

{ Annual Report 2013-2014 }



Fisherman's Wharf
COMMUNITY BENEFIT DISTRICT



July 2014

Dear Community Member,

The 2013-2014 fiscal year saw the continued growth and success of our organization. Now in its ninth year of operation, the Fisherman's Wharf Community Benefit District (FWCBD) has built productive relationships with city agencies and other neighborhood groups. With a 25 member Board of Directors and 10 committees and subcommittees, we have over 150 active district and community members. We would like to thank our volunteer Board of Directors as well as all of the individuals that support our district throughout the year.

In October of 2013, the Board of Directors held their second Strategic Planning Meeting in order to identify which previous goals had been accomplished and to create some new ones to drive the work of the FWCBD for the next two years. The goals that the Board of Directors agreed upon are:

Marketing & Brand Development

- Define the Fisherman's Wharf Branding and create a Marketing Plan for the District.
- To conduct and update our visitor and locals research.

Sidewalk Operations, Beautification, and Order & Urban Planning

- Complete Phase 2 of Public Realm project.
- Beautify, brand and delineate the district with physical signs, markers, and embellishments.
- Work on creating new zoning standards and criteria for the district.
- Continue to work with property owners, the Port of SF, and the City to improve the cleanliness of the District.
- Work on strategies to address the homelessness and aggressive panhandling issues in the district.
- Identify and implement portions of the Public Realm plan that will help lengthen the visitor stays.
- Develop and install District zone specific way-finding signage that supports the new District branding.

Transportation and Emergency Preparedness

- Develop a comprehensive transportation and parking plan to improve visitor access and mobility to the District.
- Develop relationships with public and private safety organizations to improve preparedness, response, and recovery.
- Identify and acquire financial support to implement FW's business continuity program.

I encourage you to read about the accomplishments of the FWCBD included in this annual report. If you are not already involved with the organization we ask you to consider joining one of our committees where you can make a difference.

Regards,

A handwritten signature in cursive script that reads "Lou Cuneo".

Lou Cuneo
President



BEAUTIFICATION & MAINTENANCE

- Replacement of the FW Crab Wheel sign at Jefferson and Taylor, a project the FWCBD spearheaded and provided the majority of the funding for.
- Maintained and replaced the 67 flower baskets in the district. (Replanted in October and June).
- Maintained the lighted trees along Taylor Street from Jefferson Street to Bay Street.
- Conducted annual sidewalk steam cleaning.

SECURITY

- Provided SFPD 10B coverage (off duty SPPD Officers). The officers for the fiscal year gave out over 300 citations and made 7 arrests. The FWCBD also provided the 10B officers with cell phones so that the community can easily contact them when they are on duty.
- The Executive Director served as the representative for the district on Central Station's Community Police Advisory Board.
- Held bi-monthly SFPD Community Meetings attended by the SFPD Central Station Police Captain and beat officers.
- Actively worked with SFPD to curtail aggressive panhandling and chronic behavioral issues in the district.

PIERsafe

- Held monthly PIERsafe Meetings.
- Conducted weekly tests of the FishNet radio network that includes over 15 participating members.
- Organized a SF Fire Department NERT certification training in the spring of 2014 for over 80 people.
- Reprinted the "Essential Contact Numbers" wallet cards that were distributed in the district.
- Hired Dr. Peg Jackson to write an Emergency Preparedness Plan for the FWCBD. This plan not only has practical applications but is something that businesses in the district can use as a boiler plate for their own use.

PUBLIC REALM & URBAN PLANNING

The FWCBD continues its commitment to perform outreach and work with the Department of Public Works, the MTA, the San Francisco Planning Department and the Port of San Francisco to make sure the community is keep informed on all aspects regarding Phase 2 of the project as we work to locate funding.

AMBASSADORS

The 2013-14 Fiscal year was the first full year for the expanded Ambassador program with our contractor Block by Block. This program included two full-time and one part-time ambassadors whose duties are tailor made for the needs of the district.

The ambassadors not only assist visitors with directions and questions, but they clean graffiti in the district, power wash sidewalks, collect litter, outreach to the district's street polulation and aid law enforcement and the Port of San Francisco.

The program has been very well received by the district merchants and property owners who are relying on the FWCBD Ambassadors more and more to help them with neighborhood issues.

The following stats are for the past 11 months that this program has been in operation:

Hospitality Assistance	19,963
Trash Collected (lbs)	15,330
Directions Given	14,540
Graffiti Stickers Removed	4,786
Business Contacts	4,536
Graffiti Removed	3,718
Street Furniture Cleaned	2,838
Escorts	1,430
Quality of Life - Sit/Lie	1,043
Pan & Broom Block Faces	1,042
Street Performer Interaction	1,073
Quality of Life - Drinking	938
Trash Grates Cleaned	917
Quality of Life - Public Disturbance	863
Motorist Directions	815
Painting	536
Quality of Life - Illegal Dumping	245



EVENTS & SEASONAL PROMOTIONS

The FWCBD helped produce and promote Wharf Fest 2013 to replace Fleet Week which was cancelled in 2013. The event was a success and resulted in the following:

- Over \$32,000 in sponsorship raised for the event.
- Increases for a majority of businesses compared to the same weekend of the previous year.
- 857 tickets sold for the beer garden and chowder competition.
- Grew Facebook likes by 12% for the month of October.
- For the Month of October we received 20,375 unique visitors to the website which doubled the average for that month.
- Coverage, postings and interviews on 56 separate websites and publications.

Produced our 2nd Annual “Crab Fest” in December which included 8 restaurants, three wineries and a brewery. The event sold out and after expenses, raised over \$4,000.

The FWCBD helped produce the Holiday Lights & Sights Boat Parade with over 60 boats from the Fishing Fleet, the St. Francis Yacht Club, SF Fire and Police Departments and the PIER 39 Harbor.

The CBD redesigned, updated and printed 300,000 brochures that are distributed by our Ambassadors at 9 California Welcome Centers and at 850 tourist sites in the greater Bay Area.

Hung lights and a “tree” on the iconic Fisherman’s Wharf Crab Wheel sign and provided lights to the Sport Fishing Fleet to decorate their boats located in the inner lagoon for the holidays.

A Holiday Season event postcard was produced and distributed to visitor centers and hotel concierges in the district highlighting holiday events at the wharf.

The FWCBD Sponsored the FWMA Golf Tournament, The SF Ocean Film Festival, Opening Day on the Bay, The Tel-Hi Heart of Gold, A Taste of Tel-Hi and the 2013 Fourth of July Celebration. To help promote the 4th of July the FWCBD did a website build-out and produced an event handout with all the scheduled events which was distributed to local businesses, visitor centers and hotels.

WEBSITE

The Fisherman’s Wharf website, www.visitshermanswharf.com, received an updated home page design and many modifications to help its search engine ranking.

The website’s template was completely rebuilt so that it can

be responsive on tablets and handheld devices and is now fully integrated with our social media.

Unique visitors to the website were up by an average of 66% when compared to the same month of the previous year.

The FWCBD built the following two micro sites:

- **www.fwcdbd.com** is a place to share information about the FWCBD with its own customized menu to better delineate between the community facing pages vs. the public ones.
- **www.FishermansWharfEvents.com** which has over 40 new pages of content about event venues at the wharf which is geared to event, wedding and meeting planners. The new site was launched at party hosted at Boudins and was attended by over 100 people representing the event venues, SF Travel, destination management companies and local media.

PRESS, SOCIAL MEDIA & INFRASTRUCTURE

- Added Instagram and Pinterest Social Media sites.
- The FWCBD has taken ownership and now manages the Yelp and Trip Advisor pages for Fisherman’s Wharf.
- We were successful in getting Facebook to merge the Fisherman’s Wharf Fan Page with our FWCBD managed page which took our “likes” from 6,700 to 28,000. This has greatly increased the reach and feedback that our posts receive.
- We strengthened our infrastructure by switching to Mail Chimp for our newsletter, integrating our mail and database systems, moved all files to the cloud, subscribed to a press release distribution platform and created a media contact database of 1,553 contacts.
- We redesigned our newsletter which has a 38% open rate and we grew distribution by 12%.
- We were awarded a \$25,000 grant from the Mayor’s Office of Economic and Workforce Development to complete a visitor intercept survey of the wharf.
- In the 2013-14 Fiscal Year, the FWCBD received press coverage from: The Guardian, Curbed.com, KTVU, SF Weekly, NBC, CBS, SF Business Times, SF Gate, SF Examiner, Funcheap SF, SF Station, The Bold Italic, Boston Herald, USA Today, Where Magazine and VIA. Magazine, The Huffington Post, the Travel Channel, Travelocity, The Red Tricycle, etc.



WORKSHOPS

- We worked with the Aquarium of the Bay and Fish Revolution to hold a Sustainable Seafood Workshop. The goal was to educate district restaurants on how they can identify items on their menu that may be red listed by the Seafood Watch program and strive to make changes to their menus.
- We hosted a free Human Resource Workshop to educate businesses on new laws and labor land mines to avoid.
- Held a table top exercise on how to run an Incident Command Station in the event of an emergency.
- A "Business Continuity Seminar in 3 Easy Steps" with Dr. Peg Jackson
- Produced and partnered with the Tel-Hi Neighborhood center on the 2nd Annual Fisherman's Wharf Job Fair. The 20 wharf businesses that participated in the event met with well-qualified applicants from all age brackets and levels of experience.

ADVOCACY

- The FWCBD continued to advocate for Phase Two of Jefferson St. Public Realm Plan and completed the document, "Fisherman's Wharf Impacts and Demographics" which can be found on newjeffersonstreet.com
- Worked to stop Formula Retail controls at the wharf.
- Advocacy for getting the Central Subway to the wharf and assisted the group SF NextTstop in getting the County Transportation Authority to fund a study necessary to move the project forward.
- Continued advocacy for the E-line
- Opposed the F-Line increase that would have raised the fare from \$2 to \$6.
- Attended the Port/BCDC workshops on the new ideas for public access.
- Helped protect wharf brick and mortar businesses by opposing sidewalk kiosks and food trucks.

PRIVATE EVENTS
BY LAND
— *By Sea* —

Fisherman's WHARF
SAN FRANCISCO

Explore venues at
FishermansWharfEvents.com

WEDDINGS
BY LAND
— *By Sea* —

Fisherman's WHARF
SAN FRANCISCO

Explore venues at
FishermansWharfEvents.com



Assessment Methodology

The District is funded through an annual assessment for 15 years from the property owners for both the land-side and port-side boundaries of the district. The FWCBD Board of Directors increased the Landside Assessments by the CPI of 2.9% for the 2012-2013 fiscal year.

LAND-SIDE CBD PROPERTY ASSESSMENTS

For the land-side, there are four property variables that are used in determining individual assessments. The factors are:

1. Linear frontage (sidewalk frontage)
2. Land area
3. Entire usable building square footage
4. Building use

There is a total of 2,151,139 square feet in gross lot size, 28,276 feet in linear frontage and 4,486,146 in building square footage. Three benefit zones have been created in the District for calculating assessments.

Benefit Zone 1 includes roughly all parcels north of Bay/North Point, between Polk and Powell to Jefferson. The formula for calculating the assessment is:

$\$0.091612$ per square foot of lot size
 + $\$ 5.4296$ per linear foot of lot frontage
 + $\$ 0.072168$ per square foot (Building Use "A or B") or
 $\$ 0.033368$ per square foot (Building Use "C–E") or
 $\$0.05$ per square foot for residential "F")

Note: See chart below for building categories.

Example: A 5,000 square foot lot, with 50 feet of frontage and 4,000 square feet of usable retail or commercial building use:

$5,000 \times .091612 = \$ 458.06$ in lot size
 $50 \times \$ 5.4296 = \$ 271.48$ in linear frontage, and
 $4,000 \times \$.072168 = \$ 288.67$ in bldg sq footage (A or B)
 Total assessment:= $\$1,018.21$ per year

Benefit Zone 2 includes parcels west of Polk and east of Powell. Benefit Zone 2 parcels are assessed at the same rate as above but without a building factor assessment. The formula for calculating the assessment is:

$\$0.091612$ per square foot of lot size
 + $\$ 5.4296$ per linear foot of lot frontage
 = Total Assessment

Benefit Zone 3 includes the ILWU* block bordered by Beach, Mason, Taylor and North Point. Parcels are assessed on the basis of linear frontage only. All residential parcels are assessed $\$0.05$ per square foot per year. The formula for calculating the assessment is:

$\$ 5.4296$ per linear foot of lot frontage (ILWU Block) =
 Total Assessment

* The ILWU is designated as Benefit Zone 3, because of its unique position in the district and was assessed upon its four sides of linear frontage only.

Building Uses In Land-Side CBD For Zone 1

BUILDING USE CODE	CATEGORY
A	Retail space, hotels, motels, visitor related
B	Office and Commercial uses, free standing parking structures
C	Industrial/Manufacturing/Distribution
D	Institutional (City, County, public utility, parks, etc.)
E	Church, non-profit, tax-exempt, affordable housing, rent-controlled housing
F	Multi-unit housing, condos, apartments
G	Non-functional building structures

PORT-SIDE CBD PROPERTY ASSESSMENTS

The port-side is comprised of retail/walk-in, hotel, food and beverage businesses, general motorized land-based tour operators and for-profit parking lots. These businesses are assessed on their annual gross sales as reported to the Port of San Francisco from the previous calendar year. This data is provided to the Port of San Francisco on a monthly basis and is public information. The assessment factor applied to that gross sales figure is .0014%.

Example:

Gross Sales $\$1,000,000 \times .0014 = \$1,400$ Assessment

Tour operators/tour boat vessels and related businesses (including large and small tour boats and sport fishing boats), are assessed based on the number of passengers per vessel operator or per horse drawn carriage company or per pedi cab company. The assessments range from $\$250$ to $\$2,000$.



2013 – 2014 Balance Sheet

ASSETS

CURRENT ASSETS

Cash	29,715
Savings & Short Term Investments	318,633
Total Cash/Short Term Investments	348,348

ACCOUNTS RECEIVABLE

Landside Assessments	45,962
Portside Assessments	19,917
Total Accounts Receivable	65,879

OTHER CURRENT ASSETS

Prepaid Expenses & Insurance	18,528
Total Other Current Assets	18,528

FIXED ASSETS

Total fixed assets net of accumulated depreciation	46,493
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TOTAL ASSETS 479,248

LIABILITIES & EQUITY

LIABILITIES

Accounts Payable	1,068
Accrued Expenses Year-End	28,348
Total Liabilities	29,416

EQUITY

Total Equity	449,832
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TOTAL LIABILITIES & EQUITY 479,248

July 1, 2013– June 30, 2014 (Budget vs Actual)

REVENUE

	ACTUAL	BUDGET	VARIANCE	% VARIANCE
Assessments–Landside	631,200	631,200	0	0%
Assessments–Portside	213,415	217,200	(3,785)	-2%
Program Sponsorship/Special Events	30,484	0	30,484	100%
Interest Savings/Short-Term Investment	505	600	(95)	-16%
Donated Services	64,299	40,000	24,299	61%
TOTAL REVENUE	939,903	889,000	50,903	6%

EXPENSE

	ACTUAL	BUDGET	VARIANCE	% VARIANCE
Sidewalk Operations & Beautification	270,194	292,600	(22,406)	-8%
District Identity & Streetscape Improvement	325,294	297,630	27,664	9%
Administration	158,033	173,770	(15,737)	-9%
Donated Services	64,299	40,000	24,299	61%
TOTAL EXPENSES	817,820	804,000	13,820	2%

DESIGNATED PROJECTS	78,331	0	\$78,331	100%
CONTINGENCY RESERVE	43,752	85,000	(41,248)	-94%
2013-2014 REVENUE OVER EXPENSES	0	0	0	0%

July 2014 - June 2015 Budget

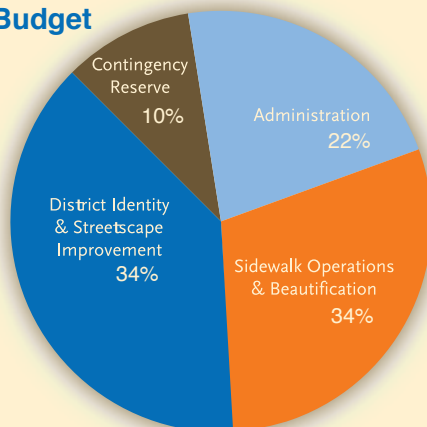
REVENUE

	LAND-SIDE	PORT-SIDE	TOTAL
Assessments	647,600	219,100	866,700
Donated Services	25,200	14,800	40,000
Grants	15,800	9,200	25,000
Special Events/Program Sponsorship	19,800	11,700	31,500
TOTAL REVENUE	708,400	254,800	963,200

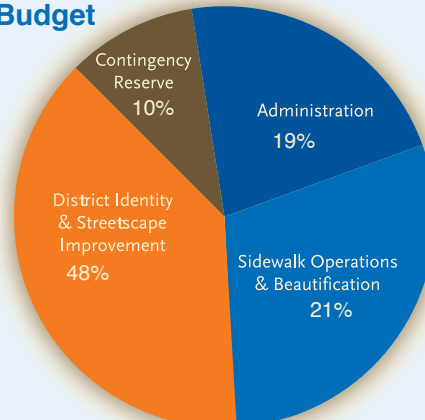
EXPENSE

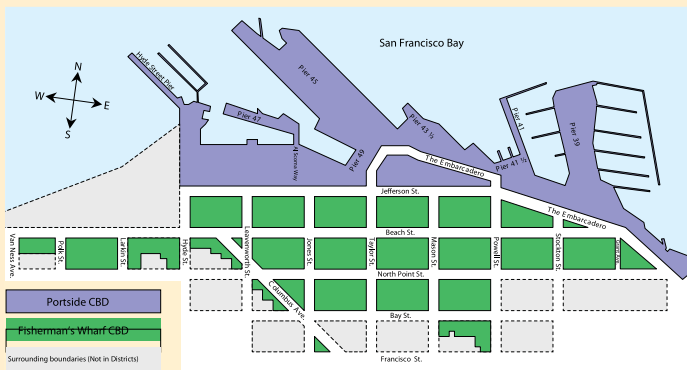
	LAND-SIDE	PORT-SIDE	TOTAL
Sidewalk Operations & Beautification	187,800	0	187,800
District Identity & Streetscape Improvement	296,900	172,000	468,900
Administration	129,500	43,800	173,300
Donated Services	25,200	14,800	40,000
TOTAL EXPENSES	639,400	230,600	870,000
Contingency Reserve	69,000	24,200	93,200
2014-2015 REVENUE OVER EXPENSES	0	0	0

2013–2014 Budget



2014–2015 Budget





The purpose of the Fisherman's Wharf Community Benefit District is to preserve and enhance its vast waterfront landscape and multi-cultural heritage, while integrating modern efficiencies to enrich the experience of visitors from both near and far through Market Research, Brand and Destination Marketing, Sidewalk Operations, Beautification and Order, Traffic and Urban Planning and Emergency Preparedness.

2013-2014 Board of Directors

PRESIDENT:

Lou Cuneo, American Academy of Ophthalmology

VICE PRESIDENT:

Tony Smith, Anchorage Square, CBRE

SECRETARY:

John Cannizzaro, Jefferson Building, Inc.

TREASURER:

Jeff Sears, Blazing Saddles

ASST. SECRETARY:

Rodney Fong, The Wax Museum at Fisherman's Wharf

ASST TREASURER:

Aline Estournes, NorthPoint Shopping Center

IMMEDIATE PAST PRESIDENT:

David Berbey, Portco, Inc.

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Hagen Choi, Tower Tours

Chris Connors, Aquarium of the Bay

Tom Creedon, Scoma's

Rebecca Delgado-Rottman, Academy of Art University

Jacqueline Douglas, Wacky Jacky Sport Fishing

Stephan Dreyfuss, Mad Lin Records

Jane Echlin, Ghirardelli Square

Tom Escher, Red and White Fleet

Brian Huber, MapWest

Paul Miller, Boudin

Jan Misch, The Tuscan Inn

Kathy Paver, PIER 39

Dante Serafini, The Franciscan Restaurant

Frank Rescino, The Lovely Martha Sport Fishing

Craig Vandermause, Ride the Ducks / Classic Cable Cars

Sina von Reitzenstein, PIER 39

David von Winckler, The Argonaut Hotel

COMMUNITY REPRESENTATIVES

Jay Edwards, Port of San Francisco

Lynn Cullivan, San Francisco Maritime N.H.P.

John Tregenza, SF Maritime National Park Association

EXECUTIVE DIRECTOR

Troy Campbell

PROGRAM MANAGER

Reuel Daniels

MARKETING & COMMUNICATIONS MANAGER

Rachel Brown



Reuel Daniels, Troy Campbell, Rachel Brown



Cameron Carr-Johnson, Jane Singh, Mike Castro, Keith Carter

Fisherman's Wharf
COMMUNITY BENEFIT DISTRICT

2801 Leavenworth Street, Suite B-16 San Francisco, CA 94133

415.673.3530 | info@visitfishermanswharf.com

www.visitfishermanswharf.com & www.fwcdb.com