

LISC
Bay Area
*Helping neighbors
build communities*



Neighborhood Marketplace Initiative



Why Neighborhood Commercial Districts?



- Vibrant commercial districts can transform community's identity
- Cultural heart of a community
- Central place to bring neighborhood stakeholders together
- Catalysts for community-based stewardship of entire neighborhood
- Identified need for better mix of retail and service oriented businesses

Bay Area Commercial District Struggles



- Lack of neighborhood-serving retail
- Perception of significant safety and crime
- High commercial vacancy rates
- High real estate cost
- Threat / fear of displacement
- Absentee property owners
- Deficient in strong merchant leadership
- History of City inaction
- Lack of coordination among community stakeholders and other agencies
- Unsuccessful past efforts



Evolution of NMI



1996 Fruitvale Main Street chosen as pilot site

2002

- Main Street program launches in Richmond
- LISC asked by SF Supervisor to conduct planning in the Excelsior District

2003

- The City of SF contracts with LISC to conduct commercial revitalization in the most needy SF neighborhoods
- LISC issued RFP to conduct community planning and create corridor programs in 5 SF neighborhoods

2005 LISC and City of SF formalized the NMI partnership

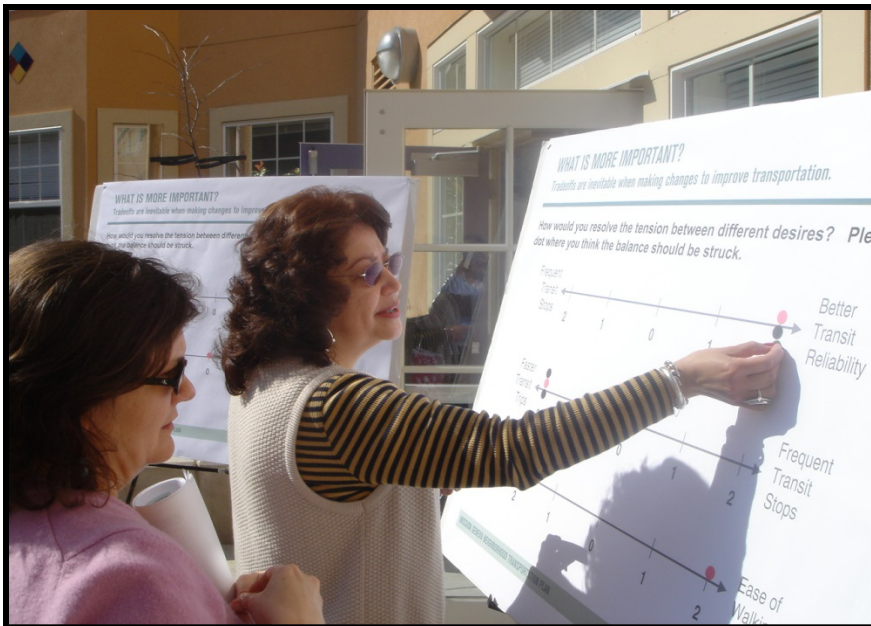
2012 Mayor Ed Lee Announces the Invest in Neighborhoods Initiative (IIN), which focuses on 25 neighborhood commercial corridors and aims to support the revitalization efforts of commercial corridor stakeholders throughout the city

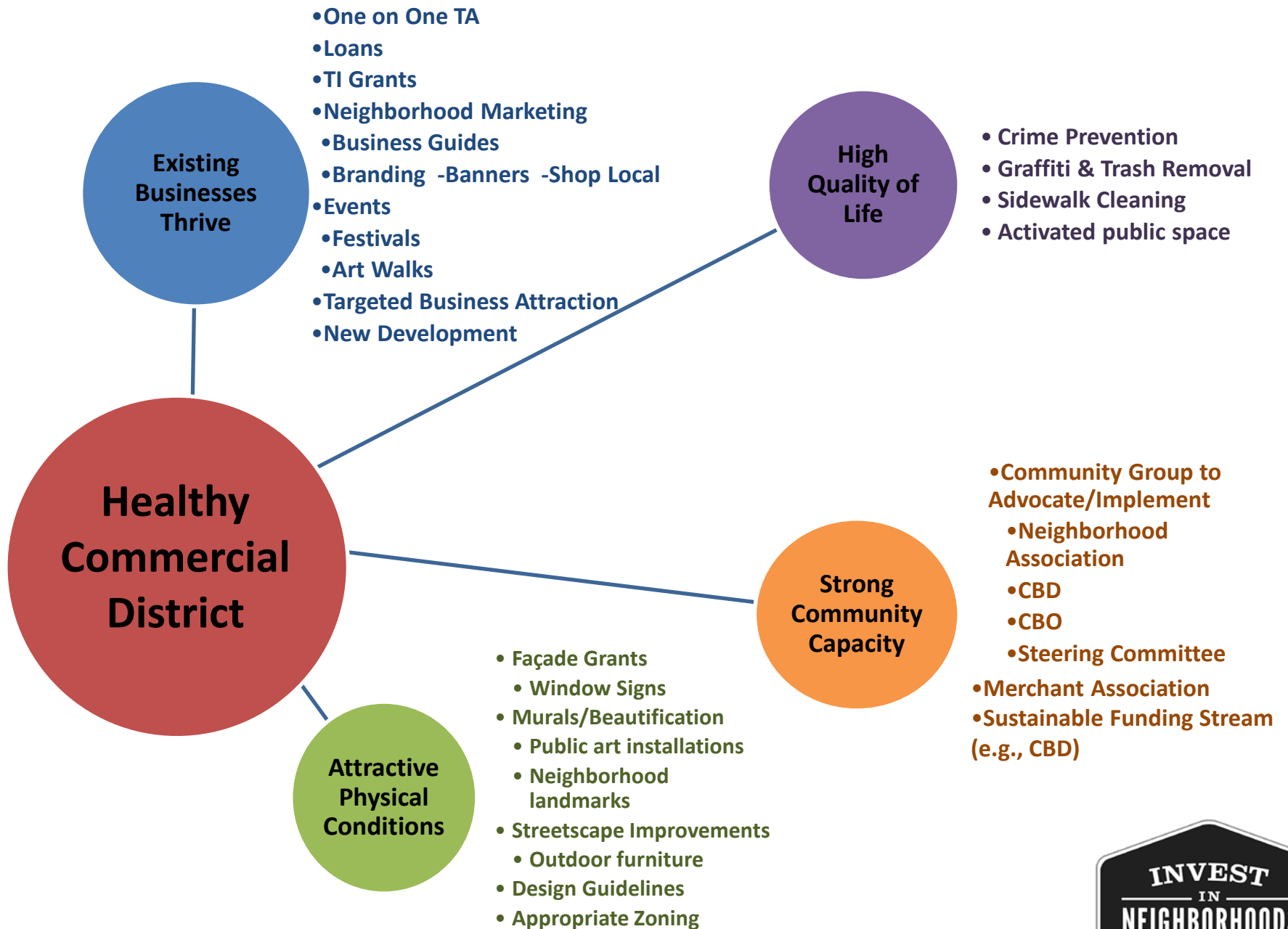
**LISC and the City of SF have jointly funded
NMI Corridors for 11 years**

NMI/IIN Goals



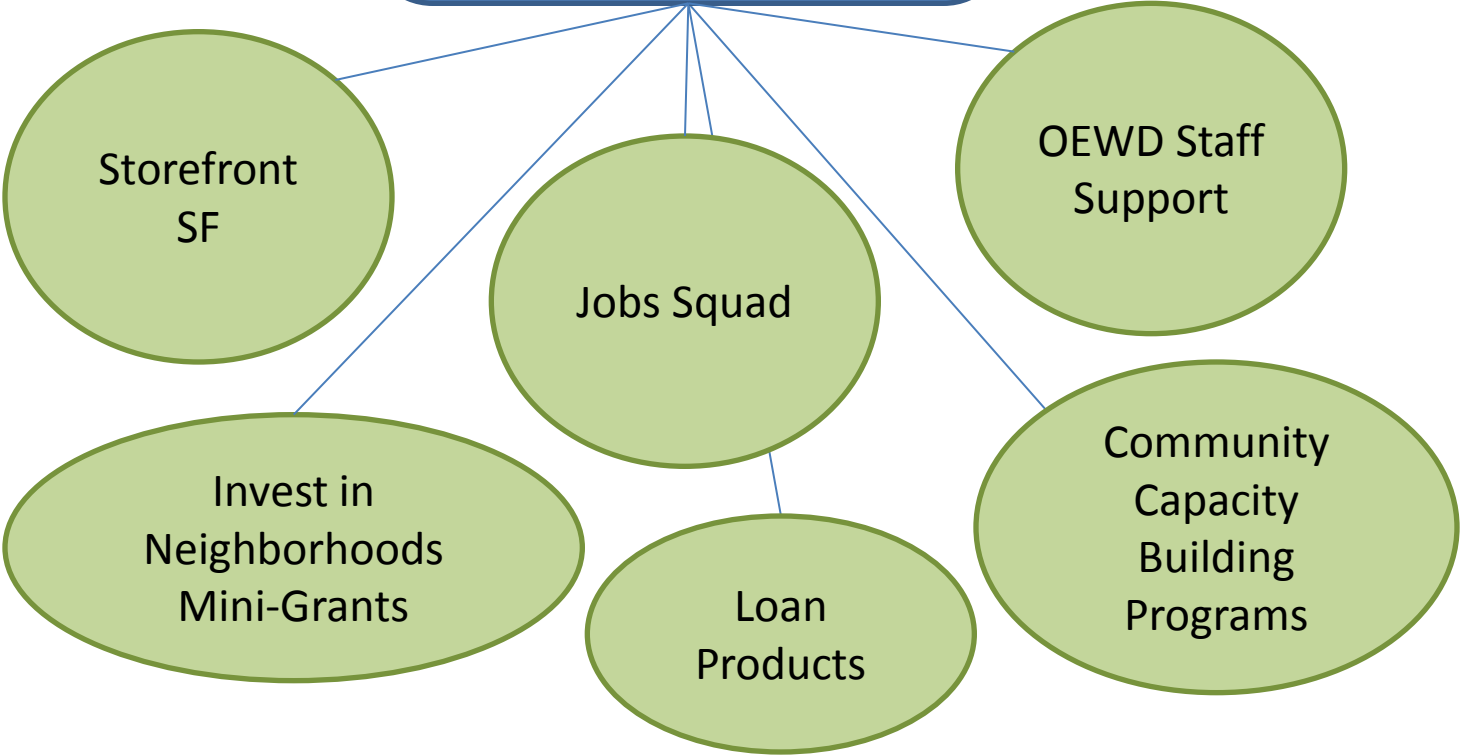
- Create vibrant and viable neighborhood commercial districts with flourishing small businesses and a community-friendly atmosphere
- Meet the needs of local people by providing neighborhood-serving goods and services
- Expand avenues for cultural development and expression
- Improve the physical appearance of the neighborhood while preserving the local history and culture
- Address quality of life issues
- Build community-based collaborations to address problems and serve as long-term stewards







Baseline Services



**Commercial District
Assessment**

Physical Conditions Assessment

Past/Current Plans and Projects

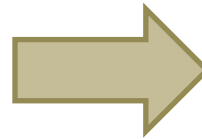
Social Capital Assessment

Stakeholder Interviews & Surveys

Best Practices

Economic Data

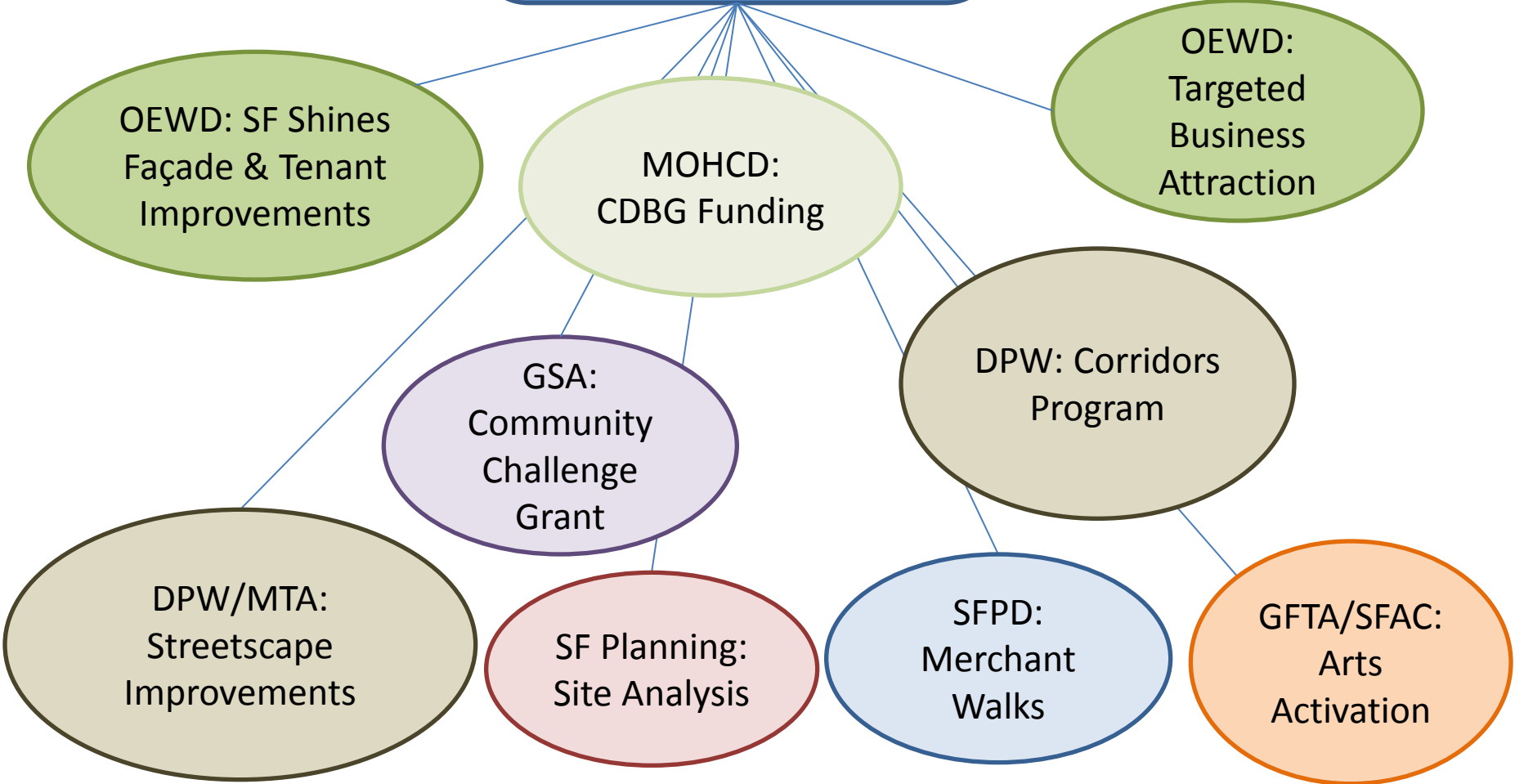
Demographic Data



25 Neighborhood Profiles



Customized Services



Key Features of Our Strategy

Community Driven • Community's vision for future informs the work

Collaborative • Realizing a joint vision

Culturally Oriented • Diversity & culture as asset
• Supporting low-income residents & existing immigrant businesses

Market Driven • Vision balanced by market realities
• Helping existing businesses function in market
• Values on-the-ground knowledge

Capital Investment • Signals with small physical improvements
• Community input into new development, according to vision

Sustained • Long term efforts – 3 yrs +
• Programs act as stewards of community assets
• Goal for local, sustainable funding (i.e.) Business Improvement Districts

Outcomes Framework



- **Increased economic viability of business district.**
Existing neighborhood-serving businesses grow and stay in the district and the businesses mix meets the needs of the community and creates jobs particularly for residents.
- **Greater public and private investment** improves the physical and business environment (properties and streetscape).
- Events and activities contribute to an **enhanced quality of life for neighborhood residents and merchants** by improving safety and cleanliness, and strengthening the sense of community.
- **Improvements benefit existing residents and merchants** by providing them access to affordable goods and services, employment, and cultural gathering places.
- **Increased civic participation in the neighborhood.**



What We Do

COMMUNITY PLANNING

- Community planning
- Annual Action Plans
- Project-based planning processes

ECONOMIC ANALYSIS

- Market and demographic research
- Retail development strategies

GRANTMAKING & FUNDRAISING

- Raise and advocate for funding for groups
- Community Benefit District formation

TRAINING & PEER NETWORKS

- Ongoing training for staff and board
- Trainings by topic
- Intensive one-on one coaching

CITY COORDINATION

- Ensure corridors are prioritized
- Advocacy

PROGRAM SUPPORT & DEVELOPMENT

- Program development
- Best practices and research projects
- Provide consultants to community programs
- Conflict resolution in communities

ORGANIZATIONAL DEVELOPMENT

- Organizational structure
- Board development/training
- Hiring process
- Management & professional development

EVALUATION & LONG-TERM PLANNING

- Program monitoring and evaluation
- Policy development
- Bay Area-wide and national focus

ENSURE ACCOUNTABILITY

- Provide community representation
- Track progress via outcomes/work plans
- Maintain collaborative process

2005-2013 NMI Cumulative Outcomes



1,067 businesses attracted/expanded

875 new jobs created

794 business assisted

Average vacancy rate is **4%**

1,150 neighborhood events

1,455,184 visitors attracted

15,497 volunteers who have contributed **80,236** hours



\$6,126,640 public dollars leveraged for physical improvements

\$4,831,987 private dollars leveraged for physical improvements