

Thanks! You're One in a Million

Thanks to tremendous response and acceptance from the community, Food 4 Less surpassed one million sales transactions since opening in January 2001. The first major grocery store to open in the Market Street/Euclid Avenue area in nearly 20 years, Food 4 Less continues to enjoy greater sales than projected by its parent, Ralphs Grocery Company.

"Business just keeps growing at this location," said Terry O'Neil, public relations director for the grocery chain. "The goal of Food 4 Less is to be the supermarket for the community. We want residents to shop here. At least 15 to 20 percent of the items we



carry are customized to meet the unique needs of local residents."

As of May, the estimated total shoppers since opening is 1.2 million, based on the total number of transactions, or purchases. Store Manager Miguel Bonilla, who has worked at several other San Diego Food 4 Less stores, said he enjoys offering shoppers the unique layout of this store – the first of a new generation of Food 4 Less stores. "If you look at this location compared to others, it's bigger and more open. It's a more convenient set-up for customers."

Food 4 Less also takes a customized approach to meeting specific

requests for items it doesn't carry. Bonilla tries to locate requested products and bring them into the store.

Bonilla stresses a continued commitment to hiring from the community as the store builds its staff in response to growing sales. So far, 85 residents have been trained by Bayview CDC and placed in this and other Food 4 Less stores.

Food 4 Less became the anchor tenant of Market Creek Plaza after resident surveys identified a grocery store as the number-one new business needed by community residents.

Other businesses are expected to begin opening later this year. They include eating establishments and other retail and service businesses.

What's Inside...

- ✓ Why is the Plaza Worth Waiting For?
- ✓ Community Faces Art Project
- ✓ Where Your Dollar Goes
- ✓ Where the World Meets: Unique Gift Bazaar

Thanks for Your Support!
Come by Market Creek Plaza
for free hot dogs & soft drinks.
Saturday, October 12
3 to 5 p.m.



Harvest Festival
Saturday, October 26
Noon to 2 p.m.

MARKET CREEK PLAZA

At a Glance

- 20-acre commercial and cultural center designed and built by community teams
- Located near the intersection of Market Street and Euclid Avenue near downtown
- Close to Highway 94 and Interstate 805
- Adjacent to the Euclid Trolley stop and bus transfer station

Many of the businesses on the east side of Market Creek Plaza are expected to open by year end and may include a fish restaurant, pizzeria, other restaurants, and cultural gift shop.

MARKET CREEK PLAZA

Update

The *Market Creek Plaza Update* is published by the Jacobs Center for NonProfit Innovation, an operating foundation and developer of the project. It is distributed in Chollas View, Emerald Hills, Valencia Park, Lincoln Park, North Encanto, South Encanto, Mountain View, Mt. Hope, Webster, and Oak Park.

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Q&A: Why is Market

When the Langley building was demolished in December 1998, it was the continuation of a community process that actually began the year before. Because the future uses for the property were being talked about early in the site's development, it can seem to those not involved in the process that building Market Creek Plaza is taking forever.

If Market Creek Plaza was a traditional for-profit commercial development, no announcements would have been made prior to financing and construction. It isn't uncommon for a new shopping center to be built and opened in what

appears like a relatively short period of time. That is because the community usually is not involved in the planning, design, and construction of a commercial center.

Because the developer of Market Creek Plaza is a non-profit neighborhood-strengthening organization rather than a for-profit company, the reasons for building it are vastly different. Traditional developers build for profit. They keep the costs down and the profits up. That means they determine what to build on a site, hire whatever contractors submit the best bids, build it as fast as they can, fill it up with chain stores, then sell it. They take

whatever profits they make with them when they leave.

The Jacobs Center is building Market Creek Plaza for entirely different reasons. Its goal is community change and neighborhood strengthening. The way it does this work is through partnerships with community residents and organizations focused on developing entrepreneurial projects, hands-on learning opportunities, and shared resources.

Market Creek Plaza is a way to do that work while adding valuable assets to the community. It is also a way for residents to build skills and personal assets.

The Jacobs Center will take no profits from Market Creek

Plaza. Those who will benefit from the construction, business development, job opportunities and other benefits generated from the Plaza are those participating in its creation.

Team Work

Instead of putting in stores that will generate the most profit, the Outreach Team asked residents what they wanted and needed. Instead of hiring the biggest or cheapest contractors, the Construction Team recruited and trained minority and women contractors. Instead of building big white boxy buildings, the Art and Design Team worked with the architects and artists to design

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Creek Plaza Taking so Long?

an environment that reflects the multicultural richness of the community. Instead of filling the Plaza with big chain stores, the Business and Leasing Team made sure that local people operating small businesses have the same opportunity for success. And instead of letting profits and ownership of assets leave the community, the Ownership Design Team is making sure that value stays in the community.

Why so long? It took almost a year to survey residents and conduct community meetings to learn what services and stores people wanted at the Plaza. It took about two years to engage residents in working teams that laid the plans for the project. While community contractors were trained to build the center, teams of residents worked on architecture, design, and art.

Once the anchor tenant, Food 4 Less, signed on, community teams began recruiting local businesses and entrepreneurs for the retail and food shops. Other national tenants put their

hats in the ring, as well. Community teams met with all of them. Some chose to move forward, some didn't. Some were right for the project, some weren't. Some could qualify for technical assistance and financing, some couldn't. Creating a process to give opportunities to local contractors and entrepreneurs made the process slower.

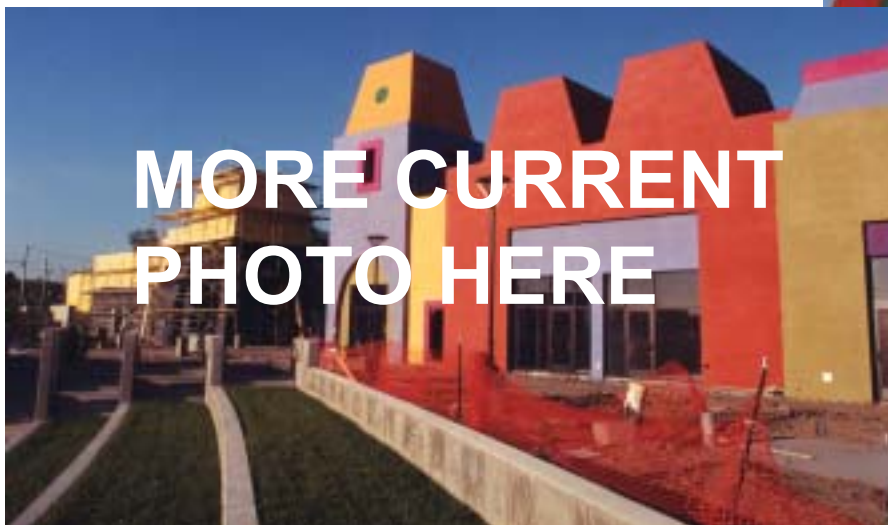
Building Capacity

With the focus on learning by doing, Market Creek Plaza is a community development project, not simply a commercial development project. It includes cultural and community-specific touches that require funding and special grants. In keeping with its value of working with resident teams, the Jacobs Center is working with the Resource Team to encourage other foundations and investors to raise

money that supports the efforts of the other community teams. It also ensures that when all is said and done, Market Creek Plaza becomes an asset owned and managed by the community.

Two more buildings are nearly complete and more stores are set to open in the Plaza by the end of the year. Once leases are signed and financing is in place, announcements will be made and celebrations planned.

As Market Creek Plaza grows into a bustling community hub, credit for its success will go to the residents and teams that worked together to make it happen.



The food and retail buildings on the east side of Market Creek Plaza are nearing completion, with some shops expected to open later this year.

Local Art Reflects Heritage

Past meets present and diversity finds unity in what is soon to be one of San Diego's most exciting collections of public art.

With the help of more than 1,000 adults and children and several artists-in-residence, Market Creek Plaza will become a showcase of community art reflecting four years of teamwork. The Market Creek Plaza Art and Design Team is capturing the cultural essence of the community and translating it into a legacy for generations to come. From dramatic art panels and 20-foot cultural totems to intricate tapestries and a wall of children's art tiles, Market Creek Plaza's art collection is planned, designed, and created by community members and others with close ties to the community.

Three charitable organizations are helping to fund the cultural art pieces. The Community Faces Art Project is being funded partly by a \$60,000 grant from the Legler Benbough Foundation. Semptra Energy contributed a gift of \$65,000 for design and construction of the Children's Wall – a 170-foot-long mural near the amphitheater composed of hundreds of tiles made by children. The Thomas Ackerman Foundation awarded a \$10,000 grant for the creation of the Laotian Cultural Tapestry, a 480-square-foot intricate tapestry created with colorful tiles set in concrete. The tapestry will be set in the walkway near the pedestrian bridge connecting the east and west sides of the site.

The Jacobs Family Foundation matched all grants for community art at Market Creek Plaza.

Coming Soon:

Food 4 Less will soon be putting on a new face – or faces – with the creation and installation of six huge art panels on the east and west sides of the building. The art panels, each 16-by-16 feet in size, feature painted portraits of 27 residents who have made extraordinary contributions to the community.

The Community Faces Art Project is part of the plan created by the Market Creek Plaza Art and Design Team, which developed a variety of ways to express cultural harmony through art and architecture. Individual art pieces will reflect the vision resulting from four years of community input. Part of that vision involves making sure residents see their friends and neighbors in the art developed for the Plaza. The Community Faces Art Project is part of bringing that vision to life.

Each panel contains four portraits, including three couples and 21 individuals whose leader-

ship and contributions have benefited the community. They were chosen by a team of residents based on their history in the community, civic involvement, and cultural pride. Youth, seniors, men, and women from different backgrounds represent the unique cultural mix of the Diamond Neighborhoods. They are Malia Aloese, Jihmye Collins, Betty and Roosevelt Brown, Terri Davis-Cole, Annie B. Campbell, Precious Jackson, Nancy Johnson, Leyla and James Sampson, Willie James Jones, Khamphet Soumpholphakdy, Shirley Junior, Maxcine and William Stephens, Charles Kahalifa King, Robert Tambuzi, Robert Matthews, Agnes Tuifao, Ellen Nash, Sounthone Voraraj, Luis Natividad, Rosemary White-Pope, Juan Orozco, Maxine Wilson, Beatriz Santana-Hernandez, and Margaret Castro.

Like most of those selected, Robert Matthews was surprised



Artists include (from left): R.J. Wharton, Savaii Seau, Elaine Ruiz, and Shannon White discuss their portraits.

Faces of the Community

and pleased at being chosen for one of the portraits.

"I've always been proud to have been part of this community," he said. "To me, this community is what the forefathers dreamed for themselves. It really is what our Constitution is all about, this incredible diversity that is very much alive here."

Painting the images are 12 artists with ties to the community: Victor Ochoa, Gil Dominguez, Carmen Kalo, Elaine F. Ruiz, Byron Wooden, R. J. Wharton, Berenice Badillo, Dan Reyes Camacho, Ricardo Islas, Brian Lagemann, Shannon White, and Savaii Seau.

This fall, the art panels will be completed, unveiled, and mounted on the exterior walls of Food 4 Less.



Clockwise from top: emerging artist Shannon White paints Maxcine Wilson, master artist Gil Dominguez paints Luis Natividad, and master artist R.J. Wharton paints Willie James Jones.

A Dollar Spent at Market Creek Plaza Comes Right Back to You!

We all spend money every day. A few dollars here, a few dollars there. And where we spend our dollars makes a difference. Some stores send our money to a faraway headquarters in another city or even a bank in another country. But the dollar you spend at Market Creek Plaza comes right back to your neighborhood and into the community.

Here's How

1 Market Creek Plaza is being developed by a non-profit foundation. "Non-profit" means just that – no profits to the organization. This allows Market Creek Plaza to keep lease rates low and increase participation by small businesses.

2 This, in turn, creates business ownership and jobs for the community. When completed, Market Creek Plaza is expected to employ some 1,700 people, mostly local residents. The annual payroll is estimated to be \$50 million. That's more money that families can spend on things they need, like groceries, clothes, gas and gifts – all to the benefit of the neighborhood.

3 There are other local benefits, as well. The sales tax from local purchases is expected to reach \$1.7 million. This goes to the City of San Diego, supporting services like beautification, trash pick-up, business assistance, police and fire departments, and community services.



New Businesses



Job Opportunities



Neighborhood Strengthening



Profits for Community Benefit



Community Service & Public Safety

5 Market Creek Plaza will become a community asset, something of value and significance to the community. An inviting, bustling shopping center attracts other businesses and investors. They buy property, homes, supplies, and services, which create more jobs and help circulate more money through the community. It also attracts people from outside the area, including tourists and visitors from downtown, who will spend money and spread the word.

6 Even though Food 4 Less is owned by a larger company, this community will benefit from its success. More shoppers mean greater sales. These sales determine the amount Food 4 Less pays in monthly rent. The more sales, the higher the rent. This money is used by the non-profit developer to reduce the construction debt and make the Plaza more profitable for its ultimate owners – the community.

7 Of course, the most significant way a dollar spent at Market Creek Plaza circles back is through ownership. Instead of selling the Plaza to a for-profit investor, the non-profit developer is creating ways for that value to stay in the neighborhood. Community residents will also have a say in how the Plaza is run and how the profits will be reinvested in the community.

If this all sounds good to you, keep shopping at Food4less and at the new shops set to open later this year. Every dollar spent here is one that reaps rewards for you, your family, and your community.

(Translations)

Thanks to Wells Fargo Bank

Bringing Market Creek Plaza to completion requires time and resources of many people who share the vision of the Plaza's potential impact in strengthening the community. A new partner in this effort is Wells Fargo Bank, which recently funded a low-interest loan to complete construction on the two retail buildings adjacent to Food 4 Less.

Although the innovative nature of the project does pose an element of risk to banks, Wells Fargo shares the vision. "We take great pride in being involved in this project," said Tom Wornham, senior vice president and regional manager of Wells Fargo. "The quality of the project and the people involved gave us a wonderful opportunity to partner with the Jacobs Center and the residents."

The Jacobs Center is also working with other funders and foundations interested in supporting the innovative project. Program-related investments allow foundations to invest in projects that relate to their missions of improving communities. While this concept is quite innovative, the Jacobs Family Foundation has made a program-related investment in Market Creek Plaza and is looking forward to partnering with other innovative foundations interested in supporting the community's work.

Would You Like to Sell Your Cultural Gift Items at the Plaza?

Even the smallest entrepreneurial enterprise will have a home at Market Creek Plaza. Where the World Meets Bazaar, a showcase for micro-entrepreneurs, will offer multicultural gift items, many made by local residents.

Community members selling cultural gift items to friends and neighbors are invited to consider participating in Where the World Meets Bazaar – a high-traffic, high-profile, retail space with great exposure and sales opportunities. The shop will be located in the new building next to Food 4 Less

and will be one of the first to open.

Similar to a cooperative arrangement, each merchant will pay rent for space in the bazaar. It may start as small as a bookshelf or tabletop but could lead to a larger space. Vendors might eventually graduate to a cart, kiosk, or full retail space.

A small percentage of sales will help cover such expenses as tags, wrappings, and packaging.

A sample of potential products are on display in the Jacobs Center. Although not yet for sale, the gifts and items showcased have elicited an enthusiastic response from residents and visitors.

"Most people want to purchase what they've seen," said Shirley Pleasant, the Market Creek Plaza leasing and property manager who will also be involved in the initial set-up of the store. "They can't wait for this store to open."

Where the World Meets Bazaar is expected to open later this year. To find out how to participate, contact Shirley Pleasant at (619) 263-8399.

Ernestine Love interviews potential merchants at a recent Convention and Visitor's Bureau marketing event.



**MARKET CREEK
PLAZA**



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Get Involved!

The success of the Plaza depends on involvement of local residents, businesses, and organizations. We invite you to join us! For information, call our recorded message at (619) 525-3181 or call any team member listed.

Outreach Team

Equipo de Participación Comunitaria

Roque Barros – (619) 527-6161

Construction Collaboration

Colaboración de Construcción

Ron Cummings – (619) 527-6161

Art & Design Team

Equipo de Artes y Diseño

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Leasing Team

Equipo de Desarrollo Comercial y Arrendamiento

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Community Ownership Design Team

*Equipo de Diseño para
Posesión Comunitaria*

Elizabeth Crespo – (619) 527-6161

Public Relations, Marketing & Communications

*Relaciones Públicas,
Comercialización y Comunicaciones*
Val DeWitt-Ruiz – (619) 660-5555

Box & Shipping Store

Manage-to-Own Opportunity

Staff and operate the Box & Shipping Store in Linda Vista; promote and expand current profit and new profit centers; assist in planning, development and construction of a new store at Market Creek Plaza; operate and manage the new store; manage and/or sell the Linda Vista store after new store opens.

Possible new profit centers: printing, copying, mailing, binding, large format printing and duplication, blue printing, one hour photo processing. Hire and train employees from the Diamond neighborhoods.

Salary is commensurate with experience and hours worked. Incentive first year: 4% of gross sales increase over 2001, dependent upon net income availability.

Available immediately

For this and other manage-to-own opportunities, call Shirley Pleasant at (619) 263-8399.