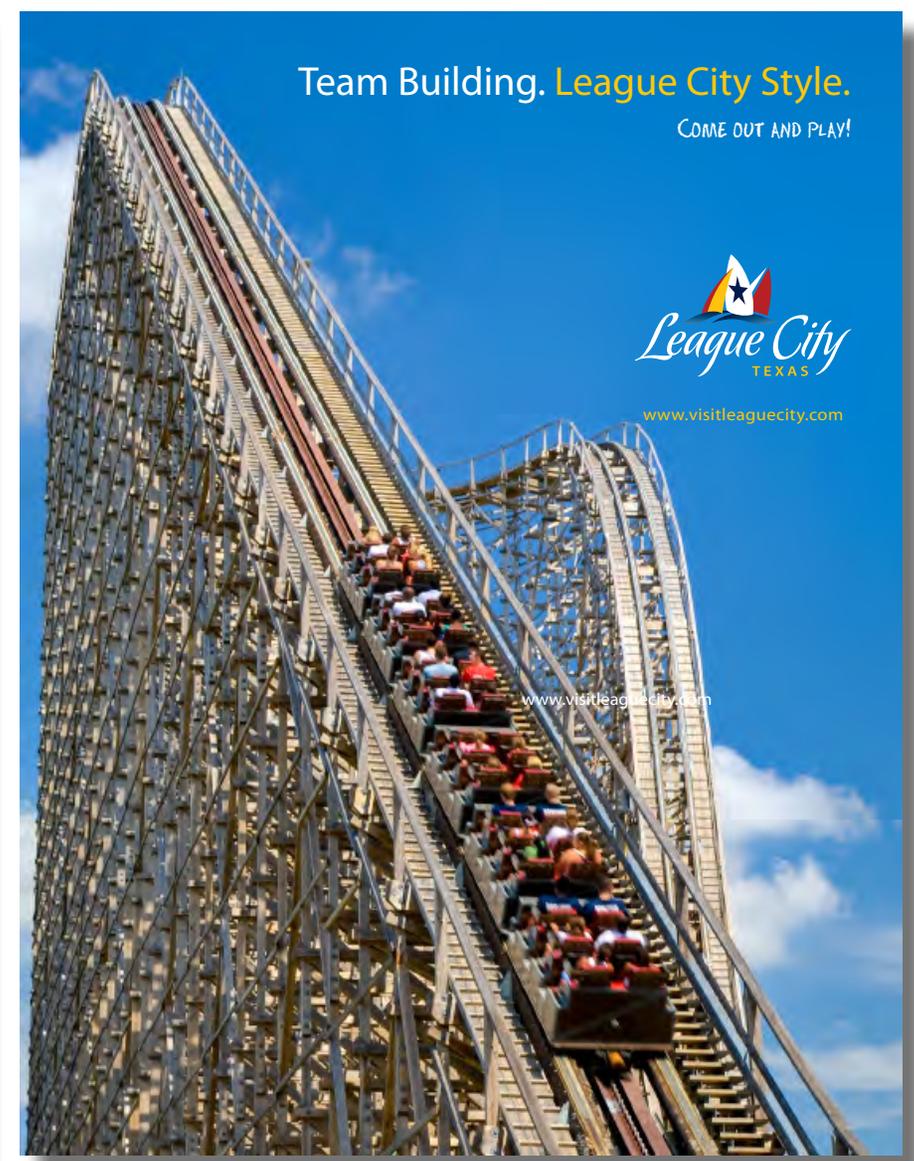
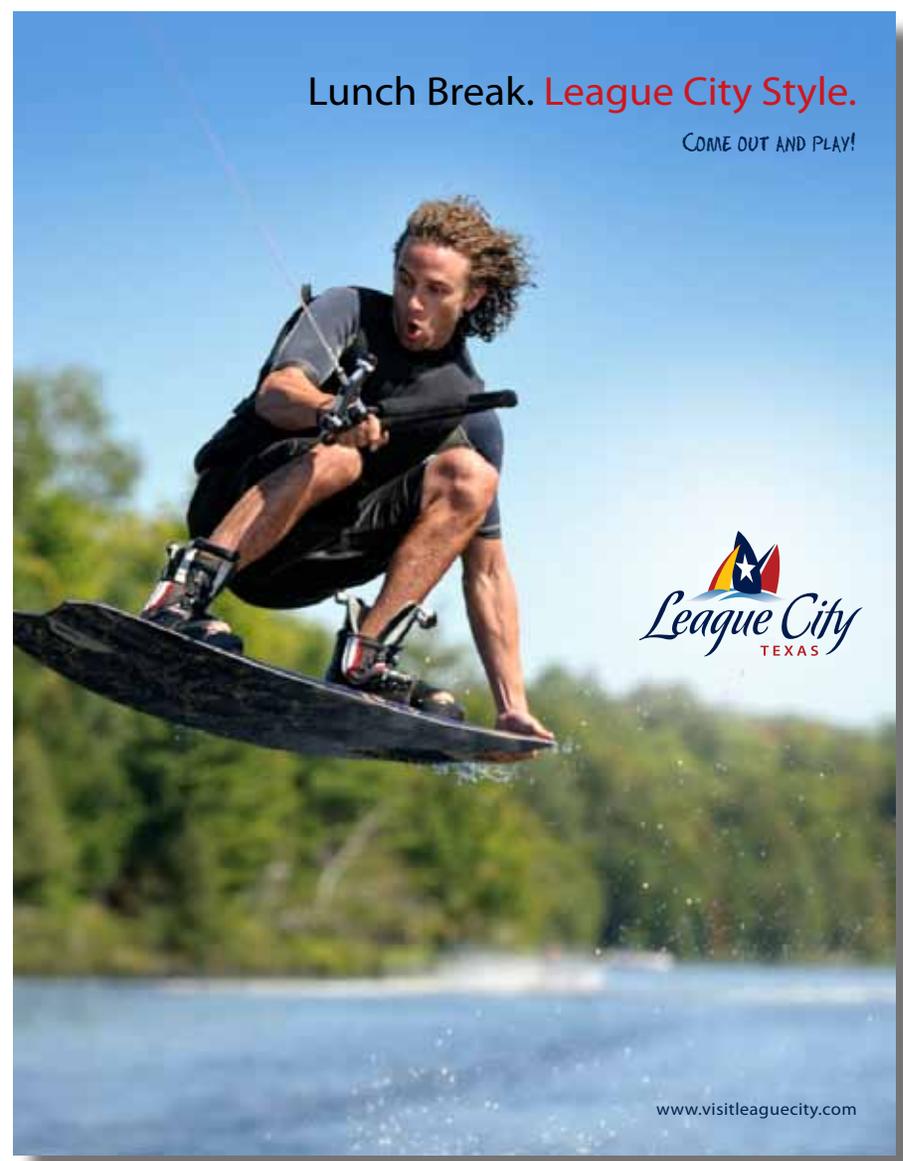


Recommendation #18 Marketing (cont.)

Create the brand posters



Recommendation #18 Marketing (cont.)
Create the brand posters



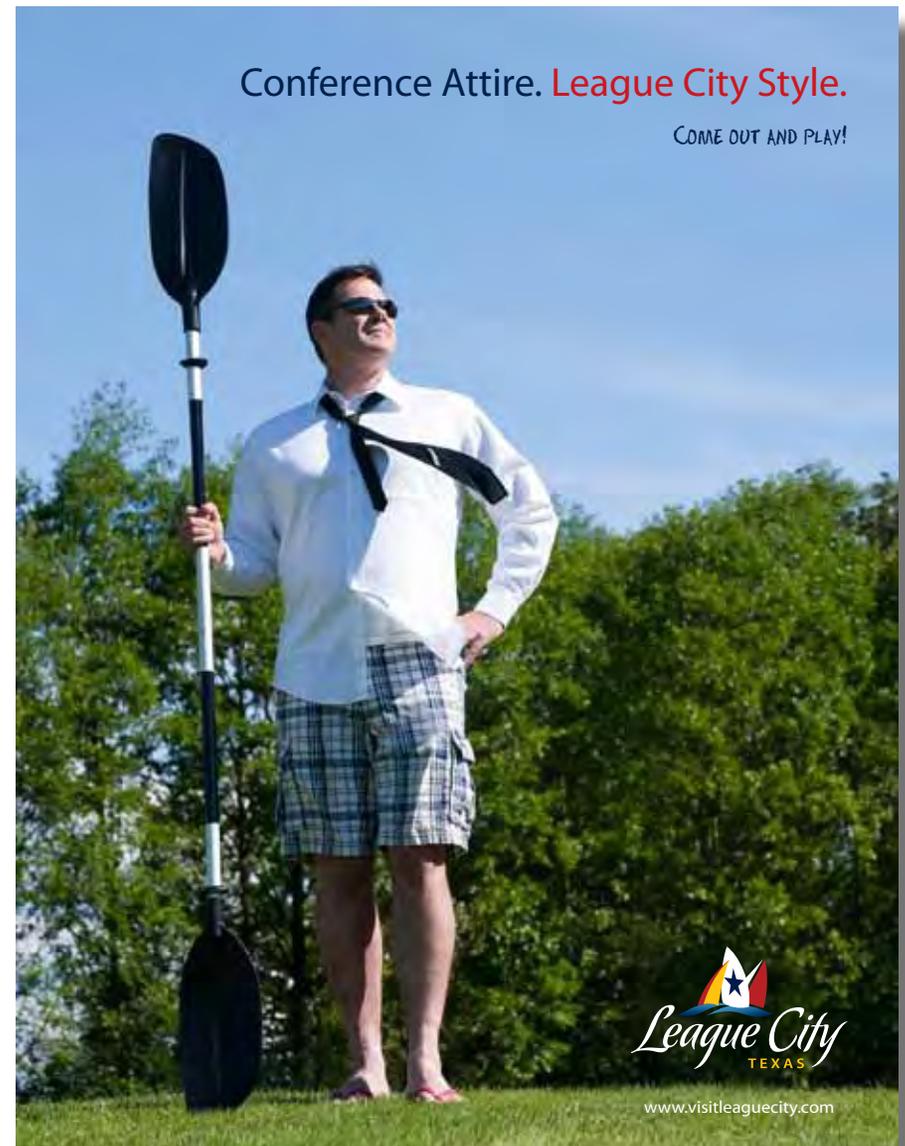
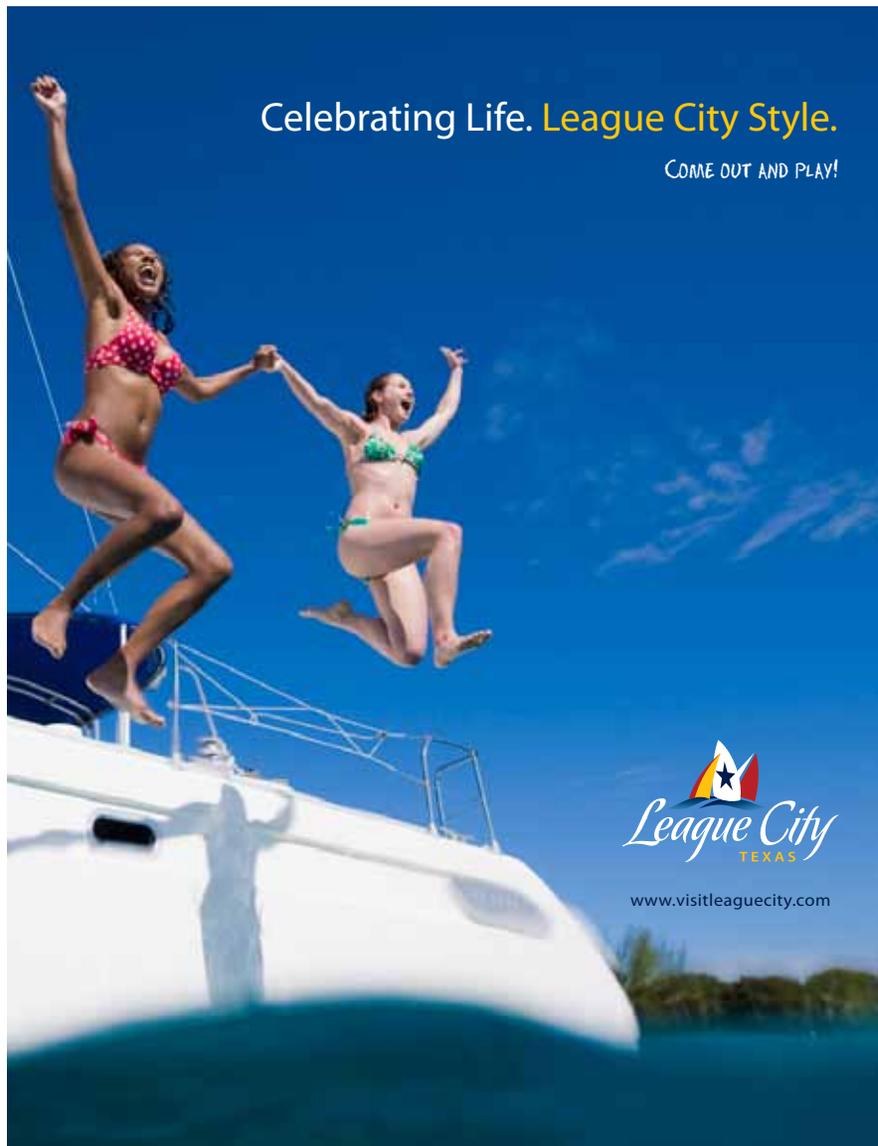
Recommendation #18 Marketing (cont.)

Create the brand posters



Recommendation #18 Marketing (cont.)

Create the brand posters



Recommendation #18 Marketing (cont.)

#18c Create the brand bookmark

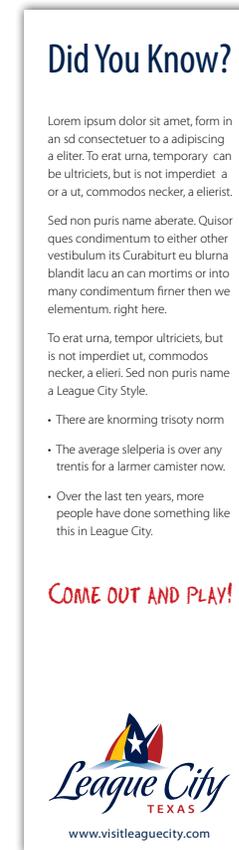
Develop a dozen separate bookmarks and print 2,000 of each. These should mirror the full-page ads, and on the back will be a "Did you know ...?" fact about League City. Did you know facts could include:

- Miles of Clear Creek that run through League City, noting that it is navigable by small boat, indicating where someone can rent or launch a kayak or canoe, go fishing, and add other interesting facts about Clear Creek.
- The neighborhoods and subdivisions in League City. Many include neighborhood parks, water features and waterfront homes.
- The central location of the city, within 20 to 30 minutes of Hobby Airport, Galveston Island and the beaches, Kemah Boardwalk, UTMB campus, etc.
- Sports facilities: Big League Dreams, ball fields, parks and other sporting-related facilities.
- The upcoming trail system.
- The percentage (or number) of rocket scientists living in League City (if known).
- The school district – one of the top in the State of Texas.
- League City is about innovation, technology, emerging cutting edge businesses.
- Fun facts about the Butler Longhorns and the Butler Oaks.
- Helen's Garden.

These should be numbered, so they too will be collected.

Bookmarks could be distributed at hotels, visitor information centers, city hall, and at public assembly spaces, the library, and at meetings where the brand is being promoted by the BLT.

They can also be placed in retail stores. Placement of the bookmarks strategically can help to move consumers around the town. For example, different bookmarks appear only in certain key retail establishments or restaurants and this fact is made known, so that consumers will seek them out and in doing so, be guided to different stores and restaurants.



Recommendation #18 Marketing (cont.)

#18d Create a “Best of” League City Brochure

Develop a “Best Of” guide to include restaurants, retail shops, and activities. This would be a public/private partnership project and might contain the 10 best restaurants, 10 best retail shops, and 10 best activities or activity-vendors. Each would pay for their “panel” in the guide.

Print 70,000 and distribute them throughout Galveston County at visitor information centers, the library, public buildings, Chambers of Commerce, etc. Also distribute them to visitor information centers in the greater Houston area.

Sample criteria for participation:

- They must not be chains or franchise operations.
- They must be either different or better than what residents in Houston can get closer to home.
- They should be open until at least 7:00 at night – particularly on weekends (Fridays and Saturdays).
- They should have good curb appeal.
- They need to be open at least six days a week.
- They must be highly regarded by someone other than themselves.

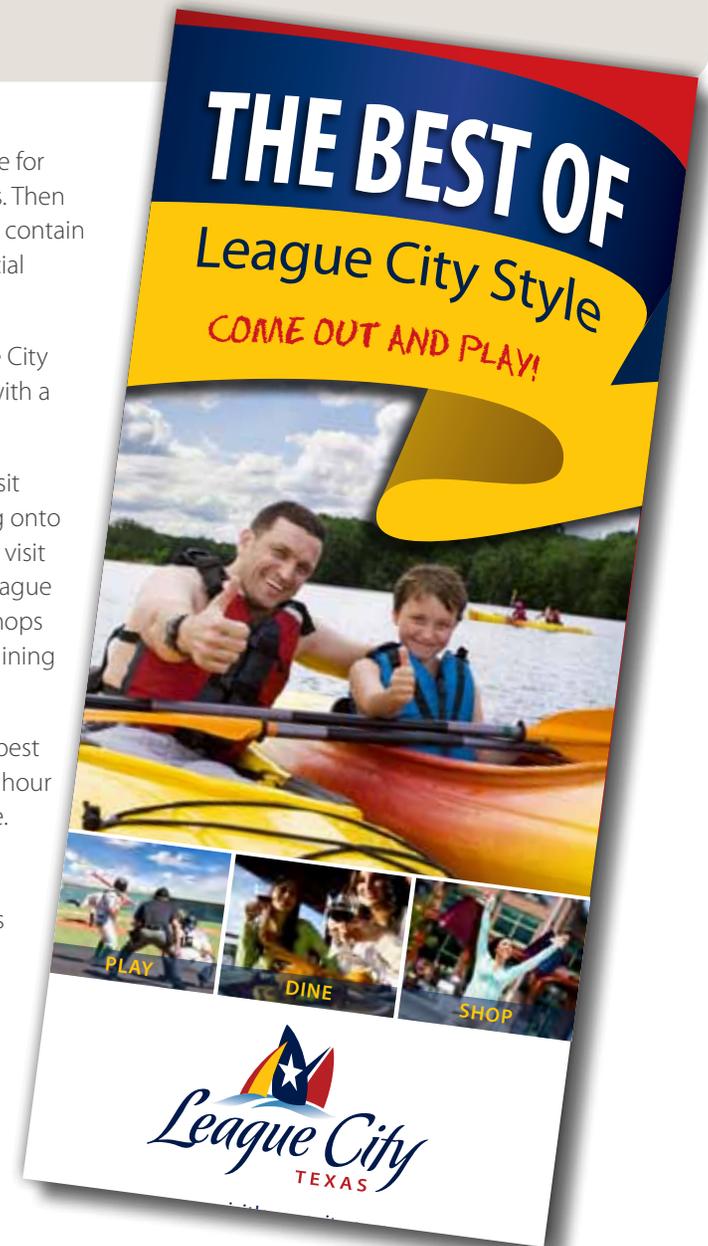
Contract with an outsider (travel writer, other non-biased secret shoppers) to help choose these and run them through the vetting process.

Once the list has been established, get a quote for graphic design and printing, distribution costs. Then divide the total cost by number of panels that contain the businesses, and then go to each for financial participation.

OPTION: Consider sending the Best Of League City brochure to every household in League City with a card that might say:

“The number one reason people travel is to visit friends and family. We hope that you will hang onto this brochure so that when friends or relatives visit you, you can use it to showcase the best of League City in terms of signature restaurants, retail shops and activities. After all, we believe that every dining room table should be a concierge desk.”

ALWAYS promote your “anchor tenants” – the best of what you have to offer. People will drive an hour or more for an exceptional meal or experience. These are the beginning steps of tourism – importing new cash into the city. Do NOT let politics kill this effort. Make sure each business really IS worth a special trip.



Recommendation #18 Marketing (cont.)

#18e Create the business cabinet

Develop a new business cabinet to promote the brand. Business cabinet includes business cards, letterheads, labels, envelopes, printed forms, billing statements and other "official" business-related printed materials. These would be printed ONLY as supplies of current materials run out. This way there will be no additional cost to the gradual "rolling out" of the brand direction.

Contract with the graphic design team to create and apply the new identity to all forms so that when reprints are needed the print-ready files are ready for immediate printing.



OFFICE OF THE MAYOR
300 West Third Street
League City, Texas 12345
City 805-385-7435
City Fax 805-385-7595
www.visitleaguecity.com



Recommendation #18 Marketing (cont.)

#18f Advertising & promotional concepts

Develop a cooperative advertising program that would promote the charter services: fishing, tours, dinner cruises, wedding cruises, etc., making League City the charter destination of choice. League City has the third largest pleasure craft anchorage in the U.S. Promote the charter fishing, boat tours, etc. to visitors, and use that as a lure to attract conferences. Target specific niche markets: Fishing and boating publications, clubs and organizations, meeting planners, wedding planners, and the visitor market.



Lunch Break. League City Style.

If people see you as a fun-loving creative genius, then this is where you need to be. A place that is quickly becoming THE destination of choice for creative professionals like you. A place that inspires people to reach beyond the usual florescent lights, urban sprawl and traffic jams, and spend that extra time at the beach, on the course, or on a wake board. This is where some of the best ideas are actually born. This place is in a league of its own. Naturally, it's League City.

We're looking for more creative geniuses. Medical research, architecture, advertising, web development, engineering, finance, law, creative arts, publishing, Internet technologies, software development, photography, consulting...

To learn WHY League City is the destination of choice, head to www.LeagueCityStyle.com/ChangeTheWorld.

COME OUT AND PLAY!



Stunning & affordable neighborhoods • Top rated schools • Minutes to the beach AND Houston • water and sports-based recreation • 72 holes of golf
Some of the best restaurants on the Gulf Coast • A dozen beautiful parks • third largest boat anchorage in the U.S. • 100+ miles of trails being developed

Recommendation #18 Marketing (cont.)

Advertising & promotional concepts



Team Building. League City Style.

Of the gazillion places to choose from when it's time to plan your next retreat, training program, or business meeting, League City should be at the top of your list. Conveniently located just minutes from Gulf Coast beaches, NASA's Space Center, downtown Houston, Hobby Airport, and the Kemah Boardwalk, the city is home to 450 quality hotel rooms and nearly 20,000 square feet of meeting space. Bring groups of ten to nearly a thousand!

Perhaps best of all, there isn't be a better place for team building experiences and networking – on the lake in kayaks, canoes, or while on an incredible sunset dinner cruise. Or while playing one of three outstanding golf courses. Need more challenge? Send the team screaming down the famous Kemah Boardwalk roller coaster.

Attendees will head home energized and ready to change the world.

To take your team to new heights, start at www.LeagueCityStyle.com/ChangeTheWorld.

COME OUT AND PLAY!



Typical Day at the Office. League City Style.

Cooler temperatures. A light Gulf Coast breeze. The sound of rigging lightly clanking against sailboat masts in the harbor with the call of seagulls in the air. Stunning Butler Oak trees forming a shady place to work. A setting that inspires the soul and brings out the creative genius in you. This is the life. A tranquil setting away from the urban nightmare. This is a typical day at the office in League City, Texas. Does it get any better than this? Only at dinner with choices from brisket to shrimp and lobster to steak.

This is the place for you. Your business. To find out more, visit www.LeagueCityStyle.com/ChangeTheWorld.

COME OUT AND PLAY!



Recommendation #18 Marketing (cont.)

Advertising & promotional concepts



Afternoon Stroll. **League City Style.**

As one of the 100 Best Small Cities in America, League City is easily the community of choice for families. Just minutes to Gulf Coast beaches, Galveston, the Kemah Boardwalk, NASA, Hobby Airport and downtown Houston, the location simply couldn't be better.

ling on the cake: League City is also home to one of Texas' highest rated school districts, a variety of sporting venues and programs that include Big League Dreams, a dozen parks, an abundance of lake and creekside recreation, and 100 miles of trails under development.

To see why League City is clearly in a league of its own, log on to www.LeagueCityStyle.com/LivingTheGoodLife.

COME OUT AND PLAY!




Celebrating Life. **League City Style.**

A few reasons why people celebrate League City:

- Incredible waterfront recreation on Clear Lake
- Kayaking, canoeing and playing in fabulous Clear Creek
- Stunningly beautiful waterfront neighborhoods
- Among the best schools in Texas
- Minutes to Gulf Coast beaches, NASA's Space Center, Galveston, Kemah Boardwalk, and downtown Houston
- A host of sporting venues and programs including Big League Dreams
- 72 holes of outstanding golf, including a 27-hole Scottish links course
- Some of the best restaurants on the Gulf Coast
- The third-largest pleasure boat anchorage in the U.S.
- A dozen beautiful parks
- 100+ miles of interconnecting trails under development

To find out more about celebrating life in League City, head to www.LeagueCityStyle.com/LivingTheGoodLife

COME OUT AND PLAY!



Recommendation #18 Marketing (cont.)

Advertising & promotional concepts



Conference Attire. League City Style.

Of the gazillion places to choose from when it's time to plan your next conference, convention, retreat or business meeting, League City should be at the top of your list. Conveniently located just minutes from the beaches of Galveston Island, NASA's Space Center, downtown Houston, Hobby Airport, and the Kemah Boardwalk, the city is home to 450 quality hotel rooms and nearly 20,000 square feet of meeting space at South Shore Harbor's waterfront resort.

Perhaps best of all, there couldn't be a better place for team building experiences – on the lake in kayaks, canoes, or on an incredible dinner cruise. Or play one of three outstanding golf courses. Need more challenge? Put your team through the League City Ropes Course. To find out more visit us at www.LeagueCityStyle.com/ChangeTheWorld

COME OUT AND PLAY!



Recommendation #18 Marketing (cont.)

Advertising & promotional concepts



Corporate Attire. League City Style.

This is *not* your father's office. This is where you'll find the cutting edge of America's new brain trust fostered in a place where shorts and flip flops meet suit and tie, yet find perfect harmony. Where lunch breaks take place on a wake board, at the beach, or on a sailing yacht – all just minutes from the office. Where some of the best new technologies are discovered at hole no. 7 on the Scottish links course, or while reeling in a 14 pound Atlantic Salmon.

Welcome to League City, Texas. To find out why League City is attracting creative professionals like you, log onto www.LeagueCityStyle.com/ChangeTheWorld.

COME OUT AND PLAY!



Recommendation #18 Marketing (cont.)

Advertising & promotional concepts



Recommendation #18 Marketing (cont.)

#18g Create a League City marketing website

Create a League City promotional website that the city's site and all partnering organizations would link to. This site would have four primary focus areas (header links):

- **Business opportunities**
- **Living in League City**
- **Visiting the League City area (making League City the place to stay)**
- **Press Room**

The site would feature all the posters and marketing materials, and should concentrate on economic development, living and lifestyle, and tourism.

Subdivision developers and builders could have information that sells each neighborhood, and in exchange, they'd help pay for the development of their pages and the hosting of the site. This would be a public/private enterprise. The same would hold true for hotels and lodging facilities, restaurants, charter and boat rental services, etc.

The Business Opportunities section should include a downloadable PDF file of the Community Profile. It should also include information on retail and business opportunities and commercial space available.

Living in League City should include information

about events, parks, trails, community organizations, schools, churches, the marina, etc.

Visiting the League City area should include lodging, dining, shopping information, suggested itineraries, as well as information about events, the marina, parks and trails, etc. Include information for meeting planners as well, to promote conferences in League City. The Home Page – this first look at League City needs large and compelling photographs. Clear links are needed to:

- a. What to do: Visitor experiences, not just passive attractions.
- b. Where to eat: Focus on the best League City offers.
- c. Where to stay: Begin with the best.
- d. Where to shop: Start with the best shops, unique shops, provide details such as unique items for sale, interesting displays. Include where to park.
- e. Getting here: Give specific directions, and again, where to park.
- f. Photos and videos: Include both professionally created and amateur three-minute or shorter videos of visitors' experiences in the downtown, and events, dining, on the water, etc.
- g. Maps, Guides & Information: Printable maps for guidance.

Include a Press Room, with access to a photo library, facts about League City, and story ideas. Include a

Public Relations contact page: List several contacts and include their photos.

Also include a story ideas page: Don't wait on the press, but write up your own story ideas as "prompts" for the press to pick up on. Provide a photo gallery page: A picture IS worth a thousand words, and having photos easily accessible to the press makes it more likely they'll run a story. All of them should be available in high-resolution digital format. Present the photos online in low-resolution and then have them register online for the high-resolution versions. This way you know who is receiving them, and they will agree to use them for editorial purposes only, assign proper credit and not be sold or used commercially elsewhere. The same should be done for your logo graphics. Be sure to group your photos by subject so they can be researched easily.

The Press Kit page should contain background materials that can be inserted into any story or article:

Interesting facts about League City.

History and statistics.

Climate and weather.

News release page: Include a running log of all news released that you convert into PDF format so they can be downloaded. Be sure to show the date of the release.

Also include a Media Coverage page: This is where

Recommendation #18 Marketing (cont.)

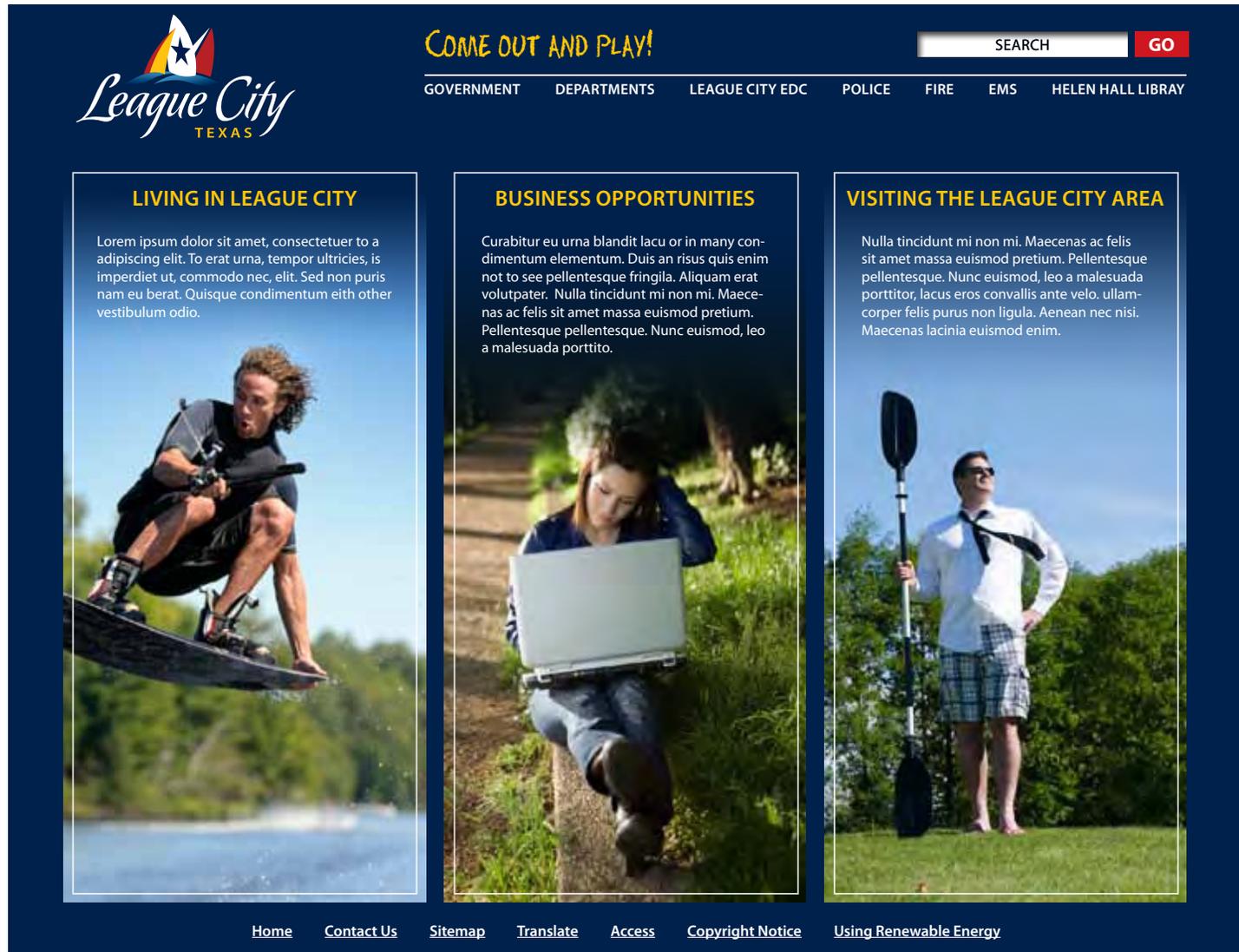
League City marketing website

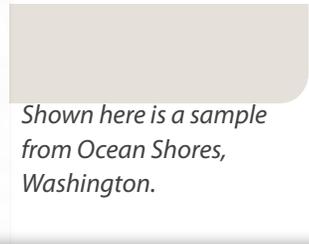
League City gets to post the media coverage they receive from the press. It allows the press to see what's been covered and in what manner. List the stories by year and month and if possible include links to the actual story source, and photos.

Throughout the site, use incredible photography to showcase the city.

With a terrific website, it's important to make sure people can find it on the first page of search results. Incorporate key word optimization in the website development, and purchase key words from Google and Yahoo! to help. Some key word suggestions:

- Entrepreneur opportunities
- Small business opportunity
- Office space Houston area
- Office space Galveston area
- Boating Houston area
- Marina Houston area





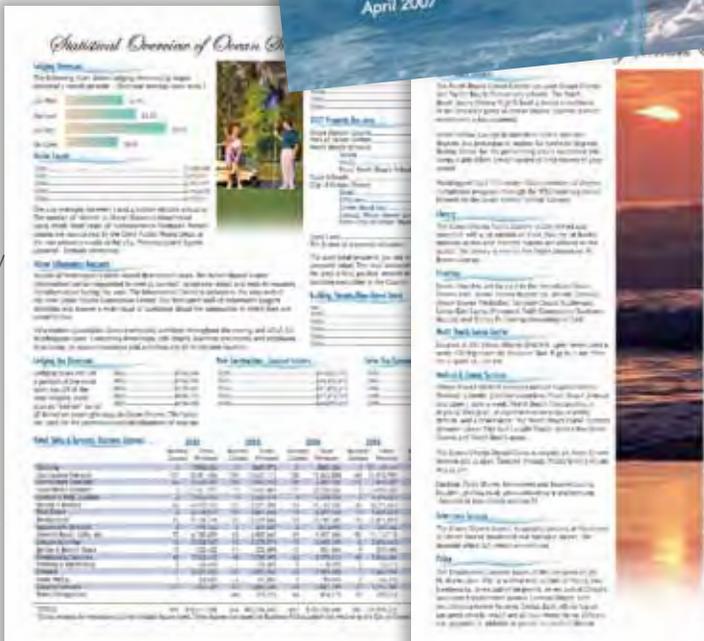
Shown here is a sample from Ocean Shores, Washington.

Recommendation #18 Marketing (cont.)

#18h Create a Community Profile

Create a Community Profile that introduces League City as the community of choice for new business and residents, with an active recreational lifestyle and atmosphere that fosters business development and innovation. The profile should include demographics, distances, climate and weather, parks information, trails information, community organizations and services, recreation, attractions and visitor information, new permit valuations, building permits and new home starts, retail sales and services revenues, and business licenses by category. It should be redone each year with updated information. The profile should be a full color, glossy piece that portrays League City as the exceptional city that it is.

Print 1,000 of them the first year. They can be used in the business recruitment effort, and should be posted on the new marketing website as a downloadable PDF file.



Recommendation #18 Marketing (cont.)

#18i Contract for professional public relations services

You build your brand through public relations; advertising is used to maintain your ownership position. If funds are available, contract with professional PR services at approximately \$5,000 per month to “spread the word” about League City and to promote “League City Style.” The firm would focus on the neighborhoods, schools, business opportunities, the city’s central location, and would highlight the “Best Of League City” in terms of restaurants and activities.

Public relations will be more effective than advertising during the early stages of brand development. Public relations provide valuable third-party endorsement. Readers consider published articles about a destination far more credible than advertising about the same place. Editorial features are also read three times more often than ads.

For every dollar invested in public relations, there is typically a three-dollar return in “earned media” (the equivalent of the cost if you had to pay for the space).

Recommendation #19**Tourism promotion focus & regional efforts**

League City is surrounded by some outstanding visitor destinations. The Kemah Boardwalk, NASA's Johnson Space Center, the Gulf Coast and historic Galveston all attract visitors into the region. League City itself is a beautiful community with an outstanding marina. The product development efforts will add more attractions to downtown League City as well, with the addition of the Public Market, enhancement of the downtown core, shopping, dining, and park, plus an amphitheater. Tourism promotional efforts should include attracting visitors to League City itself, as well as taking advantage of visitor traffic to the regional attractions.

For the City's tourism promotion efforts, focus on the marina and charter companies, events, conferences, retreats. Promote the following vendors:

- FantaSea Yacht Charter
- Majestic Ventures Yacht Charters
- Clear Lake Charter Boats & powerboat rentals
- Ultra Sailing Charters
- Renegade Sailing Charters

Recruit outside events into League City: classic car shows, motorcycle rallies, competitive sporting events (runs, walks, fund raisers), conferences and retreats.

Clubs and organizations can be a mainstay of events. Car and motorcycle clubs have shows, artists can showcase their work, and sporting events draw visitors as well. Go through the book of Associations,

USA and the National Directory of Non-Profit Organizations to make a database of clubs and organizations that would be good candidates for events in League City.

Clubs and organizations to target include:

- Car clubs
- Motorcycle clubs
- Sporting events
- Biking clubs
- Kayaking clubs
- Artists in action shows and clubs
- Culinary events, cooking shows
- Flower and garden clubs and shows
- Dance groups
- Antique shows
- Photography clubs and shows

Invite clubs and organizations to hold their events in League City – they'll handle the organization of the event, and the city makes them welcome. It is important to note that these events need to be open to the public, rather than private shows.

With an entrepreneurial emphasis, attract seminars, boot camps, and multi-day retreats, conferences, and training sessions to League City. Include promotion of the marina and charter fishing and tours to attract the meetings and conferences.

Work to attract the statewide association conferences and sessions to League City. This may require creating a transportation link between the hotels south of downtown (Hampton Inn and others) during conferences.

Build relationships with organizations in nearby cities and outlying regions to cross-promote attractions, events, and amenities. Visitor information centers and kiosks throughout the region should include League City promotional materials; likewise, League City's efforts should include cross-promoting the regional attractions.

Calendars of events held in League City should be provided to the press and promotional organizations throughout the region, so that people visiting other attractions can be drawn to events in League City while they are in the area.

Wayfinding signage needs to make it easy for visitors coming from the outer attractions to find League City - downtown, shopping and dining, the market, the amphitheater, etc.

Recommendation #20

Main Street USA affiliation



The Texas Main Street Program is the state of Texas' program that is affiliated with the National Main Street Center of the National Trust for Historic Preservation. The National Main Street Center provides a four-point method to guide downtown's with their historic preservation and sustainable revitalization efforts. This method consists of organization, promotions, design

and economic restructuring.

Texas cities with historic commercial buildings in their downtowns and neighborhood business districts may apply for Main Street designation. Applications are available May 15th each year and due on the last working day of July for the following program year.

Cities with populations over 50,000 must cooperate with a private nonprofit organization, hire a full-time staff of two for at least five years and provide funding for the local program, pay a graduated fee of \$7,500 the first year, \$2,500 the second year and \$2,500 each year thereafter.

Criteria for being selected include having historic commercial fabric and a historic identity – historic significance of the proposed Main Street area and interest in

and commitment to historic preservation. There must be community and private sector support and organization, and public sector support and financing. The physical capacity of the downtown Main Street must be cohesive, distinctive and possess a variety of business activity.

The benefits of the Main Street Program have been demonstrated to be substantial. We recommend that League City consider the program in the future, but not at this time. Historic Main Street does not yet have the commercial critical mass or infrastructure that is needed to make it a destination or gathering place. Before making the investment into the Main Street designation, League City needs to use its available resources to develop the downtown core first.

The proposed Public Market will attract more and more people downtown, spurring additional development. We suggest using the warehouse building along the tracks. Perkins Square has tremendous potential for a dining district – work to develop and recruit that. Add more historic homes into the Main Street historic district to be used as retail shops, restaurants, and some business space. This will allow for the development of critical mass. Rework the business mix. Narrow the highway through the Oaks area, rerouting commuter traffic, and add sidewalks on the south side of Main and widen the sidewalks on the north side of the street. Build crosswalks. Redevelop League Park. All of this development is crucial to making downtown League City a vibrant city center.

After this infrastructure is developed, then it would be a good time to make the organizational and financial commitment to the Main Street Program, when it will really benefit those new merchants, property owners, the market, Perkins Station and Founders Square.



Supplemental Information

Downtown Idea Book

The Downtown Idea Book is a collection of photographs taken from throughout North America. These are good examples that retailers, particularly in the League City historic district can use as examples of ways to better pull customers in their doors. Seventy percent of first-time sales come from curb appeal.

These demonstrate the importance and power of curb appeal, signage, and the creation of gathering places.

This page: Cambria, California (left)
Ellicottville, New York (top right)
Carmel, California (bottom right)

Opposite page: Blaine, Washington (top left)
Asheville, North Carolina (top and bottom right) illustrate the power of outdoor seating and dining areas.
Cannon Beach, Oregon (bottom left)

All of these places “look” upscale and inviting, and all are exceptionally successful and have a strong year round tourism industry. Their beautification efforts are also year round, not just seasonal.

Note the use of decorative perpendicular signage, flowers, outdoor seating.



Downtown Idea Book



Downtown Idea Book

This page: Asheville, North Carolina (top left) showcasing outdoor dining); Banff, Alberta (top right and bottom left) Battle Creek, Michigan (bottom left)

Opposite page: Asheville (top left and right)

Cannon Beach, Oregon (bottom right)

Battle Creek, Michigan (bottom left)

In life we have a "First Place" which is our home, a "Second Place," which is where we work, and the "Third Place" is where we go to hang out or to meet friends or family. Third Places are gathering places, frequently downtowns, and have key elements: after hours entertainment and activities, destination retail shopping, and beautiful surroundings.



Downtown Idea Book



Downtown Idea Book

This page: Pittsburg, California (top) - garden structures and water features are growing in popularity and create a sense of intimacy
Median landscaping (changed three times annually) including trees, annual color, decorative street lighting, and pole banners in North Adams, Massachusetts (bottom left)
A restaurant in Newport, Rhode Island (bottom right)

Opposite page: A retail shop in Pendleton, Oregon (left)
Downtown Oxnard, California (top right)
The Pearl District in Portland, Oregon (bottom right)

Note the use of vibrant flowers, street trees, decorative lighting.



Downtown Idea Book



Downtown Idea Book

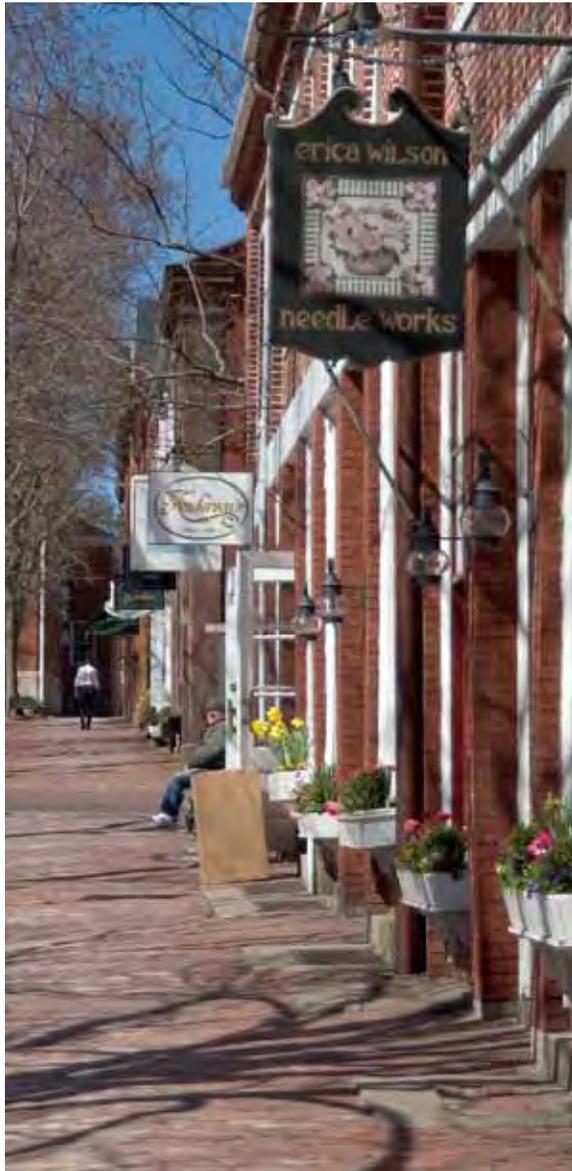
The page: Shops in rural Lancaster, New Hampshire (left)
Nevada City, California (top right) where deer come into downtown and so the beautification is made up of non-food items.
A downtown B&B in Marshall, Michigan (bottom right)

Opposite page: Nantucket Island, Massachusetts, taken during the winter months (both photos)

All of these examples show that, for little cost, merchants can make their shops inviting, while easily increasing the “perceived value” of not only the shops, but the entire downtown area.



Downtown Idea Book



Downtown Idea Book

This page: Greenville, South Carolina showing the buffer between parking and sidewalks; (top)

Grass Valley, California - is this inviting or what? (bottom left)
Fredericksburg, Texas (bottom right)
Fredericksburg is one of the most popular destination communities in Texas.

Opposite page: Fredericksburg (left and top right).

A restaurant in Gatlinburg, Tennessee (bottom right)

Once again, in each of these cases, the businesses took the lead in the beautification efforts, which are year-round programs.



Downtown Idea Book



Downtown Idea Book

This page: Fredericksburg, Texas (left); Fallbrook, California (top right); Fredericksburg (bottom right)

Opposite page: Ellensburg, Washington (top right); Fredericksburg (bottom right); Door County, Wisconsin (bottom left); Fallbrook (top left)

More stunning examples of the use of flowers, potted shrubs, street trees, Catalina umbrellas, outdoor dining.



Downtown Idea Book



Downtown Idea Book

This page: Leavenworth, Washington (left) - a destination town with a Bavarian theme. Located in the mountains, Leavenworth is covered with snow in the winter, but they still decorate with lights and evergreens. Manteca, California (top right); Marshall, Texas - in October (bottom right)

Opposite page: Manteca, California (top right); Lodi, California (bottom right); Marshall, Texas (bottom left); and Manteca, California (top left).



Downtown Idea Book



Downtown Idea Book

This page: Jonesborough, Tennessee (in October) (top left and right); Jackson, Texas (bottom left)

Opposite page: Keystone, South Dakota (top right) Owen Sound, Ontario (bottom right): Jackson, Texas (bottom left)

In every one of these examples the business took the lead in the beautification efforts you see. All have stated that the effort pays for itself in increased sales.



Downtown Idea Book



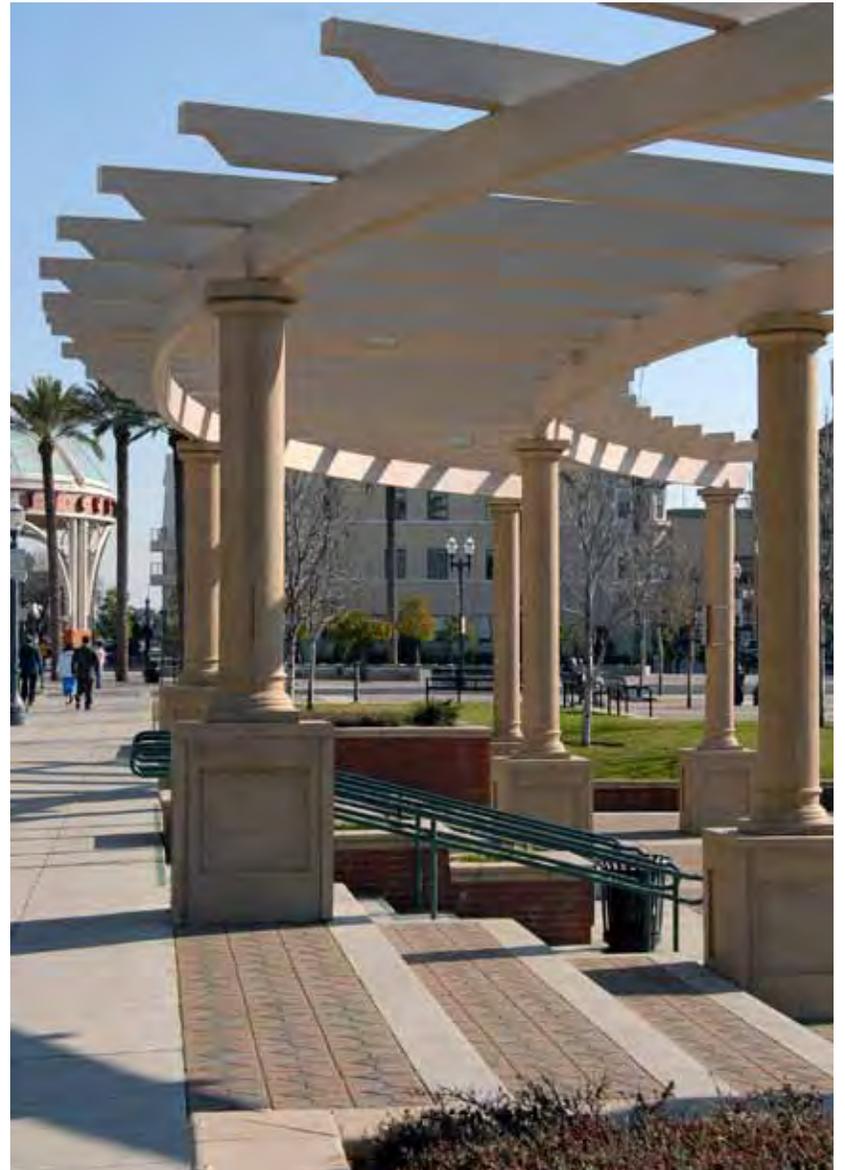
Downtown Idea Book

This page: The bottom photo was taken in Turlock, California, while the top was taken in Stockton, California. The plaza area balls are actually fountains. The tented area is used for large concerts and events.

Opposite page: Stockton, California (both photos) The use of arbors, trellis and garden structures in downtowns is increasing and creates an exceptional environment and "sense of place."



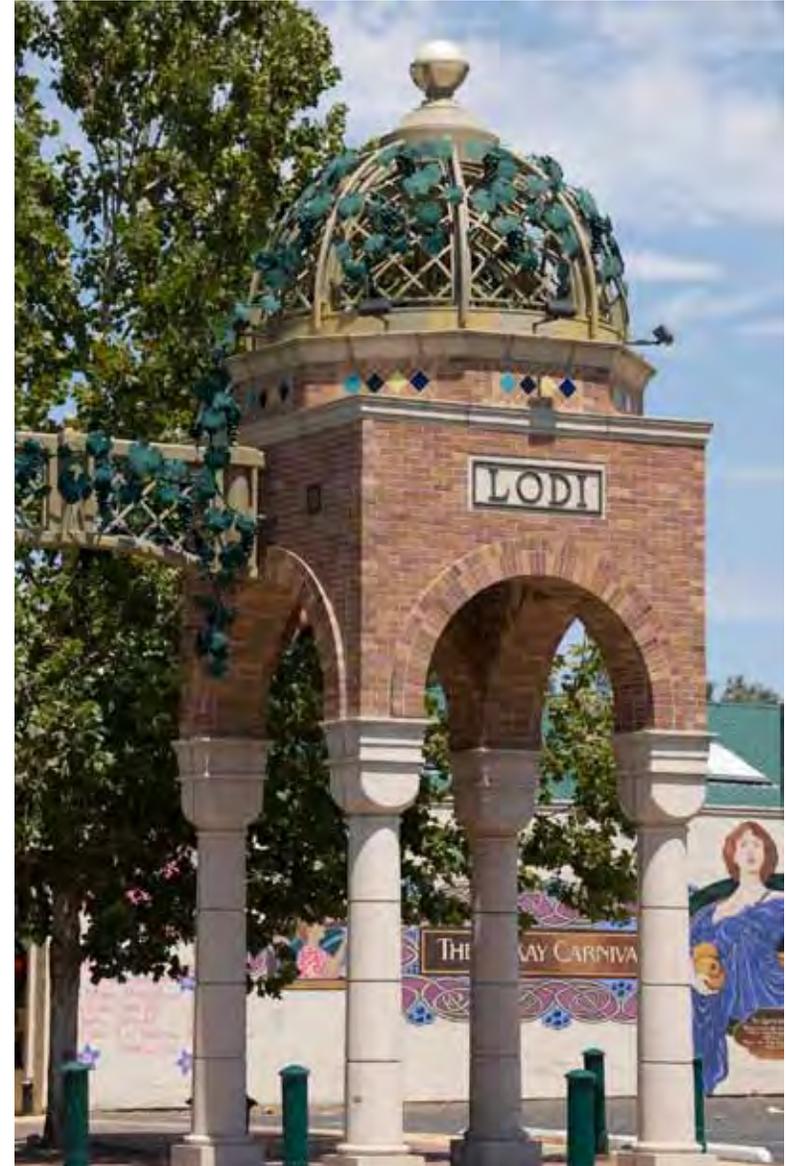
Downtown Idea Book



Downtown Idea Book

This page: Actual street in Stockton, California (top left), with a conceptual drawing of how this street could be reconfigured (bottom left); the gateway into downtown Lodi, California (right).

Opposite page: A restaurant in Whistler, BC (top right); Lodi gateway (bottom right); dining in Turlock, California (bottom left); ; a village gateway in Woodlands, Texas approximately 30 miles north of Houston (top left).



Downtown Idea Book



Downtown Idea Book

This page: Covington, Kentucky (just over the river from Cincinnati, and an entertainment district) (top and bottom right); Modesto, California (bottom left)

Opposite page: Covington, Kentucky (top and bottom right); Carmel, California (bottom and top left)
Even though Carmel is home to one of America's most spectacular shorelines, for every person on the beach, there are an average of 150 people shopping downtown.



Downtown Idea Book



Downtown Idea Book

This page: The city of Fallbrook, California removed a dilapidated building from a corner in downtown, and in its place developed a permanent home for a Farmers Market (top right); ambiance street lighting in Florence, Italy (bottom right), Fallbrook market (bottom left) Greenville, South Carolina (top left) showing buffer area and outdoor dining.

Opposite page: Greenville, SC (top right) showing outdoor dining area; decorative lighting in Florence, Italy (bottom right) Greenville, SC showing plaza area (bottom left); Fallbrook market (top left)

Whenever possible convert parks into public plazas, then bring them to life with activities and events.



Downtown Idea Book



Downtown Idea Book

This page: Arcadia Creek Festival Place in Kalamazoo, Michigan (left) and Lodi, California (right)

Opposite page: Kalamazoo, Michigan performing venues and plaza areas (top and bottom right); Helena, Montana (bottom left) outdoor walking mall.

Note the wrought iron fence separating the outdoor dining area in Lodi, attractive pole banners, street trees and decorative low-level street lighting.



Downtown Idea Book



Downtown Idea Book

This page: The top left and large (lower) photos showcase a small gathering area and stage in Lethbridge, Alberta. Modesto, California (top right) uses planters as a barrier between retail shops and restaurants and the street, without the use of curbs.

Opposite page: Another photo of Modesto (top) showing the artistic planters and effective use of street trees, decorative lighting, and hanging baskets. Muskogee, Oklahoma (bottom right).



Downtown Idea Book



Downtown Idea Book

This page: Ojai, California (right) showing how attractive outdoor dining can be. Pendleton, Oregon (bottom left) showing a small stage downtown; Nelson, British Columbia where merchants put out temporary eating decks during the six month peak season, which are then removed and stored to make snow removal easier (left center); Oxnard, California (top left).

Opposite page: Oxnard, California (top right) again, showing an outdoor dining and plaza area; Olympia, Washington (bottom); and Newport, Rhode Island (top left).



Downtown Idea Book



Downtown Idea Book

This page: Pittsburg, California (top right); outdoor dining in Salem, Massachusetts (bottom right); and in Santa Barbara, California (bottom left) the use of bollards in Santa Monica, California. (top left) The bollards in Santa Monica are remote activated and drop down to provide emergency or delivery access. Deliveries are limited to certain hours each day.

Opposite page: Sisters, Oregon (top right) In Modesto, California (bottom right) the bollards are manually removed for access to the plaza area. Solvang, California (bottom left) showing shaded seating downtown; Stockton, California (top left), showing another shaded seating area.



Downtown Idea Book



Sample Ordinance for Sidewalk Dining within the Downtown Area

Only temporary structures are allowed in sidewalk rights-of-way. The City should adopt an ordinance permitting restaurants to operate sidewalk cafés in the downtown district, thereby improving it's downtown dining ambience.

The following Sidewalk Café Guidelines stipulate design standards, as well as rules and regulations that apply to restaurants wanting to provide sidewalk dining.

1. Space and Clearance

Sidewalk cafés are permitted only on sidewalks with a minimum width of 10 feet from the property line to the curb face. The area designated for the sidewalk café shall be considered an extension of the franchise, therefore the location of the sidewalk café must be directly in front of the franchise. In the interest of public safety, if a traffic lane occurs adjacent to the sidewalk, a sidewalk café will be permitted only if the minimum sidewalk width is 15 feet.

Sidewalk cafés must maintain a clear pedestrian path of at least five feet at all times. On sidewalks with an adjacent traffic lane, the clear pedestrian path must be 10 feet wide. This clear area must be free of any obstructions such as trees, parking meters, and utility poles to allow adequate pedestrian passage. Sidewalk cafés shall not interfere with any utilities or other facilities such as telephone poles, fire hydrants, parking meters, mailboxes, or signs located on the sidewalk and in the public right-of-way.

Sidewalk cafés may not impinge on required clear distances for maneuvering around entrances or

exits. The outdoor dining area must be accessible to disabled patrons and employees. When a sidewalk café is located at a street corner, vision clearance requirements shall be in accordance with city ordinance. These regulations may also apply if a sidewalk café is adjacent to an alley or driveway.

2. Furniture and Other Elements

Tables, chairs, umbrellas, awnings, and any other elements associated with a sidewalk café must be of quality design, workmanship, and materials to ensure the safety and convenience of patrons as well as to enhance the visual and aesthetic character of the streetscape and adjacent neighborhood. All sidewalk café elements will be reviewed as part of the sidewalk café permitting process.

Sidewalk café tables and chairs must be placed inside the area designated for sidewalk dining only. Table size should be kept to a minimum to avoid crowding. Appropriate density of tables and chairs will be reviewed. Permanent structures are not permitted in sidewalk cafés. Elements cannot be attached permanently to sidewalks or public rights-of-way. The permit holder is responsible for the restoration of the sidewalk or public right-of-way if any damage is caused by the sidewalk café.

Temporary physical barricades to separate sidewalk cafés from pedestrian traffic are allowed if they are constructed of finished quality materials including wrought iron chains, rope stanchions, picket fencing, planters, etc. Physical barriers are required if liquor is sold at a sidewalk café. No signs shall be placed on

barricades. Paper products for the consumption of food or beverages are not permitted.

3. Overhead Structures

Umbrellas and other temporary overhead structures are subject to approval during the sidewalk café permitting process. No portion of any umbrella shall be less than seven feet above the sidewalk. Umbrellas and overhead structures cannot interfere with street trees, must be weather resistant, and designed to be secure during windy conditions.

Awnings, either permanent or temporary, are subject to approval during the sidewalk café permitting process. Awnings shall have no support posts located within the public right-of-way, and no portion of an awning shall be less than eight feet above the sidewalk.

4. Signage

Menus are restricted to a maximum size of 9x12 inches. A sign must be posted in a visible location at every sidewalk café that states: "It is unlawful to consume alcoholic beverages not purchased at the permit holder's establishment or sidewalk café or to remove alcoholic beverages from the sidewalk café."

5. Lighting

Lighting for sidewalk cafés is subject to approval during the sidewalk café permitting process. Lighting must complement the existing building and sidewalk café design and shall not cause a glare to

passing pedestrians or vehicles. Electrical wires are not permitted within the sidewalk café. Acceptable tabletop lighting includes candles and low-wattage battery-operated fixtures. Additional lighting may be attached to the adjacent franchise provided that approval is obtained from the city.

6. Outdoor Heaters, Fans and Coolers

Outdoor heaters, fans and coolers for sidewalk cafés are subject to approval during the sidewalk café permitting process.

7. Vending Machines, Carts

Vending machines, carts, or other objects for sale are prohibited.

8. Service and Use

All services provided to sidewalk café patrons as well as all patron activity (waiting, sitting, dining, etc.) must occur within the designated sidewalk café area and not impinge on pedestrian traffic at any time. No alcoholic beverages may be stored or mixed in the sidewalk café. Equipment necessary for dispensing any other items is subject to review during the sidewalk café permitting process. The franchise must provide supervision of the sidewalk café to ensure that operations and the conduct of patrons are in compliance with this document at all times.

9. Insurance Requirements

Every sidewalk café permit holder must furnish a certificate of insurance proving commercial insurance

coverage of at least \$1,000,000 for bodily injury, death, disability, and property damage liability. The policy shall provide for 30 days' prior written notice to the city if coverage is substantially changed, cancelled, or not renewed. The city shall be named as an additional insured on a primary, noncontributory basis for any liability arising directly or indirectly from the operation of a sidewalk café. The permit holder shall indemnify, defend, and hold the city harmless from any loss that results directly or indirectly from the permit issuance or operation of the sidewalk café. If alcoholic beverages are served at the sidewalk café, the permit holder shall provide proof of liquor liability insurance for the sidewalk café with limits not less than \$1,000,000 in such type as shall be acceptable to the city.

Each permit holder shall maintain the insurance coverage required during the permit period. The certificate(s) of insurance shall be presented to the zoning administrator prior to the issuance of a permit. Failure of the permit holder to maintain the insurance required by this document shall result in the revocation of the sidewalk café permit.



Sidewalk cafe - Rules and Regulations

1. A sidewalk café permit is valid for one year from the date of issuance.
2. Sidewalk cafés shall not operate earlier than 7:00 a.m. or later than 11:00 p.m. unless the hours of the franchise are more restricted, in which case the more restrictive hours apply.
3. All sidewalk café employees must comply with all requirements and standards for a retail food establishment.
 - a) Patrons must wear shoes and shirts at all times.
 - b) All sidewalk cafés must have an opening for ingress and egress at all times.
 - c) At all times, sidewalk cafés must adhere to size, design, and other requirements approved by the city.
 - d) Strict adherence to hours of operation, approved layout, and clear space for pedestrians is mandatory.
4. All areas within and surrounding a sidewalk café must be maintained in a clean, neat, and sanitary condition and policed routinely by permit holder to ensure removal of all wrappings, litter, and debris. Daily sanitary cleaning is required. Sidewalks within and adjacent to a sidewalk café must be washed down on a daily basis. The permit holder shall not wash garbage cans or other containers on the sidewalks. All cleaning must be performed in accordance with city regulations.
5. Sidewalk cafés are prohibited from playing amplified music, whether live or recorded. No speakers, microphones, televisions, or other audio or video devices are permitted.
6. The operation of the sidewalk café must be clearly incidental to the associated franchise. The seating capacity of the sidewalk café cannot exceed 50 percent of the establishment's interior seating capacity.
7. Sidewalk café tables, chairs, and other elements must be removed immediately after the close of daily operations. Stacking or storing of tables, chairs, heaters, or any other element in the public right-of-way is prohibited.
8. City code enforcement officers will monitor sidewalk cafés after permits have been issued and cafés are in operation. Any violations of the provisions of these rules and regulations, or any deviation from approved plans will result in citations being issued and/or permit being revoked.
9. Any permit holder, or his or her employees, who violate or resist enforcement of any provisions of this document may be subject to immediate permit revocation by the city and subject to a fine provided that each day that such violation continues shall be deemed a separate and distinct offense. The fines shall be in addition to any expenses incurred for restoration or repair of the public right-of-way, which shall be the responsibility of the permit holder.
10. Permit holders shall be required to maintain a current city business license.
11. Permit holders shall be required to abide by all federal, state, and local laws.
12. If a permit is issued, the permit holder is required to pay an annual rental fee in the form of certified funds in the amount of \$_____ per square foot.

Permit

In order to receive a permit for a sidewalk café on a public right-of-way, the applicant must demonstrate that the provisions of these guidelines will be met. Documentation demonstrating compliance with these guidelines must accompany the application in order to receive a permit. A sidewalk café permit will not be issued until the zoning administrator and fire marshal have conducted a site inspection of the proposed sidewalk café and all elements to be placed therein to ensure that the sidewalk café is in compliance. The city will send an invoice to renew the sidewalk café permit annually. If the permit is not renewed or does not conform to the original conditions of the permit, a new permit may be required.

Sidewalk Café Application Form

Name of Franchise _____

Address _____

Owner/Proprietor _____

Owner/Proprietor Address _____

Owner/Proprietor Phone _____ Mobile _____

Anticipated period of use each year _____

Proposed hours of operation _____

Total area of public right-of-way to be used for sidewalk café (in square feet) _____

Will liquor be sold or consumed in the sidewalk café? Yes No

Application must include both a site plan and seating plan with the following information:

SITE PLAN

3 copies (8.5x11)

Legible

Scale

North arrow

Name, address of franchise

Width of sidewalk adjacent to café

Name of adjoining streets, alley

Size of area proposed for café

Width of sidewalk adjacent to café

Shows building entries and exits

Location of existing improvements

Location, number of tables and chairs (utility poles, parking meters, etc.)

Location and dimensions of sidewalk area proposed for café and sidewalk width remaining for public access (min. 5 feet)

Location and dimensions of any proposed improvements associated with sidewalk café (awnings, planters, barricades, etc.)

SEATING PLAN

3 copies (8.5x11)

Legible

Scale

North arrow



Street performers - ordinance

Street Performers Ordinance

The City should encourage such performances, while at the same time recognizing that they draw crowds that may create safety problems. An ordinance should be adopted by the City that stipulates rules and regulations governing street performance, so the safety of performers, their audiences, and the general public is ensured. All street performers should be required to obtain a permit. Street performers add a cosmopolitan flair to a community and entertain residents and visitors alike. The following Street Performer Guidelines stipulate rules and regulations governing this activity. This is a compilation of documents from several cities that recognize the value of street performance. A sample application is included at the end of the guidelines.

Street Performer Guidelines

No person shall perform in a public area without a permit from the city. The permit must include the name and address of the performer, term of the permit, and the type and location(s) of the performance. A performer shall clearly display his or her permit while performing and allow inspection of the permit by any city official or police officer. All performances must comply with this document, state and local laws, and conditions of the permit. Permits are not transferable and each member of a group who perform together is required to obtain an individual permit.

Every person wanting to engage in street performance is required to make a written application

for a Street Performer Permit from the city clerk accompanied by a fee established by the city. The application form requires the following information:

- Applicant's name, address, and phone number.
- Birth date of applicant.
- Applicant's driver's license or personal identification number.
- A description of the subject matter and method of performance.
- The period for which the permit applies.
- The location of areas in which the performance will be conducted.
- A statement as to whether the applicant has ever been convicted of a felony.
- A 2x2 inch color photo of the applicant's head and shoulders.
- A signed permission slip from the property owner, if performance is to occur on private property.

Rules & Regulations

Location:

Performances may take place in the following locations:

- a) On private property, with the written permission of the owner or other person in control of such property.
- b) In public areas designated by the city.

Time:

Hours during which performances may occur are determined by the city.

Contributions:

Performers may accept, but not verbally solicit, contributions from audience members.

Prohibitions:

No performer shall:

- a) Perform without first obtaining a permit issued by the city.
- b) Perform outside areas indicated on the map that accompanies this document or off the private property for which the performer has obtained written permission.
- c) Perform within 10 feet of any bus stop, street corner, pedestrian crosswalk, or the entrance to any business (during hours the business is open to the public).
- d) Block or obstruct the free and safe movement of pedestrians. If a sufficient crowd gathers to observe a performer and interferes with public passage, a city police officer may disperse that portion of the crowd that is blocking passage.
- e) Use any knife, sword, axe, saw, torch, flame, or other object that can cause serious bodily injury; any amplification device; any generator, battery, or power source that poses a fire or public safety

hazard; any electrical connection to an adjacent building or city power source.

- f) Leave litter at his or her performance site.
- g) Utilize or prevent the public from using any public benches, waste receptacles, or other street furnishings during his or her performance.
- h) Place any object on a public sidewalk that leaves less than a five-foot passage for pedestrian traffic.
- i) Place his or her instruments, props, equipment, or other items unattended on a public sidewalk or right-of-way.
- j) Offer any items for sale. Performers who wish to sell items must first obtain a city peddler's license.
- k) Display any sign other than the name of the performer(s) and the Street Performer Permit.
- l) Include a minor under the age of 16 in the performance unless accompanied at all times by a responsible adult 18 years of age or older.

Revocation Of Permit:

A Street Performer Permit may be revoked by the city if the city clerk has reason to believe that a performer has:

- a) Violated any provisions of this document or any city or state laws.

b) Made a false statement in the application.

c) Conducted a performance adverse to public safety or prevailing community standards of public decency.

Complaints And Appeals:

If a written complaint is filed with the city alleging that a performer has violated any provisions of this document, the city clerk shall promptly send a copy of the written complaint to the performer, together with a notice that an investigation will be made regarding the truthfulness of the complaint. The performer will be invited to respond to the complaint, present evidence in his or her behalf, and respond to evidence produced by the investigation. If, after reviewing all relevant material, the city clerk finds the complaint to be valid, the complaint shall be certified.

If a permit is denied or revoked by the city clerk, or if a written complaint is certified, the permit holder may appeal to a hearing before the city manager. After presentation by the permit holder and investigation by the city clerk, the city manager shall make a final written determination. If the city manager decides in favor of the city clerk, the action of the city clerk will be sustained and the applicant may appeal the decision to a court of jurisdiction.



Street Performance Application

Name of Applicant _____

Address _____

Phone _____

Birth date _____

Driver's License or ID Number _____

Proposed hours of performance _____

Proposed location(s) of performance _____

(note: written permission of property owner required if on private property)

Describe the subject matter and method of performance _____

Have you ever been convicted of a felony? _____ Yes _____ No

Applicant must include the following:

_____ 2x2 inch color photo of head and shoulders

_____ Driver's license or other photo ID

_____ Written permission of property owner if performing on private property



Downtown sign review board

Peer-driven Retail Sign Ordinance

A downtown district is an economic asset. Signage consistency will help maintain the value of this asset. Following is a recommended framework for the establishment of Sign Review Board. The Mayor will appoint the Sign Review Board, with confirmation by the Board of Supervisors. It will consist of five voting members and one ex officio member. Voting members will be two commercial property owners and three representatives of commercial tenants from within the district. The Ex officio member will be a City Planner.

Voting members will be appointed for a term of three years with the terms of initial appointment as follows: One commercial property owner appointed for two years and one commercial property owner appointed for three years. One commercial tenant representative appointed for one year, one commercial tenant representative appointed for two years, and one commercial tenant representative appointed for three years. Thereafter, all appointments shall be for a term of three years. Any person appointed to fill an unexpired term shall serve for the remainder of that term. The board shall elect a chairman and other officers it deems necessary. Each officer's term will be for one year. A City Planner shall serve as executive secretary of the Board and be responsible for all records, keeping minutes, and providing public notice of meetings and sign permit applications. The City shall provide the Board with necessary administrative support and expense budget to perform its functions.

The Mayor, with the concurrence of a majority of the Board of Supervisors shall have the authority to remove, replace or terminate any Board members. Meeting times shall be established by the Board of Supervisors with the provision that special meetings may be scheduled to accommodate workload or ensure that the cost to applicants and the City are as low as possible.

The Sign Review Board reviews the following:

1. Changes required for compliance of existing signs
2. Alternations to previously approved signs
3. Design and installation of new signs
4. Allegations concerning signs in violation of the design standards

For items 1, 2, or 3, after the pre-application process is completed, members of the Board will perform initial review of a sign permit application.

If a majority of Board members finds that the proposed sign is consistent with the design standards, no further review by the Board is necessary. The City Planner shall issue a written administrative decision within ten days of receipt of the Board's recommended findings and conclusions. This decision shall incorporate any Board recommendations, except for any condition that is contrary to law or the applicable design standards. Any aggrieved party to the City Planner's decision may appeal. For item 4, any person or entity alleging that a sign within the Main Street district does not comply with the design standards can submit a complaint form. The sign

owner will be notified of the complaint and if the sign is not removed, the Board will render a determination.

Suggested Design Guidelines

Permissible Sign Types

1. Wall signs
 - a. Wall signs may be located near the primary entrance of a retail storefront as a secondary identity, menu board or thematic message or tag line.
 - b. They should be well integrated with the existing or proposed building architectural features.
 - c. The size and form must follow the guidelines illustrated in Figure 1.1
2. Projecting Signs
 - a. Projecting signs may hang from a canopy frame or incorporated with an ornamental metal bracket secured to a storefront wall.
 - b. The size and form must follow the guidelines illustrated in Figure 2.1
3. Sandwich Boards
 - a. Double sided sandwich may be located directly in front of a storefront, within 10 feet of the primary storefront entrance.
 - b. They may include a branded logo, theme graphics, tag line, products/services list and menu items (for restaurants and foodservice retailers).

Downtown sign review board (cont.)

- c. They may not project more than 42" from the storefront into the sidewalk or more than 42" from the street curb into the sidewalk.
- d. The size and form follow the guidelines illustrated in figure 3.1

4. Window Signs

- a. Window signs may be applied directly to the inside surface of a window as a vinyl or screen printed application.
- b. It may include a branded logo, thematic message or tag line.
- c. Hours of operation, and credit card logos may be placed directly to the inside surface of a glass entrance door.
- d. The size and placement must follow the guidelines illustrated in figures below and next page.

Materials

- 1. Durable, high quality materials should be employed, compatible with the design and materials of the building.
- 2. Carved or dimensional wood signs are strongly recommended
- 3. Plastic materials may be employed if used in combination with higher quality materials, or as part of individual internally lit letters or symbols.

- 4. Live potted around the base of a sign is recommended to enhance the sign and the image of the business.

Colors

- 1. Signs should employ materials, colors and typefaces that complement the primary architectural style of the building.
- 2. Signs utilizing light-colored letters against a dark background are encouraged.
- 3. Illumination. Directly illuminated signage should be from a series of gooseneck or similar extended arm fixtures, which direct light to the façade and are compatible with the design of the building.

Form Guidelines

- 1. (Scaled drawings of various suggested sign forms go here).
- 2. (Sample photographs of existing desirable signs).

(SEE ADD FIGURES 1.1 to 4.1 on next page)

Sign Design Approval and Permit Application Form Checklist

Site Address: _____

Applicant:

- 1. Completed Sign Permit Application

- 2. Application Fee
- 3. Sketch or photograph of sign (3 copies)
- 4. Paint chips or color rendering of proposed colors
- 5. Description of sign construction
- 6. Description of type of attachment, if not free standing
- 7. Description of sign materials
- 8. Letter from property owner giving permission for installation and detailing square footage allotment
- 9. If projecting over public right-of-way, signed and recorded Restrictive Covenant, Agreement, and Right of Way Use Permit
- 10. SITE PLAN (scale 20' = 1", minimum size 8 1/2 x 11) Indicate the following
 - a. Proposed sign locations
 - b. Property lines, streets, north arrow
 - c. Lineal footage of building façade containing a public entrance
 - d. Indication that the sign does not create a sight obstruction

Reviewer:

- 1. Existing easements
- 2. Total square footage of ALL SIGNS on the property
- 3. Location of existing buildings, structures and all existing signs

Downtown sign review board (cont.)

4. Building signs: show that signs do not extend higher than allowed
5. Building signs: calculate and indicate sign-face area
6. Blade signs: calculate size and extension from building
7. Free-standing signs: required plans for ground-supported signs
8. Free-standing signs: distances from the proposed sign(s) to property lines and buildings on the site
9. Free-standing signs: foundation plan
10. Pole signs: measurement from grade to all portions of sign for vehicle clearance
11. Hanging or Projecting signs: distance from curb
12. Hanging or Projecting signs: measure from grade to all portions of the sign



Façade Guidelines and Procedures

These guidelines should be followed by property owners, tenants, and contractors involved in exterior improvements or rehabilitation to buildings in the downtown area and they will be used in approving Façade Improvement Incentive Grant requests for projects in the downtown area. By following these guidelines, applicants can ensure that their projects can utilize available downtown incentives and will enhance the image of downtown as a special place to work, shop and socialize.

A. Purpose:

1. Promote façade renovation and landscape beautification in downtown
2. Attract new business to the downtown
3. Preserve the character of downtown
4. Encourage the use of quality material in the renovation of downtown property

B. Eligibility:

1. Any tenant or property owner in downtown
2. Owners and tenants may request incentive grants separately; however, any tenant must have the owner's written permission attached to the application.
3. The grant will be administered on a first-come basis.
4. The program budget will only allow one grant per location per year.

5. If a property owner owns more than one building or façade in downtown he or she will only be eligible for one grant per year unless funds are available.
6. Priority will be given to visible projects having a major or substantial downtown impact.
7. Priority will be given to projects that will prevent, diminish or eliminate a blighted condition
8. Priority will be given to "partner projects" which will cause the upgrade and structural improvements to two or more properties simultaneously.

Funding Guidelines:

- A. Applicant must use the grant funds only for expenses reasonably associated with exterior rehabilitation.
- B. Grants are not intended to be used for general merchandise work.
- C. Applicant will make every effort to complete the project as described in his application and to notify the indicated authority of the need to change the originally approved plans. Changes to original plans are discouraged, but will be dealt with on a case by case basis. All changes must be approved by the Review Board before being undertaken and that failure to obtain approval of any changes could result in revocation of the original approval by the Review Board.

- D. Every effort should be made to complete the project within ninety (90) working days and if substantial progress toward completion of the project cannot be shown after this period, the Town could revoke approval after thirty (30) working days written notice. If maintenance of façade or landscape improvements becomes negligent, reimbursement shall cease, and enforcement action may be taken.
- E. The property owner is responsible for maintenance of façade and/or landscape improvements. Failure to maintain area can be considered a violation of this grant program.
- F. Applicant is responsible for obtaining all building and other permits and fees which are associated with the proposed project.
- G. All work on the project must be approved before grant funds are awarded.
- H. Grants are for one-half of the cost of improvements not to exceed \$2000.00.

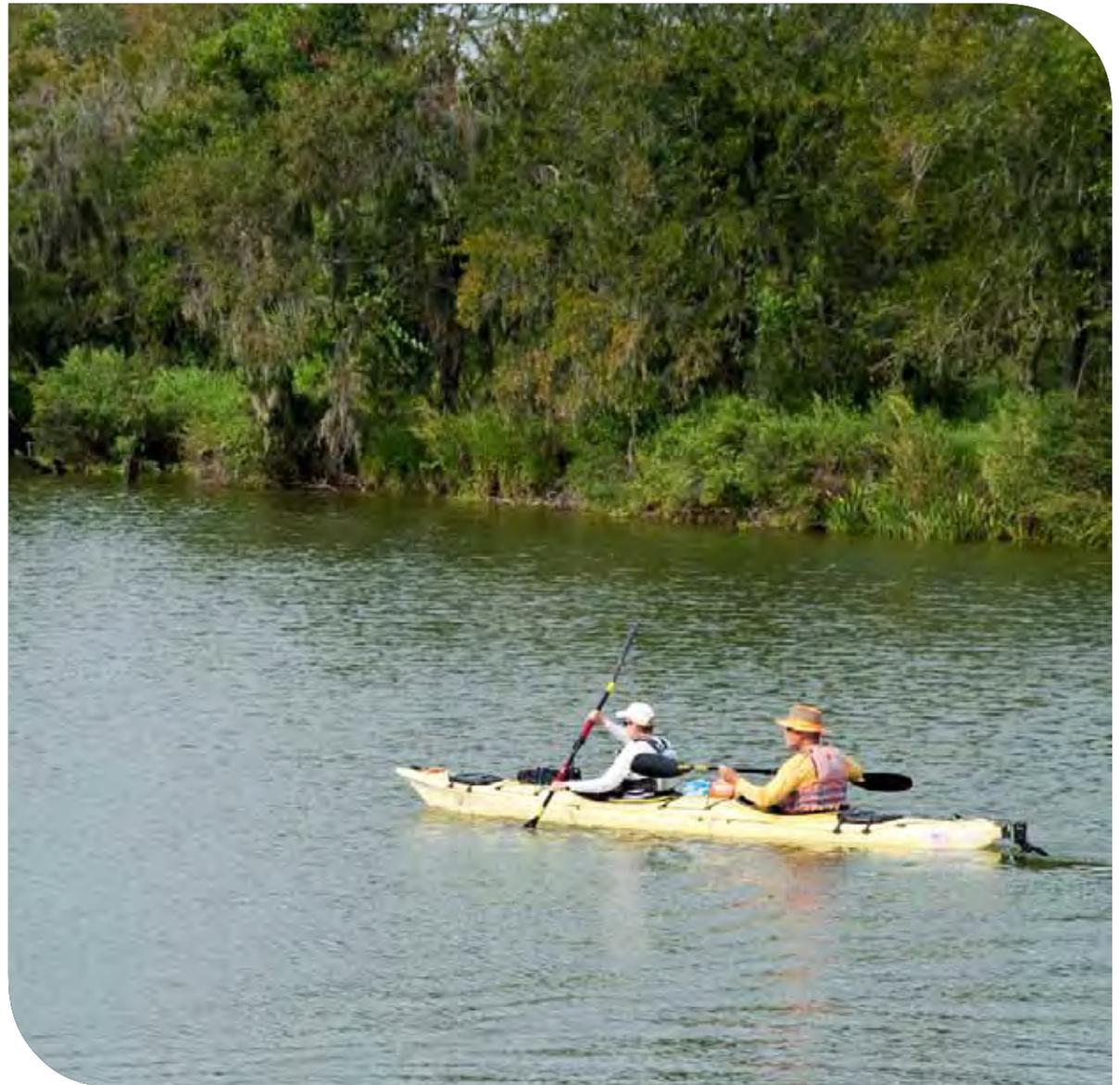
Criteria:

- A. Streetscape Aesthetics and Functionality: Degree to which the proposed project enhances the streetscape of town.
- B. Quality of Design and Materials: Degree to which proposed project promotes the unique character of town and promotes harmony with neighboring structures.

- C. Historic Preservation and Materials: Degree to which the proposed project promotes the original or historic character of the buildings and enhances and/or promotes the unique character of town.

Application Process:

- A. Applicant meets with the Downtown Design Committee.
- B. Applicant completes application and includes with application design plan and owner's permission.
- C. Application is reviewed by the Downtown Design Committee
- D. The Review Board will send a Notification Letter to the applicant as to whether the project is accepted as described, accepted with conditions, or rejected.
- E. A contract agreement must be signed prior to beginning work. Parties in the agreement will be the applicant and the town [or other authorized entity]
- F. Upon project completion, copies of all paid statements of total project cost must be sent to [entity]. The work will be inspected and the statements will be reviewed. After the work is reviewed, a check will be requested for the approved, eligible amount as per the guidelines and criteria sections of this program. Work must be done in accordance with the signed agreement for payment to occur.



Developing Critical Mass Downtown - Recruiting and rearranging businesses

There are two types of retail stores in a community. There are “neighborhood retail” stores, which include hardware stores, professional services, pharmacies, grocery stores, and other shops geared primarily to local residents. “Visitor retail,” on the other hand, includes gift shops, galleries, bookstores, antique shops, clothing stores, collectibles, restaurants, espresso shops, souvenir shops, and arts and crafts stores, catering to both locals AND visitors. In some communities these are zoned separately but still convenient to one another.

If a community wants its downtown district to be full of life and activity, a place for residents to enjoy and businesses to enjoy success, a place visitors will spend time and money, they need to develop visitor-oriented retail in a compact setting. This is referred to as critical mass.

You’ll find that fast food restaurants and gas stations congregate on all four corners of an intersection because they all benefit from critical mass - lots of choices in one convenient spot. Antique malls do nearly ten times the business as separate antique shops scattered around town. People will spend more time and money in a community if they don’t have to drive from one shop to the next. It’s just not convenient.

Communities that develop a pedestrian-friendly retail “village” can reap huge retail sales. As few as fifteen visitor-oriented retail shops with dining and treats within a couple of blocks can spur retail sales and revitalize a town.

To become a destination downtown, you need to have the minimum, in two to three lineal blocks, the following mix:

1. Ten dining and food-oriented businesses. These could include sit-down dining, coffee shops, bistros, candy stores, soda fountains, cafes, gourmet food items, a bakery, maybe food vendors.
2. A minimum of ten destination retail shops, including galleries, home accents, antiques, clothing boutiques, gourmet kitchen stores, books, gifts, cards.
3. Ten places open after 6 p.m. at least four nights a week. This can include dining, theater, wine shops open in the evening, dancing music, public markets, book stores open late.

To do this, a community frequently needs to rearrange the business mix and recruit additional businesses. This is the difficult task of putting like businesses together, around a common focus or brand. It can include property exchanges, property owners working to attract a narrow range of tenants, and creating districts for different types of businesses. Many communities are seeing the benefit in creating civic center campus areas, corporate campus environments, neighborhood retail areas, and destination retail districts or entertainment districts. To accomplish this, you must start with property owners who will work together to achieve the critical mass.

Start with one or two blocks only. It takes time to see results, and initiating the program over too large an area would dilute the results. By focusing the effort in a small area, results are much easier to see, and

that helps people become excited about the project and want to see the results over a wider area. As changes occur, more property owners will become enthusiastic about investing in the future and making a difference. The one or two blocks become a showcase for the effort.

First, decide what the downtown’s focus should be. What do you want? A downtown entertainment district? A dining district? A downtown shopping district? A themed downtown, with a focus on, possibly, weddings? galleries and art? nightlife and dancing? home and garden?

Determining the focus tells you what types of businesses you want to recruit. Keep in mind the ten plus ten plus ten discussed earlier. Make a list of the best business mix for your town - down to specifics.

Next, research the businesses already located in your town - there may be many that fit your criteria, but that are spread out throughout the area. Your goal is to get them to move downtown.

Work with the property owners. Help them catch the vision of the revitalized downtown, and let them know what’s in it for them. When a downtown has critical mass, it attracts more pedestrians, shoppers, diners, and visitors, and helps the businesses be more successful. This increases demand for the location, and property values and rents will rise. The property owners ultimately benefit.

The one or two blocks in which you choose to begin the revitalization effort should be the ones where the most property owners are willing to work with you.

Establish a business relocation incentive program for both property owners and desired businesses. This also includes convincing any existing businesses that don't fit the needs of the district to move - maybe to an upper story, or maybe off the main street.

A number of incentives can be explored. Property owners control leases. If they have an incentive to not renew an existing lease and instead to attract a target business, ultimately they will benefit from greater demand for their space and higher lease rates, but initially, they may need some financial incentive to make their space suitable for the new tenant, or to supplement the initial lease rate.

The incentives could also include subsidizing the advertising of a property owner's empty space. Incentive funds could be used as a negotiating tool when bringing together downtown property owners and target businesses that are currently in a different part of town. This may require funds for space improvements or moving costs, a month's rent, or to compensate a broken lease agreement in the original property.

Offer the property owner an incentive to reduce rents for their new target tenant for extending their hours of operation. Property owners could also include in their lease agreements a condition of specific store hours.

Consider contracting with a business recruitment specialist or commercial real estate broker to attract the necessary mix of businesses and amenities, and to work with property owners and tenants. This would

primarily be a sales position. The person responsible for recruiting should have the following qualities:

- Enthusiasm
- Be a good communicator; both verbal and written
- Be an excellent listener
- Be persistent
- Be resource-savvy

Inventory the retail spaces you are targeting; be sure to have square footages, utilities, any restrictions, costs, and requirements.

Work with local organizations, such as chambers of commerce, downtown associations, economic development organizations, etc. They can do a lot to assist you in your efforts.

Create a marketing piece - a community profile and opportunities brochure to provide demographic data, economic data, lifestyle information, and incentives. Keep in mind that any investor, developer, prospective business is going to want to know WHY - what's in it for them? Include the top ten opportunities - be specific. If you want to recruit a bakery, mention what kind of bakery. These materials will make it easy for a prospect to see the whole picture, determine feasibility, and make a decision.

Contact industry associations and publications, and subscribe to local business and commerce journals for additional leads.

Create a press release with key selling points and include a fact sheet.

Target your specific industries. Go to their trade shows and network. Search for names and contacts in regional business journals. Include community and economic development information on your community's website. Advertise in specific trade publications and business newspapers; and keep in mind that ads must be seen five times before the reader remembers it, so frequency is important.

Send letters to key contacts - always to an individual by name. Include your sales literature. Follow up with them; don't wait for them to call you. If they're not interested, ask for a referral.

Send out a newsletter with news about the town and its economic development progress to your contacts.

The true sales effort is one on one - you're not going to succeed with just letters and marketing. You need to make personal contact and develop relationships.

With each prospective business, it's essential to hold their hand through the entire process. Help negotiate with property owners; assist the prospect through any permitting processes. If zoning is an issue, provide assistance. The job isn't done until the prospect is open for business.

Help ensure the success of the businesses you've recruited, and the other businesses downtown, by coordinating efforts with local economic development professionals, business associations and downtown associations. Encourage business technical assistance programs; ask existing businesses what they need to be more successful and to expand.

And don't give up.

Free Downtown Wireless

Free WiFi is becoming increasingly common in cities across the country. Cities wanting to bring more business to their downtown areas are finding that offering free WiFi can be an excellent way to add value.

There are two basic models that cities are following. One model involves the city buying, setting up, and maintaining the wireless network and providing the service to a blanket area for free. Anyone in the vicinity can pick up the signal and use the free internet access, whether they are on a park bench, in a coffee shop, or sometimes even at home, if they live in the hot spot area.

In this model, the city owns and operates the system, and pays for the equipment and monthly internet access fees. Many cities are utilizing a portal site, which loads automatically when a user hooks up to the network. This site is where the user logs on to the system, and can also find information about the network, troubleshooting tips, etc. Some cities, like Long Beach, CA, are using this site to sell advertising to local businesses, helping to offset the monthly costs of the WiFi system.

Another model involves the city, or a non-profit corporation as in the case of Austin, TX, coordinating and managing the network, while individual venues pay for their own equipment and monthly fees. In this model, the city does not own the entire network per se, but acts as a centralized channel to promote and coordinate the city's free WiFi system.

Austin, TX is a great example of a city that is using WiFi very successfully.

Austin Wireless, Inc. is a non-profit corporation set up to improve the quality and availability of free public WiFi in Austin and the surrounding areas. They promote the managed network, coordinate the installation of hot spots, monitor the network, and coordinate support to the venues and users.

The venues, such as restaurants, coffee shops, etc. pay for installation of the necessary equipment and pay a monthly fee for broadband access. They in turn, provide WiFi free to their customers. The cost for equipment and installation is around \$385 and they pay less than \$30 per month for the internet access. Some businesses are eligible for free installation from volunteers on weekends and companies that demonstrate financial need may be eligible for equipment donations.

They currently have 70,000 registered users who combine for 20,000 connections per month. They consider their model to be extremely successful, calling it "economy-proof, politics-proof and hype-proof".

They have found that since starting the WiFi program in downtown Austin, business at cafes and restaurants has been boosted during off-peak hours, the time when these businesses want to increase their customers. If one hour of usage roughly translates into a cup of coffee, bagel, beer or sandwich, then in 2004 the 115,463

hours represent about \$500,000 of revenue pumped into businesses providing free WiFi.

Spokane, WA is an example of a city using the first model; the city set up a wireless network over a 100 block area, creating a hot zone where any user can log into the network for free. They provide up to 2 hours per day for free and subscription plans are planned for users who want more time on a regular basis. The system in Spokane cost approximately \$75,000 to install in 2004.

Adding WiFi, using the model that is appropriate for the location, can be a great way to add value for locals and visitors alike. Internet usage continues to grow and people appreciate easy access to their email, the Internet, etc. Offering free internet access is a way to make your downtown more appealing.



From hot spots to hot zones, Wi-Fi is spreading

Spokane, Wash., Rio Rancho, N.M., and Cook County, Ill., are pushing wide-area Wi-Fi

Bob Brewin
Reprint from Computerworld

June 24, 2004 (Computerworld) Wi-Fi hot spots are starting to morph into Wi-Fi hot zones as local governments around the country adapt the technology to provide broadband service for mobile police and fire units, as well as wireless public Internet access over wide areas. Hot zones can now offer access in areas ranging from downtown cores to networks that blanket hundreds of square miles in a city or county.

Just yesterday, Spokane, Wash., turned on a Wi-Fi network designed to provide Internet access -- as well as broadband service to public safety units -- in a 100-block area of downtown.

And the city of Rio Rancho, N.M., located 22 miles north of Albuquerque, plans to turn on the first phase of a dual-use public safety and Internet access network on Saturday. Once complete, it will eventually cover 103 square miles. Besides providing needed service, officials in both Spokane and Rio Rancho view their Wi-Fi networks as key economic development tools at a time in which high-speed Internet access is considered a must for most businesses.

Cook County, Ill., which includes the city of Chicago, received funding and authorization last week for the first phase of a massive Wi-Fi-based public safety network that will eventually cover all 940 square miles

of the county. It will provide mobile data service at speeds up to 54Mbit/sec. to public safety users in Chicago and 128 other towns and cities. These three local government entities envision using a number of methods to provide the Wi-Fi access, including mesh networks, high-gain antennas or a combination of tall towers and an extensive fiber-optic backbone.

The goal is to turn Wi-Fi, a technology designed for short-range communications of between 100 and 300 feet, into the building blocks of metropolitan-area or wide-area networks. J

Joel Hobson, network services manager for the city of Spokane, said the downtown hot zone there is a mile long and a third of a mile wide and is covered by five 802.11b Wi-Fi base stations and high-gain antennas from San Francisco-based Vivato Inc. Vivato's research and development division is located in Spokane. Hobson said the Vivato antennas, which used phased-array technology to electronically "steer" narrow beams to individual users, have a range of four miles. Public safety users access the network through a VPN connection, and Spokane has equipped roughly 50 vehicles, primarily fire trucks with rugged mobile computers from locally based Itronix Corp., to access the network, Hobson said. Spokane eventually wants to equip between 1,000 and 1,250 police, fire and emergency services vehicles with Itronix computers. Spokane also hopes to eventually extend the Wi-Fi hot zone citywide, he said, although there is no time frame for doing so. When public safety vehicles roam out of the Wi-Fi hot zone they automatically switch to a cellular data network using iCare mobility software from Itronix, which is

based on the company's mobile network roaming software. Backhaul from the Vivato base stations is provided by a local Internet service provider, OneEightyNetworks, which has fiber-optic networks running at speeds ranging from 155Mbit/sec. to 2.4Gbit/sec., Hobson said. Robin Toth, Spokane's economic development project manager, said users will receive free wireless Internet access for two hours per day. By the fourth quarter of the year, broadband provider OneEightyNetworks will make additional hours of Wi-Fi access available through purchase of a day pass or a monthly subscription. Toth said the hot zone is seen as an economic development tool to attract businesses seeking cities with a robust telecommunications infrastructure. The hot zone, which cost \$50,000 to \$75,000 to develop and deploy, has already started to pay off in terms of publicity, which attracts business, Toth said. The city of Rio Rancho, which is home to an Intel Corp. chip plant, also views its planned 103-square-mile hot zone as an economic development tool, according to City Manager Jim Palenick. Rio Rancho wants to be known as a city with "cutting-edge technology" to lure new businesses, including high-tech film and television postproduction studios seeking state of New Mexico funding and tax incentives for movies and TV programs, he said. The dual-use network is also designed to support public safety users, schools and hospitals, Palenick said. Lisa Schimmel, Rio Rancho's IT manager, said the city is still developing its plans for the network, which won't be fully deployed until December. She expects that mobile police units as well as code enforcement officers will be able to access the network using rugged notebook

From hot spots to hot zones, Wi-Fi is spreading (cont.)

computers equipped with Wi-Fi cards. Intel helped Rio Rancho evaluate bidders for the dual-use network, Palenick said, and last month the city tapped Usurf America Inc. in Colorado Springs to build it. Ken Upcraft, Usurf's president, said his company intends to blanket the city with a mesh Wi-Fi network that provides service under the 802.11a/b/g standards. The 802.11a standard provides 54Mbit/sec. in the 5-GHz band; 802.11b offers 11Mbit/sec. in the 2.4-GHz band; and 802.11g offers 54Mbit/sec. in the 2.4-GHz band. Usurf intends to install about 600 of its own design 802.11a/b/g access points in Rio Rancho, with a wireless backhaul based on the 802.16 standard between major mesh nodes, Upcraft said. In a mesh network, the access points communicate with each other in a "multihop" sequence, with the wired backhaul at the edge of the mesh network or subnetwork. The wireless backhaul will terminate at a wired DS-3 (43Mbit/sec.) connection to the Internet, Upcraft said. Communications for city agencies will be handled over a firewalled network with 128-bit encryption, Upcraft said. Usurf has a tiered pricing structure in Rio Rancho for public access that is competitive with DSL or cable modem service, Upcraft said. Rates start at \$29.95 a month for 256Kbit/sec. service and go up to \$49.95 a month for 1Mbit/sec. service. As for Cook County, it has ambitious plans to use Wi-Fi hot spots as the basis of a public safety network that will eventually support mobile users over 940 square miles, according to Katherine Maras O'Leary, the county's CIO. O'Leary said she received \$12.1 million in funding this month for the network infrastructure, which will include about 150 802.11b/g access points, which should

provide 95% coverage for mobile units operating in the county. Dudley Donelson, the county's deputy director for IT, said Cook County expects to boost the range of the Wi-Fi access points by mounting them on 200-ft.-tall towers owned by the county. This height should provide a 3-mile range for the access points, Donelson said. Backhaul from each access point would be provided by a countywide fiber-optic network, which operates at data rates as high as 2.4Mbit/sec. Cook County has already equipped 80 police tactical squad vehicles with rugged computers hooked up to Cisco Systems Inc. 3200 Series mobile routers. Besides supporting Wi-Fi connections, these routers also have plug-in cards that can communicate with cellular or satellite networks, ensuring they can always communicate if they get out of range of a Wi-Fi tower, Donelson said. O'Leary said she expects that 2,000 mobile public safety vehicles in Cook County will eventually be able to access the Wi-Fi network. Donelson said all of the Wi-Fi access points should be installed by next year.



Why An Amphitheater?

The following few pages show examples of amphitheaters of various sizes in different communities. Some of these case histories show issues the communities faced in the development of their amphitheaters and some solutions found.

The reprint of the “Technical Memorandum: Economic Benefit Analysis of Amphitheater and River Stabilization Project,” prepared by Urban Partners for the City of Sunbury, Pennsylvania, provides a wealth of information about the development of their 1,000 seat amphitheater facility. This includes projected costs, tax revenue impacts, employment benefits, and economic community impacts. They anticipate that after completion, the park and amphitheater will attract approximately 120,000 visitors annually, directly generate \$2 million in economic activity, generate \$2.8 million in direct and indirect economic activity, create 51.3 permanent new jobs, and provide an average of \$217,900 annually in total tax benefits for the state, city, county, and school district.

The reprint from my CentralJersey.com about the 1,210-seat outdoor amphitheater proposed for the City of Rahway discusses the community benefits of this project: It provides an open-air public space to help connect people in the community and surrounding towns; there is a demand for more public space that can be used for performances; and it will add more arts and culture to the city, which have already been shown to be an economic engine.

Also included on the following pages is information about the Cynthia Woods Mitchell Pavilion, the White River Amphitheater, and the Chautauqua Institution Amphitheater.



Why An Amphitheater?

The Cynthia Woods Mitchell Pavilion The Woodlands, TX

Surrounded by a lush forest, The Cynthia Woods Mitchell Pavilion is an outdoor amphitheater that provides the Greater Houston region with an array of performing arts and contemporary entertainment in a setting of unparalleled beauty. The open-air amphitheater is set within in The Woodlands, a thriving, master planned community of approximately 70,000 residents located 27 miles north of downtown Houston.

George P. Mitchell, former chairman of Mitchell Energy & Development Corp. and founder of The Woodlands, along with his wife Cynthia Woods Mitchell, for whom The Pavilion is named, dreamed of creating a first-class performing arts facility for The Woodlands since the community's inception in 1974. They envisioned such a facility as a venue for performing arts events as well as popular music.

The dream became a reality when The Pavilion opened with a star-studded gala weekend in April 1990. Since then, it has earned praise from both artists and audiences. The Pavilion presents approximately 75 events every March through November; events ranging in style from rock to classical, jazz to country, and modern opera to contemporary American ballet.

In 1992, thanks to a generous gift from Cynthia and George Mitchell to the Houston Symphony's endowment fund, The Cynthia Woods Mitchell Pavilion became the official Summer Home of the Houston Symphony. As a result, The Pavilion presents

a series of performances featuring the symphony every season.

Current Capacity:

- Total Seats: 16,040
- Covered Seats: 6,387 (includes 3,350 reserved seats)
- Grass Seats: 9,653

Following the devastation of Hurricane Ike in September 2008, The Pavilion suffered severe damage to its infrastructure, including the Teflon coated Fiberglass fabric roof and support structure over the reserved seating area. After assessing the damage, Pavilion management and Board of Directors made the decision to undergo an intensive \$9 million renovation project. The renovation included construction of 2,000 additional reserved seats and building a new expanded canopy structure covering all 6,400 seats.

Construction and Expansion History of The Pavilion:

1990 Construction complete and grand opening in April

- 2,800 covered seats; no uncovered seating; 7,200 lawn capacity
- Total capacity: 10,000

1995 Expansion and addition of more concessions and restrooms

- 2,800 covered seats; addition of 1,900 uncovered seats; increased lawn capacity to 8,800
- Total capacity: 13,500

2001 Expansion and addition of new dressing room compound and storage facility

- 2,800 covered seats; 1,900 uncovered seats; increased lawn capacity to 11,800
- Total capacity: 16,500

2009 Reserved Seating Expansion & Site Wide Upgrades

- 16,040 total capacity
- 6,387 covered seats with the addition of 3,908 new, covered seats
- 9,653 lawn 'seats' (decrease of 2,147)
- 2,400-square-foot stage
- On-site parking garage with 960 spaces (pre-existing)
- 3,000 free parking spaces (pre-existing)
- Woodforest Bank VIP Club
- 12,000-square-foot performer's building
- 10 dressing rooms

Owner: The Cynthia Woods Mitchell Pavilion Organization (Non-Profit 501 (c)(3) and governed by a volunteer board of directors.

Management: Most of The Pavilion's national commercial attractions are produced and promoted by Live Nation. Performing arts events are produced and promoted by The Pavilion's own management organization.

Why An Amphitheater?

Costs/Revenue: According to their website, The Woodlands Pavilion has remained in a top five position in nationwide ticket sales among outdoor amphitheatres. The reserved seating always sells out first with ninety-five percent of the covered seating being sold out and 80 percent of the uncovered seating also being sold at most events.

Renovation Funding: The multi million-dollar renovation package was funded in part by the \$2.5 million insurance proceeds from Hurricane Ike, as well as contributions from the pavilion, concert promoter Live Nation, and the ticketing agent Ticketmaster. In addition, George and Cynthia Mitchell, founders of The Woodlands, donated \$1 million toward the renovation, and the pavilion held a capital campaign in the community to raise the remaining \$1 million.

Additionally, reserved seating is always in demand, and generally costs about \$20 to \$30 more than lawn seating. This supplementary reserved seating area should enable the pavilion to recoup costs quicker.

Annual Shows:

- Approximately 75 events a year, the Pavilion
- Typically operates March through November

Performers: Recent attractions include the Houston Symphony, the Houston Ballet, and the Houston Grand Opera. Additionally, the well known music venue has presented popular touring artists such as Frank Sinatra, Bette Midler, Van Halen, Tina Turner, Rush, The Moody Blues, Elton John, Rod Stewart, Britney Spears, Clint Black and Cher just to name a few.

The Cynthia Woods Mitchell Pavilion (CWMP) is a non-profit organization offering a wide variety of events both public and private in The Woodlands, Texas.

White River Amphitheater

Auburn, WA

White River Amphitheatre was first proposed in 1989 as part of an economic-growth plan by the Muckleshoot Tribe for its reservation lands, however plans for the outdoor concert facility, took a back seat to the main element of the economic plan, a full-service casino, which opened on another piece of tribal land in 1995. But even before the Muckleshoot Casino opened, tribal representatives traveled to outdoor concert sites throughout the country, and opened talks with several major concert-production companies, including House of Blues Concerts (then called Universal Concerts), which owns and runs The Gorge. The tribe eventually chose Bill Graham Presents, a concert company based in San Francisco, to plan, build and run the facility. It is now operated by Live Nation, which is a live-events company based in Beverly Hills, California, focused on concert promotions.

Work began on the amphitheater in June 1997. Though traffic concerns were at the heart of opposition to the amphitheater from the beginning, other challenges were thrown up, including noise and environmental concerns. In the face of such opposition, the tribe voluntarily stopped work on the project in April 1998 for environmental assessments

by federal agencies (hastened by pressure from then Sen. Slade Gorton, who himself was being pressured by local politicians). Because the development is on sovereign tribal land, the Muckleshoots did not need local permits. The environmental review took four years. Work resumed in September 2002 after federal permits were issued.

The amphitheatre opened in 2003 and is located in Auburn, WA, about five miles past the Muckleshoot Casino, just 35 miles southeast of Seattle and 15 miles northeast of Tacoma. The site is roomy, easy to navigate and nicely landscaped. On clear days, you can see Mount Rainier in the distance. There is parking for 6,800 cars, which is included in the ticket price, and is not far from the entrance. VIP customers get parking right next to the entrance. Any “premier parking” spots remaining on concert nights will be available for \$20 on a first-come, first-served basis. Additionally the amphitheater offers free shuttle service to/from the Auburn SuperMall

Capacity:

- Covered seats: 8,500
- Behind the covered seats are acres of bright green grass, gently sloping toward the stage. There’s room there for about 11,500 more spectators to spread out on the lawn. Low-back chairs are available for rent (total capacity: 20,000).

Owner: Muckleshoot Tribe

Management: Live Nation: formed in 2005 as a spin-off from Clear Channel Communications (who had purchased BGP), which then in 2010 merged with

Why An Amphitheater?

Ticketmaster to become Live Nation Entertainment.

Costs/ Revenue: When plans for White River were unveiled in May 1997, costs were estimated at \$17 million. However, after a long fight for survival (4/1998 – 9/2002 environmental review), the new cost in 2003 was estimated at \$30 million.

In 2003 the tribe estimated that the facility would generate \$10 million in economic activity it's first year, and \$55 million over five years. The tribe also announced in 2003 that approximately 500 people would be employed at the amphitheater on concert days (in 2009 Live Nation announced 1,500 temp jobs for BOTH the White River and the Gorge Amphitheaters... not sure how it was divided out though).

Types of Acts:

- Primarily used as a concert venue, acts include country, pop, rock or folk concerts, and may include artists expected to draw half-capacity or less.
- White River has an advantage over the Gorge in that it can present mid-capacity attractions. All the Gorge shows have to be big draws, to lure concertgoers to the remote site.

Annual Shows:

- Approximately 9-12 events a year
- Typically operates July through September

Performers: 2009: New Kids on the Block; Rockstar Mayhem Festival, with Marilyn Manson, Slayer, and more; No Doubt; KUBE 93 Summer Jam, with Ludacris,

Akon, Flo Rida, Pitbull, The-Dream, Kid Cudi, Asher Roth and Sean Paul; Crudefest 2, with Motley Crue, Godsmack, Theory of a Deadman, Drowning Pool, Charm City Devils; Rod Stewart; Aerosmith and ZZ Top; Def Leppard and Poison; KNDD 107.7 ENDFEST, with Blink-182, Weezer, Taking Back Sunday and Chester French.

Previous years: John Mayer; Sheryl Crow; Brad Paisley; Taylor Swift; Jack Ingram; Kellie Pickler; The Black Crowes; Alanis Morissette; Tim McGraw; Toby Keith; Jewel; Jessica Simpson; Lady Sovereign; Akon; Ozzy Osbourne; and the Blue Man Group.

Chautauqua Institution Amphitheater Chautauqua, NY

The Chautauqua Institution is a not-for-profit, 750-acre educational center beside Chautauqua Lake in southwestern New York State, where approximately 7,500 persons are in residence on any day during a nine-week season, and a total of over 142,000 attend scheduled public events. Over 8,000 students enroll annually in the Chautauqua Summer Schools, which offer courses in art, music, dance, theater, writing skills and a wide variety of special interests.

The Institution, originally the Chautauqua Lake Sunday School Assembly, was founded in 1874 as an educational experiment in out-of-school, vacation learning. It was successful and broadened almost immediately beyond courses for Sunday school teachers to include academic subjects, music, art and physical education.

While founders Lewis Miller and John Heyl Vincent were Methodists, other Protestant denominations participated from the first year onward, and today Chautauqua continues to be ecumenical in spirit and practice. Chautauqua's Department of Religion presents distinguished religious leaders of many faiths from this country and abroad, both as preachers and teachers. By 1880 the Chautauqua platform had established itself as a national forum for open discussion of public issues, international relations, literature and science. Approximately 100 lecturers appear at Chautauqua during a season.

Chautauqua plays a unique educational role today, offering studies on a vacation level, a more serious level and a professional level. In addition, there are enhanced learning opportunities within Chautauqua's other programming. Music, the arts, religion, recreation and the pursuit of knowledge are all available. Younger and older students often share learning experiences in an open, congenial atmosphere. Children and young people are also provided with their own special programs.

The Chautauqua Institution is perhaps best known for its morning lecture series when the Amphitheater stage becomes the platform for distinguished speakers across a broad range of disciplines.

Capacity:

- Total seats: 5,000
- Covered seats: All (indoor)

Why An Amphitheater?

Owner/ Manager: The Chautauqua Institution Organization (Non-Profit 501 (c)(3) and governed by a 24-member board of trustees. The board establishes the policies and direction of the Institution, electing the officers who are responsible for the operation of the Institution.

Annual Speakers:

- Approximately 100 lecturers appear at Chautauqua during a season.
- Typically operates June through August.

Performers: Lecture Platform: Each weekday during the Chautauqua season at 10:45 a.m., the Amphitheater stage becomes a platform for distinguished scientists, authors, educators and other experts in such fields as national and international affairs, arts and humanities, business and the environment. Ideas and opinions are exchanged in an open, challenging atmosphere, and Chautauqua's knowledgeable audiences have the opportunity to participate in question-and-answer sessions at the conclusion of the lectures.

2010 Lecturers (so far): Jim Lehrer, Alice McDermott, Roger Rosenblatt, Alan Alda, Anne Fadiman, Marsha Norman, David Brooks, David Boren, Cheryl Dorsey, Joseph P. Riley Jr., Geoff Kemp, Aaron David Miller, Javad Zarif, Minxin Pei, Sam Nunn, Graham Allison, Molly Williamson, Steve McCurry, Paolo Pellegrin, Steve Sasson, Margaret Geller, Barbara Bowman, Jonathan Schnur, Mark Roosevelt, Ken Burns, Paul Goldberger, Bonnie Burnham, Ed Mazria, Habib Dagher, Thomas Peterson, Mary Nichols, Elizabeth

Magill, Lisa Blatt, Theodore Olson, Ken Gormley and Barry Friedman.

For more detail on the above guest speakers, see the Chautauqua Institution's calendar here: <http://chautauqua.squarespace.com/chq-calendar/#/?i=50>

Past Notable Lecturers: Notable historic speakers: Susan B. Anthony argued for women's suffrage in 1892, and Franklin D. Roosevelt gave his "I Hate War" speech in 1936. Margaret Mead, Amelia Earhart, Thurgood Marshall, Freeman Dyson, Jane Goodall, Sandra Day O'Connor and Kurt Vonnegut have all

spoken here.

Performance Variety: lectures, plays, operas and classical and popular concerts, and over 300 Special Studies classes which cover such topics as "How to Identify, Value and Sell Antiques," "Digital Photography," "History of Jazz -- The Modern Era" and "Basics of Investing in Stocks, Bonds, and Mutual Funds."

Past Popular Performers: entertainment acts have included: Bill Cosby, Randy Travis, The Beach Boys, Loretta Lynn, Amy Grant and Mark Russell.



Technical Memorandum: Economic Benefit Analysis of Amphitheater and River Stabilization Project

Prepared by: Urban Partners

This Technical Memorandum provides a detailed analysis of the economic impacts of the Amphitheater and Riverfront Park in Sunbury. This analysis of economic impact will focus on three factors: (1) the overall economic impact (spending impact) generated as a result of these facilities; (2) the employment generated by this activity; and (3) the tax benefits received by the City of Sunbury, Shikellamy School District, Northumberland County, and the State of Pennsylvania from this activity.

The identified development program includes (Table 7):

- The 1,000-seat Amphitheater Facility
- 17 Acres of park area surrounding Amphitheater
- River stabilization element

As shown on Table 8, this total development program includes approximately \$7.4 million in construction costs, \$3 million in labor costs, \$3.7 million in construction materials, and \$1 million in professional fees.

Table 7
Economic Benefit Analysis
Development Program & Budget
Sunbury Amphitheater and Park Facilities

Development Program:		
Amphitheater	1000 Seat	\$3,400,000
Riverfront Park Facilities	17 Acres	\$2,200,000
Riverbank Stabilization		\$1,800,000
Design and Engineering Fees		\$1,000,000
Total		\$8,400,000

Source: Simone Jaffe Collins; Urban Partners



Table 8
Economic Benefit Analysis
Development Period Economic Benefits for Amphitheater & Park Facilities

Total Construction Cost	\$7,400,000	
Construction Labor Cost (40%)	\$3,000,000	
Taxable Construction Materials	\$3,700,000	
Professional Fees	\$1,000,000	
Annualized Construction Jobs		75
Development Period Taxes:		
City of Sunbury		
Construction Earned Income Tax (30% City Residents)	\$6,000	
Construction Period Ord 621 Tax--Contractors	\$3,700	
Construction Period Ord 621 Tax--Professionals	\$1,000	
Emergency Municipal Services Tax	\$3,900	
Construction Materials Ord 621 Tax	\$3,700	
Total--City of Sunbury	\$18,300	
Shikellamy School District		
Construction Earned Income Tax (40% School District Residents)	\$6,000	
Total--Shikellamy School District	\$6,000	
State of Pennsylvania:		
Construction Period Employee Income Tax	\$92,100	
Corporate & Other Business Taxes--Contractors	\$48,000	
Corporate & Other Business Taxes--Professionals	\$30,700	
Construction Materials Sales Tax	\$222,000	
Total--State of Pennsylvania	\$392,800	
Total Development Period Taxes:		\$417,100

Summary of Economic Benefits

This development program will have relatively significant economic benefits. During the development period, the Amphitheater and Park Development Program will:

- Create 75 annualized construction jobs
- Generate \$18,300 in tax revenue for the City of Sunbury, \$6,000 for the Shikellamy School District, and \$392,800 for the State of Pennsylvania for a total City, School District, and State tax benefit of \$417,100.

After completion of construction and the opening of the new facilities, the Sunbury Amphitheater and Park will:

- Attract approximately 120,000 visitors annually to the Amphitheater and Park
- Directly generate \$2.0 million of economic activity
- Including indirect economic impacts, generate a total of \$2.8 million in economic activity
- Create 51.3 permanent new jobs either directly or indirectly
- Provide directly or indirectly an average of \$15,500 annually in tax revenue for the City of Sunbury, \$7,100 annually for Northumberland County, \$20,900 for the Shikellamy School District, and another \$174,400 for the State of Pennsylvania, for a total average City, County, School District, and State tax benefit of \$217,900 annually.

Development Period Economic Benefits

The proposed development program will result in building and sitework construction costs of nearly \$7.4 million (see Table 8). These construction costs will result in a construction payroll of more than \$3 million, supporting approximately 75 annualized construction jobs.

For the City of Sunbury, this construction payroll will result in \$6,000 in earned income tax revenue. Additional tax revenues totaling \$12,300 will be derived from the business taxes paid by contractors and development professionals, from the emergency municipal services tax, and from Ordinance 621 on construction materials. The total development period tax revenue derived by the City of Sunbury will be \$18,300.



For the Shikellamy School District, the total development period tax revenue is \$6,000 from the earned income tax on construction payroll.

For the State of Pennsylvania, this construction payroll will result in \$92,100 in construction employee income tax revenue. Sales taxes on construction materials will total \$222,000. Additional tax revenues totaling \$78,700 will be derived from the business taxes paid by contractors and development professionals. The total development period tax revenue derived by the State of Pennsylvania will be \$392,800.

Taken together, the City of Sunbury, the Shikellamy School District, and the State of Pennsylvania will receive a total of \$417,100 in development period tax revenue from the proposed Amphitheater and Park Facilities.

Economic Impact

The overall economic impact of the Amphitheater and Park is derived from two inter-related components:

- First is the direct organizational expenditures of the two new facilities;
- Second is the significant spending of these facilities' audiences outside of the venue, but resulting from the audiences' visitation to the facilities.

These two components of economic activity constitute the direct economic impact of the facilities.

There is in addition an important third impact-the indirect economic activity stimulated by this direct spending-which further traces the regional multipliers of this economic stimulus throughout the economy.

The two new facilities are expected to have annual operating expenditures totaling \$103,000. In addition, the gross economic activity at the amphitheater due to food services, private parties and vendor-sponsored events will result in an additional \$212,000 in direct activity. Hence, these two new facilities will directly generate \$315,000 of economic activity within the region annually (see Table 9).

In addition, an estimated 34,650 Amphitheater visitors and 85,000 Park visitors will spend an estimated \$1,665,000 outside the venues of these facilities, chiefly on before and after visitation dining, hotel accommodations, souvenirs, transportation services, apparel, and other retail expenditures.

It is estimated that 34,650 visitors will come to the Amphitheater annually (by year 4), including City-sponsored events, vendor-sponsored events, festivals, and private parties. Based on Harrisburg's City Park attendance, the 17-acre Riverfront Park will attract approximately 5,000 people per acre or a total of 85,000 annually.¹ It is assumed that most of the park visitors will be from the local area. Together, the Amphitheater and Park will attract an estimated 120,000 visitors annually.

Amphitheater visitors will spend an estimated \$634,000 outside the venue chiefly on before and after visitation dining, hotel accommodations, apparel, transportation services, and other retail expenditures. Park visitors will spend approximately \$1 million either before, after, or during their visit to the park on groceries, dining, souvenirs, and other retail expenditures.

The estimates of the Amphitheater audience expenditures are based largely on the extensive survey data collected by Americans for the Arts as part of its 2003 report Arts and Economic Prosperity: The Economic Impact of Arts Organizations and Their Audiences. Data for that report was collected in 2000 from nearly 40,000 survey participants. That report found that, for the communities with populations similar to the four-county Sunbury region, spending outside the venue of an entertainment institution averaged \$16.11 per visitor. Adjusting these figures for 13.5% inflation since 2000 yields per attendee expenditures for 2005 of \$18.31.

The estimates of the Park visitor expenditures are based largely on Michigan State University's 2003 report Economic Impacts of National Park Visitor Spending on Gateway Communities which includes 2001 data from the National Park Service. In addition, this report uses the MGM2 model to capture differences in spending across distinct types of visitors. Since the proposed Sunbury Park's primary visitors will be from the four-county region, we used the average visitor spending for the local segment² of visitors. This report found that visitor spending averaged \$10.88 per visitor³. Adjusting these figures for 11.4% inflation since 2001 yields per attendee expenditures for 2005 of \$12.12.

¹ It should be noted that the 36-acre Point State Park in Pittsburgh attracts approximately 2.6 million annually or 72,000 per acre. A more proportional estimate to Sunbury's population is approximately 8,900 per acre annually. However, to be conservative, we will use the lower per acre estimate of 5,000 acre in our analysis.

² The local segment is defined in the report as those who live in the local area, generally a 50 to 100-mile radius.

³ This estimate assumes there are 2.5 people per park party. In addition, this estimate does not include expenditures on gas or other vehicle expenses and expenditures on admissions and fees to parks.



In summary, the total direct economic impact of offsite audience spending from both the amphitheater and park visitors is estimated at \$1.7 million annually.

Taken together, the total direct economic impact of these organizational and audience expenditures on the regional economy is estimated to be \$2.0 million annually.

Assessing the indirect economic impact of these expenditures is complex and involves tracing the additional rounds of spending within the region induced by businesses and their employees as a result of these direct expenditures. In order to compute the indirect economic impact of the park and amphitheater, we used the input-output IMPLAN model to estimate economic multipliers for the four-county region surrounding Sunbury.

Applying these multipliers to the direct economic impact detailed on Table 3, we conclude that the total indirect economic impact of the Sunbury Amphitheater and Park facilities will be \$823,000 annually. The indirect economic impact from the facilities' annual operating expenditures is estimated at \$138,000 and the indirect economic impact from visitor spending at both facilities is estimated at \$685,000.

As a result, the total economic impact of the Amphitheater and Park is estimated at \$2.8 million annually.

Table 9
Annual Economic Impact of
Amphitheater and Park Facilities

Direct Economic Impact	
Organizational Expenditures	\$315,000
Audience Spending (Outside Venue)	\$1,665,000
Total Direct Economic Impact	\$1,980,000
Indirect Economic Impact	
Indirect Impact of Organizational Expenditures	\$138,000
Indirect Impact of Audience Spending	\$685,000
Total Indirect Economic Impact	\$823,000
Total Economic Impact	\$2,803,000

Source: Urban Partners and IMPLAN

Permanent Employment Benefits

The long-term economic activity generated by the Amphitheater and Riverfront Park will result in permanent employment within the region, particularly within the City of Sunbury. It is estimated that the two new facilities will directly employ 7.7 full-time equivalent employees onsite (Table 10). Similarly, 34.1 FTE jobs will be created offsite as a result of the estimated offsite visitor spending of \$1.7 million. Taken together, these direct employment impacts total 41.8 jobs. Over half of the direct jobs created will be jobs in the food services industry. In addition, direct jobs will be created in general merchandise retailing, food and beverage stores, hotel and motel establishments, and other clothing and miscellaneous store retailing.

The \$823,000 of indirect economic activity from the park and amphitheater is more diffused, both in terms of industrial sectors and location of employment. Based on the IMPLAN model, we estimate that this indirect economic activity will result in a total of 9.5 FTE jobs. While most of these jobs will be located within the City of Sunbury, it is likely that many will be located throughout the four-county region.

Totaling direct and indirect employment impacts, we estimate that the Amphitheater and Riverfront Park facilities will generate a total employment of 51.3 FTE jobs within the four-county Sunbury region.

Table 10
Permanent Employment Impacts of Amphitheater and Park Facilities

Direct Employment Impact

Employment Due To Organizational Expenditures (FTE)	7.7
Employment Due To Audience Spending (Outside Venue)	34.1
Total Direct Employment Impact	41.8

Indirect Employment Impact

Indirect Employment Impact of Organizational Expenditures	1.7
Indirect Employment Impact of Audience Spending	7.8
Total Indirect Employment Impact	9.5
Total Employment Impact	51.3

Sources: Urban Partners and IMPLAN



Tax Revenue Impacts

These 51.3 jobs are estimated to generate wages and salaries totaling \$873,000 (see Table 11). These estimates of wage and salary impact were derived using industrial sector factors developed as part of the IMPLAN analysis inflated to 2005.

As shown on Table 12, this employment activity generates \$15,500 annually in tax revenue for the City of Sunbury, \$7,100 for Northumberland County, \$20,900 for Shikellamy School District, and another \$174,400 for the State of Pennsylvania, for a total tax benefit of \$217,900 annually.

**Table 11
Annual Wage & Salary Impacts of
Amphitheater and Park Facilities**

Direct Wage and Salary Impact	
Wage and Salary Due To Organizational Expenditures (FTE)	\$167,000
Wage and Salary Due To Audience Spending (Outside Venue)	\$466,700
Total Direct Wage and Salary Impact In Region	\$633,700
Indirect Wage and Salary Impact	
Wage and Salary Due To Organizational Expenditures	\$41,100
Wage and Salary Due To Audience Spending	\$198,200
Total Indirect Wage and Salary Impact	\$239,300
Total Wage and Salary Impact	\$873,000

Source: Urban Partners and IMPLAN

Table 12
Summary of Annual Tax Benefits
Generated By the Amphitheater and Park Facilities

	For City of Sunbury	For County of Northumberland	For Shikellamy School District	For State of Pennsylvania	Total Governments
Earned Income Tax	\$4,400		\$4,400		\$8,800
State Income Tax				\$26,800	\$26,800
Ord 621 Tax	\$2,500				\$2,500
Emergency Municipal Services Tax	\$2,700				\$2,700
Real Estate Taxes Paid On Business Property	\$5,900	\$7,100	\$16,500		\$29,500
State Corporate & Other Business Taxes				\$17,600	\$17,600
State Sales Tax				\$130,000	\$130,000
Total Annual Tax Benefits	\$15,500	\$7,100	\$20,900	\$174,400	\$217,900

While not an amphitheater in the true sense of the word, this performance space in Stockton, California can hold between 500 (seating) and 3,000 (seating and lawn areas). This type of cover would be ideal in League City to provide shade during the peak summer months.

This type of configuration could be used to also include flush-mounted fountains when not in use as a performance space.



Why An Amphitheater?

Polliwog Park - Manhattan Beach, CA



Why An Amphitheater?

Lantern Bay Park - Dana Point, CA



Public Market case histories

History

Farmers markets (or public markets) are recurrent markets held at fixed locations where farmers sell their agricultural products, such as fruits, vegetables, meat, poultry, eggs, and dairy products. Local produce tends to be the dominant product, especially during the height of a region's growing season. The United States Department of Agriculture (USDA) estimated that in the year 2000, Americans spent more than \$888 million at farmers' markets, which is only a fraction of the roughly \$800 billion spent on total food and beverage purchases.

The number of farmers' markets across the country has grown dramatically in the past thirty years. In the mid-seventies, there were fewer than 300 markets in the United States. And in just 15 years, from 1994 to mid-2009, the number of markets nearly tripled from 1,755 to 5,274, with approximately 1 million people visiting them each week.

Direct marketing of farm products through farmers markets has become an increasingly important sales outlet for agricultural producers nationwide, and the popularity of farmers markets continues to grow. More and more, consumers are interested in understanding where their food comes from, and the attraction of interacting directly with the farmers and producers adds to the appeal. The Dane County Farmers' Market in Madison, Wisconsin was first in the nation to have a web site advertising the market. See: www.dcfm.org.

Sources:

Barriers to Using Urban Farmers' Markets: An Investigation of Food Stamp Clients' Perceptions, Christine Grace, Thomas Grace; Nancy Becker MS, RD, LD; Judy Lyden, MBA, RD, LDN, CDE, Funded by Kaiser Foundation, October 2005

Direct Marketing, Katherine L. Adam, Radhika Balasubrahmanyam and Holly Born; Fayetteville, AR

National Sustainable Agriculture Information Service Publication; page(s) 36; 1999; National; Reports and Studies

Research Case Samples

Lancaster Central Farmers Market, Lancaster, PA

- Age: 280 years
- Known as the country's oldest continuously operating farmers' market.
- In 1730, when Andrew and James Hamilton laid out the town of Lancaster, they designated a 120-foot square lot in the center of town to be a public market.

Hours:

- Year-round
- Tuesdays & Fridays 6-4; Saturdays 6-2

Website:

- www.centralmarketlancaster.com
- www.centralmarketcampaign.org - Campaign to fund marketplace remodel (includes: case for support, reasons to give, budget, report, etc.)
- Lancaster Central Market Facebook

Facility:

- Permanent; the market is housed in a beautiful 120 year-old red brick building that is owned by the city. In 2009 nearly \$7 million dollars was raised to restore, modernize and enhance the marketplace structure and the renovations began in March 2010.

Vendors:

- 65 miscellaneous vendors (farm produce, flowers, garden ware, meats, poultry, fish, breads, specialty cheeses, dairy, coffees, teas, specialty groceries, crafts, collectibles, home décor, ethnic foods, soups, sandwiches, salads, pastries, ice creams, chocolates, candies and snacks).

Entertainment:

- Seasonal entertainment

Management:

- The market is managed by the Central Market Trust, a non-profit 501(c)3 organization.
- The Trust is composed of eleven community volunteers and the Market Manager, who is charged with the day-to-day and long-range management of the market.

Awards:

- In 1995 the market was designated one of the "Great Public Places" in America by the American Planning Association.

Special Events:

- Breakfast

Public Market case histories

Specialties:

- Regional food specialties include Pennsylvania Dutch sausage, scrapple (a breakfast meat of pork scraps and cornmeal), and headcheese (like scrapple, an acquired taste). You'll also find preserves, including chowchow (pickled vegetables in a spicy mustard sauce), and bread and butter pickles.

Davis Farmers Market, Davis, CA

Age: 34 years

Hours:

- Year-round (rain or shine)
- Wednesdays 2-6 (Fall/Winter) or 2-8:30 (Spring/Summer); Saturdays 8-1

Website:

- www.davisfarmersmarket.org

Facility:

- Temporary; The DFM still operates in its original Central Park location, but many improvements have been made to the park, enhancing the environment of the market.
- In 1984, a covered structure was built by the city of Davis, which now houses a large portion of the market's vendors, and makes year around operation more viable.

Vendors:

- The DFM is now among the largest farmers' markets

in California, with an average of 85 vendors every Saturday.

- Over the course of the year, 180 different vendors attend the market. While many of the vendors are still local, others come from all across Northern California, and even as far away as Oxnard and Santa Maria in Southern California.

- Everything sold in the market is either grown by or made by the seller. You will find a wide range of fruits and vegetables, including certified organic produce, as well as fresh baked goods, flowers and plants.

Entertainment:

- Live music, cooking demonstrations, magicians, jugglers, pedal-powered carousel, pony rides, bounce houses, face painting and portable climbing wall (during "Picnic In the Park" evenings – Spring/Summer).

Management:

- The market is governed by the Davis Farmers' Market Association, a non-profit organization, through an 11 member Board of Directors consisting of eight farmer-vendors, one non-agricultural vendor, and two community representatives.

Awards:

- Voted America's Favorite Large Farmers Market in August 2009 by American Farmland Trust, the award is the culmination of AFT's summer-long, nationwide "America's Favorite Farmers Markets" contest.
- The market is often featured in national magazines

and was voted "Best Place to Take an Out-of-Towner in Yolo County!" by The Davis Enterprise's 2009 Readers' Poll.

- Sacramento's Sactown Magazine included the Davis Farmers Market in its "Best of Sacramento" story—calling the market "Mother Nature's 7-Eleven"—in its June/July 2009 issue.

Special Events:

- "Picnic in the Park" partners with the City of Davis' Cyclebration event in May, and UC Davis' international student orientation in September.

Specialties:

- A great collection of fresh-from-the-market recipes are provided on their website and they are conveniently displayed by season, type or ingredient.
- In addition to live entertainment, "Picnic in the Park" (Spring/Summer) evenings feature hot ready-made food from their International Food Faire booths as well as a beer and wine garden.

Milwaukee Public Market, Milwaukee, WI

Age: 5 years

Hours:

- Year-round
- Monday - Friday 10-8; Saturdays 8-7; Sundays 10-6
- Early Hours (M-F open at 7 am): Cedarburg Coffee Roastery and C. Adams Bakery

Public Market case histories

• Late Hours (Thursdays-Saturdays open until 10 pm): Thief Wine Bar

Website:

• www.milwaukeepublicmarket.org

Facility:

- Permanent: a newly renovated (2008), stand alone indoor market building. The 6,000-square-foot building is situated in the Historic Third Ward of downtown Milwaukee within the Commission Row area, which functioned as a wholesale produce market for 100 years.
- The market has a 2nd level that overlooks the lower floor and can be reserved for special events; it can be transformed from drinks, to dinner, to a dance floor all in one evening. Also equipped with a state of the art kitchen (that can be closed off for a more intimate feel), the space is often used for cooking classes and demos.
- June through October a seasonal outdoor market takes place outside the market building on Saturdays.

Vendors:

• 21 permanent tenants, plus temporary vendors at their Saturday outdoor market.

Entertainment:

• Frequent appearances by local musicians and entertainers during weekday lunch hours or Saturdays at the Outdoor Urban Market.

Management:

• Historic Third Ward Association (HTWA), a private non-profit, financed through a combination of the BID, City and membership support.

Special Events:

• Family-friendly activities, wine and beer tastings, cooking classes and market tours.

Specialties:

- Lunch: freshly prepared items: hot soups, sandwiches, salads, dips, chips, sushi, fried fish, falafel.
- Free one-hour parking for lunch with validation of purchase.
- Free Wi-Fi

Background:

- The Public Market, which opened in 2005, stumbled in its early days, as its nonprofit owners grappled to find the right mix of products and vendors. "It's a tough market to pinpoint what customers want," Schwartz says. The Historic Third Ward Association took over management in early 2007, and introduced longer hours and prepared foods for the lunchtime crowd. Today, the market and its 20 upscale vendors are a beacon for Downtown condo dwellers, office workers and visitors who savor fresh produce, bakery, coffee, cheese, seafood and more.
- Since then, the Historic Third Ward Association has figured out how to sell what people want to buy: ready-to-eat foods.

• The market finished 2009 with a 28% increase in sales. Most market vendors have cut back on groceries and converted some of their selling space to what customers want: prepared foods.

• Vendor sales in 2009 were \$6.6 million, up from \$5.2 million in 2008 and \$4.7 million in 2007. The first three months of 2010 continue the trend of exceeding the same months of 2009.

Granville Island Market, Granville Island, Vancouver, B.C.

Island History:

- Once an industrial oasis, when demand for heavy industrial output declined, the island began to deteriorate in the postwar period and officials began entertaining a new reclamation plan to fill in the remainder of the Creek to create more industrial land and turn Granville Island into a land-locked plot.
- In the late 1970s, Granville Island began to change. After lengthy discussions, evictions, and arguments, city officials finally set the course for the future: transform the site into a people-friendly place with various uses, from parkland to housing to public exhibition space.
- The redevelopment originally cost the government \$19 million, however the island transformed from a declining 37-acre industrial wasteland in Vancouver's False Creek, to one of the most successful urban redevelopments in North America.
- In 1979, the Granville Island public market opened for business to instant success. It encouraged others

to come. Today Granville Island is an urban stew whose appeal remains undiminished. It is totally self-supporting and all profits go back into the operation of the island.

Age: 31 years (1979)

Hours:

- Year-round
- 7 days week, 9 – 7
- Closed on Christmas and New Years and each Monday in January for annual cleaning and maintenance.

Website:

- www.granvilleisland.com/public-market

Facility:

- Permanent: located on at the Island’s west end, the market is housed in an industrial building that is nearly 100 years old.
- This historical structure originally housed the very first Island tenant, B.C. Equipment Ltd. In later years, this structure set the standard for all future buildings (industrial-style corrugated-tin construction).

Vendors:

- More than 50 permanent vendors (including 29 restaurants and 33 grocers).
- Over 100 temporary vendors selling a variety of food and crafts as well as a constantly rotating roster of farmers, culinary artisans and cottage industry food

producers.

- The market houses a diverse array of vendors: green grocers, butchers, bakers, fishmongers, importers, ethnic food sellers, sweets stands, and casual eateries as well as a wine shop and a micro roaster of organic coffee.
- Just outside the market are many local artisans as well as the Netloft, a book store devoted solely to cookbooks.

Entertainment:

- Chef-guided market tours (Edible British Columbia)
- Granville Island plays host to a variety of buskers throughout the year. Busking is encouraged by the Granville Island administration, and a group has been created to oversee the activity. Performers must purchase a license prior to busking, and are restricted to specific areas of the island. As of 2007, approximately 100 performers are registered to busk, including musicians, jugglers, magicians and other street performers. Performances take place year-round, with the majority taking place during the busy tourist season (May-September).

Management:

- Owned and managed by the government through the Canada Mortgage and Housing Corporation agency.
- The site now generates an estimated \$35 million per year in taxes and the Public Market--along with the entire island--receives over 12.2 million visitors a year.

Public Market case histories

Specialties:

- Since its redevelopment in the 1970s, Granville Island has maintained a healthy community of craft studios, including: a glassblowing studio, printmaking studios, a fine art print studio, a luthier, a master saké maker, various jewelers, art galleries, the B.C. Potter’s Guild Gallery, The Crafterhouse Gallery, The Circle Craft shop, boat builders, a wood co-op shop, woodworkers studios and so on.
- Visitors come to Granville Island regularly for the theatres, the art school, Arts Umbrella, the community centre and work. And with 2,500 people working there, Granville Island retains its roots as a place of productivity.

Midtown Global Market, Minneapolis, MN

Age: 4 years (May 2006)

Hours:

Monday - Saturday 10:00am - 8:00pm, Sunday 11:00am - 6:00pm. A few shops do open early for sales to employees and residents of the Midtown Exchange Building and adjacent hospital.

Facility:

At about 75,000 square feet, the Midtown Global Market takes up less space than a small Target store inside the Midtown Exchange Building. The Midtown Exchange is an impressive rehabilitation of an abandoned Sears & Roebuck building on Minneapolis’ East Lake Street. The ground level has the market, with

Public Market case histories

offices and a hotel occupying the remaining space. It is the largest building in Minneapolis in terms of leasable space and was placed on the National Register of Historic Places in 2005.

The MGM is dwarfed by the adjacent headquarters of Allina Hospitals and Clinics, which has 1.1 million square feet and about 1,800 employees, and the 360 housing units in and around the \$190 million development.

Vendors:

Designed for 64 permanent vendors/ local entrepreneurs, selling ethnic foods, specialty 2 groceries, and arts and crafts. As of August 2007 (operating 2 years – 3 months) the following metrics were released:

- Market was 81% leased with 48 vendors.
- 20% are business startups while 60% are second-step businesses with another location in Minneapolis or St. Paul.
- 90% of the entrepreneurs are people of color, and nearly 90% are low- or moderate-income residents of Minneapolis or St. Paul.
- The 48 businesses employ over 200 people.
- MGM has an average 3,600 customer visits each day.

Entertainment:

Live music entertainment each evening and misc. activities throughout the year – market website is kept up to date with upcoming activities. Kitchen is used for both cooking classes and local caterers'

demonstrations of skills (kitchen rented to caterers for preparations/cooking use).

Owners/Management:

Four not-for-profit organizations (see below).

Awards:

National Trust Preservation Award

Who took the lead in making this happen?

In the summer of 2003, the City of Minneapolis was searching for a use for the long vacant Sears building on Lake Street. Local business owners and neighborhood groups from the Phillips, Central and Powderhorn Park neighborhoods helped convince City officials that the historic building should be saved and, ultimately, connected to the ethnic diversity of the neighborhood and the entrepreneurial energy of the businesses on Lake Street.

The Latino Economic Development Center (LEDC) and a group of Latino business owners interested in opening a large Latino grocery store in the building began to meet with the Neighborhood Development Center (NDC) about ideas for the building. The "global market" concept emerged from these discussions. As the concept evolved, LEDC and NDC approached Ryan Companies about becoming a part of a mixed-use redevelopment plan it was preparing for the site. Ryan welcomed the concept and ultimately submitted a redevelopment proposal to the City that included office space, housing, and the Global Market.

In 2004, LEDC and NDC added the African Development Center (ADC) and the Powderhorn

Phillips Cultural Wellness Center (PPCWC) to its team. These four non-profits formed the "MGM Development Team" and worked closely on every aspect of the project, from the vision and layout to individual leasing decisions. Our vision was informed by studying other public markets around the country including the Reading Terminal Market, Pikes Place Market, Granville Market and our own Mercado Central project on the corner of Bloomington and Lake Street. In late 2004, the City accepted Ryan's bid to redevelop the building, and construction began on the Midtown Global Market.

The Midtown Global Market subsequently took shape through the extraordinary efforts of a wide range of people. Entrepreneurs took significant risks, made commitments to occupy space in the Global Market, and invested their time, resources and creative energy. The City of Minneapolis, under visionary leadership from Mayor Rybak, stretched to provide support for the project on many different fronts including financing, licensing, and inspections. Many donors gave very generously in support of the Market's vision of grass roots community economic development and the creation of a dynamic public space. Ryan Companies' employees and subcontractors worked tirelessly with great skill and created a very unique space within a challenging building.

The tenants of the project began to meet regularly as the MGM Tenant Association late in 2005, to participate in decisions about how the Market will operate -- a role that will be on-going. The Midtown Global Market opened for business on May 15, 2006.

Public Market case histories

How much did it cost?

In late 2004, Ryan Companies signed on to the \$190 million development deal of the former Sears building, which, along with the nearly \$18 million Midtown Global Market, includes Allina headquarters and residential developments by Sherman and Associates and Project for Pride in Living. The nearly \$18 million for the market includes the costs of the purchase, renovation, and majority of the shared kitchen equipment and plumbing. And the more than 50 tenants invested a little over \$2 million into the project, only part of which came from city loans.

Where did the money come from?

As planning for the Midtown Global Market (MGM) progressed in 2005, there was a financing gap. The Neighborhood Development Center, lead developer of the market, approached the City to assist in filling the gap. The City stepped in with a \$2.0 million Bridge Loan, \$1 million from the Neighborhood Development Account and \$1 million from the Residential Finance Program. Without this Bridge Loan, the Midtown Global Market project would likely not have moved forward.

City staff and MGM management anticipated that repayment of the Bridge Loan would come from a \$2.7 million federal Economic Development Administration (EDA) grant. If the EDA grant was not secured, the bridge loan was to be repaid through other fundraising sources and net operating income from the project. The project did not receive the EDA grant, and the market has been able to secure only \$900,000 in fundraising to lower the outstanding

Bridge Loan principal to \$1.1 million. In 2007 the city loan pay back dates were extended/ deferred.

Who operates the market?

Owned by four non-profit community economic development organizations (see below), which formed MGM Community Partners, LLC. These organizations are experienced non-profit developers, having helped to establish Mercado Central, Plaza Latina in East St. Paul and the Midtown Business Center in the Frogtown neighborhood of St. Paul.

Owners:

- Neighborhood Development Center (NDC)
- Latino Economic Development Center (LEDC)
- African Development Center (ADC)
- Powderhorn Phillips Cultural Wellness Center (PPCWC)

Managers:

- Jeffrey Alexander, Market Director (Marketing, Operations, Market Management)
- Earlsworth "Baba" Letang, Market Manager (Tenant Inquiries, Entertainment, Leasing, Day Tables)
- Kimberly Hanna, Market Coordinator (General Inquiries, Events, Tenant Communications, Community Outreach, Group Visits)

In late 2007, the Neighborhood Development Center hired Mr. John Wheeler, former President of the Mall of America, as the organization's Real Estate Director to provide professional consulting services

to the market. MGM contracted with NDC for his professional services and expertise to help ensure the successful implementation of strategies to increase sales, rent collections, and leasing, as well as strengthen the market management team.

Mr. Wheeler has over 30 years of experience in real estate development and management, 18 years with the Mall of America. He will bring support to the management team by emphasizing and overseeing the implementation of the new strategic direction, developing the management team to carry out the strategies, and being a key component in problem solving. He has significant experience in each of these areas, as well as in managing security, changing perceptions of security, and expanding trade areas through improved focus on target markets. He was Midtown Global Market Board member before being hired and as such, was actively involved in formulating and planning the new strategies. The Neighborhood Development Center expected 80 to 95 percent of Mr. Wheeler's time to be spent at MGM for the first four months of his contract in 2007 and 2008. In 2009, his time was expected to diminish at MGM, however according to MGM's website he is now (still) there as the Market Director.

What is the vendor mix?

Internationally styled market with more than 50 shops and restaurants (2 are full service). A few specialties shops include: a halal butcher, a Latin-themed party supply store, a medicinal herbs shop, etc. General merchandise falls into these categories.

- Specialty Groceries

Public Market case histories

- Meat, Poultry & Fish
- Fresh Produce & Bulk
- Bread & Baked Goods
- Coffee & Espresso
- Flowers & Plants
- Arts, Gifts, Jewelry & More

In 2007, market management began to implement cost-cutting measures to lower their operating expenses. They were decreasing marketing costs in part because though daily customer visits to the market had been higher than projected, sales per customer were lower. One estimated reason was that the market was considered to be more of an event and entertainment venue or restaurant and food court than a true public market, where the majority of space is dedicated to fresh food sales.

Public markets across the nation are adamant that they succeed because of their fresh food vendors. Fresh foods attract regular customers who come to buy. Market management is confident that shifting the focus and emphasis to fresh foods and improving customer experience will help the Midtown Global Market become a frequent grocery stop. In the immediate vicinity of the market are many potential customers. There are about 1,800 employees in the Midtown Exchange Complex, 9,322 residents within a ½-mile of the market, and 44,332 residents within 1 mile (2000 U.S. Census).

By switching to majority fresh foods, Midtown Global Market has slowly begun to reflect the sales per

customer figures other public markets report. In 2007, the market began reaching for approximately \$300 - \$400 in sales per square foot; a figure that is significantly less than larger more established public markets.

What are its hours and operating days of the week?

Monday - Saturday 10:00am - 8:00pm, Sunday 11:00am - 6:00pm.

A few shops do open early for sales to employees and residents of the Midtown Exchange Building and adjacent hospital. A few examples are:

- Mapps Tea & Coffee: Monday - Friday 6am, Saturday - Sunday 8am (coffee/tea)
- Salty Tart: Monday - Saturday 7am, Sunday - 8am (breads, pastries, cakes and sandwiches)
- Andy's Garage: Monday - Saturday 7am (classic fare such as hamburgers, fries and malts)
- The Produce Exchange: Monday - Saturday 7am, Sunday - 9am (produce)
- La Loma: Monday - Sunday 7am - 8pm (traditional and Hispanic fare, specializing in breakfast)

How's it going?

According to a 2007-2009 Strategic Plan for the MGM after 1 year in operation:

Substantial planning went into creating the idea, vision, and financial proforma for the market. When making projections for the market's financials, market

staff used what was considered a conservative estimate of \$12 million in annual sales to calculate rent thresholds. During the first eight months the market was open, vendors generated \$4.2 million in gross sales- \$3.8 million below the amount needed to average \$1 million per month for \$12 million in the first year. Low sales are one reason why some market vendors have been unable to pay original rents and why market management issued rent reductions. MGM issued 25 percent rent reductions to grocery tenants and 15 percent to non-grocery tenants. Grocery stores received larger reductions for several reasons. In typical shopping centers, grocery tenants pay less per square foot as anchor tenants. They generate larger customer counts and initiate more frequent visits to the market. In addition, they have smaller profit margins than other retail establishments because they need larger sales figures to earn a similar profit. With rent reductions in place, the market has had less revenue for paying operating expenses and debt service.

Key successes in first year of operation

1. Opened on time in face of tight schedule.
2. Largely met challenging goals for diversity of tenants.
3. Having positive impact on the neighborhood, e.g. 25% reduction in crime, pride of the neighbors, positive impact on other businesses.
4. High quality products and foods offered. Recognized as authentic.
5. Financing and technical assistance to help tenants

Public Market case histories

get started and be successful.

Key issues moving into its second full year

1. Customers & Sales: Current mix of vendors not bringing in adequate number of customers buying at needed levels. Seen more as event/entertainment spot, restaurant and food court than true public market, which features more grocery & "fresh foods."
2. User-Friendliness: Many people within our target markets view MGM as inconvenient and user-unfriendly. Parking is largely seen as a hassle and too costly.
3. Tenant Operations: MGM tenants have a wide range of levels of experience, sophistication, and efficiency. MGM management needs to help less-productive tenants achieve their potential. Areas in which some tenants need assistance include: financial management, customer service, staffing, merchandising, marketing, and visual presentation.
4. Safety/Security: Within much of the target market, perceptions of security lag behind the improvements of the past 15 years. Such perceptions of the Chicago and Lake area constitute a barrier to attracting more customers to MGM.
5. Residents: Neighborhood residents not shopping at anticipated levels.
6. Campus: Campus employees not shopping MGM at anticipated levels.

In 2009 the following was reported:

The global market, the Neighborhood Development

Center's biggest retail mall, got off to a slow start in 2006, including some tenant turnover. In 2007, the developer hired the general manager of the Mall of America, who was looking for a change of pace. Since then, things have gotten better even as the economy has gotten worse. The December edition of Bon Appetit, the trendy cooking magazine, named the Midtown Global Market one of the country's top destinations for ethnic, in-store dining "for the globe-trotting foodie" with a "United Nations" mix of eateries and fresh-produce peddlers.

Year-to-date sales among retailers open at least a year were up 7 percent over the first nine months of 2008 to \$4.7 million, according to Neighborhood Development Center (NDC), the St. Paul-based nonprofit developer that is the majority owner. However, the Global Market, at 75,000 square feet about two-thirds the size of a small Target store, still faces financial challenges. NDC and some of the small merchants it has financed owe a consortium of lenders and the city more than \$3 million. NDC, which is supported in part by several local banks and foundations, is responsible for providing coaching and technical assistance to small entrepreneurs, who typically have little business or credit history, in hopes they will grow into "bankable" concerns. CEO Mihailo (Mike) Temali, the 25-year boss at NDC, said Global Market revenue recently hit \$65,000 a month. Expenses are \$85,000. "We're trying to balance revenue and costs at \$85,000 within two years," said Temali, whose organization absorbs the difference. "One-third of our cost is mission-related technical and other assistance to start-up entrepreneurs. This also

is about being at Chicago and Lake with immigrant entrepreneurs, not 50th and France."

Temali and several merchants credit the rising sales and traffic at the little Global Market to John Wheeler, former general manager of huge Mall of America. Wheeler, a one-time NDC board member, spent two years as an employee working with several NDC-owned retail malls, primarily the Global Market. "We needed a big brother on this project," Temali conceded. Wheeler brought in merchandising specialists from Redding Terminal Market in Philadelphia and Granville Island Market in Vancouver, British Columbia. The upshot was a 2008 strategic plan, still in effect, that focused more on ethnic foods, fresh produce and better signage.

About a quarter of the Global Market's customers live and work outside the immediate neighborhood. "The Global Market is a very important city-related enterprise," said Mike Christenson, director of the Minneapolis Community Planning and Economic Development Department. "We're pleased with the continued growth of sales and traffic. "Mike [Temali] has committed to operating a cash-flowing business [by 2011] and that's what the City Council wants. NDC also is helping us provide the missing link in our economic development program: entry points for more immigrant business, and that's what the Global Market represents."

What else happened downtown with this project in place?

- Four-year road construction project for Lake Street (started about same time MGM opened) that made

Public Market case histories

quite a few improvements to the flow and look of Lake Street.

- Transit Center began a bus program called the “21 Hop + Shop” program. Named after Route 21, the bus that travels down Lake Street from Uptown in the west to the Mississippi River in the east. Now, when you show your bus pass or transfer to any one of the over 80 participating businesses, you save money! To see all the participating businesses, what they are offering, and how you can get there, visit Metro Transit’s 21 Hop + Shop website and interactive map.

Is Lake Street the hip place to be these days?

The Lake Street Council is Lake Street recently launched (2009) a campaign to market Lake Street as a tourist destination -- a tough sell for an area that many metro residents consider a destination not for vacationers, but for prostitutes and drug dealers. However, according to Minneapolis police, from 2006 to 2008, crime decreased by an average of 12.4 percent in the two police precincts that include Lake Street (Midtown Global Market launched in May 2006). The goal is to redefine more than 70 blocks of Minneapolis’ Lake Street, which reaches from the Mississippi River, where it’s lined with ethnic Hispanic and African shops, to the shore of Lake Calhoun, where it’s home to fashion boutiques for Uptown hipsters.

But Lake Street still has a long way to go if it’s going to compete with the area’s big tourist draws, such as the Mall of America or Guthrie Theater, said David Brennan, co-director of the Institute for Retailing Excellence at the University of St. Thomas. Lake Street

offers a variety of ethnic stores and restaurants that should start to attract people on the local level, but on a national scale, the street as a whole isn’t much different than most ethnic neighborhoods in any major city around the country, Brennan said. “It would be very difficult to say they have something unique and special outside of the Twin Cities,” he said. Brennan said the council has to change the locals’ perception of Lake Street before it can become a major player in Minnesota tourism.

Julie Ingebretsen, manager of Lake Street stalwart Ingebretsen’s Scandinavian Gifts and Foods, said that’s what’s happening with many of her longtime customers. There was a time some of her customers refused to visit the store -- on Lake Street since 1921 -- because of crime, so she shipped products to them. Ingebretsen said that after the construction, the whole area looks nicer and people are more willing to visit her store. “Our customers come in and say ‘Boy, things sure do look different around here,’” she said.

Global Market’s Impact on Lake Street: The Lake Street Council, which has a full-time staff of four, has increased its membership from 100 businesses to 500 since 2006, Wisdom said. The growth is largely because of an increase in African and Hispanic businesses that have been expanding since the late 1990s, she said.

Jamal Hashi, a Somali refugee who came to Minneapolis in 1995, owns Safari Express restaurant in the Midtown Global Market -- an internationally styled market with more than 50 shops and restaurants that opened in 2006. Hashi said Midtown Global Market

is one of the main attractions for Lake Street visitors. This year he’s seen more tourists spending time at the market than in past years. “It’s no longer just the Scandinavian taste in Minneapolis,” he said. “The cultural atmosphere is growing.”

Wisdom said the History Channel and Bon Appétit magazine are looking at doing pieces on the market.

Meet Minneapolis, the city’s visitors association, already promotes Lake Street as one of the Twin Cities’ tourist attractions, and it has a page for Lake Street on its website. But the street still gets overlooked by many metro-area residents, said Connie Stelter, an association spokeswoman.

PPS’s write up on the MGM Proposal:

Excerpt from “Minneapolis: A Global Marketplace Rooted in the Local Neighborhood”

To see how powerful the idea of public markets has become in economic development circles, look to Minneapolis, where the Neighborhood Development Center (NDC) is planning a public market to anchor the ground floor of a large redevelopment in the city’s biggest immigrant neighborhood. When plans were taking shape to redevelop a 1.2 million square foot former Sears building on Lake Street, the city of Minneapolis was persuaded to forgo a chain grocery store as the anchor tenant, and instead go with a new “global marketplace” filled with local merchants. The idea for the Midtown Global Market (MGM), developed by NDC, the Latino Economic Development Center (LEDC), the African Development Center (ADC), and the Powderhorn

Public Market case histories

Philips Cultural Wellness Center, is to provide 60,000 plus square-feet for 62 permanent ethnic food, crafts and related small businesses in stalls and shops situated around a sky-lit atrium. An outdoor farmers market will be an integral part of the experience, as will live music, cooking demonstrations, and other activities. The development team has adopted the slogan “Many tastes, One place” to reflect the incredible confluence of cultures in South Minneapolis that will all have a stake in the market. (NDC Director Mihailo Temali calls the neighborhood “The Brooklyn of the Midwest.”) Prior to launching the Midtown Global Market, NDC and LEDC had nurtured Minneapolis’s Mercado Central, providing business training to its vendors, who are mostly Latino immigrants. That market has become a neighborhood institution, and MGM vendors will utilize the same business training and micro-loan programs that were instrumental to the success of Mercado Central. In fact, many MGM vendors will have “graduated” from Mercado Central and other training programs and start-up locations. This is a business ladder model at work: Vendors progress to larger spaces, broader customer bases, and stronger management practices as they become more experienced. About half the vendors at MGM will be such “second level entrepreneurs,” who have three to five years of experience in business. “MGM is built from the ground up by the community,” says Temali. “It will be not just a venture for well-established ethnic businesses, but a viable start-up and expansion location for low-income entrepreneurs from South Minneapolis.”

History of the Midtown Exchange Building (houses the MGM):

The first phase of the building, along Elliot Avenue and Lake Street, was built in 1928. It was expanded in 1929, 1964, and 1979, resulting in 1.2 million square feet of space. A central tower along Elliot Avenue rises 16 floors to 211 feet. After Sears closed the site in 1994, it laid vacant as development proposals came and went. The city of Minneapolis acquired the site in 2001 and sold the 1979 expansion portion in 2002 to be used by the neighboring Abbott Northwestern Hospital as a parking ramp. Two years later, Ryan Companies was given exclusive development rights to the site. The resulting plan divided the structure into a mixed-use site with about 300 residential units, plus office and retail space. In 2004, Allina Hospitals & Clinics (which owns Abbott Northwestern among other area hospitals) announced plans to move their corporate headquarters to the building, taking up most of the allotted office space. Much of the residential space is known as the Chicago Lofts, located on floors 9-16, and Midtown Exchange Apartments, located on floors 2-8. The building also includes the Midtown Global Market, which is home to a variety of small independently owned restaurants, cafes, and specialty grocers and hosts community programs including music, dance and children’s activities. In the former Sears parking lot a prototype Sheraton hotel was built. The building and hotel have direct access to the Midtown Greenway.

Oxbow Public Market, Napa, CA

Description: A retail marketplace comprised of artisan food and wine vendors, casual cafes, and local organic and sustainable farms. The market features the very best regional and seasonal foods, including meats, rotisserie free-range poultry, seafood, artisan cheese, fresh produce, bread and baked goods, wine and flowers, as well as all manner of unique food products.

Location:

Downtown Napa in the “up and coming” Oxbow District and situated along the Napa River and Napa River Trail, adjacent to the Oxbow Preserve and Oxbow By-Pass Commons.

Age:

2 years. December 2007, construction was complete and initial vendors began operating. The market became fully occupied in early 2009.

Hours:

The Market is open 7 days a week - winter, spring, summer & fall. Closed only Thanksgiving, Christmas, and New Year’s Day. Most tenants of the Oxbow Public Market are open a minimum of 10 am-6 pm Monday through Friday with later hours on Tuesdays for Locals’ Night and Friday through Saturday. Merchants’ hours do vary, with many of the restaurants staying open later for dinner guests.

Facility:

Approximately 40,000 square-feet, the building architecture features a unique open-span public

Public Market case histories

market facility much like the retail space of the newly renovated Ferry Building in San Francisco.

Owners:

Oxbow Market, LP is a California Limited Partnership formed to establish and operate the Oxbow Public Market in the City of Napa. The partnership consists of 25 private investors and Oxbow Management, LLC, a company that specializes in master planning, building and managing public market spaces.

- Privately owned/ funded
- Leases out spaces to vendors and artisans and offers the following benefits to them:
 - Brand building via name exposure and signage
 - Convenient single location, every day, with high customer traffic
 - Located in the emerging Oxbow district
 - Immediate access to sell to Napa Valley restaurants and prepared food vendors, as well as cafes within Oxbow Public Market
 - Selling products directly yields better margins and customer loyalty
 - Sinks are provided to each occupant to allow for sampling directly to consumers
 - Provides marketing support to vendors in the following ways:
 - Advertising, press releases and media visits.
 - PR events at and outside the market, and the 'Friends

of Oxbow' and 'Locals Night' programs.

- Community outreach to wineries, bed-and-breakfasts, inns, hotels and other local interest groups.

Principles:

Steve Carlin is Founder and CEO of Oxbow Public Market. His background includes 20 years with Oakville Grocery Company, a leading Northern California specialty foods retailer, and Project Manager of the San Francisco Ferry Building Marketplace. Steve was responsible for planning, leasing, marketing, and overseeing the initial operations of the Ferry Building Marketplace. He also owns and operates a small successful Tuscan Olive Oil Company, L'Olivo, with his wife, Kellie.

Bart Rhoades is Partner and Chief Operating Officer of Oxbow Public Market. Throughout his career he has been involved in managing and nurturing a number of successful entrepreneurial ventures. He has worked in the information, direct marketing, and consulting industries, and has headed nine different companies. Bart has also served on the Board of Directors of a number of companies and organizations, including 15 years on the Board of Robert Mondavi Corporation of Oakville, CA.

Other stakeholders:

Rob Mann is a Partner in Oxbow Management LLC, the General Partner of Oxbow Market LP. His primary responsibilities include construction management and financing of the Oxbow Public Market in Napa. He has 15 years of commercial real estate experience. He is also President of Mann Property Company,

Inc., in San Francisco, a real estate investment and development firm formed to operate his commercial real estate interests. He invests along with institutional and private investors to acquire regional real estate opportunities.

Vendors:

21 (soon to be 22) select vendors offer a wide range of artisanal food and wine products, and feature ingredients for dinner as well as an inexpensive snack or meal on site.

Restaurants: Anchoring a front corner is the latest incarnation of Taylor's Automatic Refresher, the cult burger stand begun up the road in St. Helena. Pica Pica Maize Kitchen will introduce you to zesty Venezuelan cuisine while Pica Pica Bar offers Venezuelan and Latin style beverages and delicious bar food. Also in the main Hall, Folio Enoteca & Wine Bar offers a great casual menu, paired with tastes of wine. Hog Island Oyster Company features succulent fresh oysters, seductively prepared or simply fresh on the half shell. The Oxbow Wine Merchant & Wine Bar also offers delicious, casual fare that perfectly accompanies its vast wine offerings, and the Market's newest tenant, C Casa - an Innovative Taqueria, promises unique tacos, house-made white corn tortillas and chips, chili-rubbed rotisserie meats, fresh salsas, salads and interesting sides all with a innovative twist. C Casa opens late March, 2010.

Wine: The variety and values at Oxbow Wine Merchant benefit the wine-obsessed Napa region. You can sip a glass on the scenic outdoor deck and contemplate the passing scene, or find an unusual bottle for dinner.

Public Market case histories

This is a classic, hands-on, service-oriented shop for buying, tasting, and learning about wine. Meanwhile Folio Enoteca & Wine Bar brings the wine country experience to the Market, by placing an operational micro-winery on site (in 80 square feet!).

Gourmet Foods and Specialties: Near Taylor's Automatic Refresher is The Model Bakery, with their production facility here at Oxbow, the aroma of fresh bread baking permeating the scene; and The Fatted Calf, a legendary, artisanal charcuterie and butcher shop completes the McKinstry St. side of the Market. Within its space, Oxbow Wine Merchant also incorporates the Oxbow Cheese Merchant with savory and delicious cheeses from near and far. Five Dot Ranch showcases its holistic, sustainably produced, natural beef products, and our environmentally responsible seafood purveyor, Kanaloa Seafood Market, brings customers a full-service seafood market. Meanwhile, Ritual Coffee Roasters features their amazing coffees - both beans and drinks - to liven your mornings at the Market. Kara's Cupcakes lovingly creates each batch of cupcakes by hand every day, using only the finest ingredients.

Ever changing, Oxbow Public Market has fun and excitement awaiting you every day. Spices (Whole Spice Company); chocolate (Anette's); olives and olive oil (The Olive Press); and specialty teas (Tillerman Tea) are part of the daily scene. And how about an ice cream cone on a warm afternoon, or while you stroll on the River Walk? Three Twins Ice Cream has perfected an organic formula that brings you back for more.

Gifts and more: And if you're looking for that truly special, one-of-a-kind gift, Heritage Culinary Artifacts is the ultimate source for premium culinary antiques from around the world. Meanwhile, outside, the open air market stalls provide even more of the bounty of Northern California. Visit Napa Valley Adventure Tours and create a unique and personalized Wine Country adventure that will take you by hike, bike or kayak, to the vineyard and beyond.

Entertainment:

Live music entertainment each Tuesday for Locals' Night (6-8pm) and most Friday evenings (6-9pm). Misc. activities throughout the year - market website is kept up to date with upcoming activities. Examples include: Beer of the Week, Wine Trivia Night, International Cooking Classes (hosted by whole spice vendor), Carnival Festival, Meat Curing Classes, Butchery Classes, etc..

How much did it cost?

\$11 million

Vendor Rates & Regulations:

Farmstand Rates:

- Are available weekly and on a month-to-month basis.

Rules:

- Market Management must approve vendor applicants based off a number of qualifications. See attached Farmstand Rules document for OPM specifics.

- In order to maintain Oxbow Public Market's commitment to selling local, sustainable food, vendors must meet the following requirements:

- Agricultural products to be grown/ raised within 150 miles of the OPM
- Nursery items (plants, flowers and herbs) to be grown within 150 miles of the OPM
- Aquaculture products (fish and mollusks) from California
- And, in periods when seasonability of local produce limits availability, OPM may also allow non-food handcrafted products.

Is downtown Napa (Oxbow District) the hip place to be these days?

Once the land of pizza joints, auto-body shops and 7-Elevens, Napa's revitalized downtown is now a hot destination, catering to the wine- and food-obsessed with hip restaurants and almost 20 tasting rooms. The formerly boring and elitist Copia center for wine, food and the arts plans to add a bar with 500 wines by the glass this fall. A Westin Verasa hotel opens in September 2010, and Ritz-Carlton is coming.

Napa city now a destination in its own right (San Francisco Chronicle, 07/20/08)

Folks used to blow right through the city of Napa on their way to the "real" Napa Valley. You know - Yountville, St. Helena and Calistoga, with their faux chateau wineries, hillside Tuscan-fortress homes, fine dining palaces and tasting rooms surrounded by grapevines. Out-of-towners who pulled off Highway

Public Market case histories

29 in Napa usually did so to purchase sunscreen at Target, have a mechanic check the fan belt, or dump their luggage in a chain motel room before heading for the more posh pockets of the valley.

Today, however, Yountville, St. Helena and Calistoga glance in their rearview mirrors at a quick-gaining downtown Napa, which, seemingly overnight, has amassed a menu of visitor amenities that covers all the bases: fine restaurants, a luxury hotel (with two more on the way), almost two dozen winery tasting rooms and wine bars, boutique shopping, an upscale public market, and a spanking-new, San Antonio-style promenade along the Napa River. The only thing missing is vineyards, and you can find those within a five-minute drive of the town center.

The most anticipated addition to the city was the Oxbow Public Market, located a few blocks northeast of downtown. It's a smaller yet just-as-sleek version of San Francisco's Ferry Building Marketplace (built by Chris Meany). Oxbow, which premiered in December 2007, became fully occupied after Hog Island Oyster Co. opened late 2008, and Kara's Cupcakes began frosting its Chocolate Velvets in early 2009. The market teems with eateries and stalls selling organic produce (spilling from wine barrels), cheese, coffee, tea, butchered meats, charcuterie, seafood, organic ice cream, spices, gifts and, of course, wine. Michael Mondavi's Folio Enoteca & Winery offers tastings, food pairings and a working microwinery that can be seen behind its glass front.

To the east of Oxbow Public Market is Copia, a.k.a. the American Center for Wine, Food & the Arts. It opened

in 2001 as a shrine to all things, well ... wine, food and the arts. An elitist attitude and hefty admission charge initially killed the buzz, yet Copia has come back strong, with free admission and a wealth of opportunities to taste wine and gourmet treats, take wine, culinary and gardening classes, see a movie, listen to a concert, and dine at a new bistro that opened in 2008. The more formal Julia's Kitchen was recently retooled, too.

With a population of 75,000, Napa city is home to many who work for wineries, restaurants, inns and resorts in the valley. While redevelopment has increased tourism, it's also boosted civic pride and given residents a taste of the good life in their own backyards. Napa visitors get the full Wine Country experience, minus the traffic that is typical on Highway 29 north of the city. And with so many options within walking distance of downtown, even designated drivers aren't required.



Public Market case histories

A public market is more than just a farmers market. It is now the “anchor tenant” to downtowns throughout North America and has become a central gathering spot that includes locally produced foods, locally grown items (plants, vegetables, fruits, dairy products, soaps, and art), entertainment and activities - all around a social atmosphere. The photos shown on these two pages showcase glimpses of markets in the greater San Francisco Bay area.



Local survey response summary

Where do you go to hang out in the evening and/or on weekends?

Huge variety of responses.

Different places outside of League City: 32

Home: 11

Parks: 8

Restaurants (both in and out of League City: 11

Of the respondents who do hang out in League City, either they stay home, go to parks, or eat in a restaurant. The overwhelming majority of people who responded spend time outside of League City.

Where do you take friends and family when they come to visit?

Again, a great variety of responses.

Different places outside of League City: 93

Restaurants in League City: 5

Other places in League City (shops, parks): 8

Do you attend any local events? Which ones?

Yes = 29

No = 14

Parades: 13

Village Fair: 8

Wine Festival: 3

High school football games: 2

Carnivals: 2

Plus concerts, sports, holiday events, historical society events marina events, library events, etc.

What are your 3 favorite restaurants? Where are they?

Huge variety of responses.

In League City:

Kelley's, Esteban's, Red River Barbecue, Jade Garden, Szechuan Garden, South Shore Grill, Mely's, Logan's, Orient Café, Pomodoro's, Harbor Club

Do you participate in hiking, biking, birding and/or water sports?

No = 13

Yes = 19

If the facilities for these activities were improved, would you participate more?

Yes = 11

No = 3

Comments included wanting more biking/jogging trails (7); hiking (6); and water sports (5). Concerns were expressed about safety and security.

What could be developed that would entice you to spend your time and money in League City?

Summary:

Entertainment/nightlife venues/playhouse: 10

Restaurants: 11

Movie theater: 3

Sense of place, a walkable downtown that is visually appealing: 5

River Walk: 3

Amusement park: 2

Better boating facilities: 2

Fix the traffic problems: 4

More shops on Main: 2

Parks with more biking/hiking and bike lanes: 8

Swim pool: 2

Dog park: 2

Grocery store

Minor league baseball team

Wifi/fiber-optic broadband/improved utilities

Train

More business – office, corporate, medical, etc.

Teen club, activities for teens: 2

What type of shopping does League City need?

Specialty restaurants: 5

Farmers Market (community marketplace): 5

Walkable shopping: 2

Small Mom & Pop shops/ different/ boutiques: 9

Everything: 2

Sports

Grocery store: 4

Furniture

Outlet mall

Mall/department store: 2

Art and craft center

Shops for teens

In the future when people hear the name League City, what image would you like them to have of the community?

• Strong, positive, well-planned growth. The economic hub of Galveston County.

• A place to relax

• Cutting edge/ affordable mixed-use development/ walkable, diverse architecture.

• Family oriented, quiet, friendly, slow-paced bedroom community!!! A place to relax along the creeks/lakes and in the parks!

• A nice place to live and work. Somewhere good to raise children.

• Low crime, quiet, friendly, small, not too overdeveloped.

• Honest friendly people.

• A small town feel within a mid size city.

• A beautiful city with a lot of live oak trees; a community where you can easily get around without the traffic mess we now have; a community where you feel safe to live and raise a family; and a community that is clean, not overly crowded, and has enough local business's that you don't have to drive 10 miles to buy something you require.

• Safety and security. Well policed!!!

• Not just a National Weather Service that offers gloom and doom weather warnings. Drop the adjectives from the Butler Longhorn Museum like beleaguered and problematic. I like the direction that Perkins Station was going with the western theme but again you need a critical mass of businesses to get a crowd. Old Town Spring has some restaurants by the tracks with entertainment. You could put a whole Sixth Street in Perkin's Station.

• It's centrally located to go to Galveston, Kemah, Houston and the Bay.

• Great shopping and restaurants. Great community for raising a family.

• One that suggests that it is built-out and there is no more room!

Local survey response summary

• Clean, fun, family oriented with many activities for all ages. I think 518 needs to be updated. That is the main entrance into League City and the whole street is so unappealing (with the exception of the old town, of course).

• A wonderful place to live close to the big city, with the feel of a small town community.

• Green, eco-friendly, lots of parks.

• Progressive, able to handle the growth, good roads and traffic flow. Of course, safe and clean.

• Convenient Houston suburb without the traffic nightmares that plague Bay Area/Nasa area.

• Of course, we have to keep capitalizing on the Oak Trees! The trees that were planted on 2094 about 5-8 years ago will really add to that perception in 10-20 years as they mature. Keep planting more!

• Family oriented, good shopping, clean and scenic landscape.

• Quiet, affluent, not a draw for added population and development.

• A nice destination town/suburb where you can spend an entire weekend and be entertained and have fun without traveling in to Houston.

• Lots of interesting events and places but still a small town feel.

• I believe League City could benefit the most from developing a community college that could compete with San Jacinto, Alvin, and College of the Mainland. To have a community college that is

Local survey response summary

closer to the community, and one that is in district, would add tremendous value to League City, and provide an opportunity for residents to mature locally and contribute back to the community as a whole. Otherwise the 18-24 group are likely to move away, work outside of the community, and not return.

- Fun with the amenities of a larger city but still with a small town atmosphere, safe well patrolled by police and family friendly
- The last thing I would be proud of is a city choking on political correctness and in debt to its eyeballs for grand facilities that cater to one person or a small handful of special interest weirdo's who won't utilize what you give them anyway.
- A charming community with everything you could want all within the city limits. We are close now but just need a little something.
- Oak trees....quiet neighborhoods... peaceful living away from the big city.
- I would like people to see that the town is different from the surrounding areas in that League City has held on to its roots (i.e. the historic part of town with the parks and the huge oaks, etc).
- Single Family friendly!
- What a wonderful and quite little town (Too Late for that).
- Water - Boating - Active Lifestyles - Entertaining - Safe - Friendly - Jobs
- Family oriented -safe and fun -we need to have a

better entertainment business area that supports the population growth. We have the land and this would also create needed tax revenue.

- Clean Safe Friendly living near the water.
- A warm, welcoming, lively Texas kind of place.
- That it is a place to work and live. Not one question about attracting businesses here. Shame because that should be a main focus. It would help the tax base greatly. Sugar Land is a good example - good proximity to Houston yet has a business base as well. League City will be an extremely large "bedroom" community. Its growth is mainly due to the school system. I grew up in Houston and my friends there think I live in some "Podunk" town. It is neither bad nor good just out of the loop of things which is true. Main Street should be a cool place to go with the Train Station. So much potential and no Vision. Where is the Economic Committee to encourage growth and help sustain their existence?
- A place where's there's fun things to do and still family oriented.
- Great place to spend the day with your family.
- A nice place to live.....no crime.....no traffic problems.....no flooding problems.
- I would like to see more money stay in our city and less big development. We need more upscale places to dine. Shopping. Dining by the water. I think it is important to implement this to put more tax revenue into the city and less burden on the citizens.
- Waterfront community with a great restaurant

and bar scene. It doesn't have to be something trashy just because there are bars involved. Let's get real here. MOST people spending their money on extracurricular activities and spend more money in restaurants and bars than anywhere else. Look at your vacations!



Tapestry Segmentation Area Profile Ranked by Households

League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Radius: 5 Miles

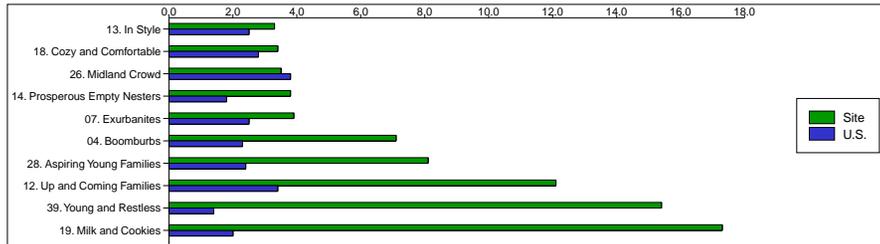
Site Type: Rings

Top Twenty Tapestry Segments

Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Rank	Tapestry Segment	Households		U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	19. Milk and Cookies	17.3%	17.3%	2.0%	2.0%	883
2	39. Young and Restless	15.4%	32.7%	1.4%	3.4%	1083
3	12. Up and Coming Families	12.1%	44.8%	3.4%	6.8%	350
4	28. Aspiring Young Families	8.1%	52.9%	2.4%	9.2%	346
5	04. Boomburbs	7.1%	60.0%	2.3%	11.5%	314
	Subtotal	60.0%		11.5%		
6	07. Exurbanites	3.9%	63.9%	2.5%	14.0%	156
7	14. Prosperous Empty Nesters	3.8%	67.7%	1.8%	15.8%	209
8	26. Midland Crowd	3.5%	71.2%	3.8%	19.6%	92
9	18. Cozy and Comfortable	3.4%	74.6%	2.8%	22.4%	119
10	13. In Style	3.3%	77.9%	2.5%	24.9%	133
	Subtotal	17.9%		13.4%		
11	16. Enterprising Professionals	3.2%	81.1%	1.7%	26.6%	188
12	52. Inner City Tenants	3.0%	84.1%	1.5%	28.1%	198
13	41. Crossroads	2.6%	86.7%	1.5%	29.6%	171
14	06. Sophisticated Squires	2.5%	89.2%	2.7%	32.3%	92
15	36. Old and Newcomers	2.3%	91.5%	1.9%	34.2%	118
	Subtotal	13.6%		9.3%		
16	22. Metropolitans	1.8%	93.3%	1.2%	35.4%	150
17	34. Family Foundations	1.3%	94.6%	0.8%	36.2%	151
18	29. Rustbelt Retirees	1.2%	95.8%	2.1%	38.3%	56
19	58. NeWest Residents	1.2%	97.0%	0.9%	39.2%	132
20	38. Industrial Urban Fringe	0.8%	97.8%	1.5%	40.7%	50
	Subtotal	6.3%		6.5%		
Total		97.8%		40.7%		240

Top Ten Tapestry Segments Site vs. U.S.



Percent of Households by Tapestry Segment

Source: ESRI



Tapestry Segmentation Area Profile

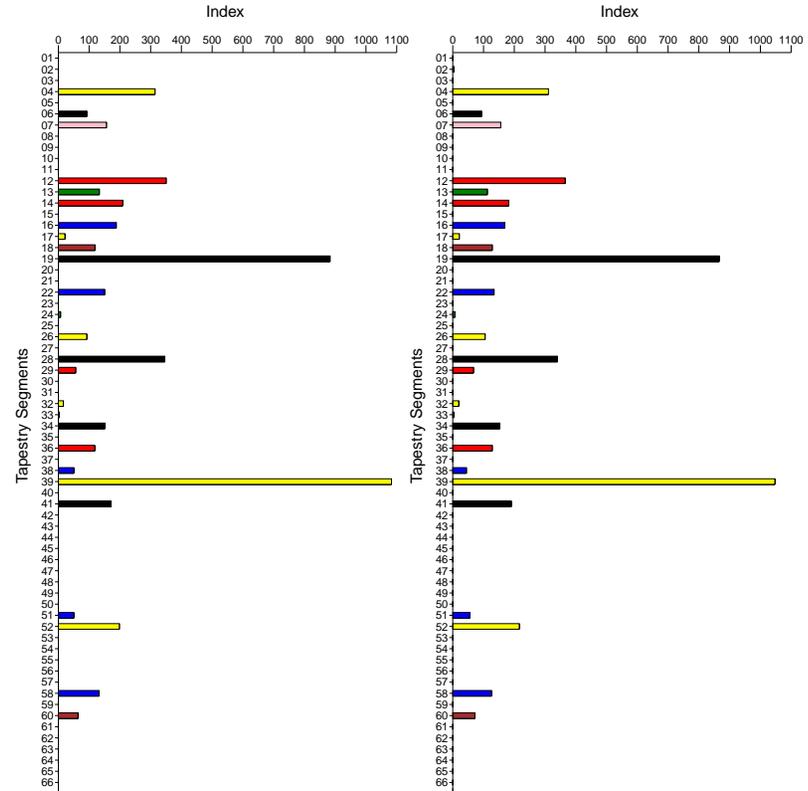
League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Radius: 5 Miles

Site Type: Rings

Tapestry Indexes by Households

Tapestry Indexes by Population



Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

League City, Texas
 Latitude: 29.50248
 Longitude: -95.09455
 Radius: 5 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	57,478	100.0%		147,190	100.0%	
L1. High Society	7,783	13.5%	107	22,435	15.2%	109
01 Top Rung	0	0.0%	0	0	0.0%	0
02 Suburban Splendor	1	0.0%	0	123	0.1%	4
03 Connoisseurs	0	0.0%	0	0	0.0%	0
04 Boomburbs	4,088	7.1%	314	12,138	8.2%	311
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
06 Sophisticated Squires	1,447	2.5%	92	4,280	2.9%	93
07 Exurbanites	2,247	3.9%	156	5,894	4.0%	156
L2. Upscale Avenues	6,039	10.5%	76	13,743	9.3%	68
09 Urban Chic	0	0.0%	0	0	0.0%	0
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
11 Pacific Heights	0	0.0%	0	0	0.0%	0
13 In Style	1,892	3.3%	133	3,774	2.6%	112
16 Enterprising Professionals	1,826	3.2%	188	3,638	2.5%	169
17 Green Acres	387	0.7%	21	1,039	0.7%	21
18 Cozy and Comfortable	1,934	3.4%	119	5,292	3.6%	128
L3. Metropolis	1,294	2.3%	43	2,766	1.9%	36
20 City Lights	0	0.0%	0	0	0.0%	0
22 Metropolitans	1,025	1.8%	150	1,942	1.3%	134
45 City Strivers	0	0.0%	0	0	0.0%	0
51 Metro City Edge	269	0.5%	50	824	0.6%	55
54 Urban Rows	0	0.0%	0	0	0.0%	0
62 Modest Income Homes	0	0.0%	0	0	0.0%	0
L4. Solo Acts	10,150	17.7%	261	19,544	13.3%	262
08 Laptops and Lattes	0	0.0%	0	0	0.0%	0
23 Trendsetters	0	0.0%	0	0	0.0%	0
27 Metro Renters	0	0.0%	0	0	0.0%	0
36 Old and Newcomers	1,321	2.3%	118	2,856	1.9%	128
39 Young and Restless	8,829	15.4%	1083	16,688	11.3%	1047
L5. Senior Styles	2,884	5.0%	41	6,348	4.3%	42
14 Prosperous Empty Nesters	2,208	3.8%	209	4,508	3.1%	182
15 Silver and Gold	0	0.0%	0	0	0.0%	0
29 Rustbelt Retirees	676	1.2%	56	1,840	1.3%	67
30 Retirement Communities	0	0.0%	0	0	0.0%	0
43 The Elders	0	0.0%	0	0	0.0%	0
49 Senior Sun Seekers	0	0.0%	0	0	0.0%	0
50 Heartland Communities	0	0.0%	0	0	0.0%	0
57 Simple Living	0	0.0%	0	0	0.0%	0
65 Social Security Set	0	0.0%	0	0	0.0%	0
L6. Scholars & Patriots	0	0.0%	0	0	0.0%	0
40 Military Proximity	0	0.0%	0	0	0.0%	0
55 College Towns	0	0.0%	0	0	0.0%	0
63 Dorms to Diplomas	0	0.0%	0	0	0.0%	0

Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

League City, Texas
 Latitude: 29.50248
 Longitude: -95.09455
 Radius: 5 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	57,478	100.0%		147,190	100.0%	
L7. High Hopes	4,681	8.1%	199	11,347	7.7%	202
28 Aspiring Young Families	4,681	8.1%	346	11,347	7.7%	340
48 Great Expectations	0	0.0%	0	0	0.0%	0
L8. Global Roots	3,155	5.5%	67	9,039	6.1%	63
35 International Marketplace	0	0.0%	0	0	0.0%	0
38 Industrious Urban Fringe	437	0.8%	50	1,284	0.9%	44
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
47 Las Casas	0	0.0%	0	0	0.0%	0
52 Inner City Tenants	1,725	3.0%	198	4,543	3.1%	216
58 NeWest Residents	674	1.2%	132	2,257	1.5%	126
60 City Dimensions	319	0.6%	64	955	0.6%	72
61 High Rise Renters	0	0.0%	0	0	0.0%	0
L9. Family Portrait	16,872	29.4%	375	48,436	32.9%	358
12 Up and Coming Families	6,934	12.1%	350	20,623	14.0%	365
19 Milk and Cookies	9,938	17.3%	883	27,813	18.9%	866
21 Urban Villages	0	0.0%	0	0	0.0%	0
59 Southwestern Families	0	0.0%	0	0	0.0%	0
64 City Commons	0	0.0%	0	0	0.0%	0
L10. Traditional Living	1,143	2.0%	23	3,111	2.1%	25
24 Main Street, USA	110	0.2%	7	246	0.2%	7
32 Rustbelt Traditions	259	0.5%	16	747	0.5%	19
33 Midlife Junction	37	0.1%	3	85	0.1%	3
34 Family Foundations	737	1.3%	151	2,033	1.4%	153
L11. Factories & Farms	0	0.0%	0	0	0.0%	0
25 Salt of the Earth	0	0.0%	0	0	0.0%	0
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellites	0	0.0%	0	0	0.0%	0
53 Home Town	0	0.0%	0	0	0.0%	0
56 Rural Bypasses	0	0.0%	0	0	0.0%	0
L12. American Quilt	3,477	6.0%	65	10,421	7.1%	76
26 Midland Crowd	1,986	3.5%	92	5,968	4.1%	105
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
41 Crossroads	1,491	2.6%	171	4,453	3.0%	190
46 Rooted Rural	0	0.0%	0	0	0.0%	0
66 Unclassified	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average. Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Source: ESRI



Tapestry Segmentation Area Profile Urbanization Groups



Tapestry Segmentation Area Profile Urbanization Groups

League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Radius: 5 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	57,478	100.0%		147,190	100.0%	
U1. Principal Urban Centers I	0	0.0%	0	0	0.0%	0
08 Laptops and Lattes	0	0.0%	0	0	0.0%	0
11 Pacific Heights	0	0.0%	0	0	0.0%	0
20 City Lights	0	0.0%	0	0	0.0%	0
21 Urban Villages	0	0.0%	0	0	0.0%	0
23 Trendsetters	0	0.0%	0	0	0.0%	0
27 Metro Renters	0	0.0%	0	0	0.0%	0
35 International Marketplace	0	0.0%	0	0	0.0%	0
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
U2. Principal Urban Centers II	674	1.2%	25	2,257	1.5%	28
45 City Strivers	0	0.0%	0	0	0.0%	0
47 Las Casas	0	0.0%	0	0	0.0%	0
54 Urban Rows	0	0.0%	0	0	0.0%	0
58 NeWest Residents	674	1.2%	132	2,257	1.5%	126
61 High Rise Renters	0	0.0%	0	0	0.0%	0
64 City Commons	0	0.0%	0	0	0.0%	0
65 Social Security Set	0	0.0%	0	0	0.0%	0
U3. Metro Cities I	12,789	22.3%	197	33,393	22.7%	199
01 Top Rung	0	0.0%	0	0	0.0%	0
03 Connoisseurs	0	0.0%	0	0	0.0%	0
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
09 Urban Chic	0	0.0%	0	0	0.0%	0
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
16 Enterprising Professionals	1,826	3.2%	188	3,638	2.5%	169
19 Milk and Cookies	9,938	17.3%	883	27,813	18.9%	866
22 Metropolitanians	1,025	1.8%	150	1,942	1.3%	134
U4. Metro Cities II	17,612	30.6%	282	38,422	26.1%	264
28 Aspiring Young Families	4,681	8.1%	346	11,347	7.7%	340
30 Retirement Communities	0	0.0%	0	0	0.0%	0
34 Family Foundations	737	1.3%	151	2,033	1.4%	153
36 Old and Newcomers	1,321	2.3%	118	2,856	1.9%	128
39 Young and Restless	8,829	15.4%	1083	16,688	11.3%	1047
52 Inner City Tenants	1,725	3.0%	198	4,543	3.1%	216
60 City Dimensions	319	0.6%	64	955	0.6%	72
63 Dorms to Diplomas	0	0.0%	0	0	0.0%	0
U5. Urban Outskirts I	4,894	8.5%	78	14,415	9.8%	86
04 Boomburbs	4,088	7.1%	314	12,138	8.2%	311
24 Main Street, USA	110	0.2%	7	246	0.2%	7
32 Rustbelt Traditions	259	0.5%	16	747	0.5%	19
38 Industrious Urban Fringe	437	0.8%	50	1,284	0.9%	44
48 Great Expectations	0	0.0%	0	0	0.0%	0

Source: ESRI

League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Radius: 5 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	57,478	100.0%		147,190	100.0%	
U6. Urban Outskirts II	269	0.5%	9	824	0.6%	11
51 Metro City Edge	269	0.5%	50	824	0.6%	55
55 College Towns	0	0.0%	0	0	0.0%	0
57 Simple Living	0	0.0%	0	0	0.0%	0
59 Southwestern Families	0	0.0%	0	0	0.0%	0
62 Modest Income Homes	0	0.0%	0	0	0.0%	0
U7. Suburban Periphery I	14,729	25.6%	163	39,202	26.6%	164
02 Suburban Splendor	1	0.0%	0	123	0.1%	4
06 Sophisticated Squires	1,447	2.5%	92	4,280	2.9%	93
07 Exurbanites	2,247	3.9%	156	5,894	4.0%	156
12 Up and Coming Families	6,934	12.1%	350	20,623	14.0%	365
13 In Style	1,892	3.3%	133	3,774	2.6%	112
14 Prosperous Empty Nesters	2,208	3.8%	209	4,508	3.1%	182
15 Silver and Gold	0	0.0%	0	0	0.0%	0
U8. Suburban Periphery II	2,647	4.6%	48	7,217	4.9%	54
18 Cozy and Comfortable	1,934	3.4%	119	5,292	3.6%	128
29 Rustbelt Retirees	676	1.2%	56	1,840	1.3%	67
33 Midlife Junction	37	0.1%	3	85	0.1%	3
40 Military Proximity	0	0.0%	0	0	0.0%	0
43 The Elders	0	0.0%	0	0	0.0%	0
53 Home Town	0	0.0%	0	0	0.0%	0
U9. Small Towns	1,491	2.6%	53	4,453	3.0%	67
41 Crossroads	1,491	2.6%	171	4,453	3.0%	190
49 Senior Sun Seekers	0	0.0%	0	0	0.0%	0
50 Heartland Communities	0	0.0%	0	0	0.0%	0
U10. Rural I	2,373	4.1%	36	7,007	4.8%	42
17 Green Acres	387	0.7%	21	1,039	0.7%	21
25 Salt of the Earth	0	0.0%	0	0	0.0%	0
26 Midland Crowd	1,986	3.5%	92	5,968	4.1%	105
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
U11. Rural II	0	0.0%	0	0	0.0%	0
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellites	0	0.0%	0	0	0.0%	0
46 Rooted Rural	0	0.0%	0	0	0.0%	0
56 Rural Bypasses	0	0.0%	0	0	0.0%	0
66 Unclassified	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the settlement density of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average.

Source: ESRI



Tapestry Segmentation Area Profile Ranked by Households

League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Radius: 15 Miles

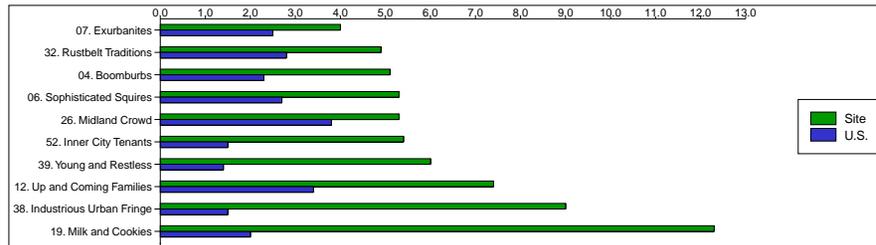
Site Type: Rings

Top Twenty Tapestry Segments

Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Rank	Tapestry Segment	Households		U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	19. Milk and Cookies	12.3%	12.3%	2.0%	2.0%	625
2	38. Industrious Urban Fringe	9.0%	21.3%	1.5%	3.5%	585
3	12. Up and Coming Families	7.4%	28.7%	3.4%	6.9%	215
4	39. Young and Restless	6.0%	34.7%	1.4%	8.3%	421
5	52. Inner City Tenants	5.4%	40.1%	1.5%	9.8%	353
	Subtotal	40.1%		9.8%		
6	26. Midland Crowd	5.3%	45.4%	3.8%	13.6%	140
7	06. Sophisticated Squires	5.3%	50.7%	2.7%	16.3%	192
8	04. Boomburbs	5.1%	55.8%	2.3%	18.6%	227
9	32. Rustbelt Traditions	4.9%	60.7%	2.8%	21.4%	174
10	07. Exurbanites	4.0%	64.7%	2.5%	23.9%	159
	Subtotal	24.6%		14.1%		
11	41. Crossroads	3.7%	68.4%	1.5%	25.4%	247
12	28. Aspiring Young Families	3.5%	71.9%	2.4%	27.8%	147
13	18. Cozy and Comfortable	3.0%	74.9%	2.8%	30.6%	105
14	58. NeWest Residents	2.8%	77.7%	0.9%	31.5%	312
15	02. Suburban Splendor	2.7%	80.4%	1.7%	33.2%	154
	Subtotal	15.7%		9.3%		
16	29. Rustbelt Retirees	2.1%	82.5%	2.1%	35.3%	102
17	17. Green Acres	1.9%	84.4%	3.2%	38.5%	59
18	13. In Style	1.6%	86.0%	2.5%	41.0%	66
19	33. Midlife Junction	1.6%	87.6%	2.5%	43.5%	63
20	36. Old and Newcomers	1.5%	89.1%	1.9%	45.4%	78
	Subtotal	8.7%		12.2%		
Total		89.1%		45.4%		196

Top Ten Tapestry Segments
Site vs. U.S.



Percent of Households by Tapestry Segment

Source: ESRI



Tapestry Segmentation Area Profile

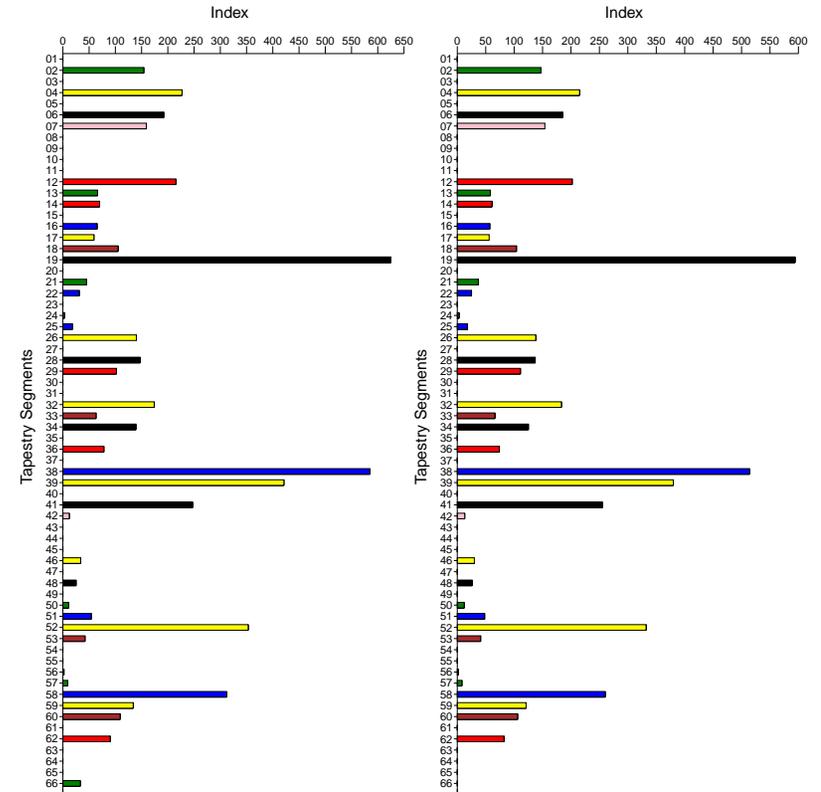
League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Radius: 15 Miles

Site Type: Rings

Tapestry Indexes by Households

Tapestry Indexes by Population



Source: ESRI



Tapestry Segmentation Area Profile LifeMode Groups

League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Radius: 15 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	277,635	100.0%		782,225	100.0%	
L1. High Society	47,347	17.1%	134	143,408	18.3%	131
01 Top Rung	0	0.0%	0	0	0.0%	0
02 Suburban Splendor	7,446	2.7%	154	22,997	2.9%	147
03 Connoisseurs	0	0.0%	0	0	0.0%	0
04 Boomburbs	14,231	5.1%	227	44,449	5.7%	215
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
06 Sophisticated Squires	14,579	5.3%	192	45,053	5.8%	185
07 Exurbanites	11,091	4.0%	159	30,909	4.0%	154
L2. Upscale Avenues	21,088	7.6%	55	54,490	7.0%	51
09 Urban Chic	0	0.0%	0	0	0.0%	0
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
11 Pacific Heights	0	0.0%	0	0	0.0%	0
13 In Style	4,530	1.6%	66	10,450	1.3%	58
16 Enterprising Professionals	3,054	1.1%	65	6,561	0.8%	57
17 Green Acres	5,244	1.9%	59	14,629	1.9%	56
18 Cozy and Comfortable	8,260	3.0%	105	22,850	2.9%	104
L3. Metropolis	4,930	1.8%	34	12,306	1.6%	30
20 City Lights	0	0.0%	0	0	0.0%	0
22 Metropolitans	1,025	0.4%	31	1,942	0.2%	25
45 City Strivers	0	0.0%	0	0	0.0%	0
51 Metro City Edge	1,396	0.5%	54	3,839	0.5%	48
54 Urban Rows	0	0.0%	0	0	0.0%	0
62 Modest Income Homes	2,509	0.9%	90	6,525	0.8%	82
L4. Solo Acts	20,801	7.5%	111	40,906	5.2%	103
08 Laptops and Lattes	0	0.0%	0	0	0.0%	0
23 Trendsetters	0	0.0%	0	0	0.0%	0
27 Metro Renters	0	0.0%	0	0	0.0%	0
36 Old and Newcomers	4,222	1.5%	78	8,710	1.1%	74
39 Young and Restless	16,579	6.0%	421	32,196	4.1%	380
L5. Senior Styles	10,539	3.8%	31	26,871	3.4%	33
14 Prosperous Empty Nesters	3,583	1.3%	70	8,088	1.0%	61
15 Silver and Gold	0	0.0%	0	0	0.0%	0
29 Rustbelt Retirees	5,907	2.1%	102	16,236	2.1%	111
30 Retirement Communities	0	0.0%	0	0	0.0%	0
43 The Elders	0	0.0%	0	0	0.0%	0
49 Senior Sun Seekers	0	0.0%	0	0	0.0%	0
50 Heartland Communities	682	0.2%	11	1,785	0.2%	12
57 Simple Living	367	0.1%	9	762	0.1%	8
65 Social Security Set	0	0.0%	0	0	0.0%	0
L6. Scholars & Patriots	0	0.0%	0	0	0.0%	0
40 Military Proximity	0	0.0%	0	0	0.0%	0
55 College Towns	0	0.0%	0	0	0.0%	0
63 Dorms to Diplomas	0	0.0%	0	0	0.0%	0

Source: ESRI



Tapestry Segmentation Area Profile LifeMode Groups

League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Radius: 15 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	277,635	100.0%		782,225	100.0%	
L7. High Hopes	10,803	3.9%	95	27,364	3.5%	92
28 Aspiring Young Families	9,594	3.5%	147	24,213	3.1%	137
48 Great Expectations	1,209	0.4%	25	3,151	0.4%	26
L8. Global Roots	50,019	18.0%	220	149,715	19.1%	196
35 International Marketplace	0	0.0%	0	0	0.0%	0
38 Industrious Urban Fringe	24,852	9.0%	585	80,429	10.3%	514
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
47 Las Casas	0	0.0%	0	0	0.0%	0
52 Inner City Tenants	14,864	5.4%	353	37,042	4.7%	332
58 NeWest Residents	7,695	2.8%	312	24,766	3.2%	260
60 City Dimensions	2,608	0.9%	109	7,478	1.0%	106
61 High Rise Renters	0	0.0%	0	0	0.0%	0
L9. Family Portrait	59,136	21.3%	272	177,898	22.7%	247
12 Up and Coming Families	20,533	7.4%	215	60,762	7.8%	202
19 Milk and Cookies	34,012	12.3%	625	101,351	13.0%	594
21 Urban Villages	970	0.3%	45	3,327	0.4%	37
59 Southwestern Families	3,621	1.3%	134	12,458	1.6%	121
64 City Commons	0	0.0%	0	0	0.0%	0
L10. Traditional Living	21,541	7.8%	89	59,125	7.6%	91
24 Main Street, USA	234	0.1%	3	658	0.1%	3
32 Rustbelt Traditions	13,653	4.9%	174	38,170	4.9%	183
33 Midlife Junction	4,375	1.6%	63	11,431	1.5%	66
34 Family Foundations	3,279	1.2%	139	8,866	1.1%	125
L11. Factories & Farms	4,146	1.5%	16	11,204	1.4%	15
25 Salt of the Earth	1,402	0.5%	18	3,773	0.5%	18
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellities	942	0.3%	12	2,740	0.4%	13
53 Home Town	1,704	0.6%	42	4,437	0.6%	41
56 Rural Bypasses	98	0.0%	2	254	0.0%	2
L12. American Quilt	27,283	9.8%	105	78,935	10.1%	109
26 Midland Crowd	14,589	5.3%	140	41,709	5.3%	138
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
41 Crossroads	10,385	3.7%	247	31,713	4.1%	255
46 Rooted Rural	2,309	0.8%	34	5,513	0.7%	30
66 Unclassified	2	0.0%	33	3	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average. Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Source: ESRI



Tapestry Segmentation Area Profile Urbanization Groups

League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Radius: 15 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	277,635	100.0%		782,225	100.0%	
U1. Principal Urban Centers I	970	0.3%	4	3,327	0.4%	6
08 Laptops and Lattes	0	0.0%	0	0	0.0%	0
11 Pacific Heights	0	0.0%	0	0	0.0%	0
20 City Lights	0	0.0%	0	0	0.0%	0
21 Urban Villages	970	0.3%	45	3,327	0.4%	37
23 Trendsetters	0	0.0%	0	0	0.0%	0
27 Metro Renters	0	0.0%	0	0	0.0%	0
35 International Marketplace	0	0.0%	0	0	0.0%	0
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
U2. Principal Urban Centers II	7,695	2.8%	59	24,766	3.2%	57
45 City Strivers	0	0.0%	0	0	0.0%	0
47 Las Casas	0	0.0%	0	0	0.0%	0
54 Urban Rows	0	0.0%	0	0	0.0%	0
58 NeWest Residents	7,695	2.8%	312	24,766	3.2%	260
61 High Rise Renters	0	0.0%	0	0	0.0%	0
64 City Commons	0	0.0%	0	0	0.0%	0
65 Social Security Set	0	0.0%	0	0	0.0%	0
U3. Metro Cities I	38,091	13.7%	121	109,854	14.0%	123
01 Top Rung	0	0.0%	0	0	0.0%	0
03 Connoisseurs	0	0.0%	0	0	0.0%	0
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
09 Urban Chic	0	0.0%	0	0	0.0%	0
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
16 Enterprising Professionals	3,054	1.1%	65	6,561	0.8%	57
19 Milk and Cookies	34,012	12.3%	625	101,351	13.0%	594
22 Metropolitans	1,025	0.4%	31	1,942	0.2%	25
U4. Metro Cities II	51,146	18.4%	170	118,505	15.1%	153
28 Aspiring Young Families	9,594	3.5%	147	24,213	3.1%	137
30 Retirement Communities	0	0.0%	0	0	0.0%	0
34 Family Foundations	3,279	1.2%	139	8,866	1.1%	125
36 Old and Newcomers	4,222	1.5%	78	8,710	1.1%	74
39 Young and Restless	16,579	6.0%	421	32,196	4.1%	380
52 Inner City Tenants	14,864	5.4%	353	37,042	4.7%	332
60 City Dimensions	2,608	0.9%	109	7,478	1.0%	106
63 Dorms to Diplomats	0	0.0%	0	0	0.0%	0
U5. Urban Outskirts I	54,179	19.5%	178	166,857	21.3%	187
04 Boomburbs	14,231	5.1%	227	44,449	5.7%	215
24 Main Street, USA	234	0.1%	3	658	0.1%	3
32 Rustbelt Traditions	13,653	4.9%	174	38,170	4.9%	183
38 Industrious Urban Fringe	24,852	9.0%	585	80,429	10.3%	514
48 Great Expectations	1,209	0.4%	25	3,151	0.4%	26

Source: ESRI



Tapestry Segmentation Area Profile Urbanization Groups

League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Radius: 15 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	277,635	100.0%		782,225	100.0%	
U6. Urban Outskirts II	7,893	2.8%	55	23,584	3.0%	57
51 Metro City Edge	1,396	0.5%	54	3,839	0.5%	48
55 College Towns	0	0.0%	0	0	0.0%	0
57 Simple Living	367	0.1%	9	762	0.1%	8
59 Southwestern Families	3,621	1.3%	134	12,458	1.6%	121
62 Modest Income Homes	2,509	0.9%	90	6,525	0.8%	82
U7. Suburban Periphery I	61,762	22.2%	142	178,259	22.8%	140
02 Suburban Splendor	7,446	2.7%	154	22,997	2.9%	147
06 Sophisticated Squires	14,579	5.3%	192	45,053	5.8%	185
07 Exurbanites	11,091	4.0%	159	30,909	4.0%	154
12 Up and Coming Families	20,533	7.4%	215	60,762	7.8%	202
13 In Style	4,530	1.6%	66	10,450	1.3%	58
14 Prosperous Empty Nesters	3,583	1.3%	70	8,088	1.0%	61
15 Silver and Gold	0	0.0%	0	0	0.0%	0
U8. Suburban Periphery II	20,246	7.3%	75	54,954	7.0%	78
18 Cozy and Comfortable	8,260	3.0%	105	22,850	2.9%	104
29 Rustbelt Retirees	5,907	2.1%	102	16,236	2.1%	111
33 Midlife Junction	4,375	1.6%	63	11,431	1.5%	66
40 Military Proximity	0	0.0%	0	0	0.0%	0
43 The Elders	0	0.0%	0	0	0.0%	0
53 Home Town	1,704	0.6%	42	4,437	0.6%	41
U9. Small Towns	11,067	4.0%	82	33,498	4.3%	95
41 Crossroads	10,385	3.7%	247	31,713	4.1%	255
49 Senior Sun Seekers	0	0.0%	0	0	0.0%	0
50 Heartland Communities	682	0.2%	11	1,785	0.2%	12
U10. Rural I	21,235	7.6%	67	60,111	7.7%	67
17 Green Acres	5,244	1.9%	59	14,629	1.9%	56
25 Salt of the Earth	1,402	0.5%	18	3,773	0.5%	18
26 Midland Crowd	14,589	5.3%	140	41,709	5.3%	138
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
U11. Rural II	3,349	1.2%	16	8,507	1.1%	14
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellites	942	0.3%	12	2,740	0.4%	13
46 Rooted Rural	2,309	0.8%	34	5,513	0.7%	30
56 Rural Bypasses	98	0.0%	2	254	0.0%	2
66 Unclassified	2	0.0%	33	3	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the settlement density of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average.

Source: ESRI



Tapestry Segmentation Area Profile Ranked by Households

League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Radius: 25 Miles

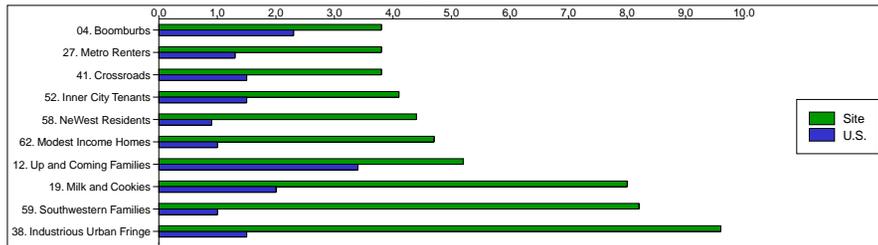
Site Type: Rings

Top Twenty Tapestry Segments

Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Rank	Tapestry Segment	Households		U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	38. Industrious Urban Fringe	9.6%	9.6%	1.5%	1.5%	627
2	59. Southwestern Families	8.2%	17.8%	1.0%	2.5%	841
3	19. Milk and Cookies	8.0%	25.8%	2.0%	4.5%	410
4	12. Up and Coming Families	5.2%	31.0%	3.4%	7.9%	152
5	62. Modest Income Homes	4.7%	35.7%	1.0%	8.9%	468
	Subtotal	35.7%		8.9%		
6	58. NeWest Residents	4.4%	40.1%	0.9%	9.8%	500
7	52. Inner City Tenants	4.1%	44.2%	1.5%	11.3%	269
8	41. Crossroads	3.8%	48.0%	1.5%	12.8%	254
9	27. Metro Renters	3.8%	51.8%	1.3%	14.1%	284
10	04. Boomburbs	3.8%	55.6%	2.3%	16.4%	168
	Subtotal	19.9%		7.5%		
11	39. Young and Restless	3.8%	59.4%	1.4%	17.8%	265
12	34. Family Foundations	3.5%	62.9%	0.8%	18.6%	419
13	26. Midland Crowd	3.2%	66.1%	3.8%	22.4%	86
14	32. Rustbelt Traditions	3.1%	69.2%	2.8%	25.2%	108
15	06. Sophisticated Squires	2.8%	72.0%	2.7%	27.9%	104
	Subtotal	16.4%		11.5%		
16	28. Aspiring Young Families	2.6%	74.6%	2.4%	30.3%	110
17	07. Exurbanites	2.3%	76.9%	2.5%	32.8%	93
18	18. Cozy and Comfortable	2.0%	78.9%	2.8%	35.6%	70
19	51. Metro City Edge	1.5%	80.4%	0.9%	36.5%	164
20	64. City Commons	1.3%	81.7%	0.7%	37.2%	197
	Subtotal	9.7%		9.3%		
Total		81.7%		37.2%		219

Top Ten Tapestry Segments Site vs. U.S.



Percent of Households by Tapestry Segment

Source: ESRI



Tapestry Segmentation Area Profile

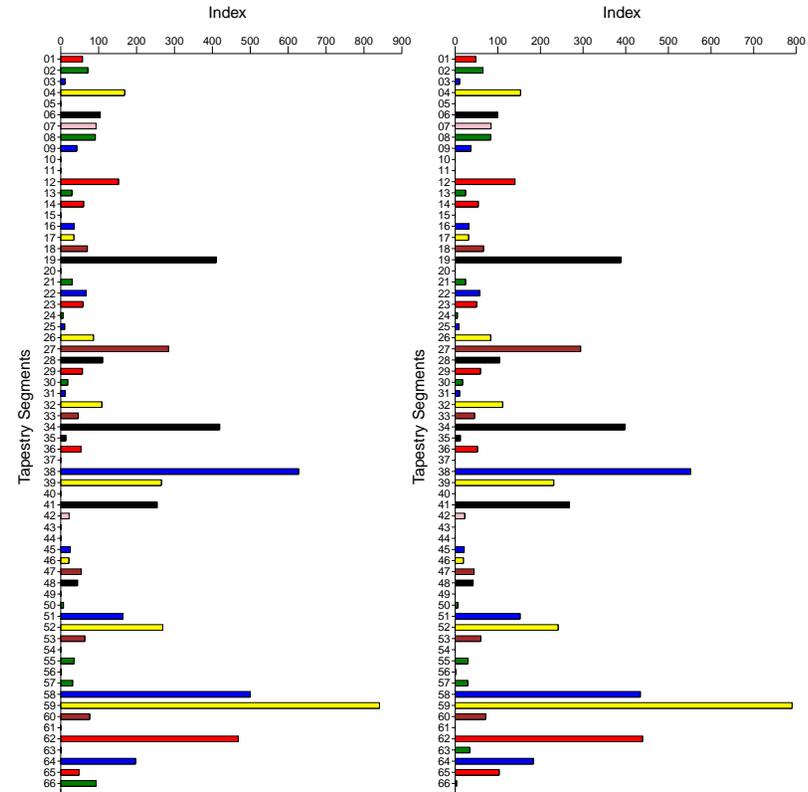
League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Radius: 25 Miles

Site Type: Rings

Tapestry Indexes by Households

Tapestry Indexes by Population



Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

League City, Texas Latitude: 29.50248
Longitude: -95.09455
Radius: 25 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	640,580	100.0%		1,862,315	100.0%	
L1. High Society	68,950	10.8%	85	206,551	11.1%	79
01 Top Rung	2,516	0.4%	57	6,822	0.4%	48
02 Suburban Splendor	7,955	1.2%	71	24,214	1.3%	65
03 Connoisseurs	1,019	0.2%	11	2,600	0.1%	10
04 Boomburbs	24,310	3.8%	168	75,369	4.0%	153
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
06 Sophisticated Squires	18,154	2.8%	104	57,321	3.1%	99
07 Exurbanites	14,996	2.3%	93	40,225	2.2%	84
L2. Upscale Avenues	31,413	4.9%	35	81,056	4.4%	32
09 Urban Chic	3,581	0.6%	42	8,378	0.4%	37
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
11 Pacific Heights	0	0.0%	0	0	0.0%	0
13 In Style	4,530	0.7%	29	10,450	0.6%	24
16 Enterprising Professionals	3,771	0.6%	35	8,594	0.5%	32
17 Green Acres	6,894	1.1%	34	19,259	1.0%	31
18 Cozy and Comfortable	12,637	2.0%	70	34,375	1.8%	66
L3. Metropolis	46,225	7.2%	138	125,554	6.7%	129
20 City Lights	0	0.0%	0	0	0.0%	0
22 Metropolitans	5,065	0.8%	67	10,537	0.6%	57
45 City Strivers	1,194	0.2%	25	3,074	0.2%	21
51 Metro City Edge	9,849	1.5%	164	29,036	1.6%	152
54 Urban Rows	0	0.0%	0	0	0.0%	0
62 Modest Income Homes	30,117	4.7%	468	82,907	4.5%	439
L4. Solo Acts	64,939	10.1%	150	127,696	6.9%	135
08 Laptops and Lattes	5,897	0.9%	91	11,152	0.6%	83
23 Trendsetters	3,910	0.6%	58	8,184	0.4%	50
27 Metro Renters	24,362	3.8%	284	47,306	2.5%	294
36 Old and Newcomers	6,645	1.0%	53	14,573	0.8%	52
39 Young and Restless	24,125	3.8%	265	46,481	2.5%	231
L5. Senior Styles	22,208	3.5%	28	58,362	3.1%	30
14 Prosperous Empty Nesters	7,114	1.1%	60	16,820	0.9%	54
15 Silver and Gold	0	0.0%	0	0	0.0%	0
29 Rustbelt Retirees	7,628	1.2%	57	20,521	1.1%	59
30 Retirement Communities	1,725	0.3%	18	3,486	0.2%	17
43 The Elders	0	0.0%	0	0	0.0%	0
49 Senior Sun Seekers	0	0.0%	0	0	0.0%	0
50 Heartland Communities	900	0.1%	7	2,272	0.1%	6
57 Simple Living	2,851	0.4%	31	6,229	0.3%	29
65 Social Security Set	1,990	0.3%	48	9,034	0.5%	103
L6. Scholars & Patriots	1,796	0.3%	19	8,300	0.4%	25
40 Military Proximity	0	0.0%	0	0	0.0%	0
55 College Towns	1,772	0.3%	35	4,110	0.2%	30
63 Dorms to Diplomas	24	0.0%	1	4,190	0.2%	34

Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

League City, Texas Latitude: 29.50248
Longitude: -95.09455
Radius: 25 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	640,580	100.0%		1,862,315	100.0%	
L7. High Hopes	21,571	3.4%	82	56,291	3.0%	79
28 Aspiring Young Families	16,646	2.6%	110	44,082	2.4%	104
48 Great Expectations	4,925	0.8%	44	12,209	0.7%	42
L8. Global Roots	124,011	19.4%	237	393,014	21.1%	216
35 International Marketplace	1,091	0.2%	13	3,361	0.2%	12
38 Industrious Urban Fringe	61,433	9.6%	627	205,498	11.0%	552
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
47 Las Casas	2,614	0.4%	54	10,097	0.5%	44
52 Inner City Tenants	26,144	4.1%	269	63,938	3.4%	241
58 NeWest Residents	28,492	4.4%	500	98,176	5.3%	434
60 City Dimensions	4,237	0.7%	76	11,944	0.6%	71
61 High Rise Renters	0	0.0%	0	0	0.0%	0
L9. Family Portrait	147,378	23.0%	294	480,901	25.8%	281
12 Up and Coming Families	33,432	5.2%	152	99,739	5.4%	140
19 Milk and Cookies	51,398	8.0%	410	158,036	8.5%	389
21 Urban Villages	1,477	0.2%	30	5,031	0.3%	24
59 Southwestern Families	52,549	8.2%	841	193,222	10.4%	790
64 City Commons	8,522	1.3%	197	24,873	1.3%	183
L10. Traditional Living	50,700	7.9%	91	143,162	7.7%	93
24 Main Street, USA	1,031	0.2%	6	2,480	0.1%	5
32 Rustbelt Traditions	19,605	3.1%	108	55,227	3.0%	111
33 Midlife Junction	7,334	1.1%	46	18,344	1.0%	45
34 Family Foundations	22,730	3.5%	419	67,111	3.6%	398
L11. Factories & Farms	11,670	1.8%	19	31,547	1.7%	18
25 Salt of the Earth	1,831	0.3%	10	4,818	0.3%	9
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellites	3,839	0.6%	22	10,878	0.6%	22
53 Home Town	5,902	0.9%	63	15,597	0.8%	60
56 Rural Bypasses	98	0.0%	1	254	0.0%	1
L12. American Quilt	49,706	7.8%	83	149,806	8.0%	87
26 Midland Crowd	20,648	3.2%	86	59,530	3.2%	83
31 Rural Resort Dwellers	1,182	0.2%	11	2,585	0.1%	10
41 Crossroads	24,647	3.8%	254	79,395	4.3%	268
46 Rooted Rural	3,229	0.5%	21	8,296	0.4%	19
66 Unclassified	13	0.0%	93	75	0.0%	3

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average. Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Source: ESRI



Tapestry Segmentation Area Profile Urbanization Groups



Tapestry Segmentation Area Profile Urbanization Groups

League City, Texas
 Latitude: 29.50248
 Longitude: -95.09455
 Radius: 25 Miles

League City, Texas
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 Longitude: -95.09455
 Radius: 25 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	640,580	100.0%		1,862,315	100.0%	
U1. Principal Urban Centers I	36,737	5.7%	74	75,034	4.0%	53
08 Laptops and Lattes	5,897	0.9%	91	11,152	0.6%	83
11 Pacific Heights	0	0.0%	0	0	0.0%	0
20 City Lights	0	0.0%	0	0	0.0%	0
21 Urban Villages	1,477	0.2%	30	5,031	0.3%	24
23 Trendsetters	3,910	0.6%	58	8,184	0.4%	50
27 Metro Renters	24,362	3.8%	284	47,306	2.5%	294
35 International Marketplace	1,091	0.2%	13	3,361	0.2%	12
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
U2. Principal Urban Centers II	42,812	6.7%	142	145,254	7.8%	140
45 City Strivers	1,194	0.2%	25	3,074	0.2%	21
47 Las Casas	2,814	0.4%	54	10,097	0.5%	44
54 Urban Rows	0	0.0%	0	0	0.0%	0
58 NeWest Residents	28,492	4.4%	500	98,176	5.3%	434
61 High Rise Renters	0	0.0%	0	0	0.0%	0
64 City Commons	8,522	1.3%	197	24,873	1.3%	183
65 Social Security Set	1,990	0.3%	48	9,034	0.5%	103
U3. Metro Cities I	67,350	10.5%	93	194,967	10.5%	92
01 Top Rung	2,516	0.4%	57	6,822	0.4%	48
03 Connoisseurs	1,019	0.2%	11	2,600	0.1%	10
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
09 Urban Chic	3,581	0.6%	42	8,378	0.4%	37
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
16 Entreprising Professionals	3,771	0.6%	35	8,594	0.5%	32
19 Milk and Cookies	51,398	8.0%	410	158,036	8.5%	389
22 Metropolitans	5,065	0.8%	67	10,537	0.6%	57
U4. Metro Cities II	102,276	16.0%	147	255,805	13.7%	139
28 Aspiring Young Families	16,646	2.6%	110	44,082	2.4%	104
30 Retirement Communities	1,725	0.3%	18	3,486	0.2%	17
34 Family Foundations	22,730	3.5%	419	67,111	3.6%	398
36 Old and Newcomers	6,645	1.0%	53	14,573	0.8%	52
39 Young and Restless	24,125	3.8%	265	46,481	2.5%	231
52 Inner City Tenants	26,144	4.1%	269	63,938	3.4%	241
60 City Dimensions	4,237	0.7%	76	11,944	0.6%	71
63 Dorms to Diplomats	24	0.0%	1	4,190	0.2%	34
U5. Urban Outskirts I	111,304	17.4%	159	350,783	18.8%	165
04 Boomburbs	24,310	3.8%	168	75,369	4.0%	153
24 Main Street, USA	1,031	0.2%	6	2,480	0.1%	5
32 Rustbelt Traditions	19,605	3.1%	108	55,227	3.0%	111
38 Industrious Urban Fringe	61,433	9.6%	627	205,498	11.0%	552
48 Great Expectations	4,925	0.8%	44	12,209	0.7%	42

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	640,580	100.0%		1,862,315	100.0%	
U6. Urban Outskirts II	97,138	15.2%	296	315,504	16.9%	322
51 Metro City Edge	9,849	1.5%	164	29,036	1.6%	152
55 College Towns	1,772	0.3%	35	4,110	0.2%	30
57 Simple Living	2,851	0.4%	31	6,229	0.3%	29
59 Southwestern Families	52,549	8.2%	841	193,222	10.4%	790
62 Modest Income Homes	30,117	4.7%	468	82,907	4.5%	439
U7. Suburban Periphery I	86,181	13.5%	86	248,769	13.4%	82
02 Suburban Splendor	7,955	1.2%	71	24,214	1.3%	65
06 Sophisticated Squires	18,154	2.8%	104	57,321	3.1%	99
07 Exurbanites	14,996	2.3%	93	40,225	2.2%	84
12 Up and Coming Families	33,432	5.2%	152	99,739	5.4%	140
13 In Style	4,530	0.7%	29	10,450	0.6%	24
14 Prosperous Empty Nesters	7,114	1.1%	60	16,820	0.9%	54
15 Silver and Gold	0	0.0%	0	0	0.0%	0
U8. Suburban Periphery II	33,501	5.2%	54	88,837	4.8%	53
18 Cozy and Comfortable	12,637	2.0%	70	34,375	1.8%	66
29 Rustbelt Retirees	7,628	1.2%	57	20,521	1.1%	59
33 Midlife Junction	7,334	1.1%	46	18,344	1.0%	45
40 Military Proximity	0	0.0%	0	0	0.0%	0
43 The Elders	0	0.0%	0	0	0.0%	0
53 Home Town	5,902	0.9%	63	15,597	0.8%	60
U9. Small Towns	25,547	4.0%	82	81,667	4.4%	97
41 Crossroads	24,647	3.8%	254	79,395	4.3%	268
49 Senior Sun Seekers	0	0.0%	0	0	0.0%	0
50 Heartland Communities	900	0.1%	7	2,272	0.1%	6
U10. Rural I	30,555	4.8%	42	86,192	4.6%	41
17 Green Acres	6,894	1.1%	34	19,259	1.0%	31
25 Salt of the Earth	1,831	0.3%	10	4,818	0.3%	9
26 Midland Crowd	20,648	3.2%	86	59,530	3.2%	83
31 Rural Resort Dwellers	1,182	0.2%	11	2,585	0.1%	10
U11. Rural II	7,166	1.1%	15	19,428	1.0%	14
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellites	3,839	0.6%	22	10,878	0.6%	22
46 Rooted Rural	3,229	0.5%	21	8,296	0.4%	19
56 Rural Bypasses	98	0.0%	1	254	0.0%	1
66 Unclassified	13	0.0%	93	75	0.0%	3

Data Note: This report identifies neighborhood segments in the area, and describes the settlement density of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average.

Source: ESRI

Source: ESRI



Retail MarketPlace Profile

League City, TX
Ring: 5 Miles radius

Latitude: 29.50248
Longitude: -95.09455

Summary Demographics				
2009 Population	147,192			
2009 Households	57,477			
2009 Median Disposable Income	\$54,881			
2009 Per Capita Income	\$31,602			

Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$1,759,007,568	\$1,865,507,178	\$-106,499,610	-2.9	1,250
Total Retail Trade (NAICS 44-45)	\$1,498,718,124	\$1,510,983,018	\$-12,264,894	-0.4	880
Total Food & Drink (NAICS 722)	\$260,289,444	\$354,524,160	\$-94,234,716	-15.3	370

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$386,877,100	\$453,657,270	\$-66,780,170	-7.9	112
Automobile Dealers (NAICS 4411)	\$339,442,569	\$412,065,597	\$-72,623,028	-9.7	35
Other Motor Vehicle Dealers (NAICS 4412)	\$26,985,085	\$25,570,788	\$1,414,297	2.7	48
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$20,449,446	\$16,020,885	\$4,428,561	12.1	29
Furniture & Home Furnishings Stores (NAICS 442)	\$59,890,918	\$47,831,935	\$12,058,983	11.2	57
Furniture Stores (NAICS 4421)	\$36,540,808	\$33,860,880	\$2,679,928	3.8	31
Home Furnishings Stores (NAICS 4422)	\$23,350,110	\$13,971,055	\$9,379,055	25.1	26
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$39,402,262	\$66,394,791	\$-26,992,529	-25.5	72
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$64,112,359	\$61,493,013	\$2,619,346	2.1	55
Building Material and Supplies Dealers (NAICS 4441)	\$61,174,983	\$59,395,465	\$1,779,518	1.5	41
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$2,937,376	\$2,097,548	\$839,828	16.7	14
Food & Beverage Stores (NAICS 445)	\$319,606,899	\$334,100,947	\$-14,494,048	-2.2	73
Grocery Stores (NAICS 4451)	\$301,469,470	\$315,155,743	\$-13,686,273	-2.2	41
Specialty Food Stores (NAICS 4452)	\$6,098,308	\$3,843,744	\$2,254,564	22.7	13
Beer, Wine, and Liquor Stores (NAICS 4453)	\$12,039,121	\$15,101,460	\$-3,062,339	-11.3	19
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$46,411,487	\$56,325,423	\$-9,913,936	-9.6	90
Gasoline Stations (NAICS 447/4471)	\$235,568,395	\$161,528,766	\$74,039,629	18.6	50
Clothing and Clothing Accessories Stores (NAICS 448)	\$66,396,299	\$73,194,935	\$-6,798,636	-4.9	107
Clothing Stores (NAICS 4481)	\$50,770,078	\$57,511,217	\$-6,741,139	-6.2	75
Shoe Stores (NAICS 4482)	\$6,354,021	\$6,791,506	\$-437,485	-3.3	13
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$9,272,200	\$8,892,212	\$379,988	2.1	19
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$19,435,045	\$37,197,684	\$-17,762,639	-31.4	76
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$12,416,382	\$22,092,018	\$-9,675,636	-28.0	64
Book, Periodical, and Music Stores (NAICS 4512)	\$7,018,663	\$15,105,666	\$-8,087,003	-36.6	12

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. ESRI uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

Source: ESRI and infoUSA®



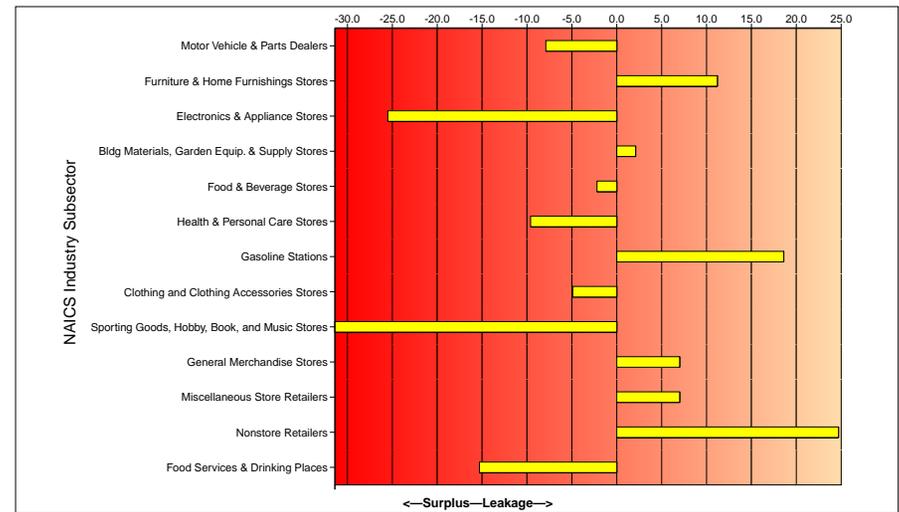
Retail MarketPlace Profile

League City, TX
Ring: 5 Miles radius

Latitude: 29.50248
Longitude: -95.09455

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	\$203,507,586	\$176,825,258	\$26,682,328	7.0	39
Department Stores Excluding Leased Depts. (NAICS 4521)	\$88,581,943	\$128,347,822	\$-39,765,879	-18.3	23
Other General Merchandise Stores (NAICS 4529)	\$114,925,643	\$48,477,436	\$66,448,207	40.7	16
Miscellaneous Store Retailers (NAICS 453)	\$28,967,383	\$25,195,044	\$3,772,339	7.0	134
Florists (NAICS 4531)	\$2,865,881	\$1,670,309	\$1,195,572	26.4	18
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$10,286,725	\$10,728,228	\$-441,503	-2.1	49
Used Merchandise Stores (NAICS 4533)	\$5,190,267	\$1,036,743	\$4,153,524	66.7	22
Other Miscellaneous Store Retailers (NAICS 4539)	\$10,624,510	\$11,759,764	\$-1,135,254	-5.1	45
Nonstore Retailers (NAICS 454)	\$28,542,391	\$17,237,952	\$11,304,439	24.7	15
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$17,577,812	\$11,799,798	\$5,778,014	19.7	3
Vending Machine Operators (NAICS 4542)	\$2,738,316	\$2,628,767	\$109,549	2.0	5
Direct Selling Establishments (NAICS 4543)	\$8,226,263	\$2,809,387	\$5,416,876	49.1	7
Food Services & Drinking Places (NAICS 722)	\$260,289,444	\$354,524,160	\$-94,234,716	-15.3	370
Full-Service Restaurants (NAICS 7221)	\$75,566,501	\$155,868,970	\$-80,302,469	-34.7	186
Limited-Service Eating Places (NAICS 7222)	\$149,967,185	\$166,402,267	\$-16,435,082	-5.2	148
Special Food Services (NAICS 7223)	\$23,507,978	\$5,685,468	\$17,822,510	61.0	7
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$11,247,780	\$26,567,455	\$-15,319,675	-40.5	29

Leakage/Surplus Factor by Industry Subsector



Source: ESRI and infoUSA®

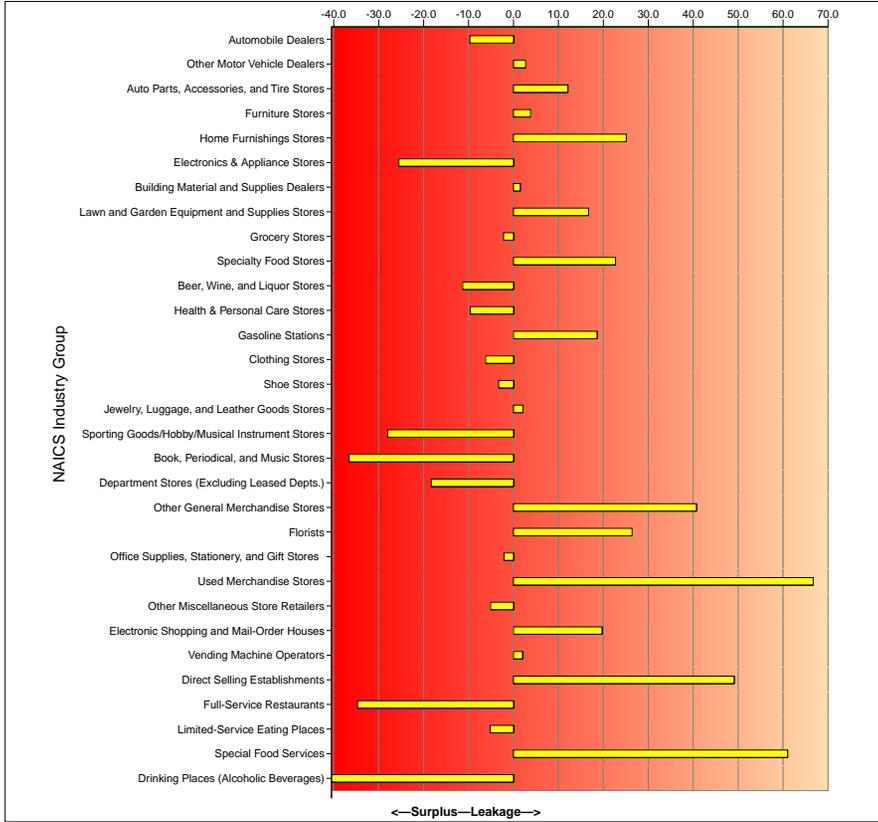


Retail MarketPlace Profile

League City, TX
Ring: 5 Miles radius

Latitude: 29.50248
Longitude: -95.09455

Leakage/Surplus Factor by Industry Group



Source: ESRI and infoUSA®



Retail MarketPlace Profile

League City, TX
Ring: 15 Miles radius

Latitude: 29.50248
Longitude: -95.09455

Summary Demographics

2009 Population	782,225
2009 Households	277,635
2009 Median Disposable Income	\$51,496
2009 Per Capita Income	\$26,911

Industry Summary

	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$7,929,830,889	\$8,284,002,718	\$-354,171,829	-2.2	5,553
Total Retail Trade (NAICS 44-45)	\$6,772,425,777	\$7,001,081,265	\$-228,655,488	-1.7	4,094
Total Food & Drink (NAICS 722)	\$1,157,405,112	\$1,282,921,453	\$-125,516,341	-5.1	1,459

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$1,729,700,832	\$2,331,338,025	\$-601,637,193	-14.8	660
Automobile Dealers (NAICS 4411)	\$1,520,480,826	\$2,135,307,537	\$-614,826,711	-16.8	305
Other Motor Vehicle Dealers (NAICS 4412)	\$113,458,865	\$109,339,944	\$4,118,921	1.8	154
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$95,761,141	\$86,690,544	\$9,070,597	5.0	201
Furniture & Home Furnishings Stores (NAICS 442)	\$276,652,080	\$140,819,021	\$135,833,059	32.5	221
Furniture Stores (NAICS 4421)	\$167,503,132	\$94,626,519	\$72,876,613	27.8	107
Home Furnishings Stores (NAICS 4422)	\$109,148,948	\$46,192,502	\$62,956,446	40.5	114
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$193,284,342	\$120,975,854	\$72,308,488	23.0	250
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$292,133,416	\$233,724,145	\$58,409,271	11.1	313
Building Material and Supplies Dealers (NAICS 4441)	\$276,726,231	\$223,509,367	\$53,216,864	10.6	247
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$15,407,185	\$10,214,778	\$5,192,407	20.3	66
Food & Beverage Stores (NAICS 445)	\$1,340,847,595	\$1,395,923,179	\$-55,075,584	-2.0	444
Grocery Stores (NAICS 4451)	\$1,258,837,754	\$1,323,273,329	\$-64,435,575	-2.5	283
Specialty Food Stores (NAICS 4452)	\$33,738,473	\$31,999,663	\$1,738,810	2.6	76
Beer, Wine, and Liquor Stores (NAICS 4453)	\$48,271,368	\$40,650,187	\$7,621,181	8.6	85
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$221,103,892	\$191,373,714	\$29,730,178	7.2	313
Gasoline Stations (NAICS 447/4471)	\$1,074,220,201	\$1,056,812,906	\$17,407,295	0.8	337
Clothing and Clothing Accessories Stores (NAICS 448)	\$311,725,976	\$249,767,750	\$61,958,226	11.0	477
Clothing Stores (NAICS 4481)	\$237,613,831	\$190,398,754	\$47,215,077	11.0	297
Shoe Stores (NAICS 4482)	\$32,428,394	\$31,184,035	\$1,244,359	2.0	73
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$41,683,751	\$28,184,961	\$13,498,790	19.3	107
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$91,826,141	\$89,683,968	\$2,142,173	1.2	273
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$54,691,701	\$60,190,810	\$-5,499,109	-4.8	230
Book, Periodical, and Music Stores (NAICS 4512)	\$37,134,440	\$29,493,158	\$7,641,282	11.5	43

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. ESRI uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

Source: ESRI and infoUSA®



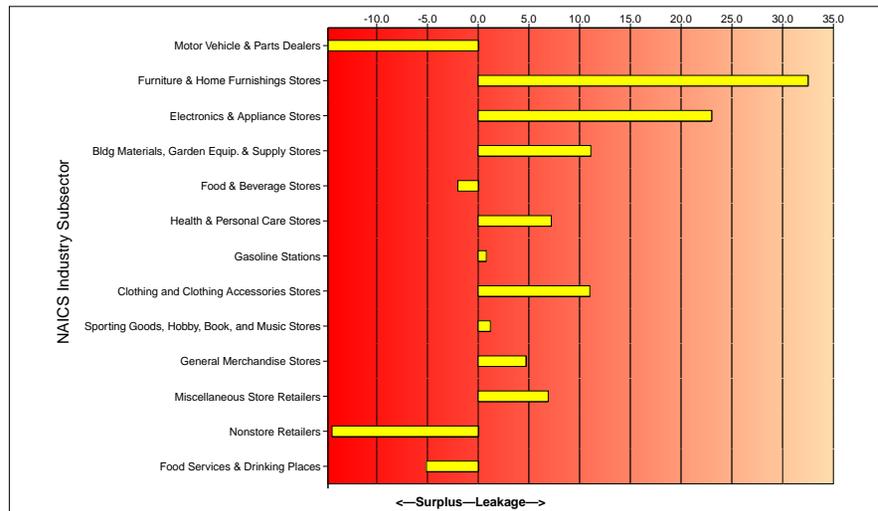
Retail MarketPlace Profile

League City, TX
Ring: 15 Miles radius

Latitude: 29.50248
Longitude: -95.09455

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	\$972,883,322	\$886,085,174	\$86,798,148	4.7	190
Department Stores Excluding Leased Depts.(NAICS 4521)	\$378,220,734	\$471,243,678	\$-93,022,944	-11.0	80
Other General Merchandise Stores (NAICS 4529)	\$594,662,588	\$414,841,496	\$179,821,092	17.8	110
Miscellaneous Store Retailers (NAICS 453)	\$115,183,090	\$100,393,214	\$14,789,876	6.9	546
Florists (NAICS 4531)	\$12,664,595	\$8,167,493	\$4,497,102	21.6	75
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$39,492,729	\$29,226,936	\$10,265,793	14.9	155
Used Merchandise Stores (NAICS 4533)	\$18,318,518	\$8,050,694	\$10,267,824	38.9	113
Other Miscellaneous Store Retailers (NAICS 4539)	\$44,707,248	\$54,948,091	\$-10,240,843	-10.3	203
Nonstore Retailers (NAICS 454)	\$152,864,890	\$204,184,315	\$-51,319,425	-14.4	70
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$85,725,343	\$107,793,790	\$-22,068,447	-11.4	11
Vending Machine Operators (NAICS 4542)	\$16,996,269	\$7,547,711	\$9,448,558	38.5	23
Direct Selling Establishments (NAICS 4543)	\$50,143,278	\$88,842,814	\$-38,699,536	-27.8	36
Food Services & Drinking Places (NAICS 722)	\$1,157,405,112	\$1,282,921,453	\$-125,516,341	-5.1	1,459
Full-Service Restaurants (NAICS 7221)	\$318,497,455	\$531,217,021	\$-212,719,566	-25.0	726
Limited-Service Eating Places (NAICS 7222)	\$680,264,520	\$612,431,735	\$67,832,785	5.2	557
Special Food Services (NAICS 7223)	\$107,702,623	\$45,481,789	\$62,220,834	40.6	45
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$50,940,514	\$93,790,908	\$-42,850,394	-29.6	131

Leakage/Surplus Factor by Industry Subsector



Source: ESRI and infoUSA®

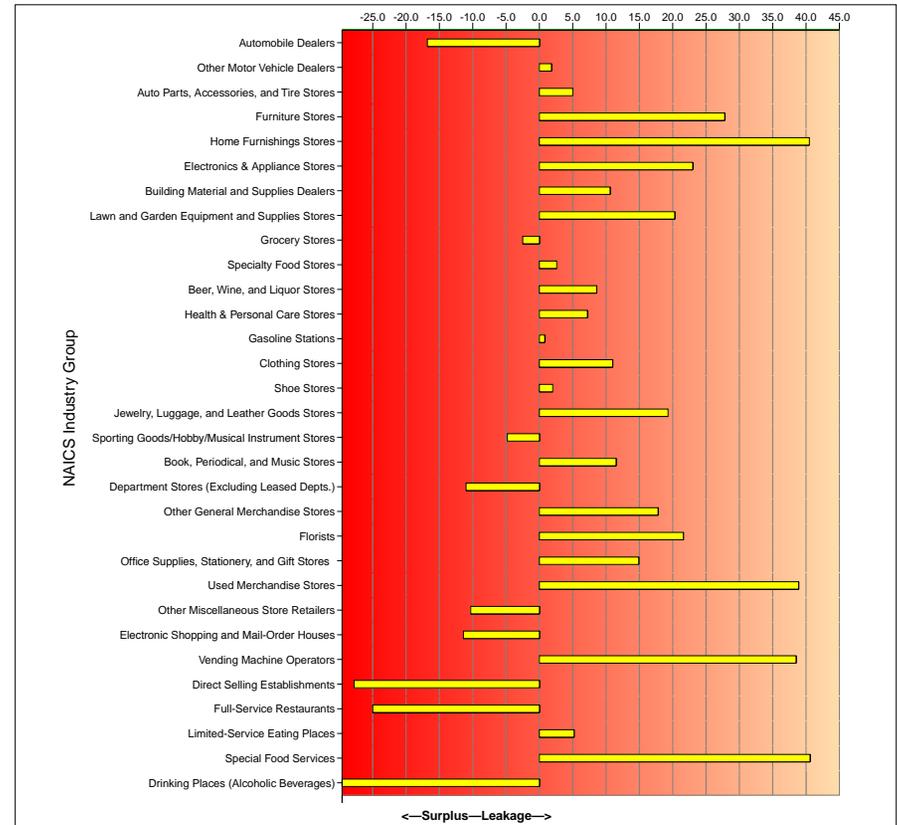


Retail MarketPlace Profile

League City, TX
Ring: 15 Miles radius

Latitude: 29.50248
Longitude: -95.09455

Leakage/Surplus Factor by Industry Group



Source: ESRI and infoUSA®



Retail MarketPlace Profile

Latitude: 29.50248
Longitude: -95.09455

League City, TX
Ring: 25 Miles radius

Summary Demographics			
2009 Population	1,862,315		
2009 Households	640,580		
2009 Median Disposable Income	\$44,018		
2009 Per Capita Income	\$23,385		

Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$16,344,537,275	\$18,876,960,008	\$-2,532,422,733	-7.2	13,879
Total Retail Trade (NAICS 44-45)	\$13,961,019,391	\$15,820,906,734	\$-1,859,887,343	-6.2	10,036
Total Food & Drink (NAICS 722)	\$2,383,517,884	\$3,056,053,274	\$-672,535,390	-12.4	3,843

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$3,541,114,801	\$4,841,738,477	\$-1,300,623,676	-15.5	1,620
Automobile Dealers (NAICS 4411)	\$3,122,822,106	\$4,376,383,621	\$-1,253,561,515	-16.7	790
Other Motor Vehicle Dealers (NAICS 4412)	\$219,340,749	\$226,038,367	\$-6,697,618	-1.5	279
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$198,951,946	\$239,316,489	\$-40,364,543	-9.2	551
Furniture & Home Furnishings Stores (NAICS 442)	\$569,909,848	\$356,856,366	\$213,053,482	23.0	471
Furniture Stores (NAICS 4421)	\$339,642,714	\$224,340,163	\$115,302,551	20.4	242
Home Furnishings Stores (NAICS 4422)	\$230,267,134	\$132,516,203	\$97,750,931	26.9	229
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$409,164,384	\$260,941,291	\$148,223,093	22.1	552
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$583,364,872	\$570,232,102	\$13,132,770	1.1	627
Building Material and Supplies Dealers (NAICS 4441)	\$550,234,686	\$541,129,182	\$9,105,504	0.8	524
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$33,130,186	\$29,102,920	\$4,027,266	6.5	103
Food & Beverage Stores (NAICS 445)	\$2,675,022,551	\$3,271,523,323	\$-596,500,772	-10.0	1,416
Grocery Stores (NAICS 4451)	\$2,502,179,523	\$3,000,388,499	\$-498,208,976	-9.1	927
Specialty Food Stores (NAICS 4452)	\$74,496,810	\$100,885,507	\$-26,388,697	-15.0	272
Beer, Wine, and Liquor Stores (NAICS 4453)	\$98,346,218	\$170,249,317	\$-71,903,099	-26.8	217
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$462,889,717	\$530,811,916	\$-67,922,199	-6.8	747
Gasoline Stations (NAICS 447/4471)	\$2,238,247,835	\$2,705,200,172	\$-466,952,337	-9.4	796
Clothing and Clothing Accessories Stores (NAICS 448)	\$659,046,987	\$567,328,068	\$91,718,919	7.5	1,236
Clothing Stores (NAICS 4481)	\$504,319,567	\$407,653,180	\$96,666,387	10.6	824
Shoe Stores (NAICS 4482)	\$70,503,627	\$68,757,229	\$1,746,398	1.3	156
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$84,223,793	\$90,917,659	\$-6,693,866	-3.8	256
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$190,163,066	\$203,505,716	\$-13,342,650	-3.4	579
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$108,924,584	\$119,996,350	\$-11,071,766	-4.8	443
Book, Periodical, and Music Stores (NAICS 4512)	\$81,238,482	\$83,509,366	\$-2,270,884	-1.4	136

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. ESRI uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

Source: ESRI and infoUSA®



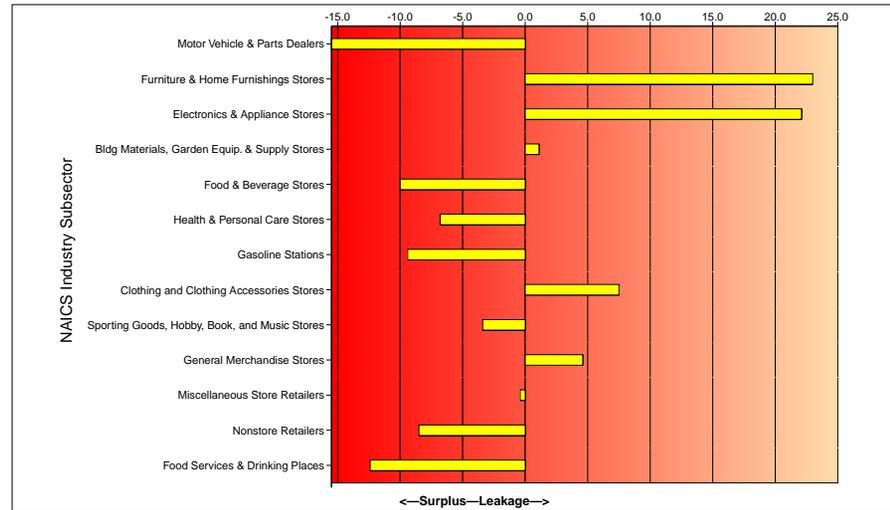
Retail MarketPlace Profile

Latitude: 29.50248
Longitude: -95.09455

League City, TX
Ring: 25 Miles radius

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	\$2,081,390,526	\$1,899,630,051	\$181,760,475	4.6	453
Department Stores Excluding Leased Depts.(NAICS 4521)	\$745,242,103	\$942,463,649	\$-197,221,546	-11.7	170
Other General Merchandise Stores (NAICS 4529)	\$1,336,148,423	\$957,166,402	\$378,982,021	16.5	283
Miscellaneous Store Retailers (NAICS 453)	\$222,250,190	\$223,944,919	\$-1,694,729	-0.4	1,386
Florists (NAICS 4531)	\$24,623,183	\$22,649,481	\$1,973,702	4.2	223
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$76,041,114	\$65,454,647	\$10,586,467	7.5	362
Used Merchandise Stores (NAICS 4533)	\$33,407,356	\$23,181,966	\$10,225,390	18.1	281
Other Miscellaneous Store Retailers (NAICS 4539)	\$88,178,537	\$112,658,825	\$-24,480,288	-12.2	520
Nonstore Retailers (NAICS 454)	\$328,454,614	\$389,194,333	\$-60,739,719	-8.5	153
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$179,657,873	\$133,245,130	\$46,412,743	14.8	23
Vending Machine Operators (NAICS 4542)	\$39,465,603	\$19,360,393	\$20,105,210	34.2	45
Direct Selling Establishments (NAICS 4543)	\$109,331,138	\$236,588,810	\$-127,257,672	-36.8	85
Food Services & Drinking Places (NAICS 722)	\$2,383,517,884	\$3,056,053,274	\$-672,535,390	-12.4	3,843
Full-Service Restaurants (NAICS 7221)	\$659,942,409	\$1,282,192,995	\$-622,250,586	-32.0	1,943
Limited-Service Eating Places (NAICS 7222)	\$1,396,033,873	\$1,310,416,560	\$85,617,313	3.2	1,262
Special Food Services (NAICS 7223)	\$223,887,864	\$152,287,864	\$71,600,000	19.0	159
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$103,653,738	\$311,155,855	\$-207,502,117	-50.0	479

Leakage/Surplus Factor by Industry Subsector



Source: ESRI and infoUSA®

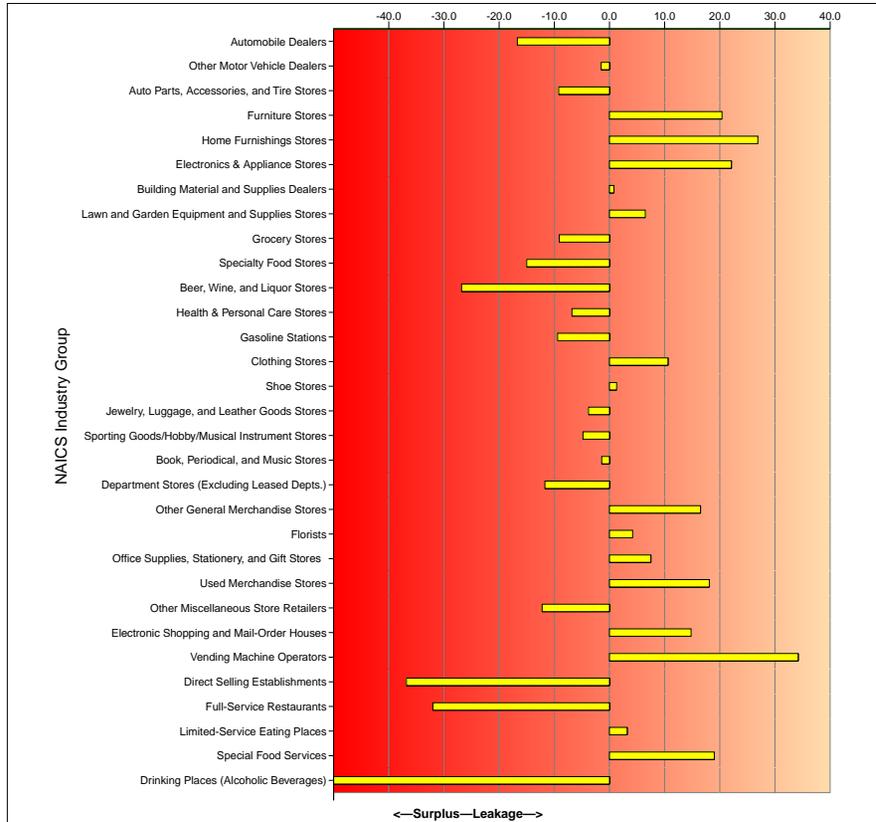


Retail MarketPlace Profile

League City, TX
Ring: 25 Miles radius

Latitude: 29.50248
Longitude: -95.09455

Leakage/Surplus Factor by Industry Group



Source: ESRI and infoUSA®

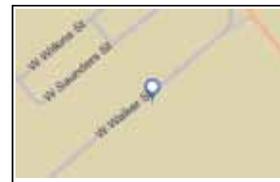
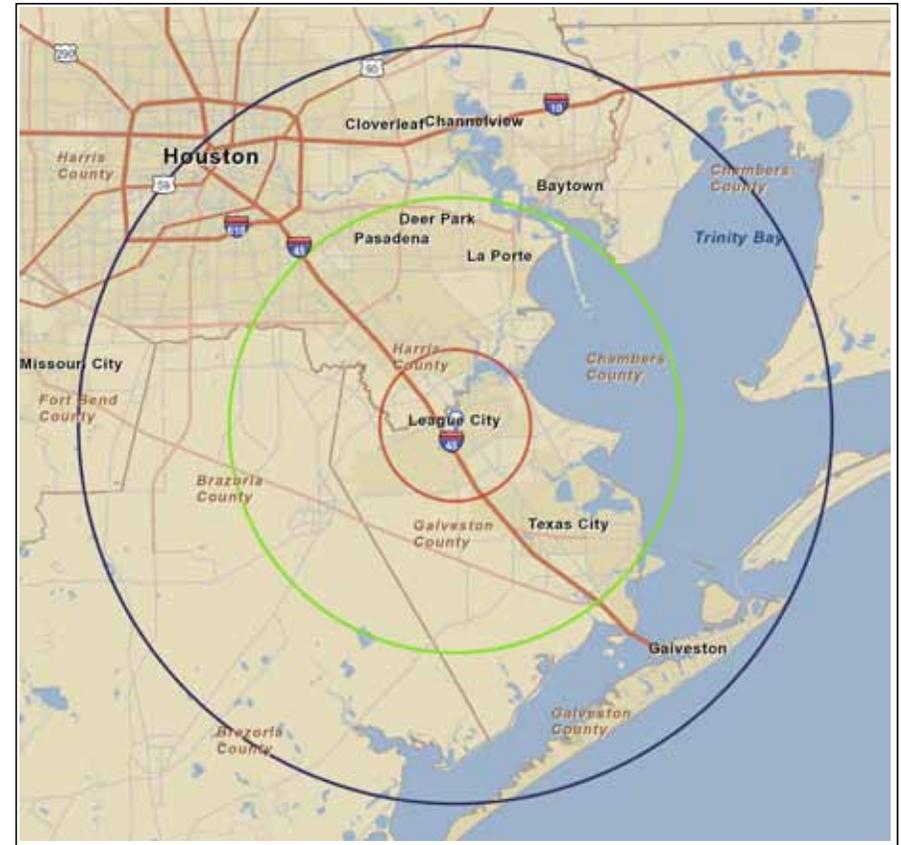


Site Map

League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Rings: 5, 15, 25 Miles

Site Type: Rings





Market Profile

League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Site Type: Rings

	Radius: 5 Miles	Radius: 15 Miles	Radius: 25 Miles
2000 Total Population	111,319	656,256	1,563,374
2000 Group Quarters	761	4,200	33,131
2009 Total Population	147,192	782,225	1,862,315
2014 Total Population	164,732	852,011	2,028,599
2009 - 2014 Annual Rate	2.28%	1.72%	1.73%
2000 Households	44,334	234,270	542,596
2000 Average Household Size	2.49	2.78	2.82
2009 Households	57,477	277,635	640,580
2009 Average Household Size	2.55	2.8	2.85
2014 Households	64,007	301,949	696,792
2014 Average Household Size	2.56	2.81	2.86
2009 - 2014 Annual Rate	2.18%	1.69%	1.7%
2000 Families	29,284	172,999	383,054
2000 Average Family Size	3.08	3.26	3.39
2009 Families	37,593	200,899	443,890
2009 Average Family Size	3.16	3.31	3.46
2014 Families	41,459	215,899	477,566
2014 Average Family Size	3.19	3.34	3.49
2009 - 2014 Annual Rate	1.98%	1.45%	1.47%
2000 Housing Units	47,873	250,333	591,849
Owner Occupied Housing Units	54.7%	62.0%	54.4%
Renter Occupied Housing Units	38.0%	31.6%	37.3%
Vacant Housing Units	7.3%	6.4%	8.3%
2009 Housing Units	63,182	301,727	710,080
Owner Occupied Housing Units	54.9%	60.8%	54.5%
Renter Occupied Housing Units	36.1%	31.2%	35.7%
Vacant Housing Units	9.0%	8.0%	9.8%
2014 Housing Units	70,126	327,736	771,588
Owner Occupied Housing Units	57.3%	62.6%	56.5%
Renter Occupied Housing Units	33.9%	29.5%	33.8%
Vacant Housing Units	8.7%	7.9%	9.7%
Median Household Income			
2000	\$53,374	\$49,523	\$40,153
2009	\$66,815	\$61,389	\$53,593
2014	\$67,044	\$63,250	\$56,380
Median Home Value			
2000	\$96,109	\$85,380	\$73,334
2009	\$130,084	\$117,621	\$103,410
2014	\$148,458	\$136,476	\$120,408
Per Capita Income			
2000	\$25,380	\$21,736	\$18,880
2009	\$31,602	\$26,911	\$23,385
2014	\$31,668	\$27,255	\$23,981
Median Age			
2000	33.5	32.8	31.5
2009	34.3	34.1	32.7
2014	34.1	34.3	33.0

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by total population. Detail may not sum to totals due to rounding.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2009 and 2014.



Market Profile

League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Site Type: Rings

	Radius: 5 Miles	Radius: 15 Miles	Radius: 25 Miles
2000 Households by Income			
Household Income Base	44,315	234,504	543,046
< \$15,000	8.8%	11.6%	17.5%
\$15,000 - \$24,999	9.0%	10.5%	13.0%
\$25,000 - \$34,999	11.4%	12.1%	13.3%
\$35,000 - \$49,999	16.9%	16.2%	16.2%
\$50,000 - \$74,999	23.1%	21.8%	18.4%
\$75,000 - \$99,999	15.0%	13.4%	10.1%
\$100,000 - \$149,999	11.7%	10.3%	7.6%
\$150,000 - \$199,999	2.2%	2.4%	1.9%
\$200,000+	2.0%	1.8%	1.9%
Average Household Income	\$63,769	\$60,513	\$53,613
2009 Households by Income			
Household Income Base	57,477	277,633	640,568
< \$15,000	6.1%	8.3%	13.1%
\$15,000 - \$24,999	5.8%	7.6%	9.7%
\$25,000 - \$34,999	7.1%	8.4%	9.9%
\$35,000 - \$49,999	10.8%	11.5%	12.1%
\$50,000 - \$74,999	26.2%	25.0%	23.4%
\$75,000 - \$99,999	18.2%	16.8%	14.0%
\$100,000 - \$149,999	17.0%	14.3%	11.2%
\$150,000 - \$199,999	5.7%	4.8%	3.7%
\$200,000+	3.2%	3.2%	2.9%
Average Household Income	\$80,974	\$75,590	\$67,188
2014 Households by Income			
Household Income Base	64,012	301,947	696,780
< \$15,000	5.4%	7.4%	11.9%
\$15,000 - \$24,999	5.7%	7.5%	9.7%
\$25,000 - \$34,999	6.3%	7.6%	8.9%
\$35,000 - \$49,999	9.2%	10.1%	10.7%
\$50,000 - \$74,999	31.5%	29.8%	28.5%
\$75,000 - \$99,999	17.5%	16.3%	13.2%
\$100,000 - \$149,999	15.6%	13.3%	10.5%
\$150,000 - \$199,999	5.6%	4.8%	3.8%
\$200,000+	3.2%	3.2%	3.0%
Average Household Income	\$81,525	\$76,664	\$68,988
2000 Owner Occupied HUs by Value			
Total	26,181	155,370	321,608
<\$50,000	10.2%	16.7%	27.4%
\$50,000 - 99,999	44.1%	47.2%	43.4%
\$100,000 - 149,999	25.7%	20.7%	15.1%
\$150,000 - 199,999	11.4%	8.6%	6.7%
\$200,000 - \$299,999	6.1%	4.8%	4.4%
\$300,000 - 499,999	1.9%	1.4%	2.0%
\$500,000 - 999,999	0.6%	0.4%	0.8%
\$1,000,000+	0.1%	0.1%	0.2%
Average Home Value	\$116,573	\$102,611	\$96,757
2000 Specified Renter Occupied HUs by Contract Rent			
Total	18,130	78,844	220,465
With Cash Rent	98.3%	97.0%	96.3%
No Cash Rent	1.7%	3.0%	3.7%
Median Rent	\$605	\$525	\$470
Average Rent	\$626	\$545	\$493

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest, dividends, net rents, pensions, SSI and welfare payments, child support and alimony. Specified Renter Occupied Housing Units exclude houses on 10+ acres. Average Rent excludes units paying no cash rent.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2009 and 2014.



Market Profile

League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Site Type: Rings

	Radius: 5 Miles	Radius: 15 Miles	Radius: 25 Miles
2000 Population by Age			
 Total	111,318	656,256	1,563,374
Age 0 - 4	7.6%	7.9%	8.1%
Age 5 - 9	7.3%	8.1%	8.2%
Age 10 - 14	7.2%	8.1%	7.9%
Age 15 - 19	6.5%	7.6%	7.8%
Age 20 - 24	6.6%	6.6%	7.6%
Age 25 - 34	17.4%	14.9%	15.8%
Age 35 - 44	18.6%	17.2%	16.1%
Age 45 - 54	13.7%	13.5%	12.6%
Age 55 - 64	7.9%	7.8%	7.4%
Age 65 - 74	4.3%	4.9%	4.9%
Age 75 - 84	2.2%	2.6%	2.8%
Age 85+	0.7%	0.7%	0.9%
Age 18+	73.8%	71.1%	71.1%
2009 Population by Age			
Total	147,193	782,225	1,862,315
Age 0 - 4	7.6%	7.9%	8.2%
Age 5 - 9	7.1%	7.6%	7.8%
Age 10 - 14	6.8%	7.3%	7.8%
Age 15 - 19	6.7%	7.1%	7.5%
Age 20 - 24	7.1%	6.7%	7.4%
Age 25 - 34	15.6%	14.7%	15.2%
Age 35 - 44	15.1%	14.2%	13.9%
Age 45 - 54	15.2%	14.8%	13.7%
Age 55 - 64	10.2%	10.5%	9.9%
Age 65 - 74	5.1%	5.3%	5.1%
Age 75 - 84	2.5%	2.9%	2.9%
Age 85+	0.9%	1.0%	1.1%
Age 18+	74.3%	72.8%	72.3%
2014 Population by Age			
Total	164,731	852,011	2,028,599
Age 0 - 4	7.6%	7.8%	8.1%
Age 5 - 9	7.2%	7.6%	7.8%
Age 10 - 14	6.9%	7.4%	7.4%
Age 15 - 19	6.3%	6.6%	6.9%
Age 20 - 24	6.9%	6.6%	7.4%
Age 25 - 34	16.6%	15.0%	15.2%
Age 35 - 44	13.9%	13.7%	13.4%
Age 45 - 54	13.7%	13.3%	12.5%
Age 55 - 64	11.1%	11.5%	10.8%
Age 65 - 74	6.3%	6.6%	6.3%
Age 75 - 84	2.7%	2.9%	2.9%
Age 85+	0.9%	1.1%	1.1%
Age 18+	74.5%	73.1%	72.5%
2000 Population by Sex			
Males	49.9%	49.6%	49.9%
Females	50.1%	50.4%	50.1%
2009 Population by Sex			
Males	49.5%	49.5%	49.8%
Females	50.5%	50.5%	50.2%
2014 Population by Sex			
Males	49.4%	49.5%	49.8%
Females	50.6%	50.5%	50.2%

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2009 and 2014.



Market Profile

League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Site Type: Rings

	Radius: 5 Miles	Radius: 15 Miles	Radius: 25 Miles
2000 Population by Race/Ethnicity			
 Total	111,319	656,256	1,563,374
White Alone	78.5%	75.0%	58.9%
Black Alone	7.1%	7.4%	19.7%
American Indian Alone	0.5%	0.5%	0.5%
Asian or Pacific Islander Alone	4.2%	3.6%	3.1%
Some Other Race Alone	7.2%	11.0%	15.1%
Two or More Races	2.6%	2.5%	2.7%
Hispanic Origin	16.4%	26.1%	34.5%
Diversity Index	54.8	65.1	78.8
2009 Population by Race/Ethnicity			
Total	147,191	782,225	1,862,315
White Alone	72.7%	69.4%	54.8%
Black Alone	8.8%	8.1%	19.6%
American Indian Alone	0.5%	0.6%	0.5%
Asian or Pacific Islander Alone	4.8%	4.6%	3.8%
Some Other Race Alone	10.1%	14.3%	18.2%
Two or More Races	3.1%	3.0%	3.0%
Hispanic Origin	23.7%	34.0%	40.8%
Diversity Index	65.6	73.0	82.4
2014 Population by Race/Ethnicity			
Total	164,733	852,011	2,028,599
White Alone	71.2%	67.3%	53.2%
Black Alone	9.2%	8.2%	19.4%
American Indian Alone	0.5%	0.6%	0.5%
Asian or Pacific Islander Alone	5.0%	5.0%	4.1%
Some Other Race Alone	10.9%	15.8%	19.6%
Two or More Races	3.2%	3.2%	3.2%
Hispanic Origin	25.5%	37.3%	43.7%
Diversity Index	67.9	75.4	83.6
2000 Population 3+ by School Enrollment			
 Total	106,095	625,268	1,486,741
Enrolled in Nursery/Preschool	2.1%	2.1%	1.9%
Enrolled in Kindergarten	1.6%	1.8%	1.8%
Enrolled in Grade 1-8	12.5%	14.0%	14.1%
Enrolled in Grade 9-12	5.5%	6.5%	6.5%
Enrolled in College	5.6%	5.1%	5.1%
Enrolled in Grad/Prof School	1.7%	0.9%	1.2%
Not Enrolled in School	71.0%	69.6%	69.3%
2009 Population 25+ by Educational Attainment			
Total	95,181	496,027	1,152,634
Less than 9th Grade	4.9%	7.4%	12.7%
9th - 12th Grade, No Diploma	6.0%	10.0%	12.7%
High School Graduate	22.2%	27.9%	27.1%
Some College, No Degree	24.6%	23.7%	20.4%
Associate Degree	8.6%	7.2%	5.6%
Bachelor's Degree	22.7%	16.1%	13.5%
Graduate/Professional Degree	11.2%	7.6%	8.0%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2009 and 2014.



Market Profile

League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Site Type: Rings

	Radius: 5 Miles	Radius: 15 Miles	Radius: 25 Miles
2009 Population 15+ by Marital Status			
Total	115,409	604,015	1,429,058
Never Married	26.8%	26.1%	30.5%
Married	57.1%	58.1%	53.6%
Widowed	3.9%	4.7%	5.5%
Divorced	12.3%	11.1%	10.5%
2000 Population 16+ by Employment Status			
Total	84,930	487,662	1,159,102
In Labor Force	72.9%	67.7%	62.7%
Civilian Employed	69.1%	63.8%	57.8%
Civilian Unemployed	3.4%	3.8%	4.7%
In Armed Forces	0.4%	0.2%	0.1%
Not in Labor Force	27.1%	32.3%	37.3%
2009 Civilian Population 16+ in Labor Force			
Civilian Employed	92.1%	90.9%	89.2%
Civilian Unemployed	7.9%	9.1%	10.8%
2014 Civilian Population 16+ in Labor Force			
Civilian Employed	94.3%	93.7%	92.5%
Civilian Unemployed	5.7%	6.3%	7.5%
2000 Females 16+ by Employment Status and Age of Children			
Total	42,691	249,029	586,609
Own Children < 6 Only	10.1%	9.6%	9.1%
Employed/in Armed Forces	5.9%	5.2%	4.5%
Unemployed	0.4%	0.5%	0.5%
Not in Labor Force	3.8%	3.9%	4.1%
Own Children < 6 and 6-17 Only	6.6%	7.6%	8.0%
Employed/in Armed Forces	3.6%	4.0%	3.8%
Unemployed	0.1%	0.2%	0.3%
Not in Labor Force	2.8%	3.4%	3.9%
Own Children 6-17 Only	18.4%	20.3%	18.8%
Employed/in Armed Forces	13.3%	13.8%	11.9%
Unemployed	0.6%	0.6%	0.8%
Not in Labor Force	4.6%	5.9%	6.1%
No Own Children < 18	64.9%	62.5%	64.1%
Employed/in Armed Forces	37.8%	32.2%	30.5%
Unemployed	2.6%	2.7%	3.0%
Not in Labor Force	24.5%	28.1%	30.8%

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2009 and 2014.



Market Profile

League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Site Type: Rings

	Radius: 5 Miles	Radius: 15 Miles	Radius: 25 Miles
2009 Employed Population 16+ by Industry			
Total	71,443	344,319	738,442
Agriculture/Mining	1.8%	1.8%	1.8%
Construction	7.6%	10.1%	10.6%
Manufacturing	9.7%	11.1%	9.5%
Wholesale Trade	2.8%	3.3%	3.4%
Retail Trade	10.1%	10.4%	9.7%
Transportation/Utilities	5.2%	5.8%	6.0%
Information	1.3%	1.3%	1.4%
Finance/Insurance/Real Estate	6.5%	6.3%	6.1%
Services	48.2%	44.7%	47.3%
Public Administration	6.9%	5.1%	4.2%
2009 Employed Population 16+ by Occupation			
Total	71,442	344,319	738,442
White Collar	67.6%	60.8%	57.0%
Management/Business/Financial	15.1%	13.7%	11.9%
Professional	28.6%	22.2%	21.5%
Sales	12.0%	11.3%	10.3%
Administrative Support	11.8%	13.6%	13.4%
Services	14.7%	14.9%	16.9%
Blue Collar	17.7%	24.3%	26.1%
Farming/Forestry/Fishing	0.2%	0.2%	0.2%
Construction/Extraction	5.9%	8.2%	9.2%
Installation/Maintenance/Repair	3.3%	4.3%	3.9%
Production	4.7%	6.7%	6.7%
Transportation/Material Moving	3.6%	4.9%	6.1%
2000 Workers 16+ by Means of Transportation to Work			
Total	58,255	306,341	657,027
Drove Alone - Car, Truck, or Van	82.1%	81.9%	76.0%
Carpooled - Car, Truck, or Van	11.1%	12.7%	15.0%
Public Transportation	1.4%	1.0%	3.4%
Walked	1.4%	1.3%	2.0%
Other Means	1.4%	1.2%	1.6%
Worked at Home	2.6%	2.0%	1.9%
2000 Workers 16+ by Travel Time to Work			
Total	58,254	306,341	657,027
Did Not Work at Home	97.4%	98.0%	98.1%
Less than 5 minutes	2.2%	2.2%	2.1%
5 to 9 minutes	9.2%	8.7%	8.3%
10 to 19 minutes	26.7%	27.4%	28.4%
20 to 24 minutes	13.6%	13.3%	14.2%
25 to 34 minutes	19.5%	21.6%	22.4%
35 to 44 minutes	7.3%	7.4%	6.6%
45 to 59 minutes	11.1%	10.1%	8.7%
60 to 89 minutes	6.2%	5.4%	5.2%
90 or more minutes	1.8%	1.7%	2.1%
Worked at Home	2.6%	2.0%	1.9%
Average Travel Time to Work (in min)	27.3	26.8	26.8
2000 Households by Vehicles Available			
Total	44,339	234,370	542,515
None	3.8%	4.9%	9.8%
1	36.8%	33.0%	37.6%
2	45.9%	45.1%	38.3%
3	10.5%	12.8%	10.8%
4	2.3%	3.2%	2.7%
5+	0.7%	0.9%	0.8%
Average Number of Vehicles Available	1.7	1.8	1.6

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2009 and 2014.



Market Profile

League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Site Type: Rings

	Radius: 5 Miles	Radius: 15 Miles	Radius: 25 Miles
2000 Households by Type			
Total	44,333	234,270	542,596
Family Households	66.1%	73.8%	70.6%
Married-couple Family	52.5%	57.8%	50.9%
With Related Children	26.9%	31.5%	28.5%
Other Family (No Spouse)	13.5%	16.0%	19.7%
With Related Children	9.3%	11.0%	13.1%
Nonfamily Households	33.9%	26.2%	29.4%
Householder Living Alone	27.6%	21.3%	24.1%
Householder Not Living Alone	6.4%	4.9%	5.3%
Households with Related Children	36.1%	42.5%	41.6%
Households with Persons 65+	12.7%	16.5%	18.2%
2000 Households by Size			
Total	44,334	234,270	542,596
1 Person Household	27.6%	21.3%	24.1%
2 Person Household	32.5%	30.5%	28.2%
3 Person Household	16.6%	18.4%	17.3%
4 Person Household	14.2%	16.7%	15.2%
5 Person Household	6.0%	8.1%	8.4%
6 Person Household	2.0%	3.1%	3.7%
7+ Person Household	1.2%	1.9%	3.0%
2000 Households by Year Householder Moved In			
Total	44,341	234,370	542,515
Moved in 1999 to March 2000	30.7%	23.8%	24.0%
Moved in 1995 to 1998	32.4%	30.4%	29.5%
Moved in 1990 to 1994	15.8%	16.7%	15.5%
Moved in 1980 to 1989	12.1%	13.8%	13.3%
Moved in 1970 to 1979	6.0%	9.4%	9.4%
Moved in 1969 or Earlier	3.0%	6.0%	8.3%
Median Year Householder Moved In	1997	1996	1995
2000 Housing Units by Units in Structure			
Total	47,838	250,418	591,720
1, Detached	53.7%	64.6%	61.0%
1, Attached	5.0%	2.5%	3.4%
2	0.5%	0.9%	2.3%
3 or 4	2.9%	2.4%	3.4%
5 to 9	7.8%	4.3%	4.4%
10 to 19	9.7%	5.5%	5.5%
20+	16.3%	12.8%	14.4%
Mobile Home	3.7%	6.6%	5.4%
Other	0.3%	0.4%	0.3%
2000 Housing Units by Year Structure Built			
Total	47,887	250,418	591,720
1999 to March 2000	4.3%	3.0%	2.8%
1995 to 1998	9.1%	7.8%	6.4%
1990 to 1994	11.7%	8.6%	5.7%
1980 to 1989	30.9%	22.5%	17.3%
1970 to 1979	24.6%	27.4%	22.5%
1969 or Earlier	19.2%	30.8%	45.4%
Median Year Structure Built	1982	1977	1972

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing.



Market Profile

League City, Texas

Latitude: 29.50248
Longitude: -95.09455
Site Type: Rings

	Radius: 5 Miles	Radius: 15 Miles	Radius: 25 Miles
Top 3 Tapestry Segments			
1.	Milk and Cookies	Milk and Cookies	Industrious Urban Frin
2.	Young and Restless	Industrious Urban Frin	Southwestern Families
3.	Up and Coming Families	Up and Coming Families	Milk and Cookies
2009 Consumer Spending shows the amount spent on a variety of goods and services by households that reside in the market area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue.			
Apparel & Services: Total \$	\$118,078,955	\$528,647,000	\$1,096,908,948
Average Spent	\$2,054.37	\$1,904.11	\$1,712.37
Spending Potential Index	82	76	68
Computers & Accessories: Total \$	\$15,496,927	\$69,080,750	\$140,950,498
Average Spent	\$269.62	\$248.82	\$220.04
Spending Potential Index	118	109	96
Education: Total \$	\$83,050,820	\$370,050,955	\$745,049,129
Average Spent	\$1,444.94	\$1,332.87	\$1,163.09
Spending Potential Index	115	106	93
Entertainment/Recreation: Total \$	\$211,184,203	\$956,171,856	\$1,942,209,053
Average Spent	\$3,674.24	\$3,443.99	\$3,031.95
Spending Potential Index	113	106	94
Food at Home: Total \$	\$294,746,774	\$1,342,166,295	\$2,814,014,762
Average Spent	\$5,128.08	\$4,834.28	\$4,392.92
Spending Potential Index	112	106	96
Food Away from Home: Total \$	\$223,249,456	\$999,158,996	\$2,067,149,540
Average Spent	\$3,884.15	\$3,598.82	\$3,227.00
Spending Potential Index	117	108	97
Health Care: Total \$	\$230,388,068	\$1,067,123,802	\$2,206,272,080
Average Spent	\$4,008.35	\$3,843.62	\$3,444.18
Spending Potential Index	106	102	91
HH Furnishings & Equipment: Total \$	\$129,536,318	\$583,248,325	\$1,182,559,847
Average Spent	\$2,253.71	\$2,100.77	\$1,846.08
Spending Potential Index	104	97	85
Investments: Total \$	\$82,763,495	\$384,092,059	\$758,257,194
Average Spent	\$1,439.94	\$1,383.44	\$1,183.70
Spending Potential Index	100	96	82
Retail Goods: Total \$	\$1,612,371,301	\$7,317,240,825	\$15,046,711,859
Average Spent	\$28,052.46	\$26,355.61	\$23,489.20
Spending Potential Index	109	103	91
Shelter: Total \$	\$1,047,830,599	\$4,694,858,732	\$9,656,171,516
Average Spent	\$18,230.43	\$16,910.18	\$15,074.11
Spending Potential Index	117	108	96
TV/Video/Sound Equipment: Total \$	\$80,572,277	\$360,890,173	\$749,229,146
Average Spent	\$1,401.82	\$1,299.87	\$1,169.61
Spending Potential Index	115	107	96
Travel: Total \$	\$118,580,800	\$539,124,799	\$1,079,650,561
Average Spent	\$2,063.10	\$1,941.85	\$1,685.43
Spending Potential Index	112	105	91
Vehicle Maintenance & Repairs: Total \$	\$61,119,324	\$277,131,573	\$571,641,953
Average Spent	\$1,063.37	\$998.19	\$892.38
Spending Potential Index	114	107	95

Data Note: The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2005 and 2006 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI.



Demographic and Income Profile



Demographic and Income Profile

League City, Texas
 Latitude: 29.50248
 Longitude: -95.09455
 Radius: 5 Miles

League City, Texas
 Latitude: 29.50248
 Longitude: -95.09455
 Radius: 5 Miles

Summary	2000	2009	2014
Population	111,319	147,192	164,732
Households	44,334	57,477	64,007
Families	29,284	37,593	41,459
Average Household Size	2.49	2.55	2.56
Owner Occupied HUs	26,172	34,688	40,201
Renter Occupied HUs	18,162	22,789	23,807
Median Age	33.5	34.3	34.1

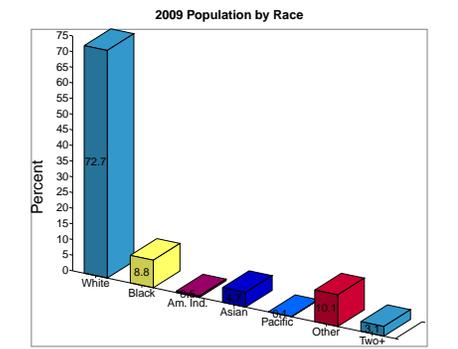
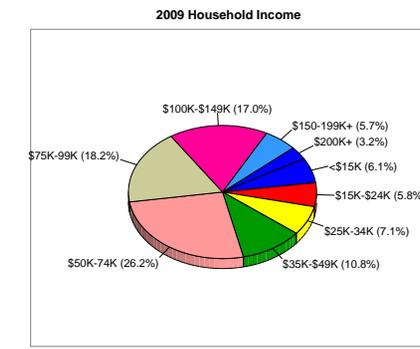
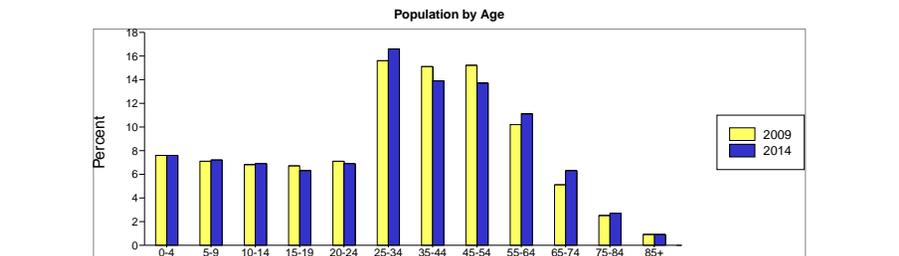
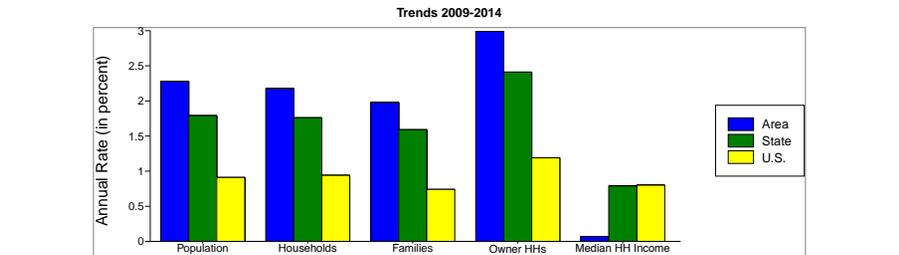
Trends: 2009-2014 Annual Rate	Area	State	National
Population	2.28%	1.79%	0.91%
Households	2.18%	1.76%	0.94%
Families	1.98%	1.59%	0.74%
Owner HHs	2.99%	2.41%	1.19%
Median Household Income	0.07%	0.79%	0.80%

Households by Income	2000		2009		2014	
	Number	Percent	Number	Percent	Number	Percent
< \$15,000	3,912	8.8%	3,489	6.1%	3,480	5.4%
\$15,000 - \$24,999	3,995	9.0%	3,339	5.8%	3,630	5.7%
\$25,000 - \$34,999	5,052	11.4%	4,053	7.1%	4,018	6.3%
\$35,000 - \$49,999	7,502	16.9%	6,206	10.8%	5,879	9.2%
\$50,000 - \$74,999	10,218	23.1%	15,065	26.2%	20,171	31.5%
\$75,000 - \$99,999	6,628	15.0%	10,453	18.2%	11,174	17.5%
\$100,000 - \$149,999	5,167	11.7%	9,758	17.0%	10,007	15.6%
\$150,000 - \$199,000	965	2.2%	3,254	5.7%	3,608	5.6%
\$200,000+	876	2.0%	1,860	3.2%	2,045	3.2%
Median Household Income	\$53,374		\$66,815		\$67,044	
Average Household Income	\$63,769		\$80,974		\$81,525	
Per Capita Income	\$25,380		\$31,602		\$31,668	

Population by Age	2000		2009		2014	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	8,472	7.6%	11,216	7.6%	12,488	7.6%
5 - 9	8,156	7.3%	10,512	7.1%	11,832	7.2%
10 - 14	7,985	7.2%	10,056	6.8%	11,347	6.9%
15 - 19	7,269	6.5%	9,830	6.7%	10,407	6.3%
20 - 24	7,352	6.6%	10,397	7.1%	11,381	6.9%
25 - 34	19,402	17.4%	22,998	15.6%	27,385	16.6%
35 - 44	20,706	18.6%	22,236	15.1%	22,821	13.9%
45 - 54	15,267	13.7%	22,430	15.2%	22,602	13.7%
55 - 64	8,826	7.9%	15,069	10.2%	18,310	11.1%
65 - 74	4,735	4.3%	7,521	5.1%	10,302	6.3%
75 - 84	2,408	2.2%	3,671	2.5%	4,370	2.7%
85+	740	0.7%	1,257	0.9%	1,486	0.9%

Race and Ethnicity	2000		2009		2014	
	Number	Percent	Number	Percent	Number	Percent
White Alone	87,420	78.5%	107,076	72.7%	117,305	71.2%
Black Alone	7,885	7.1%	12,936	8.8%	15,091	9.2%
American Indian Alone	521	0.5%	769	0.5%	885	0.5%
Asian Alone	4,588	4.1%	6,939	4.7%	8,143	4.9%
Pacific Islander Alone	66	0.1%	109	0.1%	132	0.1%
Some Other Race Alone	7,977	7.2%	14,827	10.1%	17,891	10.9%
Two or More Races	2,862	2.6%	4,535	3.1%	5,286	3.2%
Hispanic Origin (Any Race)	18,282	16.4%	34,884	23.7%	42,037	25.5%

Data Note: Income is expressed in current dollars.
 Source: U.S. Bureau of the Census, 2000 Census of Population and Housing, ESRI forecasts for 2009 and 2014.



2009 Percent Hispanic Origin: 23.7%



Demographic and Income Profile

League City, Texas
 Site Type: Rings
 Latitude: 29.50248
 Longitude: -95.09455
 Radius: 5 Miles

Summary	2000	2009	2014
Population	111,319	147,192	164,732
Households	44,334	57,477	64,007
Families	29,284	37,593	41,459
Average Household Size	2.49	2.55	2.56
Owner Occupied HUs	26,172	34,688	40,201
Renter Occupied HUs	18,162	22,789	23,807
Median Age	33.5	34.3	34.1

Trends: 2009-2014 Annual Rate	Area	State	National
Population	2.28%	1.79%	0.91%
Households	2.18%	1.76%	0.94%
Families	1.98%	1.59%	0.74%
Owner HHs	2.99%	2.41%	1.19%
Median Household Income	0.07%	0.79%	0.80%

Households by Income	2000		2009		2014	
	Number	Percent	Number	Percent	Number	Percent
< \$15,000	3,912	8.8%	3,489	6.1%	3,480	5.4%
\$15,000 - \$24,999	3,995	9.0%	3,339	5.8%	3,630	5.7%
\$25,000 - \$34,999	5,052	11.4%	4,053	7.1%	4,018	6.3%
\$35,000 - \$49,999	7,502	16.9%	6,206	10.8%	5,879	9.2%
\$50,000 - \$74,999	10,218	23.1%	15,065	26.2%	20,171	31.5%
\$75,000 - \$99,999	6,628	15.0%	10,453	18.2%	11,174	17.5%
\$100,000 - \$149,999	5,167	11.7%	9,758	17.0%	10,007	15.6%
\$150,000 - \$199,000	965	2.2%	3,254	5.7%	3,608	5.6%
\$200,000+	876	2.0%	1,860	3.2%	2,045	3.2%
Median Household Income	\$53,374		\$66,815		\$67,044	
Average Household Income	\$63,769		\$80,974		\$81,525	
Per Capita Income	\$25,380		\$31,602		\$31,668	

Population by Age	2000		2009		2014	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	8,472	7.6%	11,216	7.6%	12,488	7.6%
5 - 9	8,156	7.3%	10,512	7.1%	11,832	7.2%
10 - 14	7,985	7.2%	10,056	6.8%	11,347	6.9%
15 - 19	7,269	6.5%	9,830	6.7%	10,407	6.3%
20 - 24	7,352	6.6%	10,397	7.1%	11,381	6.9%
25 - 34	19,402	17.4%	22,998	15.6%	27,385	16.6%
35 - 44	20,706	18.6%	22,236	15.1%	22,821	13.9%
45 - 54	15,267	13.7%	22,430	15.2%	22,602	13.7%
55 - 64	8,826	7.9%	15,069	10.2%	18,310	11.1%
65 - 74	4,735	4.3%	7,521	5.1%	10,302	6.3%
75 - 84	2,408	2.2%	3,671	2.5%	4,370	2.7%
85+	740	0.7%	1,257	0.9%	1,486	0.9%

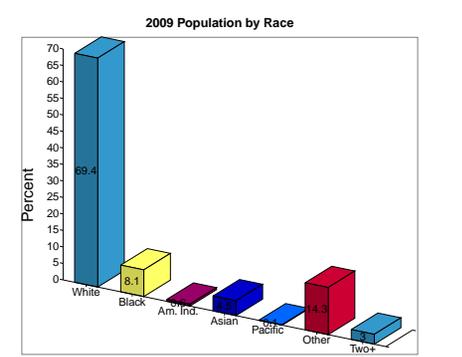
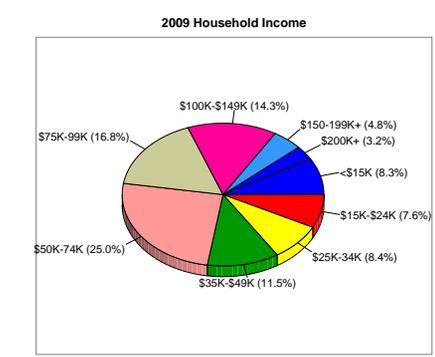
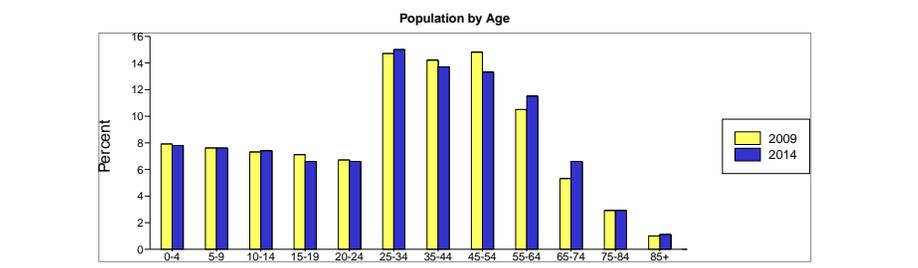
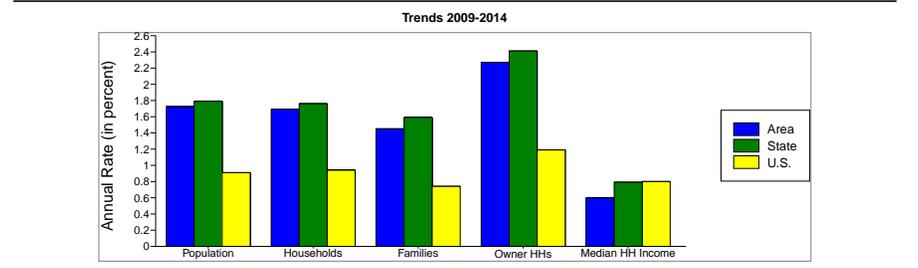
Race and Ethnicity	2000		2009		2014	
	Number	Percent	Number	Percent	Number	Percent
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Black Alone	7,885	7.1%	12,936	8.8%	15,091	9.2%
American Indian Alone	521	0.5%	769	0.5%	885	0.5%
Asian Alone	4,588	4.1%	6,939	4.7%	8,143	4.9%
Pacific Islander Alone	66	0.1%	109	0.1%	132	0.1%
Some Other Race Alone	7,977	7.2%	14,827	10.1%	17,891	10.9%
Two or More Races	2,862	2.6%	4,535	3.1%	5,286	3.2%
Hispanic Origin (Any Race)	18,282	16.4%	34,884	23.7%	42,037	25.5%

Data Note: Income is expressed in current dollars.
 Source: U.S. Bureau of the Census, 2000 Census of Population and Housing, ESRI forecasts for 2009 and 2014.



Demographic and Income Profile

League City, Texas
 Site Type: Rings
 Latitude: 29.50248
 Longitude: -95.09455
 Radius: 15 Miles



2009 Percent Hispanic Origin: 34.0%



Demographic and Income Profile



Demographic and Income Profile

League City, Texas

Site Type: Rings

Latitude: 29.50248
Longitude: -95.09455
Radius: 25 Miles

Summary	2000	2009	2014
Population	1,563,374	1,862,315	2,028,599
Households	542,596	640,580	696,792
Families	383,054	443,890	477,566
Average Household Size	2.82	2.85	2.86
Owner Occupied HUs	321,703	387,011	436,210
Renter Occupied HUs	220,893	253,569	260,582
Median Age	31.5	32.7	33.0

Trends: 2009-2014 Annual Rate	Area	State	National
Population	1.73%	1.79%	0.91%
Households	1.7%	1.76%	0.94%
Families	1.47%	1.59%	0.74%
Owner HHs	2.42%	2.41%	1.19%
Median Household Income	1.02%	0.79%	0.80%

Households by Income	2000		2009		2014	
	Number	Percent	Number	Percent	Number	Percent
< \$15,000	95,180	17.5%	83,911	13.1%	82,586	11.9%
\$15,000 - \$24,999	70,746	13.0%	62,397	9.7%	67,524	9.7%
\$25,000 - \$34,999	72,227	13.3%	63,366	9.9%	61,994	8.9%
\$35,000 - \$49,999	87,908	16.2%	77,503	12.1%	74,306	10.7%
\$50,000 - \$74,999	99,982	18.4%	149,643	23.4%	198,469	28.5%
\$75,000 - \$99,999	55,022	10.1%	89,695	14.0%	91,934	13.2%
\$100,000 - \$149,999	41,395	7.6%	71,792	11.2%	72,859	10.5%
\$150,000 - \$199,000	10,453	1.9%	23,553	3.7%	26,305	3.8%
\$200,000+	10,133	1.9%	18,708	2.9%	20,803	3.0%
Median Household Income	\$40,153		\$53,593		\$56,380	
Average Household Income	\$53,613		\$67,188		\$68,988	
Per Capita Income	\$18,880		\$23,385		\$23,981	

Population by Age	2000		2009		2014	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	127,100	8.1%	152,105	8.2%	164,680	8.1%
5 - 9	128,940	8.2%	144,763	7.8%	158,205	7.8%
10 - 14	123,168	7.9%	136,389	7.3%	150,869	7.4%
15 - 19	121,360	7.8%	138,750	7.5%	140,785	6.9%
20 - 24	118,111	7.6%	137,674	7.4%	150,981	7.4%
25 - 34	247,060	15.8%	283,448	15.2%	309,251	15.2%
35 - 44	251,005	16.1%	259,544	13.9%	271,871	13.4%
45 - 54	197,520	12.6%	255,730	13.7%	254,109	12.5%
55 - 64	115,351	7.4%	184,226	9.9%	219,050	10.8%
65 - 74	77,059	4.9%	95,430	5.1%	127,674	6.3%
75 - 84	43,329	2.8%	53,989	2.9%	57,966	2.9%
85+	13,371	0.9%	20,267	1.1%	23,158	1.1%

Race and Ethnicity	2000		2009		2014	
	Number	Percent	Number	Percent	Number	Percent
White Alone	920,605	58.9%	1,021,297	54.8%	1,078,846	53.2%
Black Alone	307,815	19.7%	365,393	19.6%	392,971	19.4%
American Indian Alone	7,521	0.5%	9,421	0.5%	10,395	0.5%
Asian Alone	48,296	3.1%	69,771	3.7%	82,207	4.1%
Pacific Islander Alone	817	0.1%	1,121	0.1%	1,302	0.1%
Some Other Race Alone	236,256	15.1%	338,547	18.2%	397,956	19.6%
Two or More Races	42,064	2.7%	56,765	3.0%	64,922	3.2%
Hispanic Origin (Any Race)	538,761	34.5%	760,734	40.8%	885,484	43.7%

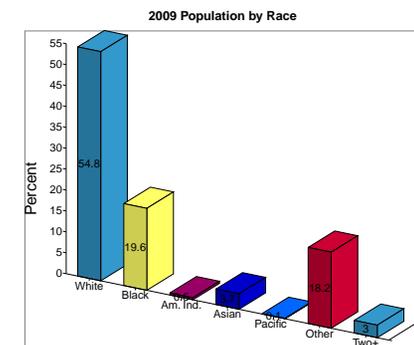
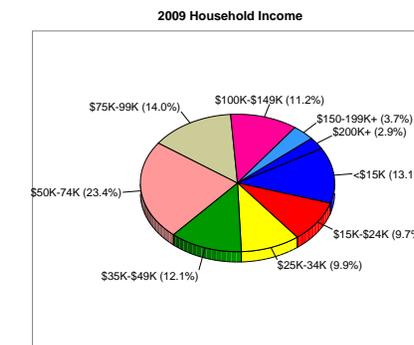
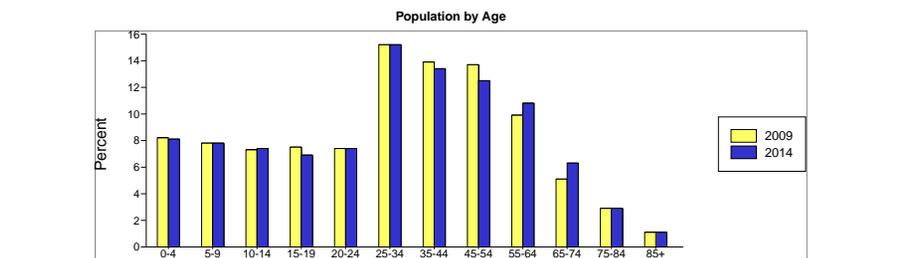
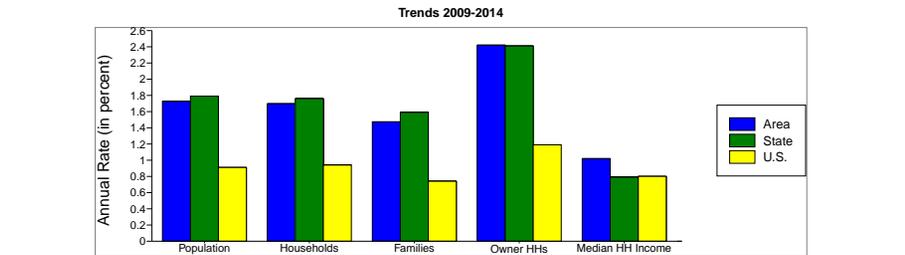
Data Note: Income is expressed in current dollars.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing, ESRI forecasts for 2009 and 2014.

League City, Texas

Site Type: Rings

Latitude: 29.50248
Longitude: -95.09455
Radius: 25 Miles



2009 Percent Hispanic Origin: 40.8%



Business Locations

League City, TX
 Ring: 25 Miles radius
 Latitude: 29.50248
 Longitude: -95.09455

2000 Residential Population:	1,563,374	2009 Total Sales (\$000)	194,005
2009 Residential Population:	1,862,315	2009 Daytime Business Population	871,440
2014 Residential Population:	2,028,599	Daytime Business/Residential Ratio:	0.5:1
Annual Population Growth 2009 - 2014	1.73%		

Data above represents all businesses in area NAICS Code Selected: All

Data below represents selected businesses only

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Employees Number	Percent	Sales (\$000) Number	Percent
92111001	LEAGUE CITY HALL 300 W WALKER ST LEAGUE CITY, TX 77573	n/a	0.04 N	305	0.0%	0	0.0%
92119001	LEAGUE CITY CIVIL SVC 300 W WALKER ST LEAGUE CITY, TX 77573	n/a	0.04 N	2	0.0%	0	0.0%
92112006	LEAGUE CITY PERSONNEL 300 W WALKER ST LEAGUE CITY, TX 77573	n/a	0.04 N	6	0.0%	0	0.0%
92611001	LEAGUE CITY ECONOMIC DEVELOP 300 W WALKER ST LEAGUE CITY, TX 77573	n/a	0.04 N	2	0.0%	0	0.0%
92112006	LEAGUE CITY PLANNING 300 W WALKER ST LEAGUE CITY, TX 77573	n/a	0.04 N	7	0.0%	0	0.0%
92112006	LEAGUE CITY UTILITIES 300 W WALKER ST LEAGUE CITY, TX 77573	n/a	0.04 N	10	0.0%	0	0.0%
92113001	LEAGUE CITY TAX DEPT 300 W WALKER ST LEAGUE CITY, TX 77573	n/a	0.04 N	9	0.0%	0	0.0%
92112006	LEAGUE CITY BUILDING DEPT 300 W WALKER ST LEAGUE CITY, TX 77573	n/a	0.04 N	7	0.0%	0	0.0%
92112006	LEAGUE CITY FACILITIES RENTAL 300 W WALKER ST LEAGUE CITY, TX 77573	n/a	0.04 N	11	0.0%	0	0.0%
92219001	LEAGUE CITY EMERGENCY MGMT 300 W WALKER ST LEAGUE CITY, TX 77573	n/a	0.04 N	2	0.0%	0	0.0%
92211001	LEAGUE CITY MUNICIPAL COURT 200 W WALKER ST LEAGUE CITY, TX 77573	n/a	0.09 NE	7	0.0%	0	0.0%
71394020	LEAGUE CITY SWIMMING POOL 450 W WALKER ST LEAGUE CITY, TX 77573	n/a	0.11 SW	0	0.0%	504	0.3%
23611505	BAY CONCRETE CONSTRUCTION 309 W WILKINS ST LEAGUE CITY, TX 77573	n/a	0.14 W	3	0.0%	1,032	0.5%
54171131	BLAST INDUSTRIAL SVC 206 E SAUNDERS ST LEAGUE CITY, TX 77573	n/a	0.14 N	0	0.0%	0	0.0%
92112006	LEAGUE CITY ANIMAL CONTROL 500 W WALKER ST LEAGUE CITY, TX 77573	n/a	0.15 SW	0	0.0%	0	0.0%
92212003	LEAGUE CITY POLICE DEPT 500 W WALKER ST LEAGUE CITY, TX 77573	n/a	0.15 SW	0	0.0%	0	0.0%
72241001	BLUE DOLPHIN LOUNGE 423 HIGHWAY 3 S LEAGUE CITY, TX 77573	n/a	0.19 N	3	0.0%	201	0.1%

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Business Locations

League City, TX
 Ring: 25 Miles radius
 Latitude: 29.50248
 Longitude: -95.09455

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Employees Number	Percent	Sales (\$000) Number	Percent
51912006	LEAGUE CITY PUBLIC LIBRARY 100 W WALKER ST LEAGUE CITY, TX 77573	n/a	0.19 NE	40	0.0%	0	0.0%
81311008	TURNING POINT CHURCH 801 HIGHWAY 3 S LEAGUE CITY, TX 77573	n/a	0.19 SE	4	0.0%	0	0.0%
45331001	HOLE IN THE WALL ANTIQUES 447 HIGHWAY 3 S LEAGUE CITY, TX 77573	n/a	0.20 NE	1	0.0%	101	0.1%
81211202	MAGIC CUT 445 HIGHWAY 3 S LEAGUE CITY, TX 77573	n/a	0.20 NE	1	0.0%	55	0.0%
81399002	ITSA CO-OP 439 HIGHWAY 3 S LEAGUE CITY, TX 77573	n/a	0.21 NE	2	0.0%	268	0.1%
81121117	LEAGUE CITY TV & VCR RPR 437 HIGHWAY 3 S LEAGUE CITY, TX 77573	n/a	0.21 NE	2	0.0%	190	0.1%
44112005	SELECT JEEPS INC 615 HIGHWAY 3 S LEAGUE CITY, TX 77573	n/a	0.21 E	6	0.0%	4,026	2.1%
42361021	SPECIALTY CONTROL SYSTEMS 629 HIGHWAY 3 S LEAGUE CITY, TX 77573	n/a	0.21 E	8	0.0%	6,104	3.1%
52412609	GULF COAST BAIL BONDS 500 HIGHWAY 3 S # A LEAGUE CITY, TX 77573	n/a	0.22 NE	0	0.0%	1,834	0.9%
52412609	LEAGUE CITY BAIL BONDS 500 HIGHWAY 3 S # A LEAGUE CITY, TX 77573	n/a	0.22 NE	0	0.0%	1,834	0.9%
81111104	GULF COAST AUTOMOTIVE & TRUCK 281 HIGHWAY 3 S LEAGUE CITY, TX 77573	n/a	0.22 N	10	0.0%	1,150	0.6%
53212016	PENSKE TRUCK RENTAL 281 HIGHWAY 3 S LEAGUE CITY, TX 77573	n/a	0.22 N	12	0.0%	4,608	2.4%
53212016	PENSKE TRUCK LEASING 281 HIGHWAY 3 S LEAGUE CITY, TX 77573	n/a	0.22 N	15	0.0%	5,760	3.0%
44311104	MR APPLIANCE 125 W GALVESTON ST LEAGUE CITY, TX 77573	M	0.23 N	6	0.0%	1,836	0.9%
81311008	PRAYER CONNECTION 125 W GALVESTON ST LEAGUE CITY, TX 77573	L	0.23 N	0	0.0%	0	0.0%
54111002	SAMUELSON LAW FIRM 125 W GALVESTON ST LEAGUE CITY, TX 77573	n/a	0.23 N	0	0.0%	668	0.3%
52211002	HIBERNIA NATIONAL BANK 125 W GALVESTON ST LEAGUE CITY, TX 77573	n/a	0.23 N	0	0.0%	2,408	1.2%
52421002	A-TEX INSURANCE 125 W GALVESTON ST LEAGUE CITY, TX 77573	n/a	0.23 N	0	0.0%	588	0.3%
54133058	SHELMARK ENGINEERING 125 W GALVESTON ST LEAGUE CITY, TX 77573	n/a	0.23 N	4	0.0%	828	0.4%

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Business Locations

League City, TX
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NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Employees Number	Percent	Sales (\$000) Number	Percent
62441003	KID CITY 125 W GALVESTON ST LEAGUE CITY, TX 77573	n/a	0.23 N	53	0.0%	2,226	1.1%
53211101	RENT A WRECK 125 W GALVESTON ST LEAGUE CITY, TX 77573	6	0.23 N	0	0.0%	708	0.4%
44419031	BISSWANGER GLASS 125 W GALVESTON ST LEAGUE CITY, TX 77573	n/a	0.23 N	0	0.0%	603	0.3%
62441003	KIDS R KIDS PRESCHOOL 125 W GALVESTON ST LEAGUE CITY, TX 77573	n/a	0.23 N	0	0.0%	252	0.1%
52421001	BLUE CROSS BLUE SHIELD 125 W GALVESTON ST LEAGUE CITY, TX 77573	D	0.23 N	0	0.0%	588	0.3%
42339018	CLARK GLASS & MIRROR PO BOX 1050 LEAGUE CITY, TX 77574	n/a	0.24 N	0	0.0%	1,800	0.9%
54199001	ASTRA APPRAISAL SVC PO BOX 1340 LEAGUE CITY, TX 77574	n/a	0.24 N	0	0.0%	356	0.2%
53139008	TIM JONES INSPECTION SVC PO BOX 2003 LEAGUE CITY, TX 77574	n/a	0.24 N	1	0.0%	219	0.1%
54135001	AMERICAN HOME INSPECTIONS PO BOX 741 LEAGUE CITY, TX 77574	n/a	0.24 N	1	0.0%	141	0.1%
56162109	SECURE COMMERCE SYSTEMS PO BOX 778 LEAGUE CITY, TX 77574	n/a	0.24 N	8	0.0%	1,264	0.7%
56171009	AAA ABSOLUTE PEST CONTROL PO BOX 287 LEAGUE CITY, TX 77574	n/a	0.24 N	2	0.0%	220	0.1%
44311223	APOLLO COMMUNICATIONS PO BOX 2925B LEAGUE CITY, TX 77574	n/a	0.24 N	2	0.0%	644	0.3%
23822002	AIR SYSTEMS PO BOX 1172 LEAGUE CITY, TX 77574	n/a	0.24 N	10	0.0%	1,880	1.0%
81331104	SPACE CITY CRUISERS PO BOX 1987 LEAGUE CITY, TX 77574	n/a	0.24 N	0	0.0%	0	0.0%
53121003	P G INVESTMENT GROUP INC PO BOX 41 LEAGUE CITY, TX 77574	n/a	0.24 N	10	0.0%	1,340	0.7%
54151217	WHITE KNIGHT TECHNOLOGIES PO BOX 2011 LEAGUE CITY, TX 77574	n/a	0.24 N	3	0.0%	663	0.3%
54121402	INNOVATIVE PAYROLL SVC PO BOX 127 LEAGUE CITY, TX 77574	n/a	0.24 N	5	0.0%	320	0.2%
56173011	GULF COAST LAWN MAINTENANCE PO BOX 1040 LEAGUE CITY, TX 77574	n/a	0.24 N	0	0.0%	224	0.1%
81341001	NEWPORT HOMEOWNERS ASSOC PO BOX 455 LEAGUE CITY, TX 77574	n/a	0.24 N	1	0.0%	0	0.0%

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Business Locations

League City, TX
 Ring: 25 Miles radius
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NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Employees Number	Percent	Sales (\$000) Number	Percent
81149028	BAY AREA MUSIC PO BOX 912 LEAGUE CITY, TX 77574	n/a	0.24 N	1	0.0%	122	0.1%
23819009	AQUA PRESSURE CLEANING PO BOX 1045 LEAGUE CITY, TX 77574	n/a	0.24 N	1	0.0%	170	0.1%
81111104	MUFF-IT MUFFLER & BRAKE 400 HIGHWAY 3 S LEAGUE CITY, TX 77573	n/a	0.24 NE	5	0.0%	575	0.3%
92219001	LEAGUE CITY PUBLIC SAFETY 600 W WALKER ST LEAGUE CITY, TX 77573	n/a	0.24 SW	0	0.0%	0	0.0%
62441003	FIVE PLUS TWO CHILD LEARNING 102 E WALKER ST LEAGUE CITY, TX 77573	n/a	0.24 NE	18	0.0%	756	0.4%
23611823	J & S REMODELING SVC 115 WATER OAK DR LEAGUE CITY, TX 77573	n/a	0.25 SE	1	0.0%	236	0.1%
45399850	ROCK OF AGES MEMORIALS 390 HIGHWAY 3 S LEAGUE CITY, TX 77573	n/a	0.25 N	3	0.0%	603	0.3%
42311005	TESTAROSSA MOTORS INC 201 HIGHWAY 3 S LEAGUE CITY, TX 77573	n/a	0.26 N	6	0.0%	22,200	11.4%
72241001	NUT HOUSE 420 HIGHWAY 3 S LEAGUE CITY, TX 77573	n/a	0.26 NE	6	0.0%	402	0.2%
53139008	HAWK EYE INSPECTIONS INC 101 E WALKER ST PMB 707 LEAGUE CITY, TX 77573	n/a	0.27 NE	2	0.0%	438	0.2%
81111104	RICHARDS & SONS AUTOMOTIVE 105 W GALVESTON ST LEAGUE CITY, TX 77573	n/a	0.29 N	3	0.0%	345	0.2%
62111107	CLEAR CREEK CLINIC 302 HIGHWAY 3 S LEAGUE CITY, TX 77573	F	0.29 N	35	0.0%	6,965	3.6%
52211002	TEXAS FIRST BANK 111 HIGHWAY 3 S LEAGUE CITY, TX 77573	n/a	0.30 N	7	0.0%	0	0.0%
49111001	US POST OFFICE 240 W GALVESTON ST LEAGUE CITY, TX 77573	n/a	0.30 NW	69	0.0%	0	0.0%
53111002	SNUG HARBOR APARTMENTS 628 HIGHWAY 3 S LEAGUE CITY, TX 77573	n/a	0.30 E	0	0.0%	594	0.3%
5312008	LEAGUE CITY 151 W MAIN ST LEAGUE CITY, TX 77573	N	0.32 N	0	0.0%	2,616	1.3%
44512001	ANGELS GAS & GROCERIES 101 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.32 N	3	0.0%	672	0.3%
44311218	DISH NETWORK 24 HR SALES 101 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.32 N	0	0.0%	646	0.3%
56162104	ADT 24 HR ALARM & SECURITY 101 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.32 N	0	0.0%	632	0.3%

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Business Locations

League City, TX
Ring: 25 Miles radius

Latitude: 29.50248
Longitude: -95.09455

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Employees		Sales (\$000)	
				Number	Percent	Number	Percent
44815045	BECKY'S WIGS & MASTECTOMY 125 E GALVESTON ST LEAGUE CITY, TX 77573	n/a	0.33 N	2	0.0%	310	0.2%
54149001	EMBROIDERY EXPRESS 410 WILLOW POINTE DR LEAGUE CITY, TX 77573	n/a	0.33 W	0	0.0%	334	0.2%
72211019	MC DONALD'S 102 HIGHWAY 3 S LEAGUE CITY, TX 77573	K	0.33 N	50	0.0%	2,000	1.0%
54135003	MOTT TANK INSPECTION 610 CLEAR CREEK AVE # A LEAGUE CITY, TX 77573	n/a	0.34 E	8	0.0%	1,128	0.6%
23611505	KFC ROOFING & RESTORATION 610 CLEAR CREEK AVE LEAGUE CITY, TX 77573	n/a	0.34 E	2	0.0%	688	0.4%
44531004	HILLS DISCOUNT LIQUORS 201 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.35 N	2	0.0%	646	0.3%
45299013	FAMILY DOLLAR STORE 207 W MAIN ST LEAGUE CITY, TX 77573	E	0.35 N	6	0.0%	612	0.3%
81211202	CUTS LTD 207 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.35 N	5	0.0%	275	0.1%
44819035	PARKER SCHOOL UNIFORMS 209 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.35 N	0	0.0%	266	0.1%
45322013	LIGHTHOUSE RESALE & GIFT SHOP 209 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.35 N	6	0.0%	708	0.4%
44611009	CVS PHARMACY 102 W MAIN ST LEAGUE CITY, TX 77573	K	0.35 N	4	0.0%	732	0.4%
53229921	RENT-A-CENTER 219 W MAIN ST # A LEAGUE CITY, TX 77573	R	0.35 N	5	0.0%	650	0.3%
53131101	APARTMENT LOCATORS 11 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.35 N	3	0.0%	402	0.2%
81131027	X-IT CYCLES 220 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.35 N	5	0.0%	610	0.3%
51821013	EAGLE BROADBAND INC 227 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.35 N	0	0.0%	0	0.0%
51721014	EAGLE WIRELESS INTL 227 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.35 N	0	0.0%	1,683	0.9%
71391002	BIG O'S GOLF 227 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.35 N	0	0.0%	1,260	0.6%
45211101	PALAIS ROYAL 231 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.35 N	18	0.0%	2,916	1.5%
45211101	PALAIS ROYAL 251 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.35 N	0	0.0%	10,530	5.4%

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Business Locations

League City, TX
Ring: 25 Miles radius

Latitude: 29.50248
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NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Employees		Sales (\$000)	
				Number	Percent	Number	Percent
54111002	CAGLE & MC CUMBER 215 E GALVESTON ST LEAGUE CITY, TX 77573	n/a	0.35 N	5	0.0%	835	0.4%
81291021	LA POOCH PARLOUR 111 MAGNOLIA ST LEAGUE CITY, TX 77573	n/a	0.35 N	1	0.0%	84	0.0%
72211019	BURGER HOUSE 395 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.36 NW	3	0.0%	120	0.1%
72211019	CHINESE WOK 108 MAGNOLIA ST LEAGUE CITY, TX 77573	n/a	0.36 N	3	0.0%	120	0.1%
49211002	BAY AREA COURIER SVC 217 E GALVESTON ST LEAGUE CITY, TX 77573	n/a	0.36 N	3	0.0%	231	0.1%
72211019	LA INDIA BONITA 213 E MAIN ST LEAGUE CITY, TX 77573	n/a	0.37 N	0	0.0%	480	0.2%
44112005	CLEAR LAKE AUTO WORLD 212 E MAIN ST LEAGUE CITY, TX 77573	n/a	0.37 N	4	0.0%	2,684	1.4%
81211101	EDDIE'S BARBER SHOP 215 E MAIN ST LEAGUE CITY, TX 77573	n/a	0.37 N	3	0.0%	174	0.1%
81211302	HOLLYWOOD NAILS 400 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.37 NW	3	0.0%	180	0.1%
52421001	HALL'S INSURANCE 217 E MAIN ST LEAGUE CITY, TX 77573	n/a	0.37 N	0	0.0%	588	0.3%
53132003	ASSOCIATED APPRAISAL SVC 219 E GALVESTON ST LEAGUE CITY, TX 77573	n/a	0.37 N	2	0.0%	332	0.2%
53132003	R C CHUJOKE & ASSOC 219 E GALVESTON ST LEAGUE CITY, TX 77573	n/a	0.37 N	4	0.0%	664	0.3%
52229202	PROTEX MORTGAGE LLC 219 E GALVESTON ST LEAGUE CITY, TX 77573	n/a	0.37 N	0	0.0%	995	0.5%
72221305	STARBUCKS 100 E MAIN ST LEAGUE CITY, TX 77573	4	0.37 N	25	0.0%	1,000	0.5%
44419017	HOUSTON DOOR REFINISHING 1244 HUNTER WOOD DR LEAGUE CITY, TX 77573	n/a	0.37 E	3	0.0%	774	0.4%
23891041	STS SUPPLY & TRAINING 212 WILLOW POINTE DR LEAGUE CITY, TX 77573	n/a	0.37 S	0	0.0%	1,200	0.6%
56173022	DALLAS R ANDERSON III TREE SVC 1246 MOSSY OAK DR LEAGUE CITY, TX 77573	n/a	0.38 SE	2	0.0%	224	0.1%
53211101	ENTERPRISE RENT A CAR 304 W MAIN ST LEAGUE CITY, TX 77573	0	0.38 N	4	0.0%	944	0.5%
81111302	SNIDER TRANSMISSION 597 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.38 NW	3	0.0%	324	0.2%

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NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Employees Number	Percent	Sales (\$000) Number	Percent
44112005	SNIDER AUTO 597 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.38 NW	0	0.0%	1,342	0.7%
81211202	SALON AT PARK AVE STATION 304 E WALKER ST LEAGUE CITY, TX 77573	n/a	0.38 NE	5	0.0%	275	0.1%
23835002	WOODWORKS 305 E WALKER ST LEAGUE CITY, TX 77573	n/a	0.38 NE	3	0.0%	483	0.2%
44419031	ALPHA-PRO GLASS CO 305 E WALKER ST LEAGUE CITY, TX 77573	n/a	0.38 NE	0	0.0%	603	0.3%
71394013	FREE STYLE FITNESS 240 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.39 N	0	0.0%	117	0.1%
44413015	TOOL TRADERS 240 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.39 N	0	0.0%	531	0.3%
71394011	FITNESS 614 240 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.39 N	0	0.0%	156	0.1%
72211019	EL SENTINELA MEXICAN RSTRNT 104 HIGHWAY 3 N LEAGUE CITY, TX 77573	n/a	0.39 N	2	0.0%	80	0.0%
42386020	B P EQUIPMENT CO 805 CLEAR CREEK AVE LEAGUE CITY, TX 77573	n/a	0.39 E	15	0.0%	11,325	5.8%
62441003	BRIGHT YEARS CHILD LEARNING 805 CLEAR CREEK AVE LEAGUE CITY, TX 77573	n/a	0.39 E	0	0.0%	252	0.1%
44211012	LEAGUE CITY DISCOUNT FURNITURE 390 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.39 NW	1	0.0%	306	0.2%
23891007	CONTINENTAL FOUNDATION 600 CLEAR CREEK AVE LEAGUE CITY, TX 77573	n/a	0.39 E	10	0.0%	2,000	1.0%
23821007	TURNER ELECTRIC SVC 600 CLEAR CREEK AVE LEAGUE CITY, TX 77573	n/a	0.39 E	6	0.0%	984	0.5%
23611823	RCS REMODELING 600 CLEAR CREEK AVE LEAGUE CITY, TX 77573	n/a	0.39 E	2	0.0%	472	0.2%
44131015	MOBILE ONE 382 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.40 NW	7	0.0%	1,694	0.9%
23611506	BRIGHTON HOMES-CTR POINTE 502 WILLOW POINTE DR LEAGUE CITY, TX 77573	n/a	0.40 SW	1	0.0%	344	0.2%
72241003	EASY STREET LOUNGE 112 HIGHWAY 3 N LEAGUE CITY, TX 77573	n/a	0.40 N	4	0.0%	268	0.1%
23822002	DOCTOR COOL 307 E WALKER ST LEAGUE CITY, TX 77573	R	0.40 NE	15	0.0%	2,820	1.5%
44131022	FILTER DEPOT 307 E WALKER ST LEAGUE CITY, TX 77573	n/a	0.40 NE	0	0.0%	390	0.2%

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Business Locations

League City, TX
Ring: 25 Miles radius

Latitude: 29.50248
Longitude: -95.09455

NAICS Code	Business Name	Franchise Code	Distance From Site in Miles	Employees Number	Percent	Sales (\$000) Number	Percent
23822022	DR COOL & PROFESSIONAL HEAT 307 E WALKER ST LEAGUE CITY, TX 77573	n/a	0.40 NE	15	0.0%	2,820	1.5%
72211019	ESTEBAN'S CAFE & CANTINA 402 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.40 NW	60	0.0%	2,400	1.2%
71131004	TAD AKERS 218 CLEAR CREEK AVE LEAGUE CITY, TX 77573	n/a	0.40 N	0	0.0%	336	0.2%
45331014	BELLES & BEAUS 410 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.41 NW	1	0.0%	101	0.1%
42512013	CUTTING EDGE HAIR DESIGN 410 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.41 NW	5	0.0%	1,730	0.9%
72211019	LENNY'S SUB SHOP 210 HIGHWAY 3 N LEAGUE CITY, TX 77573	n/a	0.41 N	0	0.0%	480	0.2%
81219908	HOLISTIC HEALTH CTR OF TEXAS 110 HOUSTON AVE LEAGUE CITY, TX 77573	n/a	0.41 N	0	0.0%	62	0.0%
92112006	LEAGUE CITY BUILDING DEPT 305 E MAIN ST LEAGUE CITY, TX 77573	n/a	0.41 N	14	0.0%	0	0.0%
92112006	LEAGUE CITY ENGINEERING 305 E MAIN ST LEAGUE CITY, TX 77573	n/a	0.41 N	15	0.0%	0	0.0%
92216003	LEAGUE CITY FIRE MARSHALL 305 E MAIN ST LEAGUE CITY, TX 77573	n/a	0.41 N	5	0.0%	0	0.0%
23899023	CLEAR CREEK FENCE 308 E WALKER ST # 1 LEAGUE CITY, TX 77573	n/a	0.41 NE	2	0.0%	336	0.2%
81131030	GRAPHIC TECHNICAL SVC 308 E WALKER ST # 1 LEAGUE CITY, TX 77573	n/a	0.41 NE	1	0.0%	122	0.1%
81119208	BAY BRIGHT CARWASH & DETAIL 621 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.42 NW	30	0.0%	1,710	0.9%
51521001	COMCAST CABLE 309 E WALKER ST LEAGUE CITY, TX 77573	n/a	0.42 NE	0	0.0%	6,895	3.6%
81121207	DIGITEX 322 E MAIN ST LEAGUE CITY, TX 77573	n/a	0.42 N	28	0.0%	3,304	1.7%
81111104	GASS AUTOMOTIVE 595 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.42 NW	8	0.0%	920	0.5%
48841006	STAMPEDE AUTO WRECKER 595 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.42 NW	0	0.0%	210	0.1%
81111104	ROB'S AUTOMOTIVE & TIRE REPAIR 105 LEAGUE ST LEAGUE CITY, TX 77573	n/a	0.42 N	1	0.0%	115	0.1%
61111007	ED WHITE MEMORIAL HIGH SCHOOL 218 E MAIN ST LEAGUE CITY, TX 77573	NS	0.42 N	15	0.0%	0	0.0%

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81112102	COLORIZE AUTO PAINTING INC 103 LEAGUE ST LEAGUE CITY, TX 77573	n/a	0.42 N	3	0.0%	339	0.2%
45114008	GUITAR HACIENDA 200 HIGHWAY 3 N LEAGUE CITY, TX 77573	n/a	0.42 N	6	0.0%	1,344	0.7%
45114008	DANNY D'S GUITAR HACIENDA 200 HIGHWAY 3 N LEAGUE CITY, TX 77573	n/a	0.42 N	4	0.0%	896	0.5%
33271002	MC CLURE'S MACHINE & TOOL 314 E WALKER ST LEAGUE CITY, TX 77573	n/a	0.42 NE	2	0.0%	334	0.2%
53121003	LEAGUE CITY PROPERTIES 808 W MAIN ST # A LEAGUE CITY, TX 77573	n/a	0.42 NW	4	0.0%	536	0.3%
62121003	DENTAL GROUP 608 W MAIN ST # B LEAGUE CITY, TX 77573	2	0.42 NW	4	0.0%	580	0.3%
81219908	HOLISTIC HEALTH CTR OF TEXAS 300 E MAIN ST LEAGUE CITY, TX 77573	n/a	0.42 N	1	0.0%	62	0.0%
62131002	HENSON CHIROPRACTIC CTR 300 E MAIN ST LEAGUE CITY, TX 77573	n/a	0.42 N	1	0.0%	124	0.1%
99999001	CLEAR CREEK ASSOC 612 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.43 NW	1	0.0%	0	0.0%
81341021	CANON ENVIROTHON 612 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.43 NW	0	0.0%	0	0.0%
52229202	MERIT MORTGAGE CO 614 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.43 NW	0	0.0%	995	0.5%
62131002	TAYLOR CHIROPRACTIC 618 W MAIN ST # 102 LEAGUE CITY, TX 77573	n/a	0.43 NW	2	0.0%	248	0.1%
62111107	MAIN STREET WELLNESS CTR 618 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.43 NW	0	0.0%	1,592	0.8%
54111002	MARVIN L RADER & ASSOC 622 W MAIN ST LEAGUE CITY, TX 77573	ILNPQV	0.43 NW	6	0.0%	1,002	0.5%
62161001	JEBY HEALTH CARE SVC 624 W MAIN ST # 102 LEAGUE CITY, TX 77573	n/a	0.43 NW	6	0.0%	324	0.2%
62311011	JEBY HOSPICE 624 W MAIN ST # 102 LEAGUE CITY, TX 77573	n/a	0.43 NW	0	0.0%	1,470	0.8%
62199921	JEDY HEALTH CARE SVC 624 W MAIN ST # 102 LEAGUE CITY, TX 77573	n/a	0.43 NW	0	0.0%	580	0.3%
53249010	SCAFFOLD TRAINING INSTITUTE 311 E WALKER ST LEAGUE CITY, TX 77573	n/a	0.43 NE	4	0.0%	732	0.4%
81111104	LITTLE AUTOMOTIVE INC 113 LEAGUE ST LEAGUE CITY, TX 77573	n/a	0.44 N	3	0.0%	345	0.2%

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48411009	CLEAR LAKE MOVERS 116 HOUSTON AVE LEAGUE CITY, TX 77573	n/a	0.44 N	2	0.0%	190	0.1%
23822025	MR ROOTER 116 HOUSTON AVE LEAGUE CITY, TX 77573	M	0.44 N	15	0.0%	2,820	1.5%
99999001	PERMANENT CHANGES 116 HOUSTON AVE LEAGUE CITY, TX 77573	n/a	0.44 N	0	0.0%	0	0.0%
23611506	BRIGHTON HOMES-CTR POINTE 702 WHITE OAK POINTE LEAGUE CITY, TX 77573	n/a	0.44 S	4	0.0%	1,376	0.7%
54143006	STREET GRAPHICS 115 LEAGUE ST LEAGUE CITY, TX 77573	n/a	0.44 N	2	0.0%	396	0.2%
56162204	STAMPEDE TOWING 115 LEAGUE ST LEAGUE CITY, TX 77573	n/a	0.44 N	10	0.0%	1,270	0.7%
72211019	SZECHUAN GARDEN 707 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.45 W	6	0.0%	240	0.1%
44419031	TEXAS GLASS EXPRESS 826 HIGHWAY 3 S LEAGUE CITY, TX 77573	n/a	0.45 E	13	0.0%	2,613	1.3%
53113001	SAVE-U-SPACE MINI STORAGE 826 HIGHWAY 3 S LEAGUE CITY, TX 77573	n/a	0.45 E	1	0.0%	206	0.1%
81311008	CONCORD MISSIONARY BAPTIST CHR 314 E GALVESTON ST LEAGUE CITY, TX 77573	C	0.45 N	0	0.0%	0	0.0%
81111302	LEAGUE CITY TRANSMISSION PARTS 300 HIGHWAY 3 N # A LEAGUE CITY, TX 77573	n/a	0.45 N	1	0.0%	108	0.1%
81112107	CLEAR LAKE AUTO UPHOLSTERY 300 HIGHWAY 3 N # B LEAGUE CITY, TX 77573	n/a	0.45 N	1	0.0%	113	0.1%
33361105	LEAGUE CITY HYDRAULIC HOSE 121 LEAGUE ST LEAGUE CITY, TX 77573	n/a	0.45 NW	5	0.0%	5,765	3.0%
42344035	P & S SCALE CO 121 LEAGUE ST LEAGUE CITY, TX 77573	n/a	0.45 NW	5	0.0%	1,990	1.0%
23611505	ENDCON CONSTRUCTION 123 LEAGUE ST LEAGUE CITY, TX 77573	n/a	0.45 NW	0	0.0%	1,376	0.7%
44131011	O'REILLY AUTO PARTS 604 W MAIN ST LEAGUE CITY, TX 77573	6	0.45 NW	11	0.0%	2,145	1.1%
44131011	AUTOZONE 250 HIGHWAY 3 N LEAGUE CITY, TX 77573	2	0.46 N	12	0.0%	2,340	1.2%
54137002	GEO SURV LLC 200 HOUSTON AVE # B LEAGUE CITY, TX 77573	n/a	0.46 N	15	0.0%	1,650	0.9%
54137002	GEO SURV LLC 200 HOUSTON AVE LEAGUE CITY, TX 77573	n/a	0.46 N	16	0.0%	1,760	0.9%

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61161011	LEAGUE CITY DANCE ACADEMY 200 HOUSTON AVE LEAGUE CITY, TX 77573	n/a	0.46 N	2	0.0%	86	0.0%
61169914	YOGA STUDIO 200 HOUSTON AVE # A1 LEAGUE CITY, TX 77573	n/a	0.46 N	2	0.0%	252	0.1%
33995008	SIGN SHOP 306 HIGHWAY 3 N LEAGUE CITY, TX 77573	n/a	0.46 N	4	0.0%	692	0.4%
23721005	WATKINS PROPERTIES INC 610 W MAIN ST # 101 LEAGUE CITY, TX 77573	n/a	0.46 NW	4	0.0%	1,796	0.9%
62131002	FAMILY CHIROPRACTIC LEAGUE CTY 610 W MAIN ST # 102 LEAGUE CITY, TX 77573	n/a	0.46 NW	2	0.0%	248	0.1%
54131001	DESIGNWORKS 610 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.46 NW	1	0.0%	207	0.1%
81149010	COLLECTORS ALLEY DOLLS & BEARS 213 ENGLEWOOD DR LEAGUE CITY, TX 77573	n/a	0.47 W	1	0.0%	122	0.1%
23611506	MERITAGE HOMES 820 WHITE OAK POINTE LEAGUE CITY, TX 77573	n/a	0.47 SW	1	0.0%	344	0.2%
81111104	CEDES CAR REPAIR 308 HIGHWAY 3 N LEAGUE CITY, TX 77573	n/a	0.47 N	4	0.0%	460	0.2%
33271002	PINNACLE COMPONET TECHNOLOGIES 280 PARK AVE LEAGUE CITY, TX 77573	n/a	0.48 NE	4	0.0%	668	0.3%
45331041	ST CHRISTOPHERS THRIFT SHOP 419 E GALVESTON ST LEAGUE CITY, TX 77573	n/a	0.48 N	4	0.0%	404	0.2%
23712009	J C S MARINE OIL FIELD INC 501 E WALKER ST LEAGUE CITY, TX 77573	n/a	0.48 NE	0	0.0%	1,128	0.6%
23822002	BOB'S AIR CONDITIONING 305 HOUSTON AVE LEAGUE CITY, TX 77573	KN	0.49 N	30	0.0%	5,640	2.9%
23821007	SURMAN ELECTRIC 305 HOUSTON AVE LEAGUE CITY, TX 77573	n/a	0.49 N	10	0.0%	1,640	0.8%
61161011	HOUSTON INTERNATIONAL BALLET 301 HIGHWAY 3 N LEAGUE CITY, TX 77573	n/a	0.49 N	3	0.0%	129	0.1%
56162204	JOHNNY LOCK INC 801 W MAIN ST LEAGUE CITY, TX 77573	AH	0.49 W	0	0.0%	254	0.1%
56162204	NASA LOCK & KEY 801 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.49 W	2	0.0%	254	0.1%
56162204	A-ACT NOW LOCKSMITH 801 W MAIN ST LEAGUE CITY, TX 77573	AH	0.49 W	2	0.0%	254	0.1%
56162204	GOAN LOCKSMITH 801 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.49 W	2	0.0%	254	0.1%

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81391005	LEAGUE CITY CHAMBER-COMMERCE 260 PARK AVE LEAGUE CITY, TX 77573	2	0.49 NE	6	0.0%	0	0.0%
44311118	GILKES INC 300 DICKINSON AVE LEAGUE CITY, TX 77573	n/a	0.50 E	9	0.0%	2,754	1.4%
54133022	ENTECH ENGINEERING 408 E MAIN ST LEAGUE CITY, TX 77573	n/a	0.50 N	23	0.0%	4,761	2.5%
23611506	CERVELLE HOMES 385 OAKSHIRE CT LEAGUE CITY, TX 77573	n/a	0.50 W	2	0.0%	688	0.4%
71394020	OAKS OF CLEAR CREEK 210 WASHINGTON ST LEAGUE CITY, TX 77573	n/a	0.51 SE	4	0.0%	336	0.2%
61169201	A & D LIFE DEFENSIVE DRIVING 807 W MAIN ST # A LEAGUE CITY, TX 77573	n/a	0.51 W	2	0.0%	0	0.0%
33999936	PROCESS LEVEL TECHNOLOGY LTD 888 CLEAR CREEK AVE LEAGUE CITY, TX 77573	n/a	0.51 E	8	0.0%	1,552	0.8%
52229813	SPACE CITY JEWELRY & LOAN INC 813 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.51 W	4	0.0%	352	0.2%
52421001	POWELL INSURANCE 817 W MAIN ST LEAGUE CITY, TX 77573	<	0.51 W	3	0.0%	588	0.3%
53121003	PIONEER REAL ESTATE 819 W MAIN ST LEAGUE CITY, TX 77573	n/a	0.51 W	0	0.0%	402	0.2%
23611506	PERRY HOMES WESTOVER PARK 6886 SCARBROUGH LN LEAGUE CITY, TX 77573	n/a	0.51 E	2	0.0%	688	0.4%
44531004	SPECS LIQUOR STORE 196 S IH 45 LEAGUE CITY, TX 77573	n/a	0.51 E	14	0.0%	4,522	2.3%
42512001	STAR FIRE TRANSPORTATION LEAGUE CITY, TX 77573	n/a	0.51 E	1	0.0%	3,700	1.9%
81219917	HONEYWELLNESS MCRPGMNTN INC LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	124	0.1%
23822025	ALL PLUMBING INC 1851 S INTERSTATE 45 LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	564	0.3%
48811907	HOUSTON GULF AIRPORT FM 1266 LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	396	0.2%
52412609	ESPINOZA'S BAIL BONDS LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	1,834	0.9%
56171009	COLBURN'S PEST CONTROL SVC LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	330	0.2%
44229101	LAURA'S DRAPERIES BEDSPREADS LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	380	0.2%
23899018	CONTRACTOR TECHNOLOGY 402 E NASA PKWY LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	504	0.3%
81149002	SURFACE DOCTORS CONKLIN LN LEAGUE CITY, TX 77573	n/a	0.51 E	3	0.0%	366	0.2%

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				Number	Percent	Number	Percent
44111001	CLEAR LAKE NISSAN 2150 S INTERSTATE HWY 45 LEAGUE CITY, TX 77573	G	0.51 E	0	0.0%	34,360	17.7%
92112007	GALVESTON COUNTY CONSTABLE HOBBS RD LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	0	0.0%
23611506	KIMBALL HILL HOMES 4407 W MAPLE DR LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	2,064	1.1%
99999001	ROYCE HOMES 4411 W MAPLE DR LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	0	0.0%
23822002	BLESSING ENTERPRISES LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	564	0.3%
81111104	TURNERS VEHICAL INSPECTION STA 3001 FM 846 RD LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	230	0.1%
56174001	HEAVENS BEST CARPET CLEANING LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	178	0.1%
62111107	SPACE CITY ASSOC OF NEPHROLOGY 212 BELT FWY # G3 LEAGUE CITY, TX 77573	L	0.51 E	4	0.0%	796	0.4%
61111007	COMMUNITIES IN SCHOOLS LEAGUE CITY, TX 77573	N	0.51 E	0	0.0%	0	0.0%
54186007	PO BOX ETC 2507 W BAY AREA BLVD LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	630	0.3%
99999001	BAYWIND VILLAGE 4111 ALABAMA AVE LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	0	0.0%
54161401	COUNTRYSIDE SOUTH MANAGEMENT LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	478	0.2%
54138023	LAB CORP 200 MEDICAL CTR LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	0	0.0%
99999001	NICKELS INSTITUTE 17099 N TEXAS AVE LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	0	0.0%
81219103	OVER EATERS ANONYMOUS LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	216	0.1%
53111002	JORDAN COVE APARTMENTS 901 W FM 517 RD LEAGUE CITY, TX 77573	n/a	0.51 E	8	0.0%	1,584	0.8%
54141003	INTERIOR INNOVATIONS LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	188	0.1%
72111002	HOLIDAY INN EXPRESS 1330 N SAM HOUSTON PKWY E LEAGUE CITY, TX 77573	I	0.51 E	0	0.0%	1,960	1.0%
51211016	HOME VIDEO PRESERVATION LEAGUE CITY, TX 77573	n/a	0.51 E	1	0.0%	314	0.2%
56173011	LAWN BROKERS 2190 WASHINGTON LEAGUE CITY, TX 77573	n/a	0.51 E	0	0.0%	224	0.1%
23622041	CHALLENGER POOL SVC LEAGUE CITY, TX 77573	n/a	0.51 E	5	0.0%	620	0.3%
81211202	SALON CHRISTANA 501 S INTERSTATE HWY 45 # 101 LEAGUE CITY, TX 77573	n/a	0.51 E	8	0.0%	440	0.2%

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A Case History of Georgetown, Washington, DC

As one of Washington D.C.'s oldest neighborhoods, Georgetown has been a center of commerce since the 18th century. Located along the Potomac River, Georgetown served as a major port during colonial times and today is a charming historic area lined with Federal-style row houses, cobblestone streets, high-end shopping and fine-dining establishments. It is home to Georgetown University, the oldest Catholic university in the United States, historic attractions, picturesque parks, trails and the Chesapeake and Ohio (C & O) Canal. Georgetown's reputation as a center of style and affluence make it an attractive place for visitors and residents of our nation's capitol.

The Georgetown neighborhood is located in the Northwest quadrant of Washington, D.C., along the Potomac River waterfront. As outlined by the National Park Service, the Georgetown Historic District is roughly bounded by Reservoir Rd., NW and Dumbarton Oaks Park on the north; Rock Creek Park on the east; the Potomac River on the south; and Glover-Archbold Park on the west. Georgetown's primary corridors are M Street and Wisconsin Avenue.

HISTORY

Georgetown was formally established in 1751 when the Maryland Assembly authorized a town on the Potomac River on 60 acres of land belonging to George Beall and George Gordon. George Town was named in honor of King George II and flourished as a shipping center with European and West Indian trade. Tobacco was the lifeblood of the community. By 1776, Georgetown was one of the largest communities in Maryland. During the Revolution, Georgetown served

as a great depot for the collection and shipment of military supplies. The town was finally incorporated in 1789, and in 1791 Georgetown's character was profoundly affected by the establishment of the nation's capital to the east. While it was included in the new Federal District, Georgetown retained its own character.

Congress incorporated Georgetown as part of Washington City in 1871. After the Civil War, large numbers of freed slaves migrated to Georgetown, and the African American community flourished. With the bankruptcy of the C & O Canal Company in the 1890s due to severe flood damage of the C & O Canal, the area went into an economic decline. In a period after World War I, Georgetown gained a reputation as one of Washington's worst slums. With the New Deal in the 1930s the area began to rebound. Georgetown's reputation reached a high point when Senator John F. Kennedy resided in the neighborhood during the 1950s.

Most of Georgetown is occupied by residential areas whose regular streets and Victorian row houses set the tone for the entire neighborhood. A majority of the building stock was constructed after 1870. Various styles illustrate the national trend of architectural development from Georgian mansions and town houses through early Federal and Classical Revival houses to the ornate structures of the ante and post-bellum periods. The commercial corridors of Wisconsin Avenue and M Street as well as the waterfront areas are characterized by development from every era.

Georgetown's treasured institution is Georgetown University, which owes its existence to Fr. John Carroll, superior of the American Mission and a future bishop of Baltimore, who began planning for an academy in 1786. Its official founding is listed as 1789. Today, the oldest Catholic university in America, Georgetown University is a major international research university with a student population of 11,515. Famous alumni include former President William J. Clinton, Supreme Court Justice Antonin Scalia, broadcast journalist Maria Shriver and basketball star Patrick Ewing.

GEORGETOWN BUSINESS IMPROVEMENT DISTRICT (BID)

The Georgetown Business Improvement District (BID) was established in 1999 as a not-for-profit organization by the property owners and businesses of historic Georgetown to protect and enhance its unique character and public spaces. It is governed by a board of directors elected by its membership of approximately 1,000 businesses. BID programs include transportation, streetscape, marketing and special events. The Georgetown BID has played an important role in attracting exceptional retailers and restaurateurs to the area as well as ensuring residents experience a superior quality of life.

The area of the BID is bounded by Rock Creek Park on the East, Key Bridge on the West, the Waterfront on the South and Reservoir Road on the North.

A Case History of Georgetown, Washington, DC (cont.)

TODAY

Today, Georgetown is a popular place to walk, eat and shop. Visitors can enjoy dinner on the waterfront at an outdoor bar or restaurant, peruse over 300 stores, walk, jog or bike along 180 miles of trails, take a tour boat or barge ride along the C & O canal, visit a historic home, garden, gallery or museum or stroll through Georgetown University's magnificent campus. The backdrop of historic architecture, shady streets and brick sidewalks along with the celebrated waterfront create an historic ambience with a European feel.

From high-fashion national retailers to charming local merchants, Georgetown offers over 300 places to shop for the best in antiques, furniture, original art and handcrafted accessories.

At the center of Georgetown's retail experience is The Shops at Georgetown Park. This four-level urban shopping mall features anchor tenants Anthropologie, H&M, J. Crew, Ann Taylor, Victoria's Secret, Dean & DeLuca and Talbot's among others. The mall, made up of 75 retail stores and 317,000 square feet of leasable space, opened in 1981 and has been expanded and renovated twice. The mall's hours of operation are Monday through Saturday, 10 am to 9 pm and Sundays 12 pm to 6 pm.

Georgetown is home to over a hundred of restaurants, cafes and nightlife venues. Serving cuisine ranging from authentic Italian and traditional Japanese to the finest French and new American, there is someplace to enjoy at any price level. For those on the go, there are also dozens of locally-owned cafes. For late night

entertainment, Georgetown has a wide variety of clubs, bars and music venues. On the GeorgetownDC.com website, a search of the dining options yielded 140 results.

The Georgetown area is known for its legendary hotels, specializing in the best services in the Washington D.C. area. There are 8 hotels including The Ritz-Carlton, Four Seasons Hotel and Georgetown Inn among others.

Georgetown also celebrates its wide array of salons and spas. In fact, 52 businesses are listed under this category on the GeorgetownDC.com website.

With over 49 listed attractions, visitors can enjoy a tour of a historic home or garden, visit a gallery or museum or stroll through the Georgetown University campus. There are 15 places of worship and 10 embassies that call Georgetown home. As the oldest building standing in Georgetown, the Old Stone House at 3051 M Street is owned and operated by the National Park Service and is open to the public. Georgetown is also home to Washington, D.C.'s oldest commercial structure, the City Tavern, at 3206 M Street. It was built in 1796.

Georgetown with its remarkable history and appealing shopping, dining and cultural amenities remains one of Washington's most prestigious and lively neighborhoods and a popular tourist destination.

Case History: Pearl District in downtown Portland, Oregon

Portland's premier shopping and arts district was once an area of abandoned warehouses and railroad yards along the Willamette River. The Pearl District's historic industrial buildings now house fashionable retail storefronts, restaurants, galleries, lofts and spas; a nationally renowned shopping, dining, cultural and urban living district.

The Pearl District began in the early 1900s as a transportation hub for the city of Portland, with railroad yards and associated warehousing and storage facilities. Manufacturing and ancillary uses boomed and the district prospered during the first half of the 20th century.

Beginning in the 1950s, water and rail transportation patterns shifted to highways, interstates and air. The district was left vacant and marginalized. Low rents attracted a diverse range of new tenants and users. The district became an incubator for start-up businesses, primarily artists seeking inexpensive space with close proximity to the downtown and a casual environment.

In the early 1980s, the Pearl District became the focus of planning efforts to convert under-utilized warehouses and abandoned rail yards into a mixed use neighborhood. It started with an urban design study in the early 1980s, followed by the 1988 Central City Plan, which laid the foundation. The 1992 River District Vision Plan and 1994 River District Development Plan added more details. The efforts culminated in the River District Urban Renewal Plan, which was adopted in 1998 and provides tax increment financing for improvements within the district over the next 20 years.



During the mid 1990s as redevelopment plans were being formulated for the growing area, local business owners wanted to find a name for the emerging district. Many artists had already called the area home as they lived and worked in the low cost lofts inside the warehouses. Names like "warehouse district" and "brewery district" were considered but the name that stuck helped tell the story of what was happening in the neighborhood. The story credits local gallery owner Thomas Augustine for the name when he compared the artists' lofts and galleries "hidden" inside the warehouse buildings to "pearls inside crusty oysters." While not popular at first, an Alaskan Airlines writer borrowed Augustine's phrase and the name stuck.

Today the Pearl District is a marriage of modern culture and historic preservation. Art and design remain at its heart. The district contains nearly 30 art galleries; more than 50 restaurants, cafes, bars, brew pubs and coffee houses; nearly 60 home furnishing stores and antique shops; more than 60 boutiques,

jewelers and specialty realtors and three public parks with two more being planned. Since 1994 when the first residential unit was erected in the Pearl District, more than 3500 lofts, condos and apartments have sprung up in the area.

The Pearl District is also home to three universities: The Arts Institute of Portland, Pacific Northwest College of Art and Willamette University.

The dynamic neighborhood is known for its restored brick buildings, cobblestone streets, and historic water towers, in addition to numerous special events held throughout the year including monthly gallery walks, an annual arts festival, a summer concert series and a farmer's market. It is home to the Portland Center Stage, the Portland's premier professional theater company. Portland Center Stage presents a blend of classic and contemporary theater to an audience of more than 100,000 annually at its 599-seat main stage, The Gerding Theater, and a 200-seat black box theater.

The Pearl District Business Association, a not-for-profit membership based organization, is responsible for promoting many of the activities and events held in the district. They also produce the Pearl District Walking Map, the district's website, www.explorethepearl.com, and "Explore the Pearl" magazine.

The Pearl District, once a forlorn and abandoned warehouse district, has become a premier neighborhood for arts, entertainment, shopping and dining. Visitors flock to the Pearl District to become immersed in the arts, enjoy fine cuisine and shopping.

25 Steps to Recruitment

Recruiting Business and Investment to Your Community

PART I. BUILDING THE FOUNDATION

FIRST THINGS FIRST!

- Help local businesses be all that they can be before you try to recruit more.
- Can your recruiting efforts help existing businesses become stronger or larger?
- Are the support industries all they can be?
- There is nothing wrong with competition. Don't let politics or fear of competition stand in the way of a successful program.

Step 1. Understand the “investor”

- Focus all recruitment efforts on answering the investor's or developer's primary question:
 - “What's in it for me?”
- Businesses will invest in your community only if there is a return on their investment.
- With nearly 30,000 cities in the U.S. wanting some form of economic development, answer these questions honestly:
 - “Why your community?”
 - “What sets you apart from other communities?”
 - “Can a business make more money in your community than in others?”
 - “If not, why should a business invest in your community?”
- Keeping those questions in mind, look at these motivating factors:
 - Quality of life: schools, parks,

neighborhoods, curb appeal, medical services, amenities, activities.

- Cost of doing business: land costs and lease rates, site availability, taxes, labor costs.
- Transportation.
- Incentives.
- Quality labor pool.
- Housing.
- Cost of living.
- People: Attitudes of community leaders, city/county staff, business leaders, residents.

Step 2. Take Another Look at Your Community

- Take an objective look at your community, as if you were the potential investor:
 - Would you spend money to move your company into your community?
 - How do you stack up to competing communities?
 - Why would you choose your community?
 - What are your community's strong points?

Step 3. Your Community's Brand

- What sets your community apart from everyone else?
- Do you have a primary lure that attracts visitors?
- Promote your greatest asset, your greatest strength.
- Do you have one or more specific niches that your community appeals to?
- Your recruitment projects should fit your community's brand and niches.
- Developing niche markets and brand identity will aid your economic development efforts, attracting more investment.

Step 4. Show and Tell

- Developers and investors will judge your community by their first impressions.

- Put together a 30 to 45 minute driving tour – focus on community and quality of life. This is where the decision will be made.
- Never tell a potential developer “Take a look and get back to me.” You need to take them, guiding them through your town.
- 80% of the decision will be based on the community's:
 - Look – does your community look attractive and inviting?
 - Feel – how about community assets and amenities?
 - Story – is your story compelling?

Step 5. Sales Ability

- Enthusiasm is like a ripple on the water – it spreads.
- Make sure you are:
 - Well spoken
 - Well written
 - Well groomed
 - Excellent listener
 - Enthusiastic
 - Persistent
 - Resource savvy
- If you can get the prospect excited, you have a much better chance of success.

Step 6. Marketing

- Are your marketing materials presenting your community as a first-class citizen? The image presented by your materials is important.
- Review your community's marketing materials, local advertising efforts.
- Look at the community logo and the local signage.
- Review your community development/planning materials.

- Advertising will do little to attract development, but it does promote quality of life.

Step 7. Your Team and Their Attitude

- The most successful recruitment efforts begin with the words, “What can we do to help?”
- Are local officials and staff on the same team, using the same game plan?
- Who’s around you and how do they contribute to the effort?
- Include active professionals in varying fields on your team.
- Are local businesses on board?
- What are the attitudes of staff in the building and planning departments?
- What are the regulations and fees – are they workable, or expensive and restrictive?
- Is the community supportive of growth?
- Developers don’t want to do battle.
- How long will it take to “make something happen?”

Step 8. The Money

- Keep the money local; develop local partnerships.
- Look into local businesses for providing:
 - Professional services.
 - Trades (architectural, engineering, construction, etc.)
 - Banks and financial institutions.
- Sell local financial institutions on the projects.

Step 9. Your Invitation

- Just say NO to development RFP’s.

- Invite, and make them welcome. Who wants to come to a party where no one is invited?

Step 10. Your Tools

- Provide the investor with all he needs to make a decision:
 - Community profile.
 - “Opportunities” marketing piece.
 - Sales pieces for specific projects.
 - Community marketing materials.

PART II. CREATING A SUCCESSFUL EFFORT

Step 11. Develop the organization

- The key person should be a super salesperson – not an office manager, grant writer, administrator, or fund raiser.
- Let the key person do the job – which is to sell. Let volunteers and staff handle the administration and fund raising.
- Public outreach should be the responsibility of the Board of Directors.

Step 12. Get the money

- Memberships can be important, but should not be the focus. If possible, eliminate memberships so you can narrow your focus.
- Grants are important, but should not be the focus.
- Big checks: Yes! Remember – what’s in it for them? Hit ‘em with the numbers.

Step 13. Develop the recruitment list

- Get to the bottom line: What are you really looking for?
- Be sure your list focuses on your brand and niche

markets.

- Ask for community input.
- Develop the Ten Most Wanted list:
 - Specific industry.
 - Include details, such as employees, square footages, infrastructure needs.
 - Weigh the pros and cons of each.

Step 14. Create the marketing materials

- Work with local tourism organizations on quality marketing materials.
- Create an Economic Profile or Opportunities brochure, to provide facts, figures, and details necessary for your investor or developer.
- Create a Community Profile.
- These materials make it easy for a prospect to see the whole picture and make a decision, plus they help in determining feasibility.

Step 15. Create the database

- Contact industry associations and publications.
- Get a list of “members” or contacts.
- Industry vendors make great referrals.
- Develop the sales database with contact names: press, vendors, businesses.
- Subscribe to local business and commerce journals for additional leads.

Step 16. Publicize the effort

- Create a press release with key selling points.
- Create a “fact sheet” – a bulleted list of key points, to go along with the press release.
- Submit them to business journals, business and

trade publications.

- Contact business editor about your story.
- Save the press clippings.
- Get contact names and follow up with a phone call.
- Send drawings or photographs, if available.
- Publicize each deal you land. Developers are attracted to winners, so let the world know of your successes. And remember, nobody likes to be first.

Step 17. Advertising

- Ads must be seen five times before the reader remembers it, so frequency is important.
- Promote the community – not your organization.
- Keep your ad simple; include contact information.
- Advertise in specific trade publications and business newspapers.

Step 18. Trade Shows

- Target your specific industries, go to their trade shows.
- If possible, rent a booth.
- Network with everyone you meet there; it can open many doors.

Step 19. Sales Calls

- Search for names and contacts in regional business journals.
- Call them, ask if you can send them information.

Step 20. Websites

- Include community and economic development information on your community's website.

- Provide the information in easy-to-download, printable PDF format.
- Include maps.
- Include a form so they can easily request more information.
- Include your contact information on every page.

Step 21. Send sales letters to key contacts

- Always send to an individual by name – never just to the company.
- Get to the point – the first sentence is critical – what's in it for them?
- Bullets are better than narrative.
- No more than two pages.
- Include your sales literature, but no books or studies. Too much stuff gets put aside.

Step 22. Follow up is critical

- Don't wait for them to call you; call or e-mail them.
- Once you've made the call, you develop a relationship. It prompts them to look at what you sent.
- If they are not interested, ask for a referral.

Step 23. Send out "Updates"

- Create a monthly newsletter – not for memberships or fund-raising, but a sales tool with news about your town and its economic development progress.
- Send it out to your contacts. This will create Top of Mind Awareness.

Step 24. Hand-holding

- The job isn't done until the project is open for business.

Step 25. Don't give up!

- You'll meet opposition, naysayers, and negativity in your recruitment efforts – from your own community to your prospective investors. It's part of the territory.
- Marketing and advertising can be helpful, but personal contacts are the key to your success.
- Remember all the great attributes your community has – it's really a great place! After all, you live there!

GOOD LUCK WITH YOUR RECRUITMENT EFFORTS!



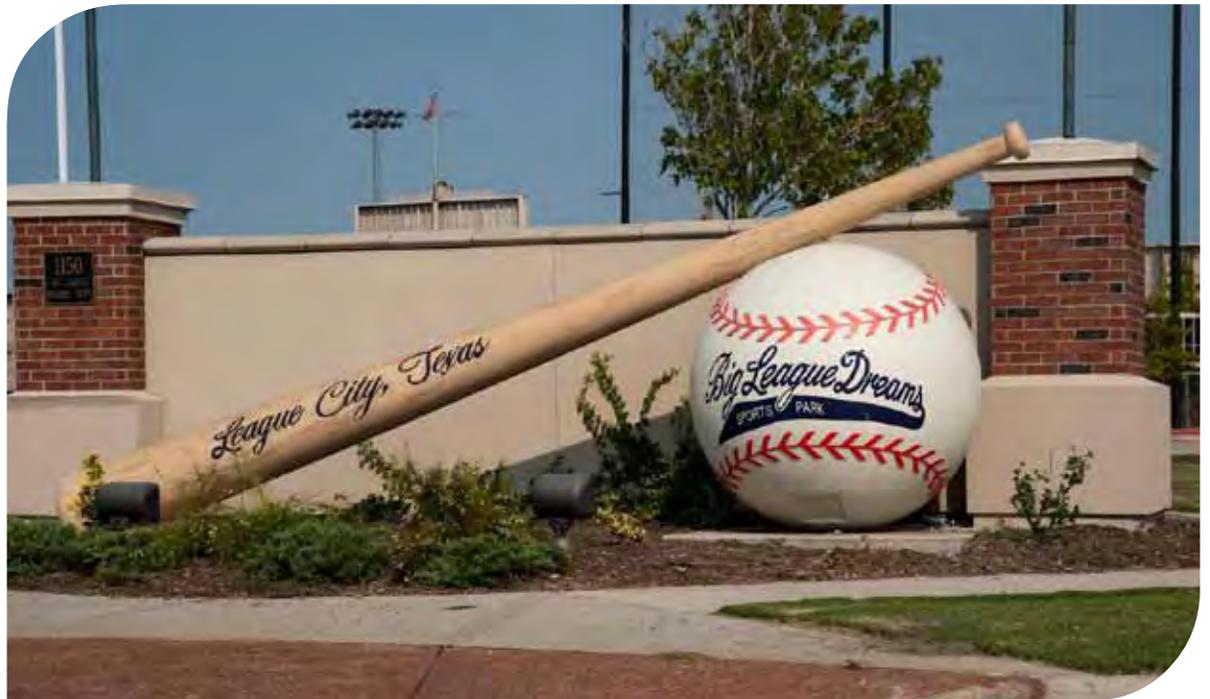
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