Sparks, Nevada
July 2009

Branding, Development, and Marketing Action Plan

ddi
Destination Development International

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Scope of Work

Scope of Work and Process

Sparks, Nevada is a city of 90,000 located in the Truckee Meadows of Northern Nevada. They share their beautiful valley with their famous neighbor, Reno, and are only a little over an hour's drive from scenic Lake Tahoe. Sparks is in a high desert climate at an elevation of nearly 4,500 feet with four full seasons and sunshine almost 80% of the year. Most widely known as the premier special events venue for northern Nevada, with events at Victorian Square such as Hometown Farmers Market, Hot August Nights, Nugget Best in the West Rib Cook-off and Hometown Christmas, bringing hundreds of thousands of visitors.

The City of Sparks is interested in developing a unique community identity that will create a place that is vibrant and attractive to both locals and visitors alike. The City has retained Destination Development International (DDI) to assist them in an evaluation of Sparks tourism potential and status as a visitor destination.

The primary goal of this effort has been to develop a comprehensive vision or "brand" for Sparks that maximizes its current assets and amenities. DDI has developed this detailed Action Plan, which provides the road map to accomplish this goal through branding, product development and marketing initiatives. The implementation of this plan will result in increased tourism spending in the community, increased overnight stays (overnight visitors spend three times that of day visitors), and a vibrant community that attracts local residents into the downtown during evening and weekend hours. As the plan title implies, it includes the brand direction – what you want to be known for; development – what you need to build or do so you "own" the brand; and marketing – how to tell the world. This action plan is a to-do list that involves many organizations since it "takes a village" to implement a successful effort.

Task 1: Community Assessment, Marketing Effectiveness and On-Site Assessment

For the Marketing Effectiveness Assessment, people from the DDI team were assigned to take a look at Sparks from the standpoint of a first time visitor. Sparks was "secret shopped" to determine the effectiveness of the current marketing efforts. The team looked at websites, guidebooks, called visitor information and requested materials, asked specific questions and took a professional look at Sparks marketing efforts.

Then, the DDI team made an initial visit to Sparks to view the community through the eyes of a first time visitor. The team took dozens of photographs, assessed the signage (both public and private), wayfinding (ease of getting around), gateways into the community (first impressions are lasting impressions), critical mass (shopping and dining options), customer service, attractions mix, amenities (parking, visitor information, public restrooms, etc.), branding efforts, beautification, pedestrian friendliness, attractions, seasonality, overall appeal, etc.

Task 2: Assessment Findings and Suggestions Workshop

Following the assessment process, DDI presented a workshop where we showcased the findings. DDI noted shortcomings or drawbacks and provided suggestions on how to increase visitor spending in each area. The workshop also included community branding essentials to inform and educate the participants as to what branding is, the steps involved in branding a community and how branding can benefit Sparks. Information obtained from the assessment process was used to help develop specific recommendations in the plan.

Task 3: Site Visit

Once Sparks decided to move forward with a Branding, Development and Marketing Action Plan, the next step was a site visit. Two members of the DDI team came to Sparks to hold interviews with key leaders and stakeholders. Representatives from city government, both the Reno-Sparks and Sparks Chambers of Commerce, the Reno-Sparks Convention and Visitors Authority, land developers, community advocates and significant retailers and attraction owners were part of this process. Information was gathered about Sparks in general, as well as perceived strengths, weaknesses, opportunities and threats, and other issues facing the Sparks community.

Task 4: Research Review

DDI conducted demographic research and used secondary segmentation research to determine primary and secondary target markets. DDI reviewed reports and studies that have been previously prepared for Sparks.

Task 5: Market Analysis

DDI reviewed existing marketing materials produced for Sparks, looked at tourism trends and neighboring community marketing brands and marketing materials. We also performed a competitive analysis of neighboring towns to determine whether there were niche markets not being used in the area that Sparks could pursue. We also looked at the size and profile of the larger regional market population for Sparks to gain insight into the viability of any brand we recommend.

Task 6: Brand Identification: The Charrette

The Charrette is an intense, week-long process that brings together leaders, stakeholders and interested members of the community to address all aspects of the feasibility of the future brand. The week started with an open, public meeting to educated the public about the basics of branding a community, as well as solicit the values, vision and needs of those involved. Throughout the ensuing days, the team held meetings to create alternative plans, testing and refining them with the end goal being the creation of a feasible plan that the community can embrace.

Task 7: Product Development

Brands are grounded on being able to deliver on the promise, therefore before any marketing is done, the community must ensure that the visitor experience exists through adequate product development. After the charrette process concluded, DDI determined the product development necessary to reinforce and contribute to the growth of the brand. The specific recommendations can be found in the Recommendations section of this plan and include suggestions on the business mix, infrastructure, wayfinding, and recruitment as well as approximate costs, and the organization or organizations responsible for each item.

Task 8: Marketing Recommendations

Telling the world about Sparks' new brand direction requires a sound marketing plan. DDI examined the existing promotional collateral, websites and other promotional efforts and developed a series of recommendations specific to attracting local and regional visitors to Sparks because of the brand. These include key marketing messages, good graphics, a robust Internet presence, public relations, collateral materials, partnerships between the public and private sector and advertising.

Brand Promise

The Brand Promise

Sparks, next door to Reno, is Nevada's Festival City. Home to the beautiful Victorian Square with a lively nightlife, great restaurants and fabulous performing and event venues, Sparks is alive with festivals and events all through the year. Two hundred days per year there is something going on in Sparks.

Victorian Square and the connection to the Sparks Marina and The Legends will make Sparks a stand-alone destination for water, food, art, music and shopping. People throughout the region are always asking, "I wonder what's happening in Sparks."

Abbreviated Brand Promise

Sparks is Nevada's Festival City with over 200 event days per year. There's always something going on in Sparks.

Vision

Vision

The vision for Sparks is one that is vibrant, full of life and character. With over 200 event days per year, there is literally always something going on in Sparks. People from the surrounding region begin to make their weekend plans and the first question that comes to mind, "I wonder what's happening in Sparks?"

Anchored by the beautiful Victorian Square, Sparks is the festival and events capital of Nevada. People come from far and wide to visit Sparks and participate in a broad range of events, from concerts to car shows to sporting events and competitions. The calendar of events is robust and draws a steady stream of visitors into the community.

The festivals and events spur the continued development of Victorian Square, bringing new life to the businesses there. It becomes a central meeting space for locals and visitors alike, THE place to hang out in Sparks. With great restaurants, shopping and numerous events throughout the year, it is the hub of activity in Sparks with a lively atmosphere where people enjoy spending their time. Artisans, street performers and musicians add to the festival atmosphere in Victorian Square, giving people something to see and do simply as they are walking down the street. Cafes and restaurants have outdoor dining where people can enjoy coffee or a meal and be in the midst of the activity.

Visitors rent segways in Victorian Square and ride out to the Marina where they'll find yet another destination in and of itself. The Marina is alive with activity; boat rentals, fishing and food carts make the Marina a fun place to spend time, enjoying the ambiance of the water. The Legends provides another hub of activity, with world class shopping, dining and entertainment throughout the year.

Outside organizations, such as car clubs, sports clubs and organizations and artisans hold annual events in Sparks that attract a loyal following. The festival atmosphere attractions a hip, young crowd as Sparks becomes THE place to hang out.

The Sparks Brand


Sparks
NEVADA
IT'S HAPPENING HERE!
2009
EVENTS &
ACTIVITIES GUIDE
I'm in Sparks. Where are you?
WELCOME TO THE FESTIVAL CITY
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www.visitsparks.com or call (800) 555 - 6655 for more informatio n


BEST OF SPARKS
20 best places to see, stay and eat .
Sparks
NEVADA
IT'S HAPPENING HERE!

WELCOME TO THE FESTIVAL CITY

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Sparks NEVADA
IT'S HAPPENING HERE!

www.visitsparks.com or call (800) 555 - 6655 for more information

10 THINGS TO DO IN SPARKS

(After you are finished with your conference, that is)

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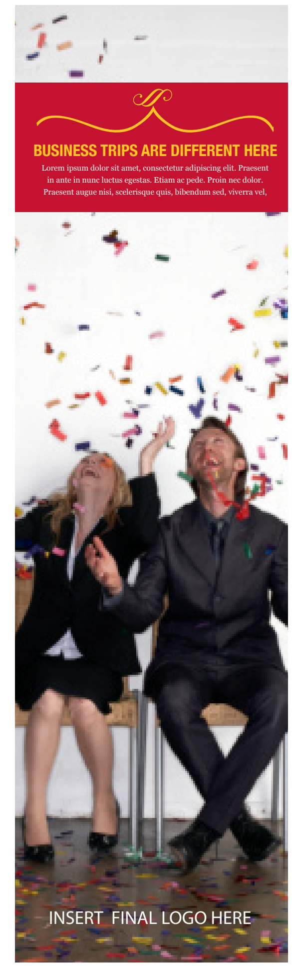

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Sparks NEVADA
IT'S HAPPENING HERE!

WHAT TO DO | WHERE TO STAY | WHERE TO EAT | GETTING HERE | EVENTS | PHOTOS | DOWNLOADS | CONTACTS

UPCOMING EVENTS

4/6 Arts Fair
4/10 Wine Fest
4/22 Chili Fest
5/3 Art Walk
5/10 Motorcycle Show

WEEKLY EVENTS

Farmers Market
Art in the Park
Live music in the square

SIGN UP FOR OUR NEWSLETTER

EMAIL

WELCOME TO THE FESTIVAL CITY

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Convention and Trade
Chamber info
Kids and Family

Full Event list
Living Here
Press Room


Sparks
NEVADA
IT'S HAPPENING HERE!
WATER
THE FESTIVAL CITY


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IT'S HAPPENING HERE!
FOOD
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MUSIC
THE FESTIVAL CITY

Executive Summary

Executive Summary

The purpose of this plan is to provide Sparks with a guide for brand development, product development necessary to support the brand, and an ongoing marketing plan. This branding process is designed to help Sparks become a unique and attractive city for both residents and visitors, helping to keep more local spending in Sparks, and attract more visitor spending from those who are visiting this region of Nevada. This plan outlines a specific course of interrelated actions to brand Sparks as Nevada's festival city, the place where something is always happening. Much more than a logo or a slogan, a city's brand is the image and feeling that it portrays. It is a perception in people's minds, the promise of an expected experience. When that promise means an active experience that is unique and fun for locals and visitors, such as attending a lively weekend-long event and enjoying some great shopping and dining while in town, the city becomes an attraction within itself.

Every branding effort requires product development, but which brand-niche can best succeed with the least amount of investment, and produce the fastest return? In many cases the answer lies in leveraging something that is already working in the community to capture and "own" a new brand identity – one not being used by another community tapping into the same markets. In other cases, something entirely new is developed as the brand.

Brands Considered

During the week-long charrette process, we discussed several different brand options. The DDI team also did research to determine what brands could be found in the surrounding communities. We took into account the current assets of Sparks, potential limitations on available funds for future development, the character of the city, the desire of the community to retain its homegrown feel and qualities that have attracted many of the residents there, and most importantly, the essential criteria by which successful brands are created.

Based on the assets found in Sparks, the research we conducted and the feedback and ideas during the charrette, we considered the following brands:

Water: There are a variety of water sports available in Sparks, from the Marina to the Wild Island water park. However, Lake Tahoe is already well branded as a stand-alone destination, the whitewater park is located in an industrial area and is not easy to find and Pyramid Lake is purposely left "low key."

Sports: The Golden Eagle Regional Park is world-class and developers could provide additional facilities. Sports are very seasonal and availability of facilities could be a major concern.

Family Destination: Sparks has a wholesome, homegrown character with an abundance of kid-friendly activities already there. However, Nevada is generally not known for family travel, broad age ranges that encompass families are a challenge and shoulder season travel could be a challenge if the brand is tied to families.

Events: Sparks is already known for its events and a fuller events schedule could spark further development of Victorian Square. Sparks also has good cooperation between the public and private sectors. The challenge is that 40 events per year isn't enough to build a brand and the staff is already maxed out with current events, so some work would need to be done in order to truly own this brand.

Recommended Brand

We recommend that Sparks becomes Nevada's Festival City, the place where something is always happening. In considering this brand, we tested it against specific criteria that need to be met for a successful brand. Using the following criteria, we determined that this brand would be a good fit for Sparks.

Narrow focus: Good brands always begin with a narrow focus. Being all things to all people no longer works. This is the age of specialization and creating a niche that is unique within the marketplace is a winning formula. This does not mean that existing assets that bring current visitors to Sparks should be discouraged or ignored. The more one has to offer, the better the destination. It does mean, however, that the brand becomes the single idea of what Sparks is known for, particularly to more distant markets.

Extensions: Good brands begin with a narrow focus but also have the potential to add additional features that add to the lure and the diversions that keep customers spending. For example, an initial focus on festivals and events will bring people into Sparks and they can enjoy other activities while they are in town, such as the Marina, shopping and dining.

Wide appeal: While narrow in focus, the brand should have wide appeal within the market and have economic stability.

Uniqueness: Our research of the area shows no other community has a brand based on festivals and events. Many communities have some events, but that is not their primary draw, nor do they have event calendars that warrant being known as a hub of festivals.

Existing assets: Sparks has assets that will help build the festivals and events brand. Victorian Square is poised for further development and can become the center of festivals and events in Sparks. The Marina and the Legends project add to that base.

New money: Drawing from the surrounding region, this brand will introduce new money into Sparks, where it will be spent by local proprietors with the potential to provide an economic multiplier effect in the local economy.

An environment for locals: A collection of shops and restaurants as well as exciting activities will attract locals as well as visitors, particularly if there are things to do in the evening hours. This "place-making" or providing opportunities for locals to come together to interact, visit and share ideas, has proven to be a significant quality of life factor in communities who have attempted it.

Victorian Square will become the centerpiece of the brand, home to many of the exciting festivals and events held in Sparks. There are several key components to making the brand a success:

1. The "Lure" is the thing that brings visitors from their home to the destination. It is usually the best of something or totally unique – something the visitor cannot get closer to home. It must be compelling enough for visitors to make the trip. One of the primary reasons visitors will travel to Sparks is to participate in festivals and events. With something always going on in Sparks, potential visitors will find a variety of reasons to come at different points throughout the year. The "lure" in Sparks is the festivals and events calendar.

2. "Diversions" are the visitor experiences that the consumer might find closer to home, but chose to do in the destination because they are already there. For example, retail shopping, dining out, attending a movie, bar hopping and hanging out with friends. The most common diversions include shopping and dining – the activity done by more visitors than anything else.

3. The "Icon" is the photographic opportunity in the destination. When you take your picture in front of this single object, it says "I was here!" An example of an icon is the castle at Disneyland and DisneyWorld. The lure is the experience of the park, and the icon is the castle. In Sparks, the icon will be…

4. "Amenities" are the things in the destination that make the experience comfortable and simple. Great hotel rooms and good dining options are amenities. Good signage and wayfinding are amenities; so are convenient public restrooms, benches, free Wifi, parking, gathering spaces and shade trees.

5. "Ambience" is another visitor attractor. Ambience is the overall environment in which visitor experiences take place. Historic buildings, public art, landscaping, flowers and water fountains are all ambiance.

All of these are important, but none so important as the lure, that which brings the visitors, and the diversions, that keep them spending in the destination.

Marketing the Brand

The stronger the product, the easier marketing a brand becomes. Creating a full and diverse festival calendar will make marketing the brand more successful. The fact that the festivals brand is unique to the area is also a strong plus. A number of marketing tools are available for "telling the world" about Sparks' new brand. Most important is the Key Message you need to communicate.

The Key Message for the brand is this: Sparks is THE place for festivals and events in Nevada. There is always something going on in Sparks and you'll find a lively, fun atmosphere full of events and activities.

Visitors will be attracted to Sparks through a variety of marketing initiatives, such as:

- The Sparks visitor website will be the most important marketing tool. It will include a robust section devoted to festivals and events with plenty of specifics, and great photography. Videos on YouTube, podcasts, photos, blogs and "twitters" will help connect with the tech-savvy market. And a full 94% of web users utilize the Internet as their primary travel planning resource; it is clearly the best way to reach the most people.
- Public relations and event sponsorships will help spread the word about Sparks' festivals and events, providing valuable third-party endorsements.
- Development of key collateral materials, including an Activities Guide, a Best of Guide and a Festival and Events Calendar will help close the sale. The Activities Guide will provide potential visitors with all the information they need to plan a trip to Sparks; the Best of Sparks Guide will showcase the best you have to offer, the real gems of the community; and the Festival Calendar will become a collectors piece that showcases the key lure, festivals and events, and will create top of mind awareness of what is happening in Sparks.

WHY BRAND SPARKS?

Over the past year Sparks has been exploring its "brand" – what the city wants to be known for – besides "east Reno" or a bedroom community. The big question that often comes up is "why now?"

When times are tough, the tough get going. This age old adage has never been more appropriate than it is today. More then ever before a city needs to think like a business. And, like any business, a city needs to import more cash than it exports. Otherwise it doesn't survive.

In the case of Sparks, while being an attractive bedroom community has its own advantages, the city knows that it needs to create jobs and industry – the foundation for any healthy community. This includes both tourism and non-tourism economic development. In the long run, this is about building tax base. The more tax base the city has, the better it can serve its citizens.

This is what virtually EVERY city is trying to do. There are thousands of cities across America looking for new ways to import new cash into the community. Nearly every city in North America was founded on a natural resource (mining, fishing, timber, agriculture) or transportation (rail, freeways, rivers). But as communities lose those core industries, they are looking to diversify into new industries, and tourism is a primary focus. Sparks is one of these many communities reaching out to diversify and build a solid economic foundation.

Communities are looking for a point of differentiation – what sets it apart from all the others; what gives it the edge. What the community is known for. What makes it a great place to live, to work, and to play – that is different from everyone else – who also use those same words to describe themselves. What sets Sparks apart from other communities and makes it a special place – one in which people would choose to live, to start their business, or to visit? What puts Sparks on the map?

Competition among communities is fierce. In order to compete, attract new industry, new business and visitors, cities need to stand out from all the rest with a unique image. This is the absolutely time to be developing the Sparks brand. Now's the time to come out with both barrels blazing. It is NOT the time to hunker down, hide and wait for the economy to get better. Those communities that are proactive, rather than reactive, are the communities that will succeed.

Now is the time to find what it is you want to be known for, driving that stake in the ground and claiming ownership of your brand.

So, over the past year, Sparks has gone through the process of finding its "unique position" as a destination, not just for visitors, but for residents as well. What will put Sparks "on the map?"

Once a brand has been identified, the goal is to have it open up business and development opportunities, creating new tax base.

THE BRAND

The Sparks brand builds on its already well-known foundation as a "Festival City." But while this brand is being developed more completely, Sparks will be known as a "Happening City" where there is always something going on.

"I'm in Sparks. Where are you?"
"It's happening in Sparks!"
"This weekend in Sparks."

This doesn't require the creation of new large-scale events or festivals, but activities. Some examples might include:

- Segway rentals that will take visitors from Victorian Square to The Legends. (A business opportunity)
- Paddle boat rentals at the marina (a business opportunity)
- Fishing derbies at the marina
- Golf and sports tournaments (business opportunities)
- Concerts in Victorian Square or at The Legends
- Evening entertainment and the Brewery
- Car and motorcycle shows
- Current festivals such as Hot August Nights
- The Sparks Farmers Market – expanding it and giving it a permanent home (expanded business

opportunities)
• The recruitment of outside events to Victorian Square

The idea is to make Sparks a hub of activity. The place where there is always something going on. The goal is to have 200 "event days" a year in Sparks, and the community is already a third of the way there with more than 70 event-days a year including its farmers market.

PRODUCT DEVELOPMENT STRATEGIES

To be successful the city needs to develop numerous projects that will encourage additional spending and private development in Sparks. The city is already in the beginning stages of much of this development. Brands are built on product, not marketing, so creating the product to support the brand is essential.

Projects include:
• A citywide wayfinding system – if you can't connect the dots, sales will drop and businesses will suffer
• Development of Victorian Square as a dining and entertainment district
• Creation of a pedestrian-friendly transportation route from Victorian Square to the Sparks Marina and to The Legends
• Recruitment of vendors into the Sparks Marina – and renaming it so it's a destination, not just a place to moor boats (the definition of a marina)
• Recruitment of new events into Sparks
• Creation of a permanent site for an expanded open air market in Victorian Square.
• Redevelopment of the boulevard that runs along the north side of I-80, so that the visual brand of Sparks is obvious and attractive: street trees to create some screening, business improvements (facades, signage, etc.), underground utilities. Community brands often revolve around visual cues, and what visitors currently see of Sparks, from the freeway, is not positive, and so this needs to be a priority project.

As you can see, brands are built on product – not marketing, not slogans, not logos. Those are all just tools to market the brand.

Sparks is a stunningly beautiful city, but like most cities in Nevada, it has no real "third place" – the place for residents as well as visitors to simply hang out and spend time. Of all the cities in Nevada, though, Sparks has a better opportunity than most to create the best "third place" in the state with Victorian Square. The city has just needed a focus: a brand. And that can help steer development and investment into this potentially awesome gathering place – for locals and visitors alike.

Economic Impact of Festivals and Events

While there are many different types of benefits to communities from festivals and events, the economic impact is the one benefit that governing bodies are usually most concerned with. Events and festivals are an economic generator that can leverage a significant amount of spending by their attendees. This spending can cover a broad range: a visitor to a festival might eat at a local restaurant, buy souvenirs, pay for parking, buy gas, spend the night in a local hotel. The spending affects many sectors of the local economy, and, in turn, affects local business owners and residents, as well as paying the local taxes for each purchase.

Besides having a positive economic impact, festivals and events also benefit their localities by providing social and recreational activities. They bring people together in a positive celebration in the community, providing healthy emotional releases and enjoyment together. They can help overcome a feeling of isolation and foster community spirit and pride. They can also encourage a spirit of volunteerism by providing fun opportunities for locals to volunteer their time and energy.

Some fairs and festivals provide educational benefits for the public about a variety of topics such as food and agriculture, interpreting historical events, and celebrating heritage.

For the purpose of helping revitalize a downtown, festivals and events held in the downtown district give residents (and visitors) a new reason to spend time there. With increased pedestrian activity, downtown businesses are able to thrive, and new business opportunities become available. For a city that sees considerable retail leakage, finding reasons to encourage downtown visits by its own residents is vital.

The immediate economic impact of festivals and events is only a portion of the benefit that cities see. When visitors come to an event, if they like what they see of the community, they might come back for another visit, move their business, or relocate their residence. Locals who are lured downtown by an event may find shops, restaurants, and entertainment that are new to them, and they may spend more time downtown. The image of the city to both residents and outsiders can become much more positive – a great PR benefit. Festivals and events can help put the city "on the map" – making it stand out from other cities for its unique experiences.

Festivals and events can contribute hugely to the local economy. The Travel Industry Association estimates that there are approximately two million annually recurring events each year in North America, and the International Festivals & Events Association estimates total attendance at these events at 405 million, with an economic impact of $25 billion.

A 2003 study of 21 of Ottawa, Canada's many festivals showed that these events generated over $57 million in direct spending and $93.3 million in economic activity for the city that year. The festivals allow Ottawa to benefit from a larger business and residential tax base, and they have found that Ottawa's festivals are one reason many people decide to move there. Local employers state that the festivals are an important factor when trying to attract employees from other cities.

According to the Connecticut Commission on Culture & Tourism and the Connecticut Center for Economic Analysis, the estimated economic impact of the state's food and wine festival, A Taste of The Litchfield Hills, and the state's harvest festival, The Litchfield Hills Harvest Festival, was $1,882,655 in direct annual local spending. The festivals generated 23 jobs annually, $1,117,170 in local personal income, and $237,915 in annual local and state tax revenue.

Riverfest, an annual festival held in Arkansas that draws nearly 250,000 people, generates an estimated economic benefit of $1.6 million each year from out-of-town visitors in gross sales, personal income and indirect business taxes. When the city of Mena's Lum & Abner Festival was reintroduced to Mena in 2006, sales tax revenue increased 10 percent for that month compared to that month the previous year. The advertising and promotion commission tax increased 12.9 percent. The three-day Toad Suck festival brings in more than 300 vendors and about 165,000 people. The West Virginia Pumpkin Festival, a four-day festival in Milton, WV, produced a $5 million economic impact according to a 2005 review by the Cabell-Huntington CVB. The Cabell County Fair generated a $1.8 million impact.

A 2006 study by the Tripp Umbach firm showed that the Mountain State Forest Festival in Elkins, WV had a total annual economic impact on the West Virginia economy of $25.8 million. Of that, $11.2 million was the result of direct spending, and $14.6 million was in indirect impacts.

Rockford, Illinois holds a three-day music festival each fall, "On the Waterfront." Attendance in 2008 was 299,349 people, and the festival generated $14.2 million for the local economy. Of that $14.2 million, $3.8 million was spent on wages and salaries of workers in Rockford and the surrounding area, supporting the equivalent of 138 annual jobs. The $14.2 million resulted in $966,690 in taxes collected for state and local governments - $244,750 of that for the city.

Ontario, Canada holds numerous festivals and events, and has done extensive research on their economic impacts, examining 97 of the province's 2003 festivals and events. The overall impact of these cultural, sports, recreation and community events amounts to nearly $80 million in returns to the province's gross domestic product. They also generate over $30 million in taxes for all levels of government and help create 2,600 jobs and over $50 million in wages and salaries.

The 39 small festivals (those with less than $75,000 in expenditures) provide a GDP impact of $12.9 million and help create 420 jobs, generating $5.2 million in taxes. The 37 medium events (between $75,000 to $300,000 in expenditures) provide a GDP impact of $27.5 million, help create 900 jobs, and generate $10.9 million in taxes. The 21 large events (more than $300,000 in expenditures) provide a GDP impact of $38.2 million and help create 1,250 jobs, and generate $15 million in taxes. Clearly, Ontario's festivals and events provide an important economic impact for the province.

In addition to these economic impacts, the study is quick to point out that these festivals and events impact the province in ways that go beyond economic considerations. They contribute to a happy and healthy quality of life by strengthening communities, providing unique activities, building awareness of other cultures, and generating community pride.

The city of Valparaiso, Indiana holds an annual Popcorn Festival, and Valparaiso University's Community Research and Service Center conducted a survey of attendees in 2005. An estimated 60,000 people attended the festival, and the estimated spending of each person attending was just over $48. Among the findings of the survey were:

- The most spending per person was at craft and vendor booths (average $26.10), followed by food and non-alcoholic beverages ($18.19) and alcoholic beverages ($11.38).
- Approximately 25 percent of festival attendees spend money in local stores.
- 82.9 percent of those surveyed agreed that the Popcorn Festival is a great event for the city.
- 72.2 percent said the festival made them more aware of the businesses in downtown.

Shepherdstown, WV's Contemporary American Theater Festival, begun in 1991, is responsible for bringing more than $1.5 million directly into the local economy during the month-long event. Total economic impact was more than $2.1 million, according to the Gateway New Economy Council. Besides ticket sales for the plays held on the campus of Shepherd University, attendants also spent money at restaurants, hotels, grocery stores, retail shops, gas stations, and other businesses. Sixty percent of those attending a play were from out of state, in spite of the record-high gas prices.

The Gretna Heritage Festival, held in New Orleans, had a record turnout in 2007, more than 100,000 people for the three-day event. The festival generated a $1.1 million economic impact according to a study by the University of New Orleans Research Center and the Jefferson Parish CVB. Of that, about $530,000 is actually spent outside the festival.

Clearly, festivals and events can be powerful economic engines for communities. The key to making the beneficial effects of holding events last around the year is to hold events throughout the year, giving people more reasons to visit. And the benefits to the community go far beyond the economic impacts – helping communities achieve a more healthful and satisfying quality of life for their residents.

Please also see the two reprinted articles in the Supplemental Information section of this plan for examples of festivals held in Burnet, Texas and New Haven, Connecticut.

Target Markets

A closer analysis of the markets for Sparks was conducted to better understand potential for various brand directions. DDI used ESRI's "Tapestry" LifeMode segmentation to understand the composition of residents in various "drive time" market areas: 30 minute drive times; 60 minute drive times; and 120 minute drive times. These detailed reports are in the Supplemental Information section of this plan.

"Tapestry" groups consumers into segments (and gives them a name) by their common lifestage and lifestyle characteristics in order to better understand the travel habits, media habits, and purchasing characteristics of the market. These segments provide general guidance into the size of the market for a particular product or experience, as well as clues as to how best to reach the higher potential markets through various media.
Within a 30 minute drive of Sparks city hall, the top six segments of the population include the following:

1. Inner City Tenants – 13,852 households: These are multicultural and younger than average, with a median age of 27.9 years. Median income is $32,497, and median net worth is $23,508. Leisure activities include attending movies and professional sports games, water-skiing and playing football, basketball and soccer. They read magazines and listen to the radio, as well as play video games. They enjoy nightlife.

2. Aspiring Young Families – 12,511 households: Startup families, with a mix of married couples with and without children and single parents with children. Median income is $50,392, and median net worth is $74,245. Half are renters; half homeowners. Leisure activities include vacations to theme parks, dining out, dancing, movies, and professional sports games. They also enjoy fishing, weight lifting, playing basketball, and watching movies on DVD.

3. Up and Coming Families – 10,098 households: Young, affluent families with younger children. Median income is $77,444, and median net worth is $162,486. Usually college degree or some college. Leisure activities include dining out, playing softball, going to the zoo, and visiting theme parks, as well as watching DVDs.

4. Old and Newcomers – 9,383 households: These are people in transition, either starting careers or retiring. Frequently renters. Median household income $42,971, and median net worth $74,682. Leisure activities include reading books, newspapers and magazines, watching TV, playing sports such as racquetball and golf in addition to jogging or walking, going to the zoo, and cooking.
5. Exurbanites – 7,865 households: Median age of 44.6 years, well educated, 40% are empty nesters. Median income is $88,195, and median net worth is $277,391. Nearly 80 percent own at least two vehicles. Leisure activities include working on their homes and gardens, boating, hiking , kayaking, playing Frisbee, photography, bird-watching, travel, playing golf and visiting national parks. They are involved in civic activities and volunteer work.

6. Cozy and Comfortable – 5,855 households: Usually middle-aged, married couples, comfortably settled in single-family homes in older neighborhoods. Median income is $65,768, and net worth is $176,556. Leisure activities include home improvement projects, lawn care, playing softball and golf, gambling in casinos, dining out, watching movies on DVD, and watching television.

Within a 60 minute drive of Sparks city hall, the top six segments of the population include the following:

1. Up and Coming Families – 17,058 households

2. Aspiring Young Families – 16,075 households

3. Inner City Tenants – 14,248 households

4. Old and Newcomers – 12,005 households

5. Exurbanites – 11,408 households

6. Midland Crowd – 10,539 households: With a median age of 36.9 years, more than half of these households are composed of married couple families, half of whom have children.

Approximately 30 percent have attended college, and they live in housing developments in rural areas. Homeownership is at 84 percent. Median income is $49,748, and net worth is $86,362. Traditional lifestyle, and many own a truck or motorcycle. Leisure activities include hunting, fishing, woodworking, and they usually opt for fast food when eating out. They enjoy country music, watching rodeo/bull riding, truck and tractor pulls, and fishing programs and news on TV.

Within a 120 minute drive of Sparks city hall, the top six segments of the population include the following:

1. Exurbanites – 43,701 households

2. Up and Coming Families – 39,770 households

3. Boomburbs – 32,968 households: Median age of 33.8 years, these communities are home to young families who are living a busy, upscale lifestyle, usually dual-income households, and well educated. Median household income is $117,782, and median net worth is $246,566. Home ownership rate is 91 percent for these suburban dwellers. This segment is the top market for purchases of goods. Leisure activities include family vacations, especially to Disney World and Universal Studios. They play tennis and golf, ski, and go jogging. They watch DVDs, attend baseball games and golf tournaments.

4. Aspiring Young Families – 32,039 households

5. Rural Resort Dwellers – 27,390 households: Median age for this group is 46.9 years, with 35 percent being older than 55, and they live in rural nonfarm areas. Retirement looms, but most of this group still works. Median household income is $47,311, and median net worth is $105,077. This group enjoys modest living and working on their homes and gardens. They frequently are active in local civic issues, and enjoy boating, hunting, fishing, snorkeling and canoeing, and listening to country music.

6. Inner City Tenants – 26,953 households

In addition to the Tapestry reports, DDI reviewed Retail MarketPlace Profiles, also prepared by ESRI, to determine the retail potential of various industries in Sparks compared to the retail sales. This shows if there is a gap between potential and sales, to determine what leakage may be occurring. We reviewed the reports based on a 10 minute drive time from Sparks city hall, a 20 minute drive time, and a 30 minute drive time. These detailed reports can also be found in the Supplemental Information section of this plan.

By carefully studying the Retail MarketPlace Profiles, it becomes apparent what types of retail are underserved in the city. This presents opportunities for these retail businesses in Sparks.

Within a 30 minute drive of downtown Sparks, the following retail segments are currently experiencing leakage – people are driving outside of this area to make many of these purchases:

- Auto parts, accessories, tire stores
- Furniture and home furnishings
- Electronics and appliance stores
- Building materials, garden equipment and supply stores
- Food and beverage stores, including grocery stories, specialty food stores, and beer, wine and liquor stores
- Gasoline stations
- Shoe stores
- Jewelry, luggage, and leather goods stores
- Hobby, book and music stores
- General merchandise stores, including department stores
- Food services and drinking places, including full-service restaurants

In order to slow the leakage from these retail gaps, recruiting additional businesses into downtown Sparks will be very important. It will also be important to show that the customer base will be drawn downtown as well, to help these businesses achieve success. Attracting Sparks residents downtown will be an important strategy, and one of the best ways to lure residents into their downtown is to hold events and festivals. People are drawn to activities, and if there is "always something going on in Sparks," residents will want to be participating.

Looking at the economic impacts of festivals and events in other cities, we have seen that frequently residents become aware of retail shops while they are at a downtown event. Also, much of the economic impact of events takes place outside of the event – with outside retailers and businesses. Events and festivals can provide the necessary attractions to entice residents and visitors into downtown to discover the businesses there, spend money, and likely return again.

This also indicates the importance of targeting residents of Sparks as the number one market for events and festivals, at least to begin with. While the primary goal of tourism is to import cash from outside the community – usually visitors from over 50 miles away – with Sparks' retail leakage, there is tremendous opportunity to target the residents in order to recapture some of that lost revenue. Visitors within a one to two hours' drive should also be an important market, followed by attracting some of the visitors to Reno.

Based on the characteristics of the Tapestry LifeMode segments of the population within a 30 minute drive of downtown Sparks, this market comprises households that are primarily active, younger, and who enjoy many various leisure pursuits, as well as dining out. Many of these earn above the median national income. This market, in general, will be very interested in spending leisure time at events and festivals.

Likewise, the market segments within a 60 minute drive time also include many households that will be drawn to events. The two largest groups are Up and Coming Families and Aspiring Young Families, both of whom are excellent potential markets for Sparks festivals and events.

While the first priority for marketing the festivals should be Sparks own residents, and the second target area should be further out from Sparks, up to a two hour drive, a third market could be targeted as well. Visitors to Reno could be attracted to Sparks festivals and events as a diversionary activity – something to do while they're in the area. It wouldn't necessarily be the primary draw to the Reno-Sparks area, but would be an activity to pursue in addition to all their other activities.

According to the Reno-Sparks Convention and Visitors Authority in their 2007 Visitor Profile Study, an estimated 5,097,591 people visited the Washoe County area in 2007. Of visitors to the Reno-Tahoe area, 17% visited Lake Tahoe. Only 15% visited the area primarily for gaming; however, 85% participated in gaming while there. Visitors also enjoyed shopping (56%), sightseeing (43%), entertainment (33%), and visiting with friends or family (29%). This is a very large market to offer additional recreational and entertainment options while they're already visiting the area.

In conclusion, the number one target market for Sparks festivals and events should be residents of Sparks itself. The secondary market also has great potential, and that is the area further out from Sparks, including Reno. Visitors coming to the Reno/Tahoe area should comprise the third market.

S.W.O.T.

Strengths, Weaknesses, Opportunities and Threats

Based on our reconnaissance of Sparks and the surrounding area, research and personal interviews, we have identified and summarized the specific strengths, weaknesses, opportunities and threats that have an impact on the community and community development. Strong consideration is given to the strengths of a city, which can become the foundation for a particular brand. Likewise, opportunities previously undeveloped can often inspire strong branding ideas. Weaknesses are sometimes fatal to branding efforts, but many times they can be overcome. Threats represent potential possibilities and are generally uncontrollable by the community. However, both threats and weaknesses can often be mitigated through understanding the limitations and careful planning.

Strengths

1. Proactive: the community is motivated and proactive about making positive changes that will make Sparks a better place for residents as well as visitors.
2. A business climate conducive to growth with a low tax structure. This will encourage new development.
3. Almost no leakage; most of the money spent by locals is spent in Sparks.
4. Three hundred days of sunshine per year.
5. Family focused – a bedroom community
6. Local attitude toward Sparks is very positive; there is a homegrown feeling

Weaknesses

1. There is no critical mass of shopping, dining and activities in Victorian Square.
2. There is no real downtown area in Sparks.
3. There is a lack of wayfinding; the best of Sparks is hard to find.

Opportunities

1. Victorian Square is ready for development and already a central gathering space.
2. Becoming a better "partner" with the RSCVA
3. Getting everyone on the same page and pulling in the same direction; businesses and organizations are willing to come to the table to work together.

Threats

1. A house divided: organizations and businesses are doing their own thing without cooperation. Much of the community is working independent of each other creating redundancy, wasting time and efforts moving in different directions.
2. Lack of funding for capital projects.
3. Lack of private development in Victorian Square.

Recommendations

Recommendations

Recommendation #1 - Year One

The Brand Leadership Team

The formation of a Brand Leadership Team was initially recommended in the draft version of this plan, and as a result of that recommendation, it has been formed. This team is made up of key community and business leaders who are being empowered by the City's Tourism and Marketing Committee to begin implementing the branding program. We suggest keeping the membership to no more than thirteen people.

The role of the BLT is to be the motivation behind this plan, the people who see it through and keep the plan on track. They also need to be the brand cops, making sure relevant organizations are using the brand and everyone is pulling in the same direction.

We suggest that the BLT work under the city while a 501(c)(6) is being developed. The team may act much like a planning commission. They report directly to the City Manager and the Mayor and have no status as an organization other than that of an advisory committee.

The BLT should develop a 20-minute PowerPoint presentation to show to Kiwanis, Rotary and other auxiliary organizations, as well as the school district, chamber dinners, city council, RSCVA, and other local organizations that could play a role in the brand. Their focus should be first the product development laid out in this plan, including Victorian Square and the greenway. Second will be helping the city recruit more events to help the brand promise come to fruition.

The BLT should request the city adopt the plan in its entirety. The city is not being charged with implementing the plan, but with pledging support for the plan and implementation of items on their to-do list.

Any successful branding effort requires pioneers, those who will tirelessly champion the cause. We surveyed 400 well-branded towns in North America and in 396 of those communities the brand was a grass roots effort. Rarely will a "top down" effort yield success. This plan needs the voices and action of people who are willing to spend time and money in bringing this plan to fruition.

Implementation: City of Sparks

Estimated Cost: No cost is associated with this recommendation

Recommendation #2 - Year One
Additional Goals for the BLT

Year one of the Branding Plan implementation requires quite a bit of preparatory work, including the formation of alliances, additional research, and clearly defining the actions needed.

Some of these additional goals for the BLT include:

• Determine the economic impact of events for Sparks. The executive summary of this plan includes examples of the economic impacts of various festivals on their particular communities. The Division of Professional Services of the National Recreation and Park Association has published a helpful book, "Measuring the Economic Impact of Visitors to Sports Tournaments and Special Events" by John L. Crompton that may also be helpful.

• Build alliances with City officials and staff, Sparks businesses, Reno and the RSCVA.

• Define how to create an identity for Sparks while maximizing and supporting regional tourism efforts.

• Research what city/venue needs to provide to attract new events.

• Define support required from the City of Sparks.

• Procure local Public Relations help.

Implementation: Brand Leadership Team

Recommendation #3 - Year One
Obtain URLs to promote the brand

Obtain several URLs for use on the visitor website that promote the brand and help make Sparks easier to find on Internet searches. People are interested in activities and experiences, not geography, so counting on people to search for Sparks, NV won't work. Using URLs that speak to the festivals brand will help more potential visitors find the Sparks website and draw more people to the festivals and events.

Suggested URLs include:

www.TheShowThatNeverEnds.com

www.ImInSparks.com

www.WhereAreYou.com

www.FestivalSparks.com

Implementation: Brand Leadership Team

Estimated Cost: $150

Recommendation #4 - Year One

Develop a Brand Style Guide

Develop a style guide for Sparks' new, branded logo for the City and other entities that will use the logo. This guide will contain graphic design standards for logo and slogan usage, templates for website development, and usage guidelines for the production of printed sales and marketing materials, as well as the proper use of key marketing, advertising and promotional messages.

The guide contains a system of coordinated visual elements that make up the community's graphic identity. It provides specific rules about proper use of the logo and brand to help maintain the integrity of the design.

Continuity is critical in developing a strong branding program. The City departments, Sparks Chamber of Commerce, Visitor Information Center, local organizations and all other parties that represent Sparks' identity to the public should use the Style Guide. This will ensure a strong branding effort that creates top-of-mind awareness.

The guide should include identities for the City, Chamber, events organization, Economic Development organizations, etc.; pole banners and wayfinding concepts; advertising, website and brochure concepts; usage guidelines, color palette, as well as logo dimensions, approved sizes, fonts and colors. Wrong usage of the logo and other graphic elements needs to be spelled out as well.

Implementation: Brand Leadership Team

Estimated Cost: $25,000

Recommendation #5 - Year One

Logos and Tag Lines

The Key Message for the brand is this: Sparks is THE place for festivals and events in Nevada. There is always something going on in Sparks and you'll find a lively, fun atmosphere full of events and activities.

With this message in mind, the Sparks logo concept has been developed to portray Sparks as a vibrant, fun, happening city – where something is always going on. The tag line "It's Happening Here" should be joined to the logo, as it reinforces the message.

In bold marketing efforts, such as billboards and signs, include the line "Welcome to Nevada's Festival City."

In print ads promoting Sparks, where the ad includes a photo, such as of a person having fun among a crowd of people, include "I'm in Sparks, where are you?" perhaps with the person holding up their cell phone.

Implementation: BLT

Estimated Cost: No cost

Sparks NEVADA IT'S HAPPENING HERE!

Recommendation #6 - Year One

Recruit Activity Vendors to the Marina

The Marina is a wonderful asset, and it has great potential. Adding more things to do will make it more appealing for both locals and visitors, and help utilize this park to its greatest potential. The Marina needs to become an additional hub of activity, adding to the variety of things to do in Sparks. Visitors may come to Sparks for a festival, but for them to stay longer than the few hours they are spending at the event, they'll need other things to do.

We recommend recruiting activity vendors to the marina, such as:

- Fishing pole rentals
- Segway rentals (possibly an extension of another Segway rental company that would be a concessionaire to the city)
- Small, non-powered boat rentals such as canoes, paddle boats and rafts
- Food vendor carts during peak season attendance

Additionally, decorative pole banners should be added to the light poles in the Marina, which will add to the sense of place and help create cohesiveness with the brand, Victorian Square and The Legends project.

Implementation: City of Sparks, BLT

Estimated cost: No costs to the City are associated with this recommendation; the activity vendors would be private enterprises.

Recommendation #7 - Year One

Create a Sparks Festival Calendar

Another key marketing tool will be a Sparks Festival Calendar. This will be a high-quality, collectors edition piece showcasing the best festivals and events in Sparks each year.

- The calendar should be a 17”x24” poster that includes professional photography, as well as continuity with the graphic identity for Sparks. It will include the festivals and events for the year and each year will be redesigned to create collectors editions that people will want to keep.
- Initially print 2,000 copies of the calendar and have 500 of them framed and distributed to hotels, restaurants and front-line shops.
- A second version of the calendar should be created: a three sided table tent. Each side would represent a season and showcase the events taking place. It should have a cohesive look and feel with the poster version, and be displayed in hotel rooms and restaurants.
- Since Sparks will become THE place for festivals and events in Nevada, those events need to be promoted all over town. With easy access to the events calendar, visitors will be able to see at a glance what is happening in Sparks. And as the list of events grows as the brand rolls out, the calendar will become more impressive, giving a visual image of the breadth and variety of events happening in Sparks.

Implementation: BLT

Estimated Cost: $10,000 annually

Recommendation #8 - Year Two-Four

Create a Wayfinding System

Wayfinding, as the name implies, is simply how you help people find their way in and around your community. One of the significant weaknesses in Sparks was found to be the lack of wayfinding; visitors don't know how to find the best of Sparks, or even what the best activities and attractions are. Creating a professional wayfinding system will help make each attraction, amenity and venue easy to find.

The wayfinding system should be professionally developed. It can be hard 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.

The wayfinding plan should include:

- Design and location of gateways for the city, Victorian Square, the Marina and the Legends
- Design and location analysis of directional signage
- Inventory of attractions, amenities, and services; the placement on each sign; testing for readability at speed; fit and design
- Signage specifications for bidding purposes, cost estimates, phasing and bid documentation
- Decorative pole banner designs
- Coordination with city, county and state for setbacks, restrictions, and construction standards
- Precise wording and exact locations for each new sign, as well as mounting options, so it can be used to obtain fabrication and installation bids from regional sign manufacturers
- A visitor information kiosk program: Visitor kiosks are an important component of making information easily available to Sparks visitors. They should be placed at key locations to cross promote attractions and locations in Sparks (Victorian Square, the Marina, the Legends), as well as promote events and activities. This should include taking back the existing underutilized kiosks in Victorian Square as well as placing additional kiosks around Sparks – perhaps four at The Legends, one at the Marina, and half a dozen at local retail centers, hotels and at golf courses.
- Visitor kiosks should be designed to complement local architecture as well as enhance the festivals brand. The kiosks should provide weatherproof brochure holders for 24/7 visitor information, as well as display maps, a calendar of events, attractions, local services and amenities, and lodging and dining options. They should have adequate lighting and include prominent signs indicating "Visitor Information".
- The easier it is for visitors to find the attractions, events and amenities, the longer they will stay. Providing well-stocked, attractive and easy to find visitor kiosks ensures visitors will have access to relevant information at any time, even when visitor centers aren't open. And only about 5% of visitors ever stop at Visitor Information Centers, so placing kiosks with visitor information near major attractions and amenities makes I easy to cross-sell activities and events and help travelers find more to do; hence, they spend more time, and money, in your community.

Implementation: City of Sparks

Estimated Cost for Plan: $120,000

Recommendation #9 - Year Two-Four

Develop a Recruitment Program for Victorian Square and the Marina

To continue development of Victorian Square and create the critical mass of retail shops and restaurants necessary for it to become a great visitor destination, we recommend hiring a business recruitment specialist to focus on this important aspect of the plan – creating the product necessary to own the brand. This person would be hired and report to the Brand Leadership Team.

The job would be a full-time, contracted position, and the individual selected must have a business license and be responsible for his or her own taxes, benefits and overhead. The recruitment specialist would not be a city employee, but should 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 contracts 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, TIF, BID 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 Victorian Square, as outlined in Recommendation #7, as well as for recruitment of the vendors for the Sparks Marina as outlined in this plan, 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 in Victorian Square and the Marina, putting together the pieces to make a vibrant community.

Implementation: City of Sparks

Estimated Cost: $50,000 each year for two years

Recommendation #10 - Year Two-Four

Develop City Ordinances for Victorian Square

City Ordinances should be developed that address street vendors and performers, retail signage and outdoor displays, and outdoor dining in Victorian Square.

- Entertainers and street vendors: Street performers provide a valuable public service that can enhance the character of any downtown and provide an immediate jump-start to help establish the animation of its pedestrian destination. Street performers may include acting, singing, playing musical instruments, pantomime, juggling, magic acts, dancing, reading, puppetry and other activities that attract the attention of the public. The ordinance should address locations, safety issues, obstruction issues, signage, and prohibited actions.
- Beautification and retail signage: Establish a retail signage and outdoor display review board comprised of downtown property and retail shop owners. A peer-driven Sign Review Board should be created to protect the aesthetic integrity and maintain a consistent and complimentary design scheme for commercial signs within Victorian Square. This board would be charged with reviewing and approving sign design, providing display guidelines for other businesses and enforcement.
- Outdoor dining: Sidewalk dining adds considerable character to the assortment of any community's restaurants. Sidewalk faces provide open-area dining on public sidewalks. Virtually every popular downtown pedestrian destination provides for the ambiance of outside dining. The city ordinance should address outdoor furnishings, space, overhead structures, signage, lighting, heaters, vending machines, insurance requirements, and cleanliness.

Implementation: City of Sparks

Estimated Cost: No costs area directly associated with the recommendation.

Recommendation #11-Year Two-Four

Provide Wireless Internet Access in Victorian Square

Install a Wifi system in Victorian Square providing free wireless Internet access to the area. Either the city or a non-profit corporation can install, operate and maintain the network.

Free Wifi is becoming increasingly common in communities across the country. Cities wanting to bring more business downtown are finding that offering free Wifi is a good incentive. In addition to attracting new business, a wireless zone also allows downtown workers to work outside, spurs the development of sidewalk cafes and coffee shops and facilitates city functions such as parking enforcement with the use of hand-held devices.

People appreciate easy access to their email and the Internet and providing free wireless Internet access is a great way to add value for locals and visitors alike. It helps create place where people want to spend time and will make the Victorian Square experience even more appealing.

Implementation: City of Sparks

Estimated Cost: Approx. $125,000 per sq mile

Recommendation #12 - Year Two-Four

Recruit Events to Sparks

Clubs and organizations can be a mainstay of events in Sparks. Car and motorcycle clubs have shows, artists can showcase their work, and sporting events draw visitors as well. Recruiting clubs and organizations to hold their events in Sparks will help round out the festivals and events calendar, reinforcing the brand and bringing in a wide variety of things to do in Sparks.

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 Sparks.

Clubs and organizations to target include:

- Car clubs
- Motorcycle clubs
- Sporting events
- Biking clubs
- Kayaking clubs
- Ski-gear auctions with vendors, etc.
- Artists in action shows and clubs
- Culinary events, cooking shows
- Flower and garden clubs and shows
- Mineral, fossil, and gem clubs and shows
- Dance groups
- Antique shows
- Photography clubs and shows

Invite the clubs and organizations to hold their events in Sparks – 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. The more events on the calendar, the more people will start to ask, "What's going on in Sparks this weekend?"

Implementation: City of Sparks Parks and Rec Dept, BLT

Estimated Cost: $70,000 per year for one additional full time staff person to recruit, organize, and manage the even

Recommendation #13-Year Two-Four

Develop New Events

The goal for Sparks is to have 200 event days per year. Then Sparks will truly be a place where something is always happening. To this end, new events will need to be developed to begin to round out the festivals and events calendar.

New events can include:

- Railroad/train festivities
- Weekend crafters markets
- Museum hosted historical events such as Native American music and dance
- Permanent, open-air farmers market in Victorian Square
- Wine walk
- Trick or treating on the Square
- Victorian home and Museum tour
- Art shows
- Veteran's Day Parade
- Formal New Year's party
- Sparks birthday celebration annually
- St. Patrick's Day celebration
- Sparks marathon
- Sparks book fair
- Battle of the Bands
- National skate board competition
- Annual miniature train collector convention
- Red Bull water contest at the Marina
- Chinese New Year event
- Clown convention
- Railroad rendezvous
- Chainsaw carving competitions
- Pow wows
- Harvest festival
- Antique tractor and farm show
- Microbrew competition
- Victorian Christmas with strolling carolers, mulled wines, horse drawn carriages and Christmas crafts
- Acoustic music competition
- Scrapbooking conventions
- Youth soccer tournaments
- Country music festival
- Annual regatta at the Marina
- Canoe races at the Marina
- Bike tours and races
- 50-state softball tournament
- Wine and jazz
- Drive-through lighted Christmas displays
- Spooky street and assorted Halloween entertainment
- Spam festival
- Chicken wing festival
- Oktoberfest
- Mardi Gras festival and parade
- Spring festival
- Easter egg hunt at the Square
- Sailing competition and paddle boats at the Marina
- Paintball events
- Bridal fairs
- Green living/earth day expo
- Outdoor chess tournament
- Ethnic festivals
- Cooking competitions
- Storytelling festival
- Puppet shows
- Flea markets

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

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 Victoria Square, the Marina, and The Legends can really shine. Good signage for parking and diversions in the entertainment district are important to making the place attractive to event planners.

Public relations: Sparks should be prepared to offer superior public relations results for events.

Positioning: Sparks can help any event planner make a success of their event by providing advice on how best to position it. 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: Sparks should strive to develop long-term partnerships with sponsors, organizations, and event coordinators whose brands are compatible with the events and Sparks 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.

Implementation: City of Sparks Parks and Rec Dept with local organizations, BLT

Estimated Cost: No direct cost is associated with this recommendation

Recommendation #14-Year Two-Four
Develop Event Sponsorships with Local Media & Corporations

Develop event sponsorships with local media such as newspapers and radio stations. Local media outlets are often interested in partnering with other organizations on events and this will bring additional publicity to the events.

For example, a local newspaper or regional radio station could become the sponsor of a Sparks Marathon. They get publicity at the event as the sponsor, bringing further awareness to the attendees of the event about their newspaper or radio station. The event, and hence Sparks, gets greater publicity through the newspaper or radio. These kinds of event sponsorships are beneficial to both parties, helping to draw attention to the media outlet as well as gaining additional publicity for the events.

Work to find corporate sponsors for events as well. As events gain a track record of success, corporations will become willing to invest in sponsorship. Research corporate sponsorship opportunities through Foundationcenter.org.

Implementation: BLT

Estimated cost: No cost is associated with this recommendation

Recommendation #15 - Year Two
Develop a Street Performer Program

Develop a street performer program that includes artists, musicians, magicians and other performers. Street performers provide a valuable public service that can enhance the character of Sparks and provide an immediate jump-start to help establish its festival city brand. Street performances may include acting, singing, playing musical instruments, pantomime, juggling, magic acts, dancing, reading, puppetry, and other activities that attract the attention of the public. This program should have some funding to bring in quality performers and should be laid out in partnership with local businesses.

Street performers bring vitality to a town. They provide people with street-side entertainment as they wander between shops, restaurants or event venues. It creates an ambiance of excitement, of things happening, of entertainment – exactly what we are trying to accomplish in Sparks.

Be creative with funding and payments to the performers. Possibly use a system of a small fee plus allowing performers to collect donations. Musicians performing for outdoor restaurant patrons could possibly be remunerated by the restaurant.

Implementation: City of Sparks

Estimated Cost: $10,000 annually

Recommendation #16-Year Two-Four
Rolling out the Brand

Brands are much more than logos and slogans; they are built on product, and they MUST be earned. You never roll out a brand before you can truly deliver on the promise. Brands are what people think of you, not what you tell people you are. That is why brands need to be built on the product, on the experience people have in your community, rather than just some flashy logos and catchy taglines.

Begin to roll out the brand when you have at least 120 event days per year. Currently Sparks has about 50 event days, with as many as 60 event days coming in 2009. You're looking to have something going on in Sparks every weekend from April through October, and some weekends during the holiday season, for a total of about 26 weekends of events per year. And the goal is to have multi-day events. Rather than aiming for 120 separate events per year, multi-day events help create a robust festivals and events schedule that will draw more visitors to Sparks.

The ultimate goal will be to have 200-plus event days in Sparks, but you can begin to use the brand when the calendar is beginning to fill and you can deliver on the brand promise.

Implementation: City of Sparks and BLT

Estimated Cost: No cost

Recommendation #17 -Year Two-Four

Redevelop ALL marketing materials

All of the Sparks marketing materials need to be redeveloped to reflect the brand and have a solid focus on festivals and events. The following recommendations will explain the various marketing pieces in detail, but it can't be emphasized enough that the marketing materials for the community need to be in keeping with the brand effort.

Continuity is key to brand development. Imagine if every independent Coca-cola bottling plant developed its own logo – the Coke brand would not exist. It takes a village, a community-wide effort, to develop a strong and sustainable brand. This applies to both images and events. You need to make sure that all the applicable organizations and businesses in Sparks are pulling in the same direction, and continuity of marketing materials is an important piece of that process.

The recommendations that follow will outline the specific marketing pieces we recommend, and the important consideration is that they promote the brand.

Implementation: City of Sparks, BLT, Chambers of Commerce

Estimated Cost: Varies, included in following recommendations

Recommendation #18 - Year Two-Four

Develop a Sparks Visitor Website and Utilize Internet Marketing

A new visitor website will be THE most important marketing tool in your arsenal. This website needs to be developed to promote and support the brand, as well as provide visitors with all the information they need to successfully plan a trip to Sparks – all in an easy to read, easy access, visually appealing format. In short, it needs to be good enough to close the sale.

The importance of your Internet marketing cannot be overstated.

- 75% of all US households have immediate access to the Internet
- Of those, a full 94% use the Internet as their PRIMARY travel planning resource
- 72% never go past the first page of search results
- 86% never go past the second page of search results
- 70% are frustrated when trying to plan travel online; they are looking for experiences, not locations. Activities are the most important thing – location is secondary

Significant resources must be allocated to your website and Internet marketing. If 94% of Internet users utilize the Internet as their primary travel planning resource, the Internet is clearly your best and most efficient way to reach potential visitors.

Here is the recommended breakdown of expenditures for a marketing budget:

- 50% should be spent on the Internet
- 30% should be spent on public relations efforts
- 10% should be spent on advertising (primarily to drive visitors to the website)
- 10% should be spent on printed materials and trade shows

The budget for Internet marketing must include:

- Keyword purchases: pay-per-click keywords that bring you greater exposure on search engines
- Site design and weekly or monthly updates
- Hosting of multiple domains (the URLs recommended in this plan)

Recommendation #18 - Year Two-Four (continued)

Develop a Sparks Visitor Website and Utilize Internet Marketing

- E-newsletter management (we recommend Constant Contact)
- Personnel to manage the site in terms of content, updates, monthly e-newsletter, database management, etc.

Developing the Website

It takes a team to develop an effective tourism website. We like to think of the design and construction of a website much like the design and construction of a home. You need: The architect – builds the site map, how the information flows and decides what content should be included

The engineer – the person that develops the backbone of the site chooses the right software and writes the code

The interior designer – the person or persons that make the site visually pleasing, and cohesive with the brand and graphic identity

The builder and maintenance crew – the people that add new content, and update/refresh older content

When developing the site, hire professionals with experience in the travel industry. Creating a website that is good enough to close the sale ranges from $40,000 to well over $100,000. For Sparks, we recommend spending approximately $60,000 to $80,000, which includes the design, copywriting, and front end/back end development.

Organize the site around activities and things to do – "pick your season" and "pick your passion":

Pick your season:

- December/January: Holiday Festivals
- February/March: Hearts and Shamrocks
- April/May: Spring Fling
- June/July: SummerFest
- August/September: Hot Rods and Feasts
- October/November: Fall Festivals

Pick your passion:

- Festivals and events
- History and culture
- Shopping and dining
- Entertainment
- Sports and recreation
- The environment

Other important Internet recommendations:

- Social media is the best form of brand building. Utilize video clips, YouTube videos, and "Twitters." Video clips should be a mix of professional and user contributions. Imagine watching clips of people having a great time at Sparks festivals; those serve as third party endorsements which are far more powerful at brand building than anything you say about yourself. Twitters are "what are you doing now" feeds; Facebook utilizes them. The site should feature a Sparks Twitter – what's going on right now in Sparks. It plays to the brand beautifully; there's always something going on in Sparks.
- Include an online pressroom with information for media sources. This should include photography, story ideas, and contact information. You want it to be easy for media outlets to get information about Sparks and your festivals and events.
- Nothing sells a place like photography. Hire a professional to take stunning photos of Sparks, but not scenic vistas; you need to show people enjoying activities. Remember, people are looking for experiences. Utilize your great photography throughout the site. Show people what they're missing.
- The homepage should be clean, easy to read and have no more than seven primary links. People tend to get frustrated if they have to navigate through too many options right off the bat.

Implementation: BLT

Estimated Cost: $60,000 to $80,000

Recommendation #19 - Year Two-Four
Develop a Sparks Activities Guide

Develop a high-quality Activities Guide that gives potential visitors the information they need to plan a trip to Sparks. The Best of Sparks guide will show the highlights, while the Activities Guide will provide more of an overview of what is going on in Sparks.

This should be developed as a public/private partnership, but not with "advertisers" – the pieces should be in advertorial format. This will be the flagship piece that promotes Sparks in a way that is good enough to close the sale.

The guide can be divided into sections: "Pick Your Season" and "Pick Your Passion".

Pick your season - six seasons:

- December/January: The Holidays
- February/March: Hearts and Shamrocks
- April/May: Spring Fling
- June/July: SummerFest
- August/September: Hot Rods and Feasts
- October/November: Fall Festivals
- It should also include what to expect by season, including weather, activities, and special deals.

Pick your passion – activities by passion:

- Festivals and events
- Historical and cultural
- Sports and Recreation (golf, biking, hiking, skiing, etc.)
- Environment (photography, hiking along the river, bird watching)
- Shopping and Dining
- Gaming

The focus of the Activities Guide is to showcase various events and attractions in Sparks, providing specific information. This piece should be sent to people inquiring about coming to Sparks, as well as placed in the visitor information kiosks and at other strategic locations. It needs to be full of specific information, great photography and be good enough to close the sale.

Implementation: BLT

Estimated Cost: Public/Private Partnership - $30,000 Public/$50,000 Private

Recommendation #20 - Year Two-Four

Create a "Best of Sparks" Guide

Develop a new marketing brochure entitled, "The Best of Sparks" promoting the specific businesses and attractions in Sparks that showcase the best the city has to offer. Special attention should be given to businesses that support the Festivals brand. This is the piece used to let visitors know what they can see and do in Sparks; the reasons to come here.

The guide should include retail shops, restaurants and activities. Each participating retailer needs to meet certain criteria to be included:

- Open at least six days a week. If closed, it has to be a Monday
- Highly regarded by someone other than themselves
- Good curb appeal
- Open until at least 7:00 at night, Thursday through Saturday

The guide should feature something special and unique about each featured business, written in an advertorial format, not just a series of ads. Details are critical. People like specifics, and the more interesting and unusual items you can mention, the better. If a restaurant has a signature menu item, suggest that they order it; if a shop carries a unique specialty item, mention it in detail. Also, include professional photography throughout to showcase each shop, restaurant and location.

The guide should also contain maps, including a map of the location of the city of Sparks, travel times from major metro areas, directions to Victorian Square, and a walking map of showcasing he location of each retail storefront and dining location. In addition to stores and places to eat, include other interesting features such as where to park, historical landmarks, hotels and motels, public parks or gathering places, location of public restrooms, etc.

The days when it was sufficient to simply list all of the activities, shops, restaurants and attractions in your destination are over. Convenience is at the top of the list for visitors, and this includes the planning stages of their visit to Sparks.

These brochures, full of stunning color photography, and specific details and information will convince consumers that Sparks is the place for festivals and events in Nevada; it must be good enough to close the sale.

Implementation: BLT

Estimated Cost: Public/Private Partnership - $15,000 Public/$15,000 Private

Recommendation #21 - Year Two-Four

Periodic Facilitation of the Plan

Contract with an outside firm to provide facilitation services to assist with implementation of the plan every year for the first three years. The facilitator should meet with the Brand Leadership Team and representatives from all the organizations that are responsible for implementation of the different parts of the plan. During this meeting/workshop, everyone would go through their lists of tasks and give status reports. They would discuss the next steps, determine if changes need to be made, and talk about their progress. These meetings would help the community keep on track. At the end of the third year, the plan should be reviewed and updated.

With any long-term plan that involves several different organizations, keeping on track can have challenges. Engaging an outside facilitator periodically throughout implementation will help keep the goals in focus and tasks on track.

Implementation: City of Sparks and BLT

Estimated Cost: $7,500 each visit

Recommendation #22 - Year 5+

Revisit the site plan for Victorian Square

The goal of this branding effort is to make Sparks the festival capital of Nevada. Victorian Square will be a large part of the product under which the brand is built. However, at this time, Victorian Square lacks a critical mass of shops and restaurants necessary to make it a great visitor destination. We recommend the plan for Victorian Square include:

- At least 20 restaurants
- Coffee shops
- Confectioneries
- Variety of sit down restaurants: Thai, Italian, Mexican, etc.
- A bakery
- Pubs
- Delis
- Gourmet burgers and pizza
- All with room for outdoor dining and entertainment space
- Additional, smaller, water features
- A signature amphitheater that can seat 3,000 people and can be a water feature play area and ice skating rink in winter
- Professional office space and some condos on upper level floors
- Activity vendors: perhaps six or so, including Segway rentals, bike rentals, etc.
- Gateways into Victorian Square that span the street and make a statement
- A permanent home for an Open Air Market
- Public restroom facilities
- Redeveloping Nugget façade to be more in keeping with the Victorian flair of Victorian Square
- Shade trees every 30 feet or so to create a shade canopy
- Make it a strong "third place" – it needs to be THE place to hang out

Victorian Square needs to become a great place to hang out and spend time, not just for visitors, but 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. One of the major tasks of the Brand Leadership Team and the City of Sparks will be to spearhead the product development of Victorian Square to achieve the critical mass of shops and restaurants, as well as the gathering spaces and enhancements that are necessary.

Implementation: City of Sparks with BLT

Estimated Cost: $25,000 for additional concepts and consultation

Recommendation #23 - Year 5+

Create a Strong Transportation Link Between Victorian Square, the Marina and The Legends Project

There needs to be a strong transportation link between Victorian Square, the Marina and The Legends Project, giving residents and visitors easy access to and from each area. People want to spend their time and money in places that offer plenty of options for entertainment, shopping and dining. Linking the areas together will give people easier access from one to the other, encouraging people to extend their experience and spend more money.

These links should include:

- Pedestrian access
- Bike/Segway paths and scooter rentals
- Green transportation between the three locations or a trolley system that runs every 15 min. or so
- Make redevelopment of the avenue that runs parallel to I-80 a priority, adding beautification enhancements, since it's the first impression
- Relocate the big truck stop to create a greenway
- Additional public restroom facilities

Implementation: City of Sparks

Estimated Cost: $150,000 for design of streetscapes, transportation planning, and feasibility planning to connect the three locations with trolley, segways, bikes, and pedestrian access.

Recommendation #24 - Year 5+

Create an Electronic Readerboard Sign along I-80 Promoting Events

Create an electronic, digital, readerboard sign to put along Interstate 80 as visitors are approaching Sparks from Reno. The readerboard should show the upcoming events, along with the words "This weekend in Sparks, it's happening here!" It must be kept current, and show the event for the upcoming weekend, along with events and dates coming in the near future. This could be a public/private partnership, with an ad for the sponsor of that week's posting being displayed as well.

Implementation: BLT

Estimated Cost: TBD

Recommendation #25 - Year 5+

Newsprint Advertising

We recommend advertising regularly in various publications targeting potential markets for Sparks events. This would include local publications such as the Reno Gazzette-Journal, the Daily Sparks Tribune, the Ahora Spanish News, Sagebrush, Reno News and Review, and Showtime Magazine.

The focus of these ads should be festivals and events in Sparks, and of course, they should enhance the brand and be consistent with the graphic identity. Place the ads in the weekend editions (which usually come out on Thursdays or Fridays).

This targeted advertising will help spread the word about the many things to do in Sparks, get the word out to locals, Reno residents, and draw in new visitors for the events, hence more visitors to Sparks.

Implementation: BLT

Estimated Cost: TBD

Recommendation #26 - Year 5+

Plan Update

Because a successful brand is built on product – that a visitor can experience – branding a community can take years. Throughout the implementation process, it is important for the brand champions to keep on track, keep motivated and keep working towards the goal. Every third year for the first twelve years (until the brand is well established), we recommend that the entire plan be revisited to analyze the progress to date, determine if any unforeseen developments have arisen that affect the plan, and to refocus and reenergize all those working on implementation.

Regardless of everyone's best efforts to implement the plan, as time goes on difficulties may arise, unforeseen circumstances can complicate the process, and the big picture can become clouded as people work on their individual tasks. Updating the plan every three years will help keep the plan true to its core principals, yet flexible enough to deal with future contingencies that may arise.

Implementation: City of Sparks

Estimated Cost: $30,000 to $50,000 every three years

Idea for Consideration
Rename Victorian Square

Victorian Square will become the centerpiece of the festivals brand, the central hub of activity in Sparks. In order to tie Victorian Square concretely to the brand, enhancing the perception of the brand, consider requesting the City to rename Victorian Square "Festival Place." As part of the name change, Victorian Avenue should also be renamed "Festival Place."

The name Victorian Square doesn't imply "the cool place to hang out and visit a variety of festivals and events." Festival Place ties in directly with the brand, as well as the fact that it will be the primary lure to Sparks. The name implies activity, fun, festivities – THE place to be.

Idea for Consideration
Rename the Marina

The Marina is a key location and should have a name that better reflects what there is to do, as well as one that supports the overall brand. "Sparks Marina" is a basic, and it doesn't reflect what is actually available there: the beach and family recreation on the lake. A marina implies a place for boaters, rather than water recreation of all kinds. This lake needs a name that makes it clear it is a special place to visit in its own right, with a variety of activities. Consider requesting the City to rename the Marina "Celebration Lake Park."

Suggestion
Chambers of Commerce

- The efforts of the Reno Sparks Chamber of Commerce and the Sparks Chamber of Commerce may be more efficient and serve the communities better by joining forces and consolidating. The existence of the two, separate organizations can be confusing to residents and visitors alike.
- While it may be a very good idea for the two chambers to consolidate, there are many issues involved. We encourage both Chambers to examine this possibility, but the Brand Leadership Team and the branding effort needs to take no action regarding this suggestion.

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Timeline - Prioritization of Goals for Brand Leadership Team

Year One

- #2: Determine the economic impact of events for Sparks
- #2: Build alliances with City officials and staff, Sparks business, Reno and RSCVA
- #2: Define how to create an identity for Sparks while maximizing and supporting regional tourism efforts
- #2: Research what city/venue needs to provide to attract new events
- #2: Define support required from the City of Sparks
- #2: Procure local PR help
- #3: Obtain URLs to promote the brand
- #4: Develop a Brand Style Guide
- #5: Logos and Tag Lines
- #6: Recruit activity vendors to the marina
- #7: Create a Sparks Festival Calendar

Years Two - Four

- #8: Create a Wayfinding System
- #9: Develop recruitment program (City of Sparks)
- #10: Develop City Ordinances for all potential venues
- #11: Provide wireless internet access
- #12: Recruit events
- #13: Develop new events
- #14: Enhance/develop events sponsorships
- #15: Develop a street performer program
- #16: Roll out the brand
- #17: Redevelop all marketing materials
- #18: Develop Sparks Events website
- #19: Develop a Sparks Activities Guide
- #20: Create a "Best of Sparks" (type of) Guide
- #21: Periodic facilitation of the Plan

Years 5+

- #22: Revisit the site plan for Victorian Square
- #23: Create a transportation link
- #24: Create an electronic reader board sign
- #25: Advertising
- #26: Plan update

Possible Funding Resources

Community Development Block Grant Program
The CDBG program, operated by the U.S. Department of Housing and Urban Development, is one of the longest continuously run programs at HUD. A flexible program that provides communities with resources to address a wide range of unique community development needs, the CDBG program provides annual grants on a formula basis to 1,180 general units of local government and States.

The CDBG program works to ensure decent affordable housing, to provide services to the most vulnerable in our communities, and to create jobs through the expansion and retention of businesses. CDBG is an important tool for helping local governments tackle serious challenges facing their communities.

Entitlement Communities:
The CDBG entitlement program allocates annual grants to larger cities and urban counties to develop viable communities by providing decent housing, a suitable living environment, and opportunities to expand economic opportunities, principally for low- and moderate-income persons.

State Administered CDBG:
Also known as the Small Cities CDBG program, States award grants to smaller units of general local government that carry out community development activities. Annually, each State develops funding priorities and criteria for selecting projects.

Section 108 Loan Guarantee Program:
CDBG entitlement communities are eligible to apply for assistance through the section 108 loan guarantee program. CDBG non-entitlement communities may also apply, provided their State agrees to pledge the CDBG funds necessary to secure the loan. Applicants may receive a loan guarantee directly or designate another public entity to carry out their Section 108 assisted project.

Renewal Communities/Empowerment Zones/ Enterprise Communities:
This program uses an innovative approach to revitalization, bringing communities together through public and private partnerships to attract the investment necessary for sustainable economic and community development.

For more information on CDBG programs, call U.S. Department of Housing and Urban Development (202) 708-1112.

Local Fund-Raising
Local fund-raising is frequently used for downtown beautification efforts, public arts projects, performing arts and cultural activities, and enhancement projects. Fund-raising can range from selling engraved bricks to be used in a construction project, to auctions, to private donations. Consider having limited edition prints made of some of the murals, to be sold at auction or privately to raise funds.

Housing and Urban Development
- Office of Community Planning & Development
- Office of Economic Development

U.S. Department of Commerce

ECONOMIC DEVELOPMENT ADMINISTRATION
- Public Works Program – Investment Program

Tax Increment Financing
Tool to promote economic development: City captures the increase in net tax capacity resulting from new development within a designated geographic area called a TIF District. The TIF authority uses the tax increments, which are the property taxes paid on the captured increase in net tax capacity, to pay for TIF-eligible costs of the new development that generated the increase in net tax capacity. The funds pay for the infrastructure needs of the new development.

Federal Land and Water Conservation Fund
The L&WCF program provides 50:50 matching grants to States and through States to local governments for the acquisition and development of public outdoor recreation areas and facilities. Financial assistance is available through the L&WCF to provide most facilities necessary for the use and enjoyment of outdoor recreation areas. Funding of development proposals may cover construction, renovation, site planning, demolition, site

preparation, and architectural/engineering services.

Examples of development projects include: sports & play fields, picnic facilities, trails, swimming facilities, boating facilities, fishing/hunting facilities, winter sports facilities, campgrounds, outdoor exhibits, spectator facilities, community gardens, major renovation or redevelopment of recreation facilities, provision of access to recreation facilities for persons with disabilities, and outdoor zoos. The funds can also be utilized for recreation support facilities such as access roads, parking walkways, restrooms, utilities, visitor or interpretive centers and pavilions.

Recreational Trails Program
The Federal Recreational Trails Program helps States provide and maintain recreational trails for both motorized and non-motorized recreational trail use. The program provides funding for all kinds of recreational trail uses, such as pedestrian uses, bicycling, in-line skating, equestrian use, cross-country skiing, snowmobiling, off-road motorcycling, all-terrain vehicle riding, four-wheel driving, or using other off-highway motorized vehicles.

Nevada Arts Council
The Nevada Arts Council provides grants to support the arts activities of non-arts community organizations and public institutions, to support community-based projects that focus on design issues through planning, to help support arts organizations throughout Nevada.

Nevada Community Foundation
Publishes a newsletter for donors listing grant requests.

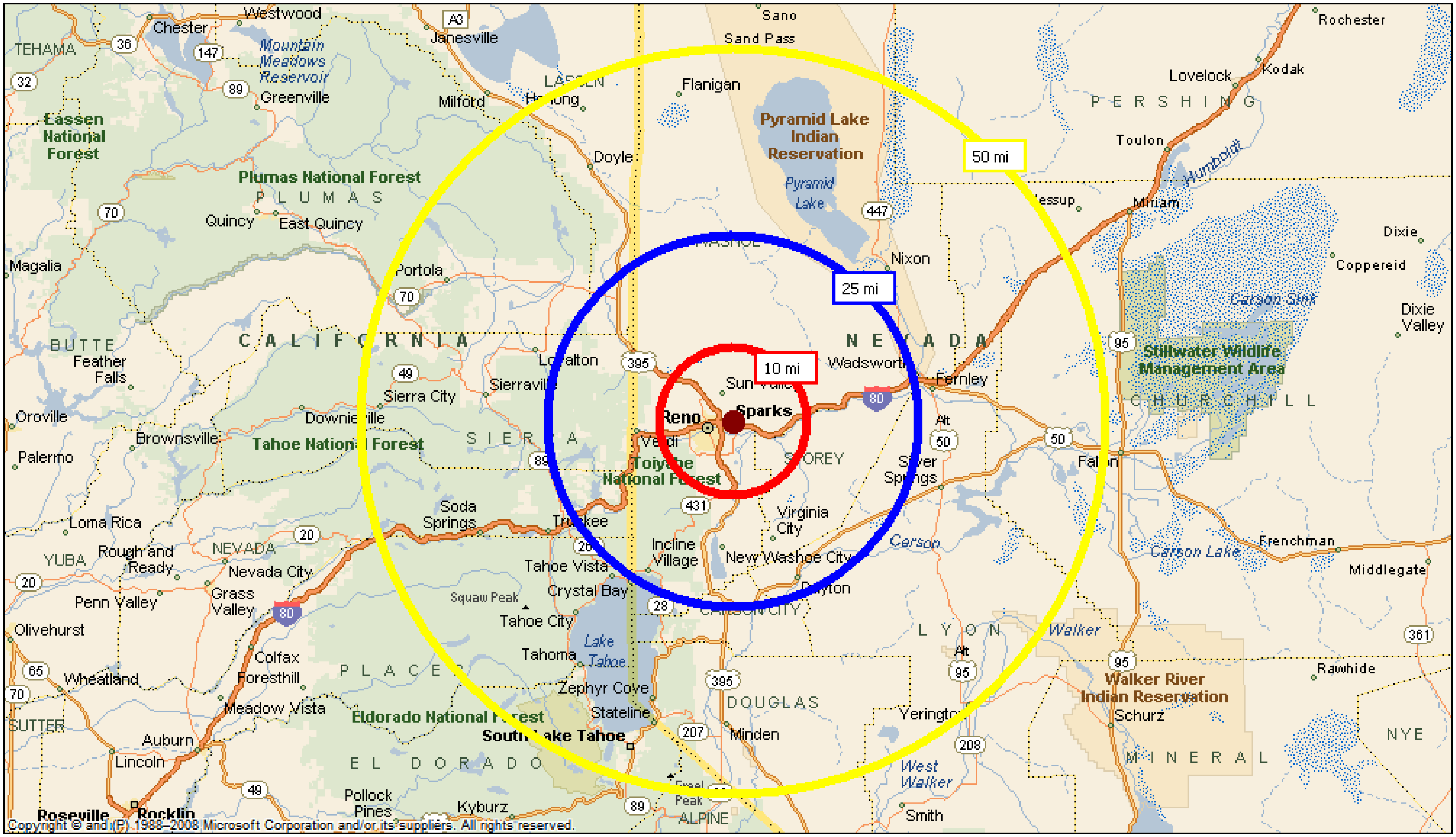
Festival and Event Sponsorships through corporations and associations.

Supplemental Information

Quick Facts

Pop Facts: Demographic Quick Facts	Site (-119.749° E, 39.541° N) 0 - 10 mi		Site (-119.749° E, 39.541° N) 0 - 25 mi		Site (-119.749° E, 39.541° N) 0 - 50 mi	
Population						
2013 Projection	402,112		507,935		717,344	
2008 Estimate	361,533		456,373		648,802	
2000 Census	297,354		374,484		542,608	
1990 Census	224,020		277,162		402,062	
Growth 1990-2000	32.74%		35.11%		34.96%	
Households						
2013 Projection	156,685		196,688		278,923	
2008 Estimate	141,124		177,143		252,454	
2000 Census	116,374		145,734		211,064	
1990 Census	91,126		111,339		159,428	
Growth 1990-2000	27.71%		30.89%		32.39%	
2008 Estimated Population by Single Race Classification	361,533		456,373		648,802	
White Alone	275,323	76.15%	356,243	78.06%	518,164	79.86%
Black or African American Alone	8,617	2.38%	9,435	2.07%	11,697	1.80%
American Indian and Alaska Native Alone	5,067	1.40%	8,317	1.82%	11,905	1.83%
Asian Alone	18,794	5.20%	20,457	4.48%	25,322	3.90%
Native Hawaiian and Other Pacific Islander Alone	1,826	0.51%	1,982	0.43%	2,320	0.36%
Some Other Race Alone	37,492	10.37%	42,705	9.36%	55,973	8.63%
Two or More Races	14,414	3.99%	17,234	3.78%	23,421	3.61%
2008 Estimated Population Hispanic or Latino	361,533		456,373		648,802	
Hispanic or Latino	80,279	22.21%	92,964	20.37%	122,844	18.93%
Not Hispanic or Latino	281,254	77.79%	363,409	79.63%	525,958	81.07%
2008 Tenure of Occupied Housing Units	141,124		177,143		252,454	
Owner-Occupied	82,651	58.57%	110,914	62.61%	162,077	64.20%
Renter-Occupied	58,473	41.43%	66,229	37.39%	90,377	35.80%
2008 Average Household Size	2.53		2.54		2.53	

Map



10 mi
25 mi
50 mi
Reno
Sparks
Sun Valley
Wadsworth
Fernley
Nixon
Pyramid Lake Indian Reservation
Pyramid Lake
Virginia City
Incline Village
New Washoe City
Dayton
Carson City
Truckee
Lake Tahoe
South Lake Tahoe
Stateline
Minden
Yerington
Fallon
Silver Springs
Lovelock
Plumas National Forest
Tahoe National Forest
Eldorado National Forest
Lassen National Forest
Stillwater Wildlife Management Area
Walker River Indian Reservation
C A L I F O R N I A
N E V A D A

Retail MarketPlace Profile

Prepared by ESRI

Sparks, NV_1		**Latitude:** **39.541141**
431 Prater Way		**Longitude:** **-119.748395**
Sparks, NV	**Site Type: Drive Time**	**Radius:** **10 minutes**

Summary Demographics	
2009 Population	215,864
2009 Households	86,179
2009 Median Disposable Income	$38,013
2009 Per Capita Income	$23,345

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)	$1,880,650,123	$2,354,786,146	$-474,136,023	-11.2	2,402
Total Retail Trade (NAICS 44-45)	$1,587,616,679	$2,015,367,585	$-427,750,906	-11.9	1,692
Total Food & Drink (NAICS 722)	$293,033,444	$339,418,561	$-46,385,117	-7.3	710

Industry Group	**Demand (Retail Potential)**	**Supply (Retail Sales)**	**Retail Gap**	**Leakage/Surplus Factor**	**Number of Businesses**
Motor Vehicle & Parts Dealers (NAICS 441)	$398,320,756	$703,187,342	$-304,866,586	-27.7	217
Automobile Dealers (NAICS 4411)	$344,977,496	$592,202,728	$-247,225,232	-26.4	96
Other Motor Vehicle Dealers (NAICS 4412)	$28,154,090	$75,072,348	$-46,918,258	-45.5	51
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	$25,189,170	$35,912,266	$-10,723,096	-17.5	70
Furniture & Home Furnishings Stores (NAICS 442)	$61,843,684	$69,862,311	$-8,018,627	-6.1	109
Furniture Stores (NAICS 4421)	$40,658,829	$48,911,785	$-8,252,956	-9.2	40
Home Furnishings Stores (NAICS 4422)	$21,184,855	$20,950,526	$234,329	0.6	69
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$46,248,870	$45,772,062	$476,808	0.5	104
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	$65,582,519	$68,230,729	$-2,648,210	-2.0	123
Building Material and Supplies Dealers (NAICS 4441)	$59,882,802	$64,833,775	$-4,950,973	-4.0	110
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	$5,699,717	$3,396,954	$2,302,763	25.3	13
Food & Beverage Stores (NAICS 445)	$339,849,166	$277,840,578	$62,008,588	10.0	203
Grocery Stores (NAICS 4451)	$316,772,649	$255,383,411	$61,389,238	10.7	119
Specialty Food Stores (NAICS 4452)	$7,758,430	$7,015,280	$743,150	5.0	49
Beer, Wine, and Liquor Stores (NAICS 4453)	$15,318,087	$15,441,887	$-123,800	-0.4	35
Health & Personal Care Stores (NAICS 446/NAICS 4461)	$31,212,410	$47,116,194	$-15,903,784	-20.3	122
Gasoline Stations (NAICS 447/4471)	$235,494,706	$338,054,889	$-102,560,183	-17.9	60
Clothing and Clothing Accessories Stores (NAICS 448)	$66,196,292	$62,110,982	$4,085,310	3.2	196
Clothing Stores (NAICS 4481)	$49,265,614	$48,527,798	$737,816	0.8	135
Shoe Stores (NAICS 4482)	$7,328,394	$5,581,195	$1,747,199	13.5	26
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$9,602,284	$8,001,989	$1,600,295	9.1	35
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	$30,756,809	$29,079,843	$1,676,966	2.8	164
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	$13,944,283	$20,190,840	$-6,246,557	-18.3	127
Book, Periodical, and Music Stores (NAICS 4512)	$16,812,526	$8,889,003	$7,923,523	30.8	37

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 *info*USA®

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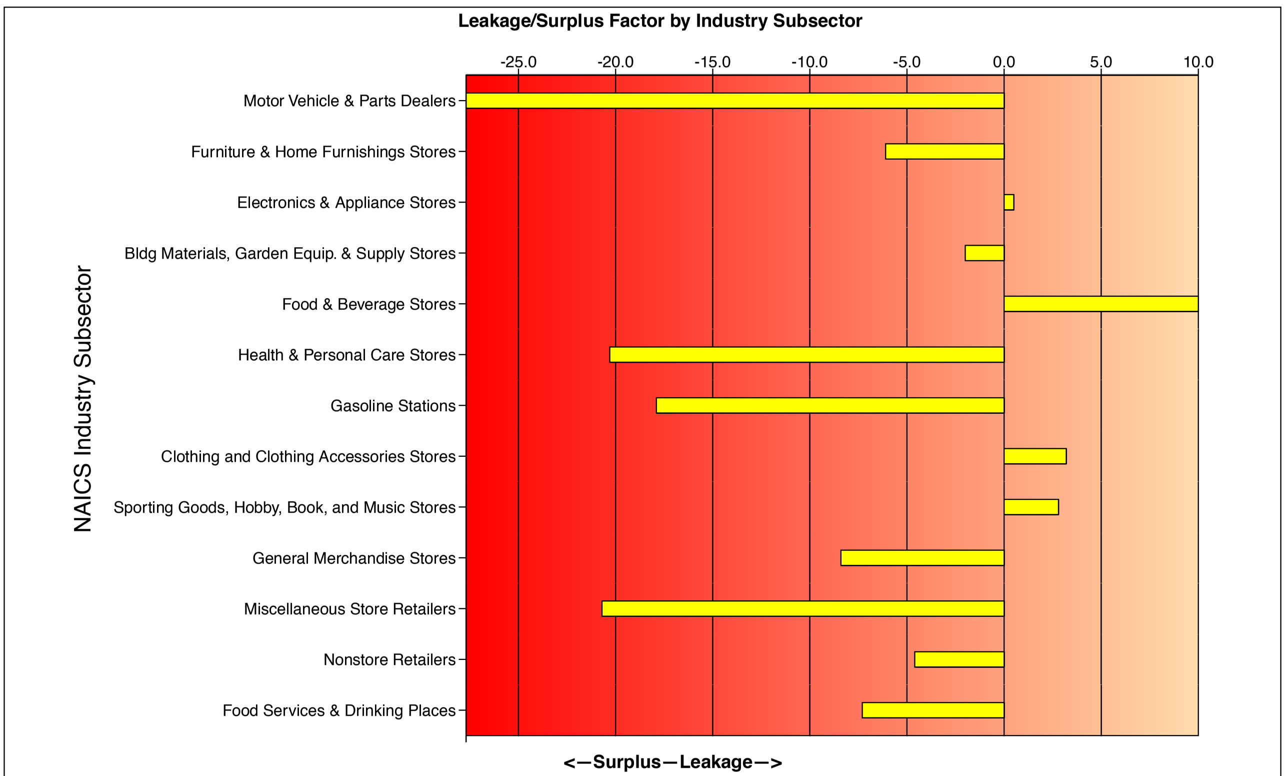
Retail MarketPlace Profile

Prepared by ESRI

Sparks, NV_1		**Latitude:**	**39.541141**
431 Prater Way		**Longitude:**	**-119.748395**
Sparks, NV	**Site Type: Drive Time**	**Radius:**	**10 minutes**

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	$197,668,132	$233,766,891	$-36,098,759	-8.4	55
Department Stores Excluding Leased Depts.(NAICS 4521)	$129,345,073	$132,805,605	$-3,460,532	-1.3	24
Other General Merchandise Stores (NAICS 4529)	$68,323,059	$100,961,286	$-32,638,227	-19.3	31
Miscellaneous Store Retailers (NAICS 453)	$34,805,265	$52,944,099	$-18,138,834	-20.7	306
Florists (NAICS 4531)	$3,058,818	$5,999,799	$-2,940,981	-32.5	23
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$10,057,525	$14,523,134	$-4,465,609	-18.2	91
Used Merchandise Stores (NAICS 4533)	$1,291,368	$2,751,443	$-1,460,075	-36.1	52
Other Miscellaneous Store Retailers (NAICS 4539)	$20,397,554	$29,669,723	$-9,272,169	-18.5	140
Nonstore Retailers (NAICS 454)	$79,638,070	$87,401,665	$-7,763,595	-4.6	33
Electronic Shopping and Mail-Order Houses (NAICS 4541)	$56,836,412	$35,963,953	$20,872,459	22.5	8
Vending Machine Operators (NAICS 4542)	$7,076,113	$34,385,829	$-27,309,716	-65.9	13
Direct Selling Establishments (NAICS 4543)	$15,725,545	$17,051,883	$-1,326,338	-4.0	12
Food Services & Drinking Places (NAICS 722)	$293,033,444	$339,418,561	$-46,385,117	-7.3	710
Full-Service Restaurants (NAICS 7221)	$179,878,768	$258,290,688	$-78,411,920	-17.9	381
Limited-Service Eating Places (NAICS 7222)	$64,894,318	$67,539,377	$-2,645,059	-2.0	218
Special Food Services (NAICS 7223)	$34,086,706	$3,024,758	$31,061,948	83.7	18
Drinking Places - Alcoholic Beverages (NAICS 7224)	$14,173,652	$10,563,738	$3,609,914	14.6	93

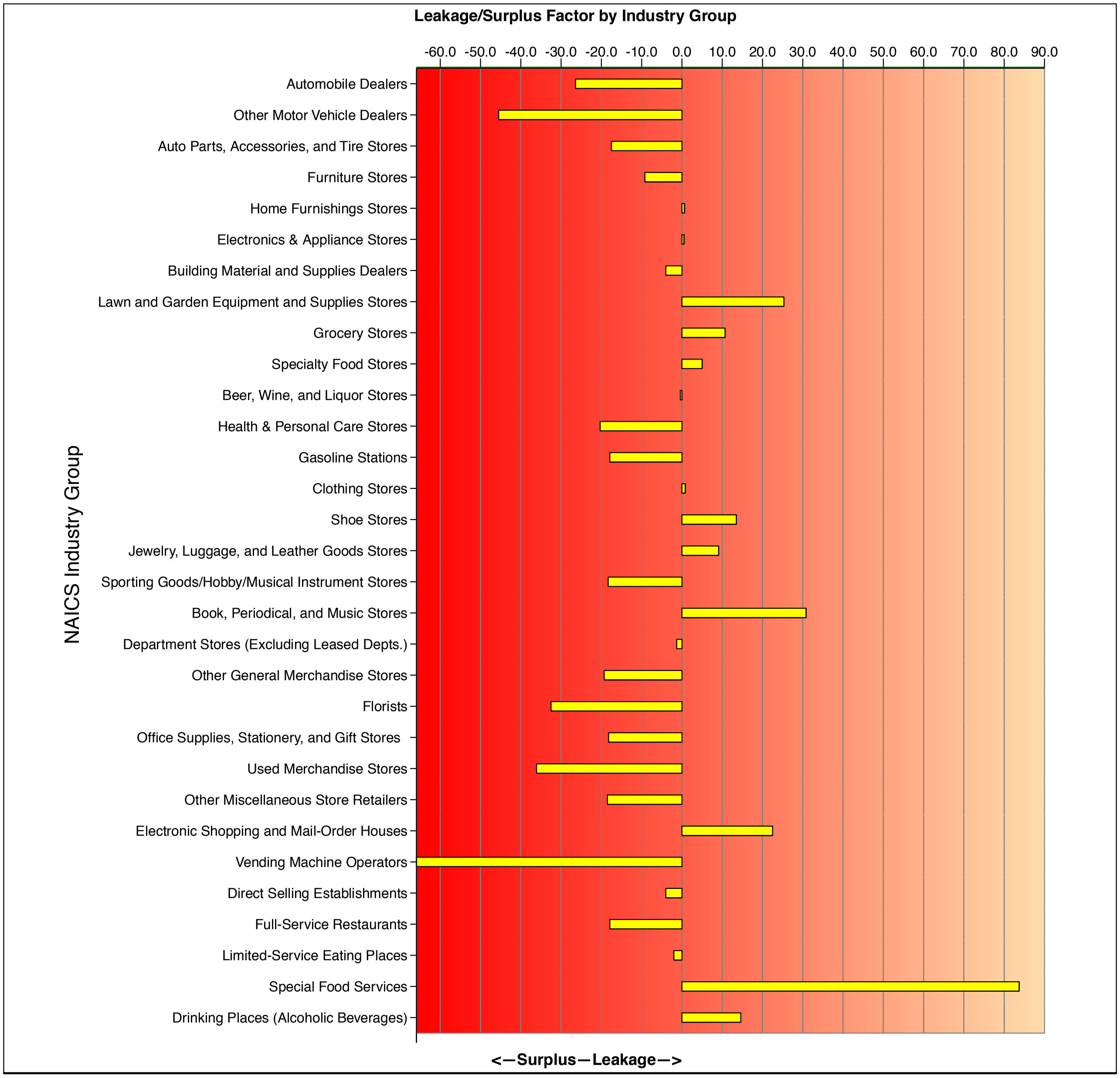


Source: ESRI and *info*USA®

Retail MarketPlace Profile

Prepared by ESRI

Sparks, NV_1		**Latitude:**	**39.541141**
431 Prater Way		**Longitude:**	**-119.748395**
Sparks, NV	**Site Type: Drive Time**	**Radius:**	**10 minutes**



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Retail MarketPlace Profile

Prepared by ESRI

Sparks, NV_1		**Latitude:**	**39.541141**
431 Prater Way		**Longitude:**	**-119.748395**
Sparks, NV	**Site Type: Drive Time**	**Radius:**	**20 minutes**

Summary Demographics

2009 Population	287,589
2009 Households	113,955
2009 Median Disposable Income	$41,733
2009 Per Capita Income	$26,162

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)	$2,808,298,956	$3,958,503,809	$-1,150,204,853	-17.0	2,819
Total Retail Trade (NAICS 44-45)	$2,372,886,315	$3,574,985,276	$-1,202,098,961	-20.2	1,985
Total Food & Drink (NAICS 722)	$435,412,641	$383,518,533	$51,894,108	6.3	834

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	$602,005,501	$821,422,816	$-219,417,315	-15.4	253
Automobile Dealers (NAICS 4411)	$519,823,891	$698,659,207	$-178,835,316	-14.7	114
Other Motor Vehicle Dealers (NAICS 4412)	$44,442,342	$81,996,787	$-37,554,445	-29.7	58
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	$37,739,268	$40,766,822	$-3,027,554	-3.9	81
Furniture & Home Furnishings Stores (NAICS 442)	$95,138,255	$93,763,951	$1,374,304	0.7	138
Furniture Stores (NAICS 4421)	$62,285,828	$57,825,614	$4,460,214	3.7	50
Home Furnishings Stores (NAICS 4422)	$32,852,427	$35,938,337	$-3,085,910	-4.5	88
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$69,516,539	$61,699,836	$7,816,703	6.0	133
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	$102,811,491	$89,063,971	$13,747,520	7.2	151
Building Material and Supplies Dealers (NAICS 4441)	$94,040,285	$82,092,503	$11,947,782	6.8	130
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	$8,771,206	$6,971,468	$1,799,738	11.4	21
Food & Beverage Stores (NAICS 445)	$500,695,671	$370,673,972	$130,021,699	14.9	242
Grocery Stores (NAICS 4451)	$466,729,082	$345,171,275	$121,557,807	15.0	143
Specialty Food Stores (NAICS 4452)	$11,408,281	$7,685,136	$3,723,145	19.5	57
Beer, Wine, and Liquor Stores (NAICS 4453)	$22,558,308	$17,817,561	$4,740,747	11.7	42
Health & Personal Care Stores (NAICS 446/NAICS 4461)	$46,617,578	$55,740,824	$-9,123,246	-8.9	145
Gasoline Stations (NAICS 447/4471)	$347,472,829	$375,679,258	$-28,206,429	-3.9	65
Clothing and Clothing Accessories Stores (NAICS 448)	$98,645,778	$67,102,174	$31,543,604	19.0	216
Clothing Stores (NAICS 4481)	$73,272,673	$51,877,363	$21,395,310	17.1	148
Shoe Stores (NAICS 4482)	$10,788,466	$6,724,877	$4,063,589	23.2	31
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$14,584,639	$8,499,934	$6,084,705	26.4	37
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	$45,714,560	$36,248,926	$9,465,634	11.5	184
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	$20,924,357	$24,746,679	$-3,822,322	-8.4	144
Book, Periodical, and Music Stores (NAICS 4512)	$24,790,203	$11,502,247	$13,287,956	36.6	40

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 *info*USA®

Retail MarketPlace Profile

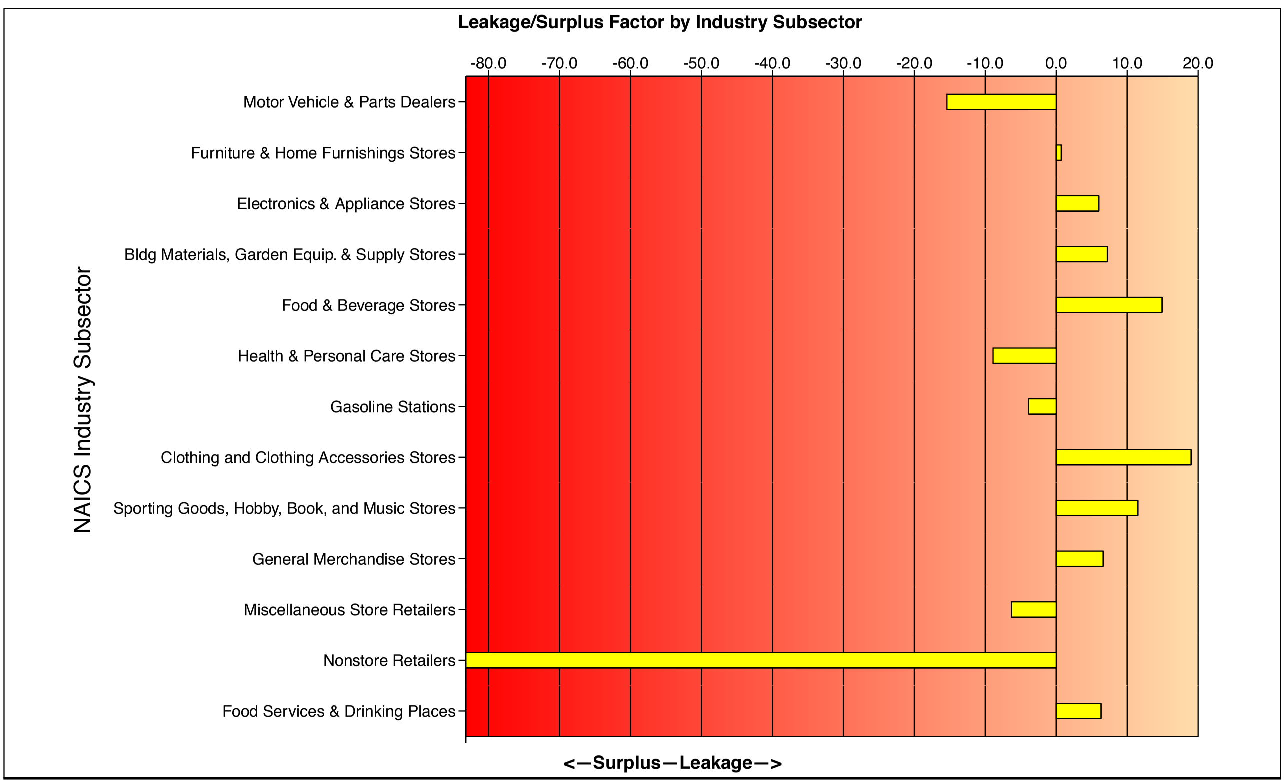
Prepared by ESRI

Sparks, NV_1
431 Prater Way
Sparks, NV

Site Type: Drive Time

Latitude: 39.541141
Longitude: -119.748395
Radius: 20 minutes

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	$294,405,595	$257,955,013	$36,450,582	6.6	65
Department Stores Excluding Leased Depts.(NAICS 4521)	$193,665,801	$149,895,986	$43,769,815	12.7	29
Other General Merchandise Stores (NAICS 4529)	$100,739,794	$108,059,027	$-7,319,233	-3.5	36
Miscellaneous Store Retailers (NAICS 453)	$51,611,313	$58,542,269	$-6,930,956	-6.3	351
Florists (NAICS 4531)	$4,717,946	$4,780,716	$-62,770	-0.7	27
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$15,168,536	$16,598,976	$-1,430,440	-4.5	108
Used Merchandise Stores (NAICS 4533)	$1,965,136	$2,777,756	$-812,620	-17.1	53
Other Miscellaneous Store Retailers (NAICS 4539)	$29,759,695	$34,384,821	$-4,625,126	-7.2	163
Nonstore Retailers (NAICS 454)	$118,251,205	$1,287,092,266	$-1,168,841,061	-83.2	42
Electronic Shopping and Mail-Order Houses (NAICS 4541)	$84,588,841	$1,124,894,872	$-1,040,306,031	-86.0	11
Vending Machine Operators (NAICS 4542)	$10,337,529	$34,683,541	$-24,346,012	-54.1	15
Direct Selling Establishments (NAICS 4543)	$23,324,835	$127,513,853	$-104,189,018	-69.1	16
Food Services & Drinking Places (NAICS 722)	$435,412,641	$383,518,533	$51,894,108	6.3	834
Full-Service Restaurants (NAICS 7221)	$266,981,027	$281,856,522	$-14,875,495	-2.7	444
Limited-Service Eating Places (NAICS 7222)	$96,131,449	$84,067,874	$12,063,575	6.7	260
Special Food Services (NAICS 7223)	$50,482,483	$4,499,259	$45,983,224	83.6	24
Drinking Places - Alcoholic Beverages (NAICS 7224)	$21,817,682	$13,094,878	$8,722,804	25.0	106



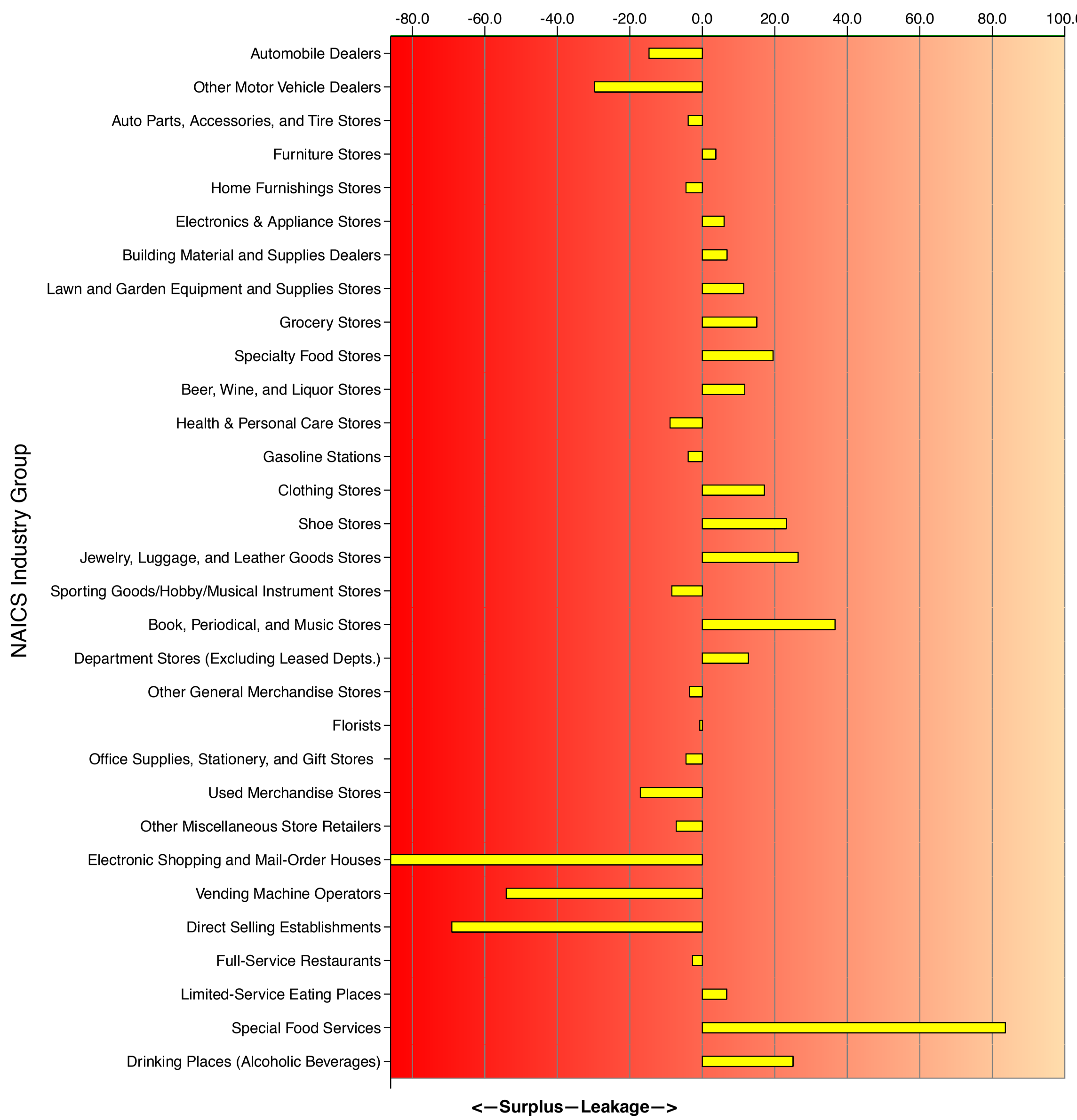
Source: ESRI and *info*USA®

Retail MarketPlace Profile

Prepared by ESRI

Sparks, NV_1		**Latitude:** 39.541141
431 Prater Way		**Longitude:** -119.748395
Sparks, NV	**Site Type:** Drive Time	**Radius:** 20 minutes

Leakage/Surplus Factor by Industry Group



Source: ESRI and *info*USA®

Retail MarketPlace Profile

Prepared by ESRI

Sparks, NV_1		**Latitude:** 39.541141
431 Prater Way		**Longitude:** -119.748395
Sparks, NV	**Site Type:** Drive Time	**Radius:** 30 minutes

Summary Demographics

2009 Population	311,652
2009 Households	122,601
2009 Median Disposable Income	$42,757
2009 Per Capita Income	$26,617

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)	$3,091,920,578	$4,095,555,300	$-1,003,634,722	-14.0	2,973
Total Retail Trade (NAICS 44-45)	$2,612,931,524	$3,698,769,511	$-1,085,837,987	-17.2	2,107
Total Food & Drink (NAICS 722)	$478,989,054	$396,785,789	$82,203,265	9.4	866

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	$663,645,356	$836,775,336	$-173,129,980	-11.5	262
Automobile Dealers (NAICS 4411)	$572,655,470	$713,043,703	$-140,388,233	-10.9	118
Other Motor Vehicle Dealers (NAICS 4412)	$49,456,348	$82,696,703	$-33,240,355	-25.2	61
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	$41,533,538	$41,034,930	$498,608	0.6	83
Furniture & Home Furnishings Stores (NAICS 442)	$105,160,962	$95,990,970	$9,169,992	4.6	143
Furniture Stores (NAICS 4421)	$68,765,855	$59,311,252	$9,454,603	7.4	52
Home Furnishings Stores (NAICS 4422)	$36,395,107	$36,679,718	$-284,611	-0.4	91
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$76,540,935	$62,134,565	$14,406,370	10.4	135
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	$114,269,421	$97,874,207	$16,395,214	7.7	156
Building Material and Supplies Dealers (NAICS 4441)	$104,495,134	$90,803,150	$13,691,984	7.0	134
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	$9,774,287	$7,071,057	$2,703,230	16.0	22
Food & Beverage Stores (NAICS 445)	$549,987,940	$391,748,364	$158,239,576	16.8	259
Grocery Stores (NAICS 4451)	$512,720,568	$365,293,249	$147,427,319	16.8	156
Specialty Food Stores (NAICS 4452)	$12,528,863	$7,895,156	$4,633,707	22.7	60
Beer, Wine, and Liquor Stores (NAICS 4453)	$24,738,509	$18,559,959	$6,178,550	14.3	43
Health & Personal Care Stores (NAICS 446/NAICS 4461)	$51,361,552	$64,271,523	$-12,909,971	-11.2	157
Gasoline Stations (NAICS 447/4471)	$382,073,273	$380,823,782	$1,249,491	0.2	68
Clothing and Clothing Accessories Stores (NAICS 448)	$108,578,775	$112,377,657	$-3,798,882	-1.7	268
Clothing Stores (NAICS 4481)	$80,624,418	$94,193,544	$-13,569,126	-7.8	190
Shoe Stores (NAICS 4482)	$11,835,182	$8,308,437	$3,526,745	17.5	38
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$16,119,175	$9,875,676	$6,243,499	24.0	40
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	$50,263,485	$36,703,133	$13,560,352	15.6	191
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	$23,070,056	$25,200,886	$-2,130,830	-4.4	151
Book, Periodical, and Music Stores (NAICS 4512)	$27,193,429	$11,502,247	$15,691,182	40.6	40

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.

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Prepared by ESRI

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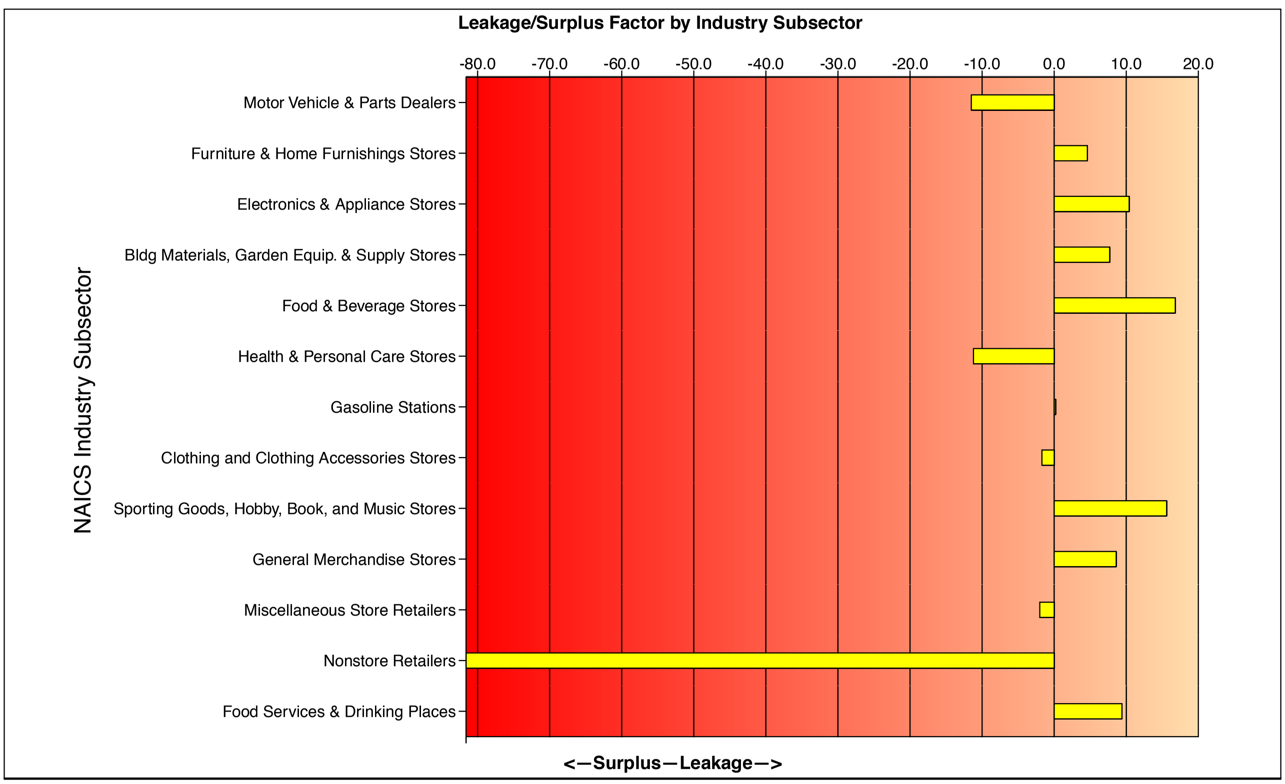
431 Prater Way		**Longitude:** -119.748395
Sparks, NV	**Site Type: Drive Time**	**Radius:** 30 minutes

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	$323,990,122	$272,445,684	$51,544,438	8.6	67
Department Stores Excluding Leased Depts.(NAICS 4521)	$213,303,589	$162,810,632	$50,492,957	13.4	30
Other General Merchandise Stores (NAICS 4529)	$110,686,533	$109,635,052	$1,051,481	0.5	37
Miscellaneous Store Retailers (NAICS 453)	$56,850,825	$59,120,085	$-2,269,260	-2.0	358
Florists (NAICS 4531)	$5,261,775	$4,780,716	$481,059	4.8	27
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$16,754,813	$16,978,969	$-224,156	-0.7	112
Used Merchandise Stores (NAICS 4533)	$2,176,460	$2,812,630	$-636,170	-12.8	54
Other Miscellaneous Store Retailers (NAICS 4539)	$32,657,777	$34,547,770	$-1,889,993	-2.8	165
Nonstore Retailers (NAICS 454)	$130,208,878	$1,288,504,205	$-1,158,295,327	-81.6	43
Electronic Shopping and Mail-Order Houses (NAICS 4541)	$93,131,165	$1,124,894,872	$-1,031,763,707	-84.7	11
Vending Machine Operators (NAICS 4542)	$11,333,486	$34,683,541	$-23,350,055	-50.7	15
Direct Selling Establishments (NAICS 4543)	$25,744,227	$128,925,792	$-103,181,565	-66.7	17
Food Services & Drinking Places (NAICS 722)	$478,989,054	$396,785,789	$82,203,265	9.4	866
Full-Service Restaurants (NAICS 7221)	$293,592,034	$290,918,418	$2,673,616	0.5	460
Limited-Service Eating Places (NAICS 7222)	$105,707,173	$87,831,493	$17,875,680	9.2	270
Special Food Services (NAICS 7223)	$55,559,378	$4,651,551	$50,907,827	84.5	25
Drinking Places - Alcoholic Beverages (NAICS 7224)	$24,130,469	$13,384,327	$10,746,142	28.6	111



Source: ESRI and *info*USA®

Retail MarketPlace Profile

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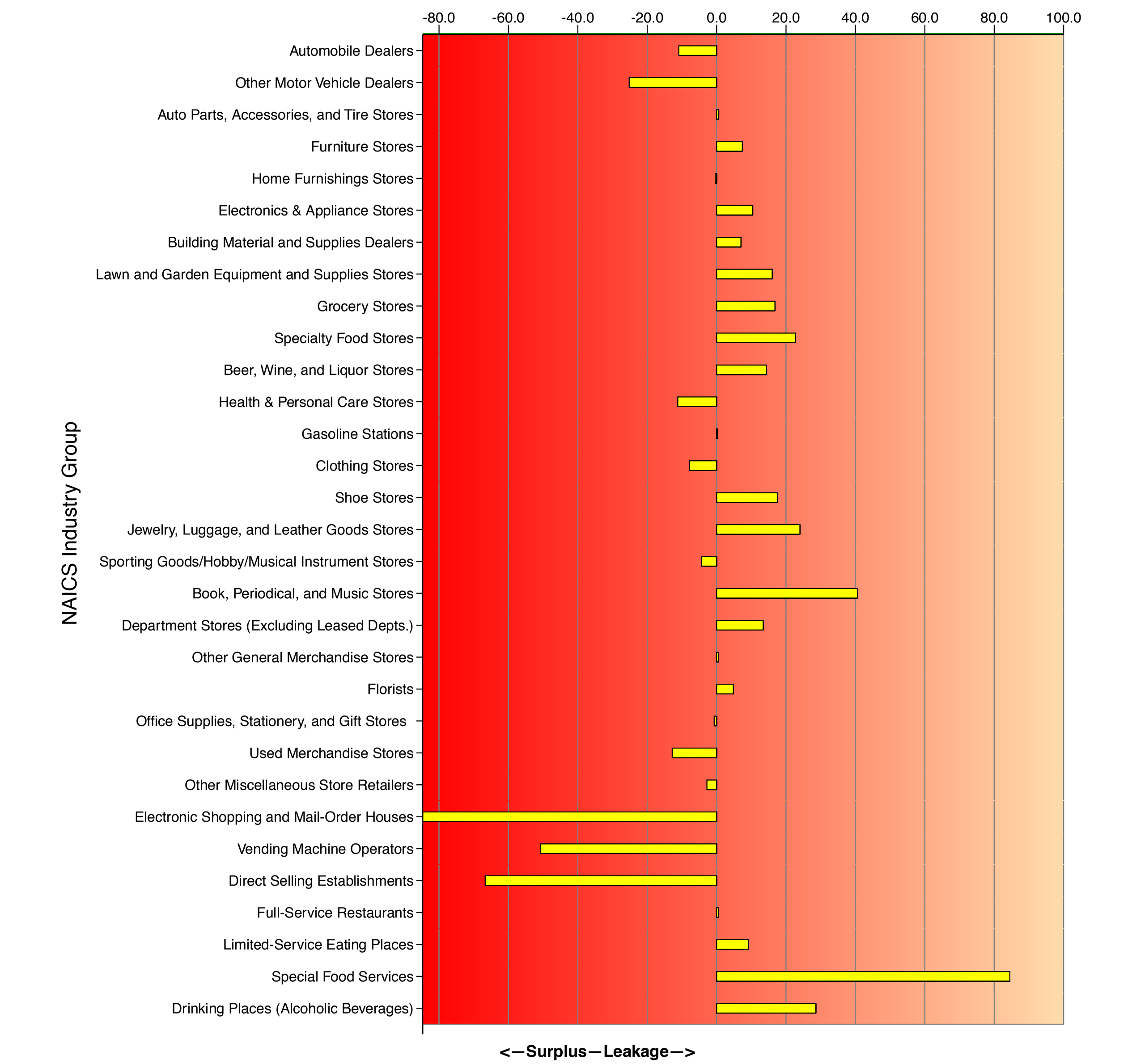
431 Prater Way		**Longitude:** -119.748395
Sparks, NV	**Site Type:** Drive Time	**Radius:** 30 minutes

Leakage/Surplus Factor by Industry Group



Source: ESRI and *info*USA®

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Tapestry Segmentation Area Profile

Ranked by Households

Prepared by ESRI

Sparks, NV		**Latitude:** 39.541141
431 Prater Way		**Longitude:** -119.748395
Sparks, NV	**Site Type:** Drive Time	**Radius:** 30 minutes

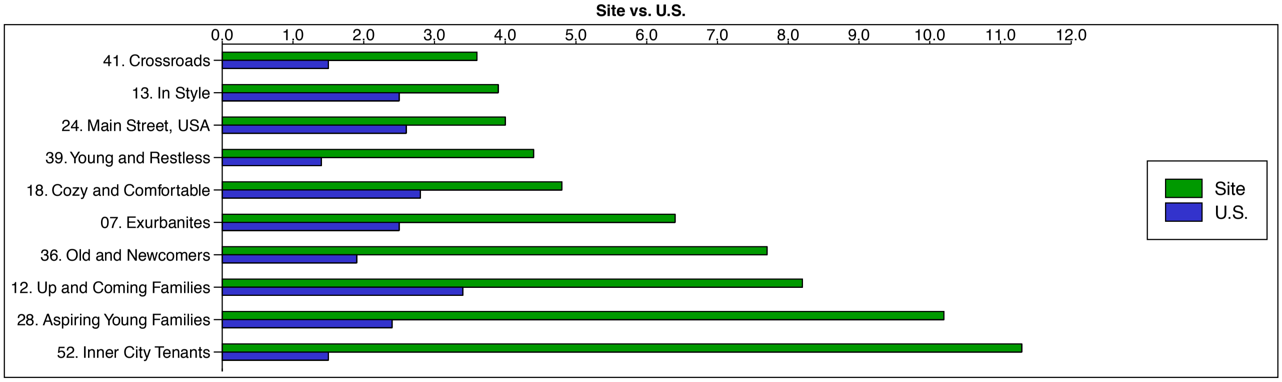
Top Twenty Tapestry Segments

Tapestry segment descriptions can be found at http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf

		Households		U.S. Households		
Rank	**Tapestry Segment**	**Percent**	**Cumulative Percent**	**Percent**	**Cumulative Percent**	**Index**
1	52. Inner City Tenants	11.3%	11.3%	1.5%	1.5%	745
2	28. Aspiring Young Families	10.2%	21.5%	2.4%	3.9%	433
3	12. Up and Coming Families	8.2%	29.7%	3.4%	7.3%	239
4	36. Old and Newcomers	7.7%	37.4%	1.9%	9.2%	393
5	07. Exurbanites	6.4%	43.8%	2.5%	11.7%	256
	Subtotal	**43.8%**		**11.7%**		
6	18. Cozy and Comfortable	4.8%	48.6%	2.8%	14.5%	169
7	39. Young and Restless	4.4%	53.0%	1.4%	15.9%	311
8	24. Main Street, USA	4.0%	57.0%	2.6%	18.5%	156
9	13. In Style	3.9%	60.9%	2.5%	21.0%	155
10	41. Crossroads	3.6%	64.5%	1.5%	22.5%	237
	Subtotal	**20.7%**		**10.8%**		
11	03. Connoisseurs	3.4%	67.9%	1.4%	23.9%	247
12	65. Social Security Set	3.4%	71.3%	0.6%	24.5%	521
13	48. Great Expectations	3.1%	74.4%	1.7%	26.2%	176
14	14. Prosperous Empty Nesters	2.4%	76.8%	1.8%	28.0%	131
15	06. Sophisticated Squires	2.3%	79.1%	2.7%	30.7%	85
	Subtotal	**14.6%**		**8.2%**		
16	57. Simple Living	2.0%	81.1%	1.4%	32.1%	139
17	19. Milk and Cookies	1.9%	83.0%	2.0%	34.1%	96
18	17. Green Acres	1.8%	84.8%	3.2%	37.3%	57
19	55. College Towns	1.8%	86.6%	0.8%	38.1%	223
20	26. Midland Crowd	1.6%	88.2%	3.8%	41.9%	42
	Subtotal	**9.1%**		**11.2%**		
	Total	**88.2%**		**41.9%**		**210**

Top Ten Tapestry Segments

Site vs. U.S.



Percent of Households by Tapestry Segment

Source: ESRI

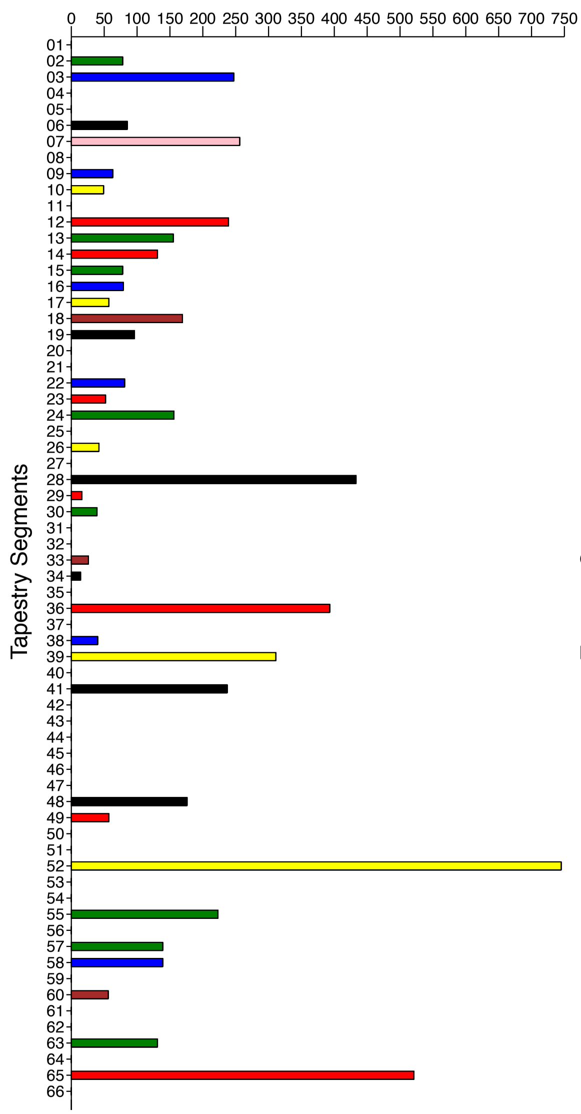
 On-demand reports and maps from Business Analyst Online. Order at www.esri.com/bao or call 800-292-2224 7/13/2009 Page 1 of 6

Tapestry Segmentation Area Profile

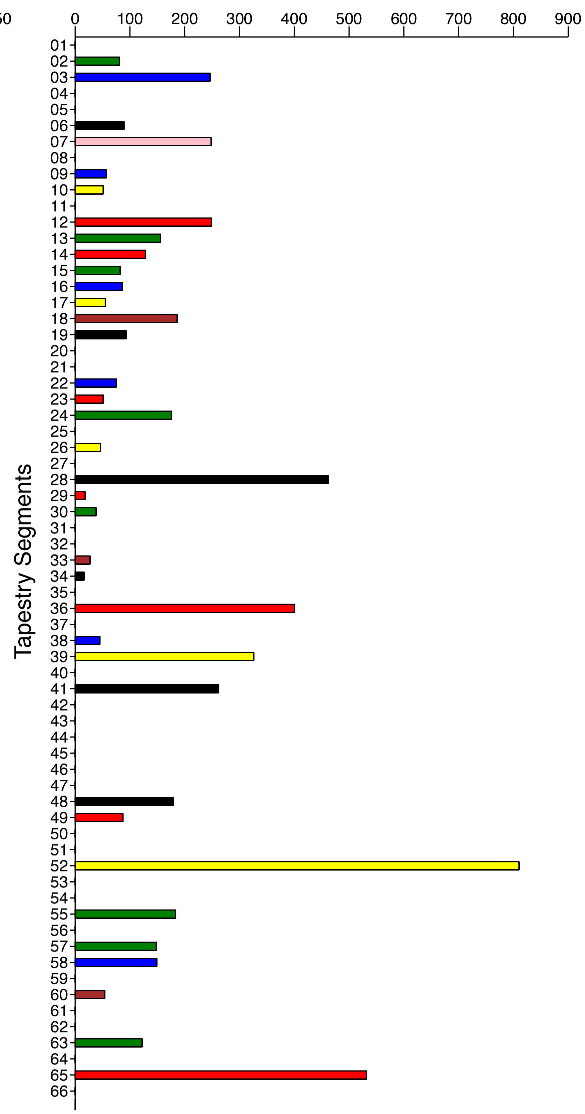
Prepared by ESRI

Sparks, NV		**Latitude:** 39.541141
431 Prater Way		**Longitude:** -119.748395
Sparks, NV	**Site Type:** Drive Time	**Radius:** 30 minutes

Tapestry Indexes by Households



Tapestry Indexes by Population



Source: ESRI

Tapestry Segmentation Area Profile

LifeMode Groups

Prepared by ESRI

Sparks, NV | **Latitude: 39.541141**
431 Prater Way | **Longitude: -119.748395**
Sparks, NV | **Site Type: Drive Time** | **Radius: 30 minutes**

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	122,601	100.0%		311,652	100.0%	
L1. High Society	16,590	13.5%	107	44,280	14.2%	102
01 Top Rung	0	0.0%	0	0	0.0%	0
02 Suburban Splendor	1,667	1.4%	78	5,024	1.6%	81
03 Connoisseurs	4,196	3.4%	247	10,750	3.4%	246
04 Boomburbs	0	0.0%	0	0	0.0%	0
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
06 Sophisticated Squires	2,862	2.3%	85	8,649	2.8%	89
07 Exurbanites	7,865	6.4%	256	19,857	6.4%	248
L2. Upscale Avenues	16,495	13.5%	97	42,179	13.5%	98
09 Urban Chic	1,022	0.8%	63	2,153	0.7%	57
10 Pleasant-Ville	1,024	0.8%	49	2,958	0.9%	51
11 Pacific Heights	0	0.0%	0	0	0.0%	0
13 In Style	4,721	3.9%	155	11,135	3.6%	156
16 Enterprising Professionals	1,642	1.3%	79	3,906	1.3%	86
17 Green Acres	2,231	1.8%	57	5,714	1.8%	55
18 Cozy and Comfortable	5,855	4.8%	169	16,313	5.2%	186
L3. Metropolis	1,174	1.0%	18	2,324	0.7%	14
20 City Lights	0	0.0%	0	0	0.0%	0
22 Metropolitans	1,174	1.0%	81	2,324	0.7%	75
45 City Strivers	0	0.0%	0	0	0.0%	0
51 Metro City Edge	0	0.0%	0	0	0.0%	0
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	15,464	12.6%	186	31,253	10.0%	198
08 Laptops and Lattes	0	0.0%	0	0	0.0%	0
23 Trendsetters	670	0.5%	52	1,402	0.4%	51
27 Metro Renters	0	0.0%	0	0	0.0%	0
36 Old and Newcomers	9,383	7.7%	393	18,867	6.1%	400
39 Young and Restless	5,411	4.4%	311	10,984	3.5%	326
L5. Senior Styles	12,363	10.1%	82	26,919	8.6%	83
14 Prosperous Empty Nesters	2,954	2.4%	131	6,739	2.2%	128
15 Silver and Gold	907	0.7%	78	1,927	0.6%	82
29 Rustbelt Retirees	412	0.3%	16	1,068	0.3%	18
30 Retirement Communities	701	0.6%	39	1,302	0.4%	38
43 The Elders	0	0.0%	0	0	0.0%	0
49 Senior Sun Seekers	842	0.7%	57	2,722	0.9%	87
50 Heartland Communities	0	0.0%	0	0	0.0%	0
57 Simple Living	2,418	2.0%	139	5,366	1.7%	148
65 Social Security Set	4,129	3.4%	521	7,795	2.5%	532
L6. Scholars & Patriots	2,903	2.4%	163	6,777	2.2%	121
40 Military Proximity	0	0.0%	0	0	0.0%	0
55 College Towns	2,182	1.8%	223	4,242	1.4%	183
63 Dorms to Diplomas	721	0.6%	131	2,535	0.8%	122

Source: ESRI

Tapestry Segmentation Area Profile

LifeMode Groups

Prepared by ESRI

Sparks, NV
431 Prater Way
Sparks, NV

Site Type: Drive Time

Latitude: 39.541141
Longitude: -119.748395
Radius: 30 minutes

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	122,601	100.0%		311,652	100.0%	
L7. High Hopes	16,271	13.3%	324	41,308	13.3%	347
28 Aspiring Young Families	12,511	10.2%	433	32,660	10.5%	462
48 Great Expectations	3,760	3.1%	176	8,648	2.8%	179
L8. Global Roots	16,715	13.6%	167	45,981	14.8%	151
35 International Marketplace	0	0.0%	0	0	0.0%	0
38 Industrious Urban Fringe	751	0.6%	40	2,778	0.9%	45
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	13,852	11.3%	745	36,010	11.6%	810
58 NeWest Residents	1,515	1.2%	139	5,661	1.8%	149
60 City Dimensions	597	0.5%	56	1,532	0.5%	54
61 High Rise Renters	0	0.0%	0	0	0.0%	0
L9. Family Portrait	12,392	10.1%	129	36,097	11.6%	126
12 Up and Coming Families	10,098	8.2%	239	29,750	9.5%	249
19 Milk and Cookies	2,294	1.9%	96	6,347	2.0%	93
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	5,890	4.8%	55	16,013	5.1%	62
24 Main Street, USA	4,942	4.0%	156	13,747	4.4%	176
32 Rustbelt Traditions	0	0.0%	0	0	0.0%	0
33 Midlife Junction	801	0.7%	26	1,822	0.6%	27
34 Family Foundations	147	0.1%	14	444	0.1%	16
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	6,344	5.2%	55	18,521	5.9%	64
26 Midland Crowd	1,943	1.6%	42	5,561	1.8%	46
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
41 Crossroads	4,401	3.6%	237	12,960	4.2%	262
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

Prepared by ESRI

Sparks, NV
431 Prater Way
Sparks, NV

Site Type: Drive Time

Latitude: 39.541141
Longitude: -119.748395
Radius: 30 minutes

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	122,601	100.0%		311,652	100.0%	
U1. Principal Urban Centers I	670	0.5%	7	1,402	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	0	0.0%	0	0	0.0%	0
23 Trendsetters	670	0.5%	52	1,402	0.4%	51
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	5,644	4.6%	98	13,456	4.3%	78
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	1,515	1.2%	139	5,661	1.8%	149
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	4,129	3.4%	521	7,795	2.5%	532
U3. Metro Cities I	11,352	9.3%	82	28,438	9.1%	80
01 Top Rung	0	0.0%	0	0	0.0%	0
03 Connoisseurs	4,196	3.4%	247	10,750	3.4%	246
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
09 Urban Chic	1,022	0.8%	63	2,153	0.7%	57
10 Pleasant-Ville	1,024	0.8%	49	2,958	0.9%	51
16 Enterprising Professionals	1,642	1.3%	79	3,906	1.3%	86
19 Milk and Cookies	2,294	1.9%	96	6,347	2.0%	93
22 Metropolitans	1,174	1.0%	81	2,324	0.7%	75
U4. Metro Cities II	43,323	35.3%	325	104,334	33.5%	339
28 Aspiring Young Families	12,511	10.2%	433	32,660	10.5%	462
30 Retirement Communities	701	0.6%	39	1,302	0.4%	38
34 Family Foundations	147	0.1%	14	444	0.1%	16
36 Old and Newcomers	9,383	7.7%	393	18,867	6.1%	400
39 Young and Restless	5,411	4.4%	311	10,984	3.5%	326
52 Inner City Tenants	13,852	11.3%	745	36,010	11.6%	810
60 City Dimensions	597	0.5%	56	1,532	0.5%	54
63 Dorms to Diplomas	721	0.6%	131	2,535	0.8%	122
U5. Urban Outskirts I	9,453	7.7%	70	25,173	8.1%	71
04 Boomburbs	0	0.0%	0	0	0.0%	0
24 Main Street, USA	4,942	4.0%	156	13,747	4.4%	176
32 Rustbelt Traditions	0	0.0%	0	0	0.0%	0
38 Industrious Urban Fringe	751	0.6%	40	2,778	0.9%	45
48 Great Expectations	3,760	3.1%	176	8,648	2.8%	179

Source: ESRI

Tapestry Segmentation Area Profile

Urbanization Groups

Prepared by ESRI

Sparks, NV
431 Prater Way
Sparks, NV

Site Type: Drive Time

Latitude: 39.541141
Longitude: -119.748395
Radius: 30 minutes

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	122,601	100.0%		311,652	100.0%	
U6. Urban Outskirts II	4,600	3.8%	73	9,608	3.1%	59
51 Metro City Edge	0	0.0%	0	0	0.0%	0
55 College Towns	2,182	1.8%	223	4,242	1.4%	183
57 Simple Living	2,418	2.0%	139	5,366	1.7%	148
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	31,074	25.3%	161	83,081	26.7%	164
02 Suburban Splendor	1,667	1.4%	78	5,024	1.6%	81
06 Sophisticated Squires	2,862	2.3%	85	8,649	2.8%	89
07 Exurbanites	7,865	6.4%	256	19,857	6.4%	248
12 Up and Coming Families	10,098	8.2%	239	29,750	9.5%	249
13 In Style	4,721	3.9%	155	11,135	3.6%	156
14 Prosperous Empty Nesters	2,954	2.4%	131	6,739	2.2%	128
15 Silver and Gold	907	0.7%	78	1,927	0.6%	82
U8. Suburban Periphery II	7,068	5.8%	60	19,203	6.2%	68
18 Cozy and Comfortable	5,855	4.8%	169	16,313	5.2%	186
29 Rustbelt Retirees	412	0.3%	16	1,068	0.3%	18
33 Midlife Junction	801	0.7%	26	1,822	0.6%	27
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	5,243	4.3%	88	15,682	5.0%	111
41 Crossroads	4,401	3.6%	237	12,960	4.2%	262
49 Senior Sun Seekers	842	0.7%	57	2,722	0.9%	87
50 Heartland Communities	0	0.0%	0	0	0.0%	0
U10. Rural I	4,174	3.4%	30	11,275	3.6%	32
17 Green Acres	2,231	1.8%	57	5,714	1.8%	55
25 Salt of the Earth	0	0.0%	0	0	0.0%	0
26 Midland Crowd	1,943	1.6%	42	5,561	1.8%	46
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

Prepared by ESRI

Sparks, NV		**Latitude:** 39.541141
431 Prater Way		**Longitude:** -119.748395
Sparks, NV	**Site Type:** Drive Time	**Radius:** 60 minutes

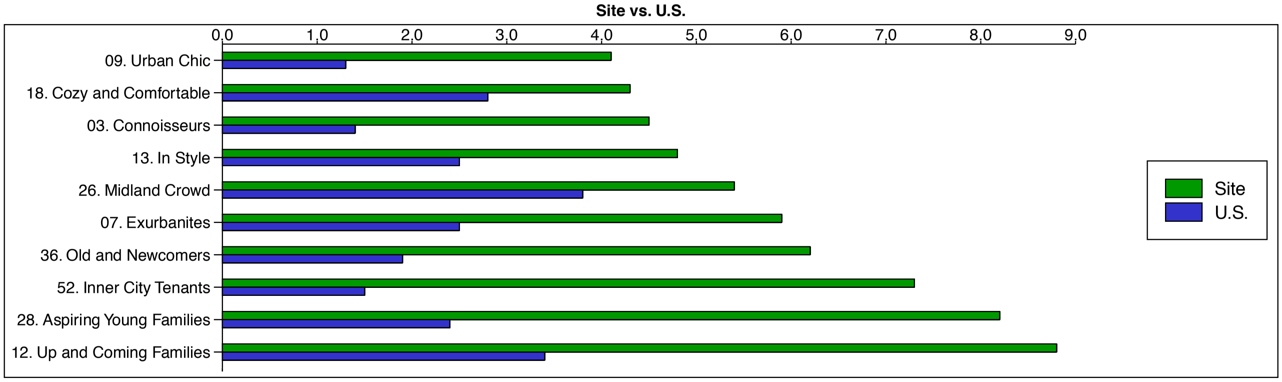
Top Twenty Tapestry Segments

Tapestry segment descriptions can be found at http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf

		Households		U.S. Households		
Rank	**Tapestry Segment**	**Percent**	**Cumulative Percent**	**Percent**	**Cumulative Percent**	**Index**
1	12. Up and Coming Families	8.8%	8.8%	3.4%	3.4%	254
2	28. Aspiring Young Families	8.2%	17.0%	2.4%	5.8%	350
3	52. Inner City Tenants	7.3%	24.3%	1.5%	7.3%	482
4	36. Old and Newcomers	6.2%	30.5%	1.9%	9.2%	316
5	07. Exurbanites	5.9%	36.4%	2.5%	11.7%	234
	Subtotal	**36.4%**		**11.7%**		
6	26. Midland Crowd	5.4%	41.8%	3.8%	15.5%	144
7	13. In Style	4.8%	46.6%	2.5%	18.0%	192
8	03. Connoisseurs	4.5%	51.1%	1.4%	19.4%	325
9	18. Cozy and Comfortable	4.3%	55.4%	2.8%	22.2%	151
10	09. Urban Chic	4.1%	59.5%	1.3%	23.5%	312
	Subtotal	**23.1%**		**11.8%**		
11	06. Sophisticated Squires	3.6%	63.1%	2.7%	26.2%	133
12	41. Crossroads	3.4%	66.5%	1.5%	27.7%	226
13	24. Main Street, USA	3.4%	69.9%	2.6%	30.3%	130
14	17. Green Acres	3.3%	73.2%	3.2%	33.5%	104
15	39. Young and Restless	2.8%	76.0%	1.4%	34.9%	196
	Subtotal	**16.5%**		**11.4%**		
16	14. Prosperous Empty Nesters	2.5%	78.5%	1.8%	36.7%	138
17	65. Social Security Set	2.1%	80.6%	0.6%	37.3%	328
18	19. Milk and Cookies	2.0%	82.6%	2.0%	39.3%	100
19	48. Great Expectations	1.9%	84.5%	1.7%	41.0%	111
20	02. Suburban Splendor	1.7%	86.2%	1.7%	42.7%	95
	Subtotal	**10.2%**		**7.8%**		
	Total	**86.2%**		**42.7%**		**201**

Top Ten Tapestry Segments

Site vs. U.S.



Percent of Households by Tapestry Segment

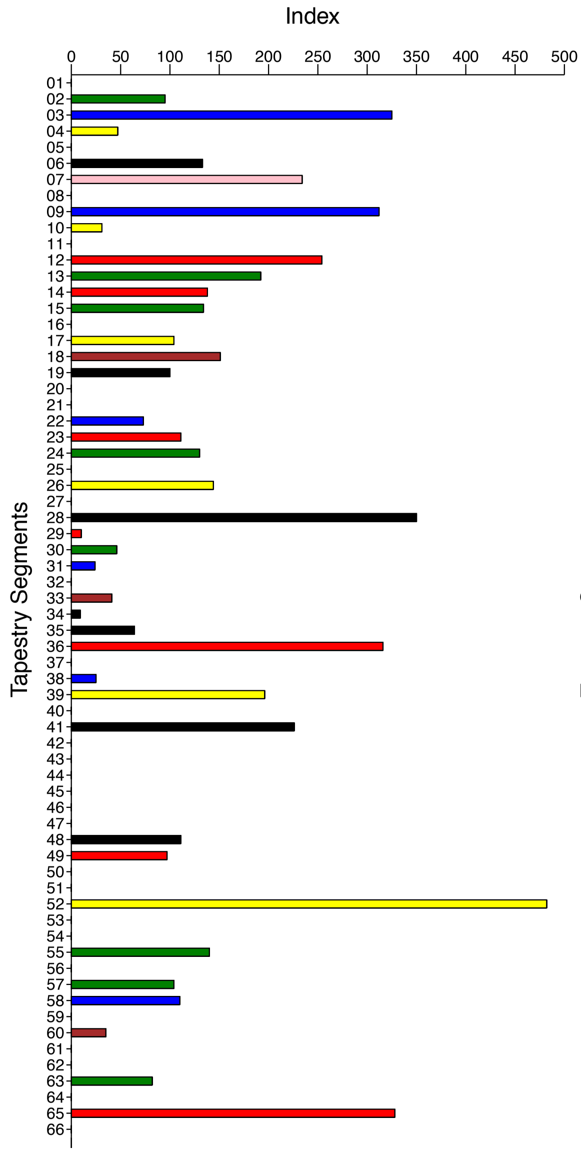
Source: ESRI

Tapestry Segmentation Area Profile

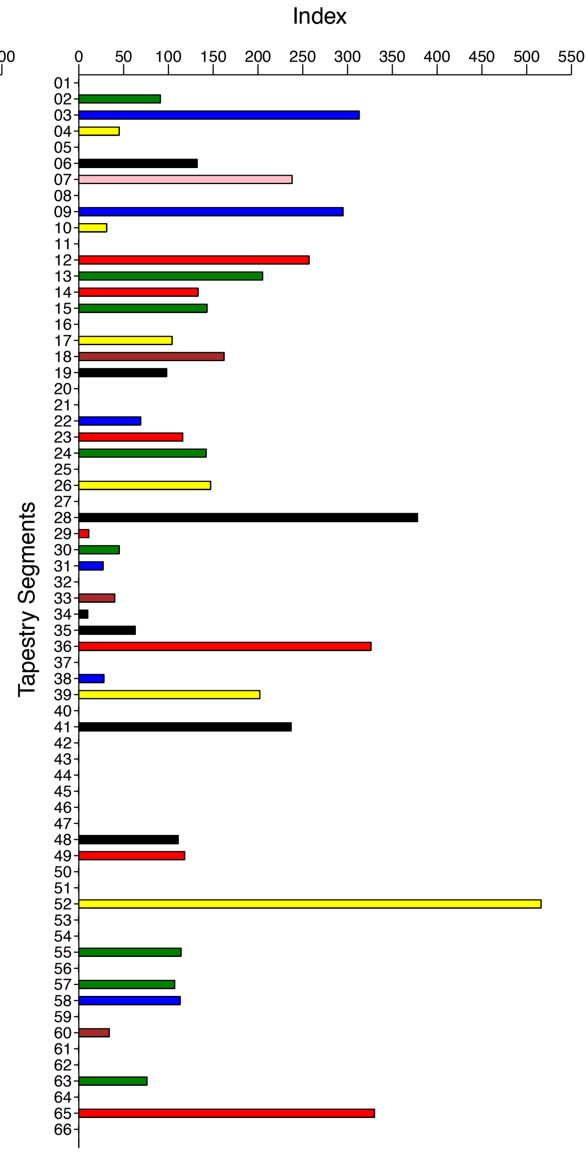
Prepared by ESRI

Sparks, NV		**Latitude:** 39.541141
431 Prater Way		**Longitude:** -119.748395
Sparks, NV	**Site Type:** Drive Time	**Radius:** 60 minutes

Tapestry Indexes by Households



Tapestry Indexes by Population



Source: ESRI

Tapestry Segmentation Area Profile

LifeMode Groups

Prepared by ESRI

Sparks, NV | **Latitude: 39.541141**
431 Prater Way | **Longitude: -119.748395**
Sparks, NV | **Site Type: Drive Time** | **Radius: 60 minutes**

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	194,850	100.0%		501,785	100.0%	
L1. High Society	32,532	16.7%	131	88,455	17.6%	126
01 Top Rung	0	0.0%	0	0	0.0%	0
02 Suburban Splendor	3,221	1.7%	95	9,128	1.8%	91
03 Connoisseurs	8,770	4.5%	325	22,036	4.4%	313
04 Boomburbs	2,062	1.1%	47	5,965	1.2%	45
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
06 Sophisticated Squires	7,071	3.6%	133	20,601	4.1%	132
07 Exurbanites	11,408	5.9%	234	30,725	6.1%	238
L2. Upscale Avenues	33,132	17.0%	123	84,997	16.9%	123
09 Urban Chic	8,049	4.1%	312	18,070	3.6%	295
10 Pleasant-Ville	1,024	0.5%	31	2,958	0.6%	31
11 Pacific Heights	0	0.0%	0	0	0.0%	0
13 In Style	9,265	4.8%	192	23,610	4.7%	205
16 Enterprising Professionals	0	0.0%	0	0	0.0%	0
17 Green Acres	6,464	3.3%	104	17,457	3.5%	104
18 Cozy and Comfortable	8,330	4.3%	151	22,902	4.6%	162
L3. Metropolis	1,685	0.9%	16	3,405	0.7%	13
20 City Lights	0	0.0%	0	0	0.0%	0
22 Metropolitans	1,685	0.9%	73	3,405	0.7%	69
45 City Strivers	0	0.0%	0	0	0.0%	0
51 Metro City Edge	0	0.0%	0	0	0.0%	0
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	19,695	10.1%	149	40,874	8.1%	161
08 Laptops and Lattes	0	0.0%	0	0	0.0%	0
23 Trendsetters	2,279	1.2%	111	5,166	1.0%	116
27 Metro Renters	0	0.0%	0	0	0.0%	0
36 Old and Newcomers	12,005	6.2%	316	24,724	4.9%	326
39 Young and Restless	5,411	2.8%	196	10,984	2.2%	202
L5. Senior Styles	18,430	9.5%	77	40,211	8.0%	77
14 Prosperous Empty Nesters	4,958	2.5%	138	11,219	2.2%	133
15 Silver and Gold	2,487	1.3%	134	5,414	1.1%	143
29 Rustbelt Retirees	412	0.2%	10	1,068	0.2%	11
30 Retirement Communities	1,311	0.7%	46	2,484	0.5%	45
43 The Elders	0	0.0%	0	0	0.0%	0
49 Senior Sun Seekers	2,277	1.2%	97	5,954	1.2%	118
50 Heartland Communities	0	0.0%	0	0	0.0%	0
57 Simple Living	2,856	1.5%	104	6,277	1.3%	107
65 Social Security Set	4,129	2.1%	328	7,795	1.6%	330
L6. Scholars & Patriots	2,903	1.5%	103	6,777	1.4%	75
40 Military Proximity	0	0.0%	0	0	0.0%	0
55 College Towns	2,182	1.1%	140	4,242	0.8%	114
63 Dorms to Diplomas	721	0.4%	82	2,535	0.5%	76

Source: ESRI

Tapestry Segmentation Area Profile

LifeMode Groups

Prepared by ESRI

Sparks, NV
431 Prater Way
Sparks, NV

Site Type: Drive Time

Latitude: 39.541141
Longitude: -119.748395
Radius: 60 minutes

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	194,850	100.0%		501,785	100.0%	
L7. High Hopes	19,835	10.2%	248	51,597	10.3%	269
28 Aspiring Young Families	16,075	8.2%	350	42,949	8.6%	378
48 Great Expectations	3,760	1.9%	111	8,648	1.7%	111
L8. Global Roots	19,103	9.8%	120	52,986	10.6%	108
35 International Marketplace	1,604	0.8%	64	4,842	1.0%	63
38 Industrious Urban Fringe	751	0.4%	25	2,778	0.6%	28
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	14,248	7.3%	482	36,918	7.4%	516
58 NeWest Residents	1,903	1.0%	110	6,916	1.4%	113
60 City Dimensions	597	0.3%	35	1,532	0.3%	34
61 High Rise Renters	0	0.0%	0	0	0.0%	0
L9. Family Portrait	20,878	10.7%	137	60,229	12.0%	130
12 Up and Coming Families	17,058	8.8%	254	49,463	9.9%	257
19 Milk and Cookies	3,820	2.0%	100	10,766	2.1%	98
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	8,667	4.4%	51	22,749	4.5%	55
24 Main Street, USA	6,534	3.4%	130	17,919	3.6%	142
32 Rustbelt Traditions	0	0.0%	0	0	0.0%	0
33 Midlife Junction	1,986	1.0%	41	4,386	0.9%	40
34 Family Foundations	147	0.1%	9	444	0.1%	10
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	17,990	9.2%	99	49,505	9.9%	106
26 Midland Crowd	10,539	5.4%	144	28,620	5.7%	147
31 Rural Resort Dwellers	773	0.4%	24	1,980	0.4%	27
41 Crossroads	6,678	3.4%	226	18,905	3.8%	237
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

Prepared by ESRI

Sparks, NV
431 Prater Way
Sparks, NV

Site Type: Drive Time

Latitude: 39.541141
Longitude: -119.748395
Radius: 60 minutes

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	194,850	100.0%		501,785	100.0%	
U1. Principal Urban Centers I	3,883	2.0%	26	10,008	2.0%	26
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	2,279	1.2%	111	5,166	1.0%	116
27 Metro Renters	0	0.0%	0	0	0.0%	0
35 International Marketplace	1,604	0.8%	64	4,842	1.0%	63
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
U2. Principal Urban Centers II	6,032	3.1%	66	14,711	2.9%	53
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	1,903	1.0%	110	6,916	1.4%	113
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	4,129	2.1%	328	7,795	1.6%	330
U3. Metro Cities I	23,348	12.0%	106	57,235	11.4%	100
01 Top Rung	0	0.0%	0	0	0.0%	0
03 Connoisseurs	8,770	4.5%	325	22,036	4.4%	313
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
09 Urban Chic	8,049	4.1%	312	18,070	3.6%	295
10 Pleasant-Ville	1,024	0.5%	31	2,958	0.6%	31
16 Enterprising Professionals	0	0.0%	0	0	0.0%	0
19 Milk and Cookies	3,820	2.0%	100	10,766	2.1%	98
22 Metropolitans	1,685	0.9%	73	3,405	0.7%	69
U4. Metro Cities II	50,515	25.9%	239	122,570	24.4%	247
28 Aspiring Young Families	16,075	8.2%	350	42,949	8.6%	378
30 Retirement Communities	1,311	0.7%	46	2,484	0.5%	45
34 Family Foundations	147	0.1%	9	444	0.1%	10
36 Old and Newcomers	12,005	6.2%	316	24,724	4.9%	326
39 Young and Restless	5,411	2.8%	196	10,984	2.2%	202
52 Inner City Tenants	14,248	7.3%	482	36,918	7.4%	516
60 City Dimensions	597	0.3%	35	1,532	0.3%	34
63 Dorms to Diplomas	721	0.4%	82	2,535	0.5%	76
U5. Urban Outskirts I	13,107	6.7%	61	35,310	7.0%	62
04 Boomburbs	2,062	1.1%	47	5,965	1.2%	45
24 Main Street, USA	6,534	3.4%	130	17,919	3.6%	142
32 Rustbelt Traditions	0	0.0%	0	0	0.0%	0
38 Industrious Urban Fringe	751	0.4%	25	2,778	0.6%	28
48 Great Expectations	3,760	1.9%	111	8,648	1.7%	111

Source: ESRI

Tapestry Segmentation Area Profile

Urbanization Groups

Prepared by ESRI

Sparks, NV
431 Prater Way
Sparks, NV

Site Type: Drive Time

Latitude: 39.541141
Longitude: -119.748395
Radius: 60 minutes

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	194,850	100.0%		501,785	100.0%	
U6. Urban Outskirts II	5,038	2.6%	50	10,519	2.1%	40
51 Metro City Edge	0	0.0%	0	0	0.0%	0
55 College Towns	2,182	1.1%	140	4,242	0.8%	114
57 Simple Living	2,856	1.5%	104	6,277	1.3%	107
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	55,468	28.5%	181	150,160	29.9%	184
02 Suburban Splendor	3,221	1.7%	95	9,128	1.8%	91
06 Sophisticated Squires	7,071	3.6%	133	20,601	4.1%	132
07 Exurbanites	11,408	5.9%	234	30,725	6.1%	238
12 Up and Coming Families	17,058	8.8%	254	49,463	9.9%	257
13 In Style	9,265	4.8%	192	23,610	4.7%	205
14 Prosperous Empty Nesters	4,958	2.5%	138	11,219	2.2%	133
15 Silver and Gold	2,487	1.3%	134	5,414	1.1%	143
U8. Suburban Periphery II	10,728	5.5%	57	28,356	5.7%	62
18 Cozy and Comfortable	8,330	4.3%	151	22,902	4.6%	162
29 Rustbelt Retirees	412	0.2%	10	1,068	0.2%	11
33 Midlife Junction	1,986	1.0%	41	4,386	0.9%	40
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	8,955	4.6%	95	24,859	5.0%	110
41 Crossroads	6,678	3.4%	226	18,905	3.8%	237
49 Senior Sun Seekers	2,277	1.2%	97	5,954	1.2%	118
50 Heartland Communities	0	0.0%	0	0	0.0%	0
U10. Rural I	17,776	9.1%	80	48,057	9.6%	84
17 Green Acres	6,464	3.3%	104	17,457	3.5%	104
25 Salt of the Earth	0	0.0%	0	0	0.0%	0
26 Midland Crowd	10,539	5.4%	144	28,620	5.7%	147
31 Rural Resort Dwellers	773	0.4%	24	1,980	0.4%	27
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

Prepared by ESRI

Sparks, NV		**Latitude: 39.541141**
431 Prater Way		**Longitude: -119.748395**
Sparks, NV	**Site Type: Drive Time**	**Radius: 120 minutes**

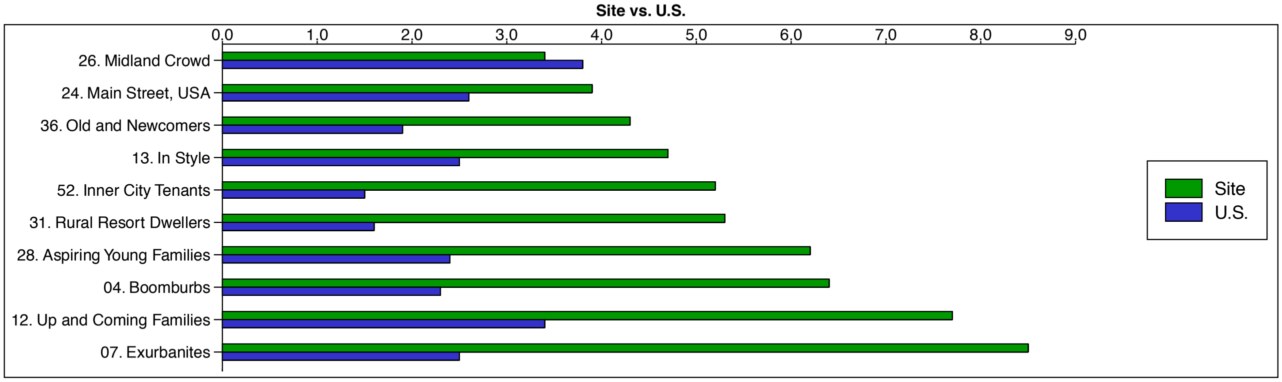
Top Twenty Tapestry Segments

Tapestry segment descriptions can be found at http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf

		Households		U.S. Households		
Rank	**Tapestry Segment**	**Percent**	**Cumulative Percent**	**Percent**	**Cumulative Percent**	**Index**
1	07. Exurbanites	8.5%	8.5%	2.5%	2.5%	337
2	12. Up and Coming Families	7.7%	16.2%	3.4%	5.9%	223
3	04. Boomburbs	6.4%	22.6%	2.3%	8.2%	282
4	28. Aspiring Young Families	6.2%	28.8%	2.4%	10.6%	263
5	31. Rural Resort Dwellers	5.3%	34.1%	1.6%	12.2%	327
	Subtotal	**34.1%**		**12.2%**		
6	52. Inner City Tenants	5.2%	39.3%	1.5%	13.7%	344
7	13. In Style	4.7%	44.0%	2.5%	16.2%	189
8	36. Old and Newcomers	4.3%	48.3%	1.9%	18.1%	219
9	24. Main Street, USA	3.9%	52.2%	2.6%	20.7%	149
10	26. Midland Crowd	3.4%	55.6%	3.8%	24.5%	90
	Subtotal	**21.5%**		**12.3%**		
11	17. Green Acres	3.0%	58.6%	3.2%	27.7%	94
12	03. Connoisseurs	2.9%	61.5%	1.4%	29.1%	207
13	09. Urban Chic	2.7%	64.2%	1.3%	30.4%	203
14	14. Prosperous Empty Nesters	2.5%	66.7%	1.8%	32.2%	136
15	18. Cozy and Comfortable	2.4%	69.1%	2.8%	35.0%	86
	Subtotal	**13.5%**		**10.5%**		
16	06. Sophisticated Squires	2.4%	71.5%	2.7%	37.7%	89
17	33. Midlife Junction	2.4%	73.9%	2.5%	40.2%	95
18	10. Pleasant-Ville	2.3%	76.2%	1.7%	41.9%	137
19	19. Milk and Cookies	2.1%	78.3%	2.0%	43.9%	106
20	49. Senior Sun Seekers	1.9%	80.2%	1.2%	45.1%	160
	Subtotal	**11.1%**		**10.1%**		
	Total	**80.2%**		**45.1%**		**178**

Top Ten Tapestry Segments

Site vs. U.S.



Percent of Households by Tapestry Segment

Source: ESRI

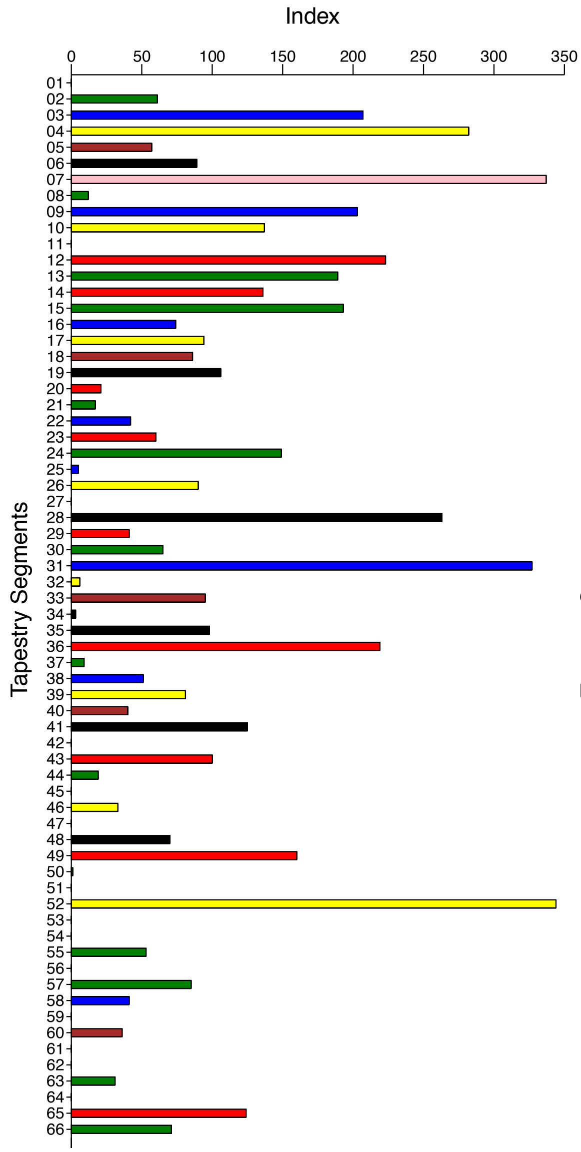
 On-demand reports and maps from Business Analyst Online. Order at www.esri.com/bao or call 800-292-2224 7/13/2009 Page 1 of 6

Tapestry Segmentation Area Profile

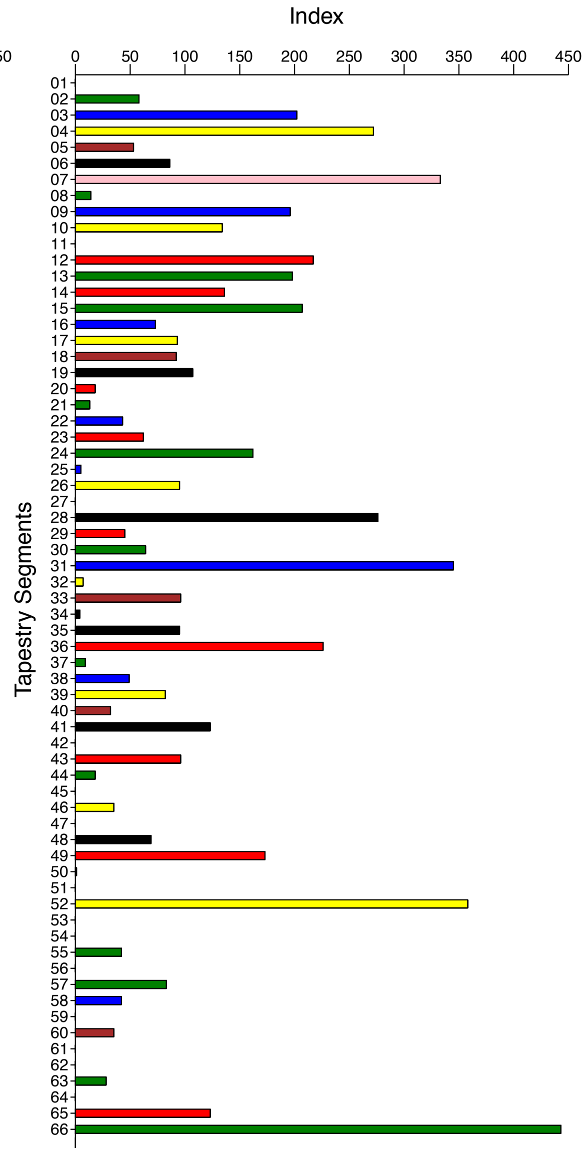
Prepared by ESRI

Sparks, NV		**Latitude:** 39.541141
431 Prater Way		**Longitude:** -119.748395
Sparks, NV	**Site Type:** Drive Time	**Radius:** 120 minutes

Tapestry Indexes by Households



Tapestry Indexes by Population



Source: ESRI

 On-demand reports and maps from Business Analyst Online. Order at www.esri.com/bao or call 800-292-2224 7/13/2009 Page 2 of 6

Tapestry Segmentation Area Profile

LifeMode Groups

Prepared by ESRI

Sparks, NV
431 Prater Way
Sparks, NV

Site Type: Drive Time

Latitude: 39.541141
Longitude: -119.748395
Radius: 120 minutes

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	516,956	100.0%		1,346,336	100.0%	
L1. High Society	113,692	22.0%	173	312,580	23.2%	166
01 Top Rung	0	0.0%	0	0	0.0%	0
02 Suburban Splendor	5,513	1.1%	61	15,675	1.2%	58
03 Connoisseurs	14,836	2.9%	207	38,053	2.8%	202
04 Boomburbs	32,968	6.4%	282	97,011	7.2%	272
05 Wealthy Seaboard Suburbs	4,102	0.8%	57	10,553	0.8%	53
06 Sophisticated Squires	12,572	2.4%	89	36,071	2.7%	86
07 Exurbanites	43,701	8.5%	337	115,217	8.6%	333
L2. Upscale Avenues	84,720	16.4%	118	217,719	16.2%	118
09 Urban Chic	13,915	2.7%	203	32,221	2.4%	196
10 Pleasant-Ville	12,080	2.3%	137	33,699	2.5%	134
11 Pacific Heights	0	0.0%	0	0	0.0%	0
13 In Style	24,199	4.7%	189	61,255	4.5%	198
16 Enterprising Professionals	6,418	1.2%	74	14,376	1.1%	73
17 Green Acres	15,530	3.0%	94	41,548	3.1%	93
18 Cozy and Comfortable	12,578	2.4%	86	34,620	2.6%	92
L3. Metropolis	3,670	0.7%	14	8,187	0.6%	12
20 City Lights	1,099	0.2%	21	2,508	0.2%	18
22 Metropolitans	2,571	0.5%	42	5,679	0.4%	43
45 City Strivers	0	0.0%	0	0	0.0%	0
51 Metro City Edge	0	0.0%	0	0	0.0%	0
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	31,839	6.2%	91	66,751	5.0%	98
08 Laptops and Lattes	612	0.1%	12	1,353	0.1%	14
23 Trendsetters	3,260	0.6%	60	7,441	0.6%	62
27 Metro Renters	0	0.0%	0	0	0.0%	0
36 Old and Newcomers	22,008	4.3%	219	46,021	3.4%	226
39 Young and Restless	5,959	1.2%	81	11,936	0.9%	82
L5. Senior Styles	55,293	10.7%	87	122,361	9.1%	88
14 Prosperous Empty Nesters	12,975	2.5%	136	30,765	2.3%	136
15 Silver and Gold	9,483	1.8%	193	21,041	1.6%	207
29 Rustbelt Retirees	4,384	0.8%	41	11,253	0.8%	45
30 Retirement Communities	4,883	0.9%	65	9,591	0.7%	64
43 The Elders	3,166	0.6%	100	5,166	0.4%	96
49 Senior Sun Seekers	9,960	1.9%	160	23,435	1.7%	173
50 Heartland Communities	136	0.0%	1	309	0.0%	1
57 Simple Living	6,178	1.2%	85	13,007	1.0%	83
65 Social Security Set	4,128	0.8%	124	7,794	0.6%	123
L6. Scholars & Patriots	3,316	0.6%	44	8,401	0.6%	35
40 Military Proximity	412	0.1%	40	1,624	0.1%	32
55 College Towns	2,182	0.4%	53	4,242	0.3%	42
63 Dorms to Diplomas	722	0.1%	31	2,535	0.2%	28

Source: ESRI

Tapestry Segmentation Area Profile

LifeMode Groups

Prepared by ESRI

Sparks, NV | **Latitude:** 39.541141
431 Prater Way | **Longitude:** -119.748395
Sparks, NV | **Site Type:** Drive Time | **Radius:** 120 minutes

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	516,956	100.0%		1,346,336	100.0%	
L7. High Hopes	38,358	7.4%	181	98,403	7.3%	191
28 Aspiring Young Families	32,039	6.2%	263	84,090	6.2%	276
48 Great Expectations	6,319	1.2%	70	14,313	1.1%	69
L8. Global Roots	41,692	8.1%	99	114,486	8.5%	87
35 International Marketplace	6,556	1.3%	98	19,682	1.5%	95
38 Industrious Urban Fringe	4,022	0.8%	51	13,215	1.0%	49
44 Urban Melting Pot	639	0.1%	19	1,660	0.1%	18
47 Las Casas	0	0.0%	0	0	0.0%	0
52 Inner City Tenants	26,953	5.2%	344	68,780	5.1%	358
58 NeWest Residents	1,903	0.4%	41	6,916	0.5%	42
60 City Dimensions	1,619	0.3%	36	4,233	0.3%	35
61 High Rise Renters	0	0.0%	0	0	0.0%	0
L9. Family Portrait	51,226	9.9%	127	145,367	10.8%	117
12 Up and Coming Families	39,770	7.7%	223	111,995	8.3%	217
19 Milk and Cookies	10,770	2.1%	106	31,420	2.3%	107
21 Urban Villages	686	0.1%	17	1,952	0.1%	13
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	33,167	6.4%	73	85,999	6.4%	77
24 Main Street, USA	19,923	3.9%	149	54,649	4.1%	162
32 Rustbelt Traditions	929	0.2%	6	2,528	0.2%	7
33 Midlife Junction	12,168	2.4%	95	28,378	2.1%	96
34 Family Foundations	147	0.0%	3	444	0.0%	4
L11. Factories & Farms	1,099	0.2%	2	2,923	0.2%	2
25 Salt of the Earth	643	0.1%	5	1,715	0.1%	5
37 Prairie Living	446	0.1%	9	1,179	0.1%	9
42 Southern Satellites	10	0.0%	0	29	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	58,876	11.4%	122	154,495	11.5%	124
26 Midland Crowd	17,541	3.4%	90	49,400	3.7%	95
31 Rural Resort Dwellers	27,390	5.3%	327	67,751	5.0%	345
41 Crossroads	9,748	1.9%	125	26,353	2.0%	123
46 Rooted Rural	4,197	0.8%	33	10,991	0.8%	35
66 Unclassified	8	0.0%	71	8,664	0.6%	443

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

Prepared by ESRI

Sparks, NV | **Latitude:** 39.541141
431 Prater Way | **Longitude:** -119.748395
Sparks, NV | **Site Type:** Drive Time | **Radius:** 120 minutes

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	516,956	100.0%		1,346,336	100.0%	
U1. Principal Urban Centers I	12,852	2.5%	32	34,596	2.6%	34
08 Laptops and Lattes	612	0.1%	12	1,353	0.1%	14
11 Pacific Heights	0	0.0%	0	0	0.0%	0
20 City Lights	1,099	0.2%	21	2,508	0.2%	18
21 Urban Villages	686	0.1%	17	1,952	0.1%	13
23 Trendsetters	3,260	0.6%	60	7,441	0.6%	62
27 Metro Renters	0	0.0%	0	0	0.0%	0
35 International Marketplace	6,556	1.3%	98	19,682	1.5%	95
44 Urban Melting Pot	639	0.1%	19	1,660	0.1%	18
U2. Principal Urban Centers II	6,031	1.2%	25	14,710	1.1%	20
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	1,903	0.4%	41	6,916	0.5%	42
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	4,128	0.8%	124	7,794	0.6%	123
U3. Metro Cities I	64,692	12.5%	111	166,001	12.3%	108
01 Top Rung	0	0.0%	0	0	0.0%	0
03 Connoisseurs	14,836	2.9%	207	38,053	2.8%	202
05 Wealthy Seaboard Suburbs	4,102	0.8%	57	10,553	0.8%	53
09 Urban Chic	13,915	2.7%	203	32,221	2.4%	196
10 Pleasant-Ville	12,080	2.3%	137	33,699	2.5%	134
16 Enterprising Professionals	6,418	1.2%	74	14,376	1.1%	73
19 Milk and Cookies	10,770	2.1%	106	31,420	2.3%	107
22 Metropolitans	2,571	0.5%	42	5,679	0.4%	43
U4. Metro Cities II	94,330	18.2%	168	227,630	16.9%	171
28 Aspiring Young Families	32,039	6.2%	263	84,090	6.2%	276
30 Retirement Communities	4,883	0.9%	65	9,591	0.7%	64
34 Family Foundations	147	0.0%	3	444	0.0%	4
36 Old and Newcomers	22,008	4.3%	219	46,021	3.4%	226
39 Young and Restless	5,959	1.2%	81	11,936	0.9%	82
52 Inner City Tenants	26,953	5.2%	344	68,780	5.1%	358
60 City Dimensions	1,619	0.3%	36	4,233	0.3%	35
63 Dorms to Diplomas	722	0.1%	31	2,535	0.2%	28
U5. Urban Outskirts I	64,161	12.4%	113	181,716	13.5%	119
04 Boomburbs	32,968	6.4%	282	97,011	7.2%	272
24 Main Street, USA	19,923	3.9%	149	54,649	4.1%	162
32 Rustbelt Traditions	929	0.2%	6	2,528	0.2%	7
38 Industrious Urban Fringe	4,022	0.8%	51	13,215	1.0%	49
48 Great Expectations	6,319	1.2%	70	14,313	1.1%	69

Source: ESRI

Tapestry Segmentation Area Profile

Urbanization Groups

Prepared by ESRI

Sparks, NV
431 Prater Way
Sparks, NV

Site Type: Drive Time

Latitude: 39.541141
Longitude: -119.748395
Radius: 120 minutes

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	516,956	100.0%		1,346,336	100.0%	
U6. Urban Outskirts II	8,360	1.6%	32	17,249	1.3%	24
51 Metro City Edge	0	0.0%	0	0	0.0%	0
55 College Towns	2,182	0.4%	53	4,242	0.3%	42
57 Simple Living	6,178	1.2%	85	13,007	1.0%	83
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	148,213	28.7%	183	392,019	29.1%	179
02 Suburban Splendor	5,513	1.1%	61	15,675	1.2%	58
06 Sophisticated Squires	12,572	2.4%	89	36,071	2.7%	86
07 Exurbanites	43,701	8.5%	337	115,217	8.6%	333
12 Up and Coming Families	39,770	7.7%	223	111,995	8.3%	217
13 In Style	24,199	4.7%	189	61,255	4.5%	198
14 Prosperous Empty Nesters	12,975	2.5%	136	30,765	2.3%	136
15 Silver and Gold	9,483	1.8%	193	21,041	1.6%	207
U8. Suburban Periphery II	32,708	6.3%	65	81,041	6.0%	66
18 Cozy and Comfortable	12,578	2.4%	86	34,620	2.6%	92
29 Rustbelt Retirees	4,384	0.8%	41	11,253	0.8%	45
33 Midlife Junction	12,168	2.4%	95	28,378	2.1%	96
40 Military Proximity	412	0.1%	40	1,624	0.1%	32
43 The Elders	3,166	0.6%	100	5,166	0.4%	96
53 Home Town	0	0.0%	0	0	0.0%	0
U9. Small Towns	19,844	3.8%	79	50,097	3.7%	82
41 Crossroads	9,748	1.9%	125	26,353	2.0%	123
49 Senior Sun Seekers	9,960	1.9%	160	23,435	1.7%	173
50 Heartland Communities	136	0.0%	1	309	0.0%	1
U10. Rural I	61,104	11.8%	104	160,414	11.9%	105
17 Green Acres	15,530	3.0%	94	41,548	3.1%	93
25 Salt of the Earth	643	0.1%	5	1,715	0.1%	5
26 Midland Crowd	17,541	3.4%	90	49,400	3.7%	95
31 Rural Resort Dwellers	27,390	5.3%	327	67,751	5.0%	345
U11. Rural II	4,653	0.9%	12	12,199	0.9%	12
37 Prairie Living	446	0.1%	9	1,179	0.1%	9
42 Southern Satellites	10	0.0%	0	29	0.0%	0
46 Rooted Rural	4,197	0.8%	33	10,991	0.8%	35
56 Rural Bypasses	0	0.0%	0	0	0.0%	0
66 Unclassified	8	0.0%	71	8,664	0.6%	443

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

Interview Summary

The City of Sparks, population 90,000, is located in the Truckee Meadows of Northern Nevada. Sparks is in a high desert climate at an elevation of nearly 4,500 feet with four full seasons and sunshine almost 80% of the year. Most widely known as the premiere special events venue for all of northern Nevada, with attractions on their Victorian Square which bring hundreds of thousands of visitors to such annual events as Hometown Farmers Market, Hot August Nights, Nugget Best in the West Rib Cook-off and Hometowne Christmas. They share their beautiful valley with their neighbor to the west, Reno and are only a little over an hour's drive to the scenic Lake Tahoe.

As one step in the development of a Branding, Product Development and Marketing Recommendation Plan for the city, Destination Development International staff interviewed key community stakeholders in late October 2008. Representatives from city government, both the Reno-Sparks and the Sparks Chambers of Commerce, the Reno-Sparks Convention and Visitors Authority,

Land developers, community advocates and significant retailers and attraction owners were part of this process.

The name of "Sparks" brings forth an interesting history lesson and framework for the goals and objectives the city has contracted with DDI to complete. The City had been called East Reno, New Wadsworth and Harriman for a while, but that did not suit the independent spirit of the new citizenry, and in 1904 was officially named the City of Sparks to honor then current Governor John Sparks. In 1905 Sparks became an incorporated city and in celebration, Governor Sparks hosted a barbecue for all the citizens of Sparks at his Alamo Stock Farm at Moana Springs (near the current site of the Reno Spark Convention Center in Reno).

What's there to do here?

Visitors will discover much more than Black Jack and slot machines in this community with a year-round temperate climate. Although neighboring Reno still pulls in a significant number of gamers, a visitor to Sparks has much from which to sample, including the Sparks Marina, a 77 acre lake, with its accompanying soon-to-open Legends, a 1 million-square foot shopping and entertainment destination. There is also the Wild Island Family Adventure Park, the Golden Eagle Regional Park, the largest artificial turf project in North America, the legendary John Ascuaga's Nugget Casino Resort and many other exemplary attractions.

Significant Strengths

In addition to the above noted attractions, Sparks has several other significant assets. The majority of interviewees found that quality of life in Sparks was one of its greatest assets, as well as something they were seeking to strongly protect for the future.

The City has seen significant growth in the past decades, growing from 50,000 to 90,000 since 1990 and projections are that the population will surpass 130,000 by 2030, causing significant growth concerns and opportunities.

Other assets include a business climate conducive to growth, with a low tax structure. There is currently a project being built 10 miles east of town on I-80 to house 60 million feet of warehouse space. The retail mix locally is such that interviewees report very little leakage, or need to leave town to shop elsewhere.

These assets, combined with an annual average of 300 days of sunshine per year and a mere 7.5 inches of average rainfall, strongly suggest Sparks is in the position for significant growth in the near future and ideally suited for a community branding project.

Significant Issues

The most significant issue the community currently faces is that of a "house divided." Despite, or perhaps because of the abundant assets, growth and opportunities, much of the community is working independently of each other, creating redundancy in spite of the fact they're working toward the same end goals. Every individual interviewed, regardless of their association or organization, stated that the communities of Reno and Sparks need to dovetail resources, communication and projects, and also,

Schedule for Charrette Week

	SUNDAY 16-Nov	MONDAY 17-Nov	TUESDAY 18-Nov	WEDNESDAY 19-Nov	THURSDAY 20-Nov	FRIDAY 21-Nov
8:00		BREAKFAST	BREAKFAST	BREAKFAST	BREAKFAST	BREAKFAST
			TEAM MEETING	TEAM MEETING	TEAM MEETING	Monica & Roger
		STUDIO SET-UP				meet with
9:00			SITE TOURING			Sparks Team
		Re-confirm with	(Monica/Roger/Jane)	SYNTHESIS OF OPEN		
		meeting attendees	-------------	HOUSE COMMENTS	STAKEHOLDER	
10:00			SYNTHESIS OF		MEETINGS	
			MEETING INFO/	CONCEPT REVISIONS	&	
			MAKE RESEARCH		CONCEPT	
11:00		(Roger arrives)	ASSIGNMENTS	ADDITIONAL RESEARCH	DEVELOPMENT	
		TEAM MEETING	(Vicky in studio)			
		LUNCH				STUDIO TIME/
NOON		(in the studio)	LUNCH	LUNCH	LUNCH	STUDIO OPEN TO PUBLIC
		Press Conference	(on your own)	(in the studio)	(in the studio)	
1:00						STAKEHOLDER MEETINGS
		Meet with	STAKEHOLDER			
		Sparks Team	MEETINGS	CONCEPT REVISIONS		TEAM MEALS
2:00			&		PRESENTATION	
			CONCEPT	ADDITIONAL RESEARCH		PUBLIC MEETINGS
		Meet with	DEVELOPMENT		DEVELOPMENT	
3:00		Primary Stakeholders				STUDIO & OPEN HOUSE
						LOCATION:
						Sierra Room at the
4:00	Monica & Vicky arrive	MEETING	CONCEPT	Meet with	DINNER	Larry D. Johnson Community Center
		PREP	DEVELOPMENT	Sparks Team	(in the studio)	1200 12th Street
5:00		DINNER				PUBLIC MEETING LOCATION:
		(in the studio)	OPEN HOUSE	CONCEPT	Roger/Monica	Nugget Casino -
			5 pm - 7 pm	REVISIONS	MEETING PREP	Poolside Terrace Meeting Room
6:00			STUDIO			5th Floor adjacent to the
		MEETING PREP	@ Larry D. Johnson		Vicky shut down studio	East Tower elevators
			Community Center			
7:00		Public Meeting	OPEN HOUSE DEBRIEFING		Final Public Meeting	
8:00		7pm - 10 pm		DINNER	7pm - 9 pm	
9:00		NUGGET - Poolside	DINNER		(location?)	

Festival Case Studies

Reprint from :

http://www.lcra.org/newsletter/true_blue/2009/july/burnet_fiddler_fest.html#_jmp0_

BURNET, TX FESTIVAL

Burnet BBQ Cook-Off & Fiddler's Festival

The Burnet BBQ Cook-Off & Fiddler's Festival took place on May 15-16 at the Burnet Fairgrounds and attracted an estimated 2,619 visitors. This festival combined two previously separate events to extend the length of the new event and to bring in additional visitors. Despite the stormy weather, the festival was a success.

The event featured an International Barbecue Cookers Association-sanctioned barbecue cook-off that included chicken, pork, brisket, wild game, and beans. Winners competed for trophies and cash prizes. Competitors in the fiddler's contest played for $5,000 in cash in trophies. The event culminated in a music festival on the evening of Saturday, May 16.

CED staff developed the survey that was used at the event to gauge the economic impact of the festival, as well as providing a training manual for the volunteers who surveyed the attendees. CED also worked with event producer Damon Beierle to determine the best locations for surveying, entered the survey data, and analyze the data provided by the attendees.

"As far as the process itself, I thought it was easy from start to finish," Beierle said. "CED staff did all the hard work for the project. I would recommend this service to any event that really wanted to know what it was doing beyond the boundaries of the event. The information will be very useful for presenting to the City Council and County Commissioner's Court, as well as having stats to show sponsors. The how-to packet you sent was easy to read and explained everything well. The survey itself was easy to fill out, but also had good information."

Economic Impact Analysis Results The following highlights are outlined in the Burnet BBQ Cook-Off & Fiddler's Festival EIA report:

The total economic impact of the Burnet BBQ Cook-Off & Fiddler's Festival on the City of Burnet and Burnet County was $163,862.

In just under two days, the economic impact to restaurants, food services, and drinking places was $90,222, the impact to local lodging was $41,432 and the retail impact was $32,208 as a result of the spending generated by attendees at the festival.

The average party size was 3.75 people, and the average length of stay in Burnet was 1.89 days.

The festival supported 2.5 full-time equivalent (FTE) jobs in the Burnet County area during the event.

The largest number of attendees came from Williamson County to the Burnet BBQ Cook-Off & Fiddler's Festival. Travis, Lampasas, and Llano counties round out the top four counties of origin.

Burnet County officials were pleased with the results of the CED survey.

"This report really exemplifies what an impact even one 'small town festival' can have in a community," said Teri Freitag with the Burnet County Tourism Office.

Reprint from:

http://www.conntact.com/archive_index/archive_pages/3546_Business_New_Haven.html#imp0_

NEW HAVEN, CT FESTIVAL

Whoever said, "If you build it, they will come," may have had New Haven's International Festival of Arts & Ideas in mind. Armed with a budget of roughly $3.6 million and anticipating more than 150,000 visitors, festival wizards are carefully putting the finishing touches on their own edifice. Now in its seventh year, the event continues to attract more international artists, encouraging regional and

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international tourism while impacting local small businesses.

According to Christine Franquemont, development director for the festival, the general idea is to "promote New Haven as a cultural destination." According to a survey by Quinnipiac University, of last year's visitors, 38.5 percent were from New Haven, while 66 percent of attendees said they also attended the 2000 festival. Between 1996 and 2001, the state invested $5.7 million in the festival, while nearly double that amount - $10.3 million - was raised privately. Quinnipiac's Mark Guis directed the study and estimates that the total economic impact was a positive $62 million, with attendance of 664,300, over the same period.

Certainly the festival organization itself beats the economic-development drum. Staffing ramps up to more than 200 workers in time for the festival. Of the $3.6 million annual budget, approximately 12 percent is spent on marketing and advertising.

"Virtually every dollar is spent in the New Haven area," explains Franquemont, "with the exception, of course, of expenses for the international artists." Most artists are provided with lodging in New Haven-area hotels and dine in downtown restaurants, compliments of the festival budget. Event organizers also encourage international artists to stay in the city for a period of time, participating in workshops or events at educational venues. In theory, at least, these talented visitors in turn explore (and spend dollars in) local retail stores and restaurants.

Franquemont explains that the festival likewise employs local businesses for transportation, hospitality and communications, and energetically recruits local vendors to sell items at the events.

Steve Williams of Jack's Concessions owns and operates five mobile food-vending carts in New Haven. During the International Festival of Arts & Ideas and the New Haven Jazz Festival, Williams also operates a food tent on the New Haven Green.

Says Williams: "The festival has a great impact on the city. Bringing new people downtown puts a positive spin on New Haven."

No one much questions the feel-good value of the festival, but sales directly attributable to the event are more difficult to quantify for Williams. "Sales are generally fair; it really depends on the entertainment," he says. "I do see an increase during main-stage weekends."

In 2001, the economic impact of the festival was estimated at $20 million, according to the Quinnipiac study - a 400-percent increase over the estimated impact reported from the event's inaugural year, 1996. Artists used 1,360 hotel room-nights in New Haven during last year's festival. "We have trouble finding enough rooms," adds Franquemont. The festival box office took in $500,000 from all ticketed events.

Says Philip Forte, general manager of the Holiday Inn at Yale, "Festivals and events are terrific for hotels and small businesses. Hotels do better during [festival] time."

Ten Thousand Villages at 1054 Chapel Street, a non-profit organization, is one of the oldest and largest trade organizations in North America, according to manager Elizabeth Rider. The retail craft store has handmade crafts from artisans in 30 countries including Asia, Africa and South America. The business helps needy artists by displaying their wares and paying fair market value for their crafts. "The festivals (including the Jazz Festival) have a totally positive impact on the store," Rider says.

Last year Rider's store recorded a 52-percent increase in sales between the first two weeks in June and the last two weeks, when the festival took center-stage. "We are seeing more New Yorkers, Equity players and musicians who are coming to the Shubert or Yale Repertory Theatre," she says. Rider is confident that more people browsing the streets translates into a positive return in sales.

This year the shop plans special promotions and extended store hours to serve festival attendees. Rider has extended store hours to 9 p.m. during the week and opened the store on Sundays as well. Cross-promotions with the festival include

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a 15-percent discount on all musical instruments during every Friday in June.

Rider relies on multiple factors to come together to benefit the store. "Town Green Special Services also increases the number of available 'ambassadors,' and this is helpful for the retail community in general," says Rider. "And finally, the festival has an official guide that is user-friendly. Hundreds of retail establishments are distributing nearly 50,000 program guides." To sweeten the deal, Rider boasts that her "folding bamboo chairs are ideal for [events on] the Green."

Of the 150,000 anticipated visitors to this year's festival, organizers estimate that 75,000 will be visitors from within the state but beyond New Haven. Approximately 3,000 international visitors were counted for the first time last year.

One industry that should benefit from the additional crowds is the bar and restaurant industry. Hungry visitors must eat. They will sample New Haven's coffee shops, hot dog stands and fine dining establishments. The Green will be filled with tents with an assortment of international and traditional palate-pleasers.

According to Ashley Sheridan, co-proprietor of both Anna Liffey's restaurant/bar and the gift shop Celtica: "There is definitely an economic impact on the bar and restaurant industry. The festival is the vehicle to get people into New Haven."

And Sheridan counts on them eating a meal, enjoying a show and then coming back to the restaurant for an after-show drink.

"It's creative publicity and advertising," he adds. "The city could just spend money promoting [New Haven], but this is events-based publicity and it works."

Sheridan points out that the events draw thousands of people who would otherwise be caught up in suburban life. Restaurants likewise benefit from the artists and musicians who dine there.

"The festival has a parallel effect," explains Sheridan. "It sows the foundation seeds for the future while bringing in business now." When people are talking about a vibrant downtown, eventually they will come into the city to see for themselves. In his retail operation Sheridan knows that any activity is good for the business: On nights when a show is on at the Shubert Performing Arts Center, for example, his sales triple, he says.

Donna Curran, co-owner of Zinc on Chapel Street, agrees. "What's good for the city is good for [businesses]." Pondering the long-term impact, Curran recognizes that people will come back into the city if they have had a good time. From an immediate business standpoint, though, she says, "The festival giveth and the festival taketh away."

When visitors are enjoying a large event on the Green, they are not dining in the restaurant. So even though there are plenty of hungry bodies nearby, Curran may have to wait for return visits before seeing any direct impact.

The festival's greatest economic impact, obviously, is felt in the downtown area where most activities take place. The hotels are clustered there and most entertainment venues are within walking distance of one another.

Over on Broadway, where Cutler's Records & Tapes is located, the impact is less tangible.

"It is difficult to see in the figures, whether positive or negative, what impact the festival has on the business," says proprietor Philip Cutler. "There is positive feedback in general, but I can't gauge whether it's helping or hurting - although I'm pretty sure it's not hurting [the business]. [Nevertheless,] people don't like to walk."

Additional income also flows into transportation businesses such as taxi services, busses and trains, not to mention the parking meters and lots. These are more difficult to quantify, but there is reasonable certainty that there is some positive impact during the time of the festivals or any special events that are centered in New Haven.

Says Paul Ricci, a downtown cab driver, "Last year we got more calls and did more drop-offs at the

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Green." More calls pays off in direct sales and more tips for his business.

Whether the visitors walk, drive or take public transportation, downtown retailers appear to be mainly united in their view of the International Festival: Bring the crowds in, and bring them in large numbers. Although the dollars may not be flowing heavily for all businesses yet, most are optimistic that they are paving the way for future sales.

Elizabeth Franquemont quotes one shoreline resident telling, "I haven't been to New Haven in ten years - and I'm having a good time."

Local business people hope that enough "good times" at the festival will translate into healthy early-summer sales this year and for many years to come.

Case Studies

A Case History of Bricktown

Oklahoma City

Bricktown, located on the eastern border of downtown Oklahoma City, was once a warehouse neighborhood housing the freight operations of four major railroad companies. Three generations of unique brick buildings were constructed from the late 1800's through 1930, the distinctive red brick giving the area its name.

After years of prosperity, several factors contributed to the decline of the Bricktown area. The Great Depression brought a sudden halt to new construction and delayed needed repairs to older buildings. During World War II, resources and investments were needed in the war effort and the area fell further into neglect. Post-war suburban sprawl followed, along with the development of new industrial parks away from the old commercial centers.

By 1980, this area once known as the crossroads of commerce was a graveyard of abandoned and underutilized buildings in desperate need of revitalization. Efforts and urban revitalization in the 1960s and 1970s largely ignored the area. However, developer Neal Horton, known for bucking the trends, saw new opportunities in the historic area. While his plan went unrealized due to the oil and bank crash of 1982, he was responsible for coining the name "Bricktown", giving the old commercial district an identity.

In the early 1990s, Mayor Ron Norick and an army of leaders formulated a plan to resurrect the area. The city had lost a bid for a United Airlines maintenance facility and saw an opportunity to make their city competitive and attractive for future efforts. They launched a visionary plan, the Metropolitan Area Projects (MAPS), an ambitious program that is one of the most aggressive and successful public-private partnerships ever undertaken in the country. The amount spent now exceeds $3 billion.

MAPS was a visionary capital improvement program that included a series of nine public projects focusing on sports, recreation, entertainment, cultural and convention facilities. The projects included renovations to the Convention Center, Civic Center Music Hall and Oklahoma City Fairgrounds, as well as construction of the 15,000 seat AT&T Bricktown Ballpark, the mile-long Bricktown Canal, the 20,000 seat Ford Center, the state-of-the-art Ronald J. Norick Downtown Library, the Oklahoma Spirit trolley system and a stretch of water transformed into river lakes with trails and recreational facilities knows as The Oklahoma River.

MAPS was funded by a temporary one-cent sales tax approved by city voters in December 1993. The tax expired on July 1, 1999. During the 66 months it was in effect, more than $309 million was collected. In addition, the deposited tax revenue earned about $54 million in interest. The tax was extended by a vote of the people for six months to cover cost increases during construction. The tax is now complete, and the projects are all debt-free.

The number of visitors to Bricktown is increasing every year as new developments continue to open. According to the Bricktown Association, the number of Bricktown visitors went from about 4 million in 1998 to more than 8 million in 2004. It estimates nearly 10 million people will visit the district this year.

In Bricktown you can stroll along the mile-long pedestrian canal, dine at some of Oklahoma City's best restaurants (over 4,000 dining seats available), take in a game or concert and dance to live music. Bricktown also includes rides in horse drawn carriages or relaxing views from the Water Taxi on the canal. The district is known for its diverse and varied entertainment options.

Private investments in attractions of the Bricktown District include Bass Pro Shops, a visually appealing, high quality outdoor store with indoor aquariums and an extensive collection of outdoor equipment and clothing, and Harkin Bricktown 16, a 16-screen cinema with comfortable seating, complete food service and childcare facilities for patrons. The theatre features the largest movie screen in Oklahoma, the Ciné-Capri, measuring 70 feet wide. Bass Pro Shops opened in November 2003, and the Harkins Theatre opened in October 2004.

Case Studies

The dining and nightlife categories are anchored by Mickey Mantle's Steakhouse, Toby Keith's I Love This Bar and Grill and Abuelos Mexican Food Embassy in addition to numerous other quality restaurants.

Hotels in Bricktown include the Colcord Hotel, Courtyard by Marriott, Marriot Renaissance, Resident Inn by Marriott, the Sheraton Oklahoma City and The Skirvin Hilton. A 10-story Hampton Inn & Suites with a price tag of $20 million is set to open in the summer of 2008.

The Bricktown Urban Design Committee is implementing a new comprehensive wayfinding system, funded by a City General Obligation Bond Issue, to provide consistent, clear directions to various destinations, attractions and landmarks in the Downtown area. The system will eventually consist of 45 vehicular signs and 22 pedestrian signs along with 27 kiosks for more detailed visitor information.

Bricktown is an excellent example of an aggressive public-private partnership aimed at improving the city for not only for visitors, but for current residents and future businesses. The investment into the downtown area has resulted in a vibrant, exciting district that brims with life and activity. Southern Living Magazine ranks downtown Oklahoma City as one of the 5 best downtowns in the south, and with good reason. The MAPS projects have breathed new life into the heart of the city, creating a thriving entertainment and dining district out of a desolate stretch of brick warehouses.

Case Studies

A Case History of the Gaslamp Quarter

San Diego, CA

The historic heart of San Diego, California is an eclectic 16.5 block neighborhood known as the Gaslamp Quarter. Registered on the National Register of Historic Places, its 94 historic and architecturally significant structures house more than 100 of the cities finest restaurants, 35 pubs and nightclubs and over 100 retail shops, as well as theaters, art galleries, offices and residential/work lofts.

Named for the gas lamps that once lined the streets of San Diego's first commercial and business center, the Gaslamp Quarter is located in the heart of the city. New Town founder Alonzo Horton established a wharf at the south end of Fifth Avenue in 1869. From that point on, Fifth Avenue has served as the commercial backbone of the Gaslamp Quarter. In the 1880s, San Diego became a boomtown and by the time of the Gold Rush, the population swelled to 40,000. During the same era, a strong community of Asian businesses began to grow in the area. The defining character of the Gaslamp Quarter was established by the Victorian, Italian Renaissance and Spanish Revival buildings built between 1880 and 1910.

Because the town was a busy military port, the original district south of Market became a red-light district, commonly referred to as the Stingaree. Ilicit businesses, catering to both miners and sailors, flourished throughout the turn of the century. In 1912, citizens pressured police into raiding the Stinagree. With the red-lights of the Stingaree officially turned off, the Gaslamp Quarter flourished. The district grew at a steady pace until the Great Depression slowed development nationwide.

During the 1950s through the 1970s, major commerce abandoned the smaller scaled buildings of the Gaslamp Quarter in favor of larger sites in the north end of downtown. The area was in disrepair and became a low rent district until the 1970s when a period of preservation began as public opinion shifted to support restoring many of downtown San Diego's historic buildings.

In 1972 then-mayor Pete Wilson outlined an aggressive program for revitalizing the physically and economically blighted downtown. His goals included drawing retail and commercial business and residents back to the area, creating a strong job base and regional government hub. California's Community Redevelopment Law provided the major tools.

In 1974, the Gaslamp Quarter Association was formed to protect San Diego's historic district and unite area business and property owners. In 1976, the first Gaslamp Quarter Urban Design and Development Manual was adopted by the City Council. The district was added to the National Register of Historic Places in 1980 and features the highest concentration of historically significant commercial buildings in San Diego.

Mayor Wilson and the City Council created Centre City Development Corporation (CCDC) in 1975. This public, nonprofit corporation staffs and implements downtown's redevelopment, including the facilitation of retail, residential, office, hotel, cultural, educational and public improvement projects. On behalf of the City and Redevelopment Agency, CCDC facilitated the public/private partnerships necessary to turn the area around.

In 1982, the Gaslamp Quarter became a major redevelopment project area of the City of San Diego. Several developers and restoration experts were encouraged to continue restoring the Gaslamp's Victorian buildings. This led to one of the most profound joint urban preservation efforts in San Diego history and capped a downtown revitalization effort which successfully transformed a once troubled area.

Today, Gaslamp Quarter has emerged as San Diego's prime entertainment and celebration destination. Conventioneers, baseball fans and weekend diners congregate here for its lively mixture of restaurants, cafés, nightclubs and bars in addition to the shops and accommodations. New residential dwellings have crowded the downtown area including many historic lofts. The Gaslamp Quarter continues to serve downtown residents and employees and the region at large, as well as downtown's significant numbers of tourists. The Gaslamp Quarter's success

Case Studies

has served as a catalyst for the redevelopment of other downtown neighborhoods.

The Gaslamp Quarter features a mix of unique lodging accommodations from the Victorian-style 132-room Horton Grand Hotel, which is comprised of two hotels of the 1880s and was once home to Wyatt Earp, to the 282-room Hilton San Diego Gaslamp Quarter with its 30 residential-style lofts and The Keating Hotel, from the same designers of the luxurious Ferrari automobiles.

Restaurants in the Quarter include Croce's Restaurants & Bars, established more than 20 years ago by Ingrid Croce as a tribute to her late husband '70s singer/songwriter Jim Croce and George's on Fifth housed in one of the most photographed historical buildings in the Gaslamp Quarter. International cuisines can be savored including Afghan, Brazilian, Chinese, Indian, Italian, Mexican, Persian, Spanish and Thai at more than 100 restaurants.

The Nightlife in the Gaslamp District features hip lounges, flamenco dinner shows, an authentic Irish pub, a dueling-piano bar and the Horton Grand Theater, home the long running "Triple Espresso—a highly caffeinated comedy."

Shops and galleries of every variety are scattered throughout the 16 square block district.

Shoppers can expand their wardrobe and decorate their homes with unique pieces found at shops such as Villa Moda, Kurios, Splash Wearable Art, Highlights Lighting, Kita Ceramics & Glassware, Avitatt and Opium Gallery among others.

The Gaslamp Quarter is home to many popular events including Mardi Gras, the largest Mardi Gras party on the U.S. West Coast, Taste of Gaslamp and ShamROCK (St. Patrick's Day). PETCO Park, home of the San Diego Padres, is located one block away in downtown San Diego's East Village.

Case Studies

A Case History of the Pearl District

Portland, OR

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 poplar 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.

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.

Sidewalk Cafe Design Guidelines and Standards

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

Signs advertising the sale of goods or services at a sidewalk café are prohibited. This includes sandwich boards, banners, and signs on furniture or umbrellas. 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

Outdoor heaters for sidewalk cafés are subject to approval during the sidewalk café permitting process.

7. VENDING MACHINES, CARS

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, non-contributory 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.

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 6:00 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.

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
SEATING PLAN

____ 3 copies (8.5x11) ____ 3

copies (8.5x11)

____ Legible ____
Legible

____ Scale ____
Scale

____ North arrow ____
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.)

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. 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 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 Country 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.

Wireless Downtown Information

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.

Street Performers Ordinance Sample

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

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