

# Annual Report 2014-2015



**Fisherman's Wharf**  
COMMUNITY BENEFIT DISTRICT



Dear Community Member,

July 2015

The 2014-2015 fiscal year saw the continued growth and success of our organization. Currently in its tenth 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.

I have enjoyed serving as the President for the 14/15 fiscal year and am proud of the strides we have made to make the community better.

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,

Tony Smith  
FWCBD Board President

### About the Fisherman's Wharf District

Year Established	2005 Landside / 2006 Portside
Total Assessed Properties	105 Landside
Total Assessed Businesses	56 Portside
Total Square Blocks	30
Geographic Size	143 Acres
Population	5,885
Jobs	8,334
Job Density	59 jobs / acre

#### FWCBD Advisory Committees

- Finance
- Executive
- Street Operations, Beautification and Order
- Marketing
- Sustainability
- Public Realm
- PIERSafe
- Police Community Meetings
- Transportation

#### Other Committee Involvement:

- Community Police Advisory Board
- Fisherman's Wharf Merchant's Association
- CBD/BID Consortium
- SFNexTstop - Central Subway Advocacy
- The Embarcadero Enhancement Project
- Business Federation Meeting
- Fisherman's Wharf Waterfront Advisory Group
- Port of San Francisco & BCDC Planning Study

- Fisherman's Wharf is the number one destination in San Francisco and Pier 39 is the most visited attraction.
- Fisherman's Wharf receives 10-12 million visitors annually.
- On average, 24,383 people visit Fisherman's Wharf on a daily basis. The number can swell as high as 100,000 people, depending on the season and/or the weather.
- 35% of visitors to Fisherman's Wharf are local Bay Area residents.
- In 2010 businesses at Fisherman's Wharf generated \$65.6 million in revenue annually to the City of San Francisco through rents to the Port of San Francisco, payroll, sales, property, hotel and parking taxes.
- There are 11 parking garages and lots at Fisherman's Wharf that generated \$14.2 million in parking revenue tax that funds the Port and the MTA.
- Fisherman's Wharf supports over 8,384 jobs, 1,475 of which are at the 13 hotels located at Fisherman's Wharf. These 13 hotels have over 3,200 guest rooms and have some of the highest occupancy rates in the city.

## PUBLIC REALM & URBAN PLANNING

The FWCBDB continued 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 regarding Phase 2 of the Jefferson Street Public Realm Plan. Our perseverance and advocacy efforts were rewarded when the City announced in June of 2015 that the upcoming budget would include \$1.7 million dollars to fund the next step of the project.

## SECURITY

- Partnered with District Merchants, SFPD and the District Attorney's office and successfully gained a public nuisance stay away order for an infamous street performer that was plaguing merchants and visitors.
- The FWCBDB designed the "Park Smart" campaign graphics (postcards, posters, web) for a citywide initiative to educate visitors to not leave valuable in their cars.
- Continued work with the developers of Townsquared, a district intranet site that allows merchants to share information about crime and safety in the district including an urgent alert feature that notifies SFPD via text.
- Maintained lights in all of the trees at Conrad Park.
- Provided SFPD 10B coverage (off duty SFPD Officers). The officers for the fiscal year gave out over 300 citations and made 7 arrests.
- 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, the Deputy District Attorney and the Fisherman's Wharf beat officers.
- Held a Security and Safety Summit in the spring. The event achieved the goal of providing the community with resources and education as well as fostering partnerships between SFPD, local merchants and private security companies at the Wharf.

## PIERsafe

- Held monthly PIERsafe Meetings.
- Conducted weekly tests of the FISHnet radio network that includes over 15 participating members.
- Reprinted the Essential Contact Numbers wallet cards that were distributed in the district.
- Conducted a FISHnet Earthquake Drill in order to give participants some examples of how the FISHnet radio network can be used in the event of an emergency.
- Held an Incident Command Center tabletop exercise to hone the skills of committee members.

## BEAUTIFICATION & MAINTENANCE

- Worked with the MTA to allow the CBD to attach branded district identity decals to light poles in the neighborhood.
- Partnered with the MTA on a licensing agreement to add a new welcome sign at the Hyde Street Cable Car turnaround.
- Worked with the Port of San Francisco and DPW to host the Giants Clean Sweep on the Wharf on July 26th.

- Held district walkthroughs with DPW and Port of San Francisco staff to identify and fix issues within the district.

## AMBASSADORS

The FWCBDB's Ambassador Program continues to be a staple for the district, offering needed support for an increasing aggressive street population, graffiti removal, litter abatement and hospitality assistance.

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

The following stats are for the past fiscal year:

### Hospitality Statistics

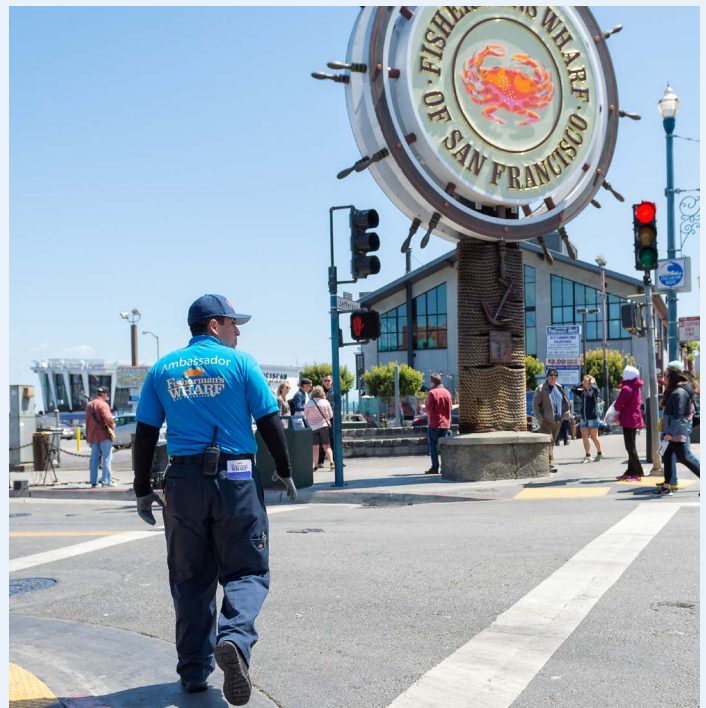
1. Hospitality Assistance	22,311
2. Directions Given	15,970
3. Business Contacts Made	12,593
4. Street Performer Conflict Resolution	938
5. Escorts Provided	516
6. Motorists Directions Given	445

### Cleaning Statistics

1. Trash Removed (lbs)	10,335
2. Pan & Broom Block Faces	1,657
3. Graffiti Removed	1,605
4. Graffiti Stickers Removed	1,291
5. Street Furniture Cleaned	1,147
6. Tree Grates Cleaned	915
7. Painting Enhancements	360

### Safety / Compliance Request Statistics

1. Sit/Lie	3,579
2. Public Disturbance/Panhandling	1,631
3. Drinking in Public	1,429
4. Camping/Sleeping	998
5. Drug Activity	821
6. Illegal Dumping	578
7. Request for Police	195

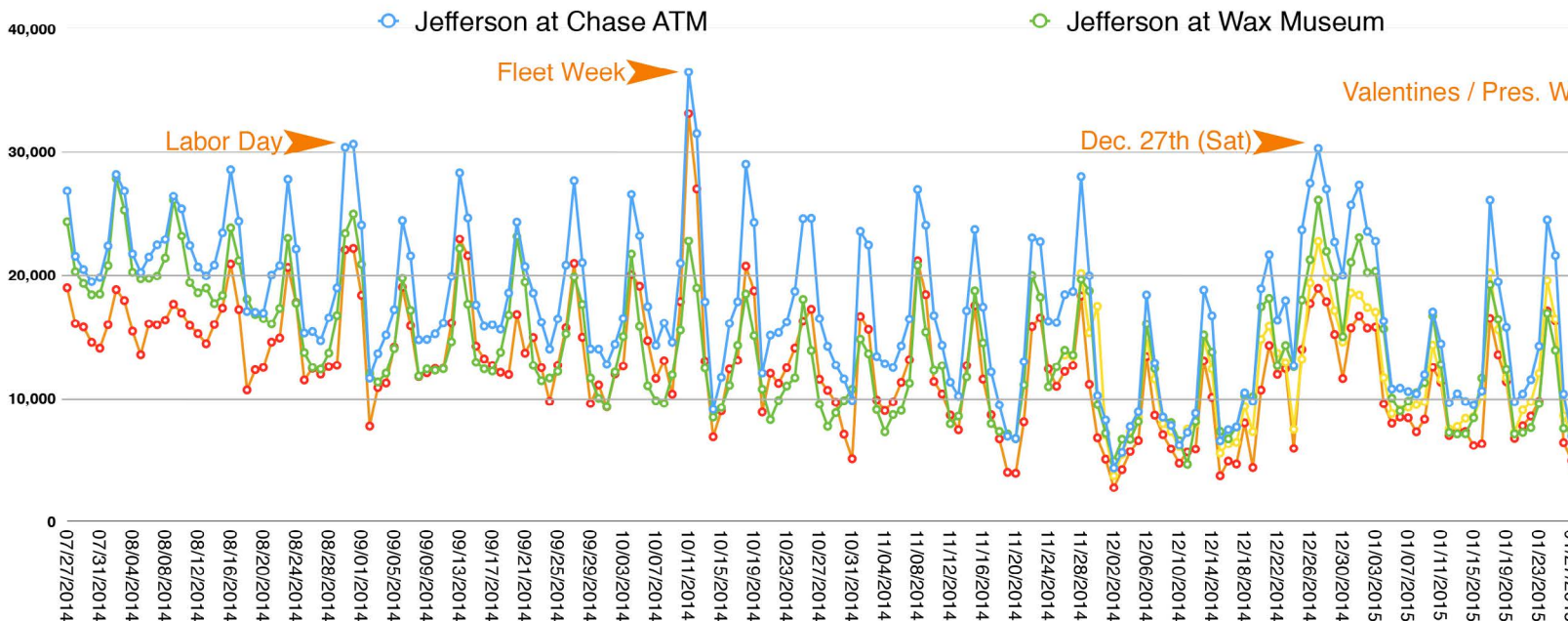
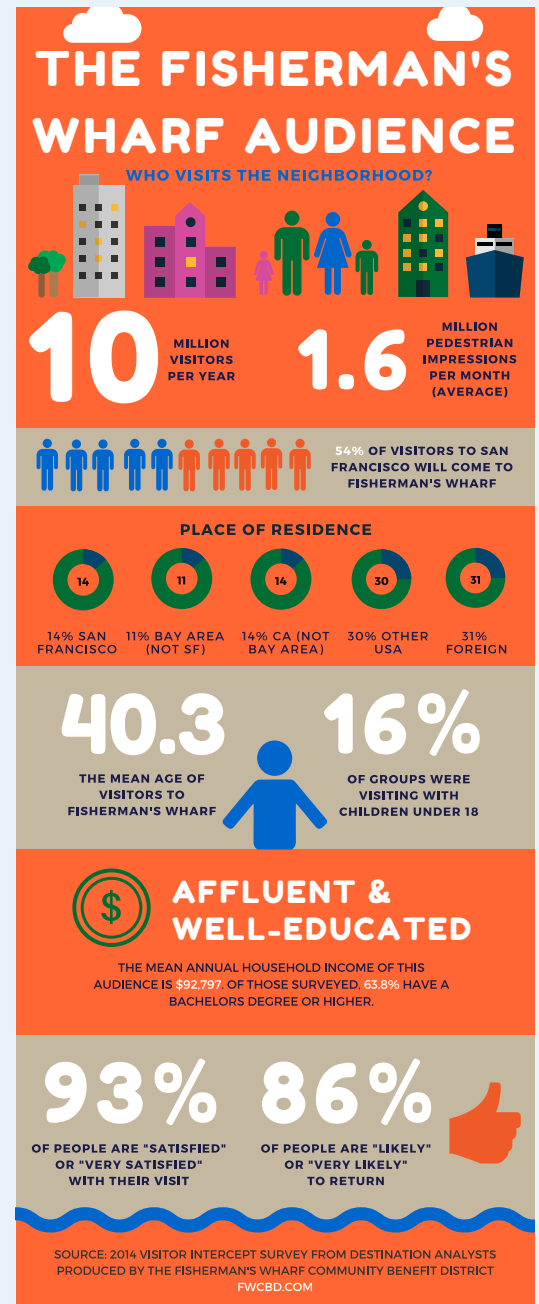


## MARKETING & EVENTS

- Provided event sponsorship for the 2014 4th of July Celebration and production of an event flyer, website build out, and social media marketing of the event.
- Provided event sponsorship of the 2014 Fleet Week Celebration and production of an event flyer, website build out, and social media marketing of the event.
- Produced the 2nd Annual Wharf Fest Event & Chowder Cook-Off. Highlights:
  - The Chowder Cook-Off competition was between 12 local restaurants who competed to win the title of either Judge's Choice or People's Choice. Over 500 tickets to the competition were sold.
  - To highlight the initiatives by the FWCBD and the Port of San Francisco in making the Wharf a Zero Waste Zone we produced the Trashy Fashion Runway Show where 12 designers showcased their couture creations made from trash and recyclable products.
  - The FWCBD raised \$20,000 in sponsorship for the event.
- Partnered with the St. Francis Yacht Club to produce the Holiday Lighted Boat Parade with over 60 boats from the Fishing Fleet, the St. Francis Yacht Club, the SF Fire and Police Departments, and the PIER 39 Harbor.
- Hung lights and a "tree" on the iconic Fisherman's Wharf Crab Wheel sign and provided lights to the sport fishing fleet in order to decorate their boats located in the

picturesque inner lagoon.

- Held a holiday decorating contest for Wharf businesses.
- Worked with participating Wharf businesses on a full page co-op ad that was in three editions of the Alaska Air In-Flight magazine.
- Produced a holiday postcard containing local events for hotels and tourist hubs that was distributed by FWCBD Ambassadors in late November and early December.
- Took over management of the Official Fisherman's Wharf Yelp and Trip Advisor pages.
- Partnered with the FWMA on a joint District Holiday Party.
- Partnered with district art galleries to hold the first Fisherman's Wharf Art Walk in October 2014.
- Completed a visitor intercept survey with the aid of an OEWD grant and the contractor Destination Analysts.
- Produced Fisherman's Wharf branded window clings for district merchants to display in their windows.
- The FWCBD redesigned, updated and printed 300,000 brochures that are distributed by our Ambassadors and at 9 California Welcome Centers and 850 tourist sites in the greater Bay Area.
- The FWCBD sponsored the FWMA Golf Tournament, Opening Day on the Bay, The Tel-Hi Heart of Gold, A Taste of Tel-Hi and the 2014 Fourth of July Celebration and Fleet Week.
- Hosted Family Fun Day at the FW Parking lot for the Sunday Streets event in March.





## WEBSITE

- The Fisherman’s Wharf website, VisitFishermansWharf.com, received an updated design and many modifications to the backend to improve efficiency.
- The website’s template was completely rebuilt so that it can be responsive on tablets and handheld devices and is now fully-integrated with social media.
- The VisitFishermansWharf.com website received tremendous growth in the first half of the fiscal year. When compared to July-December of 2013, the site increased an average of 201% or 83,537 additional unique visitors. Overall the site received over 305,000 unique visitors during the fiscal year, a new record for the site since it launched in 2006.

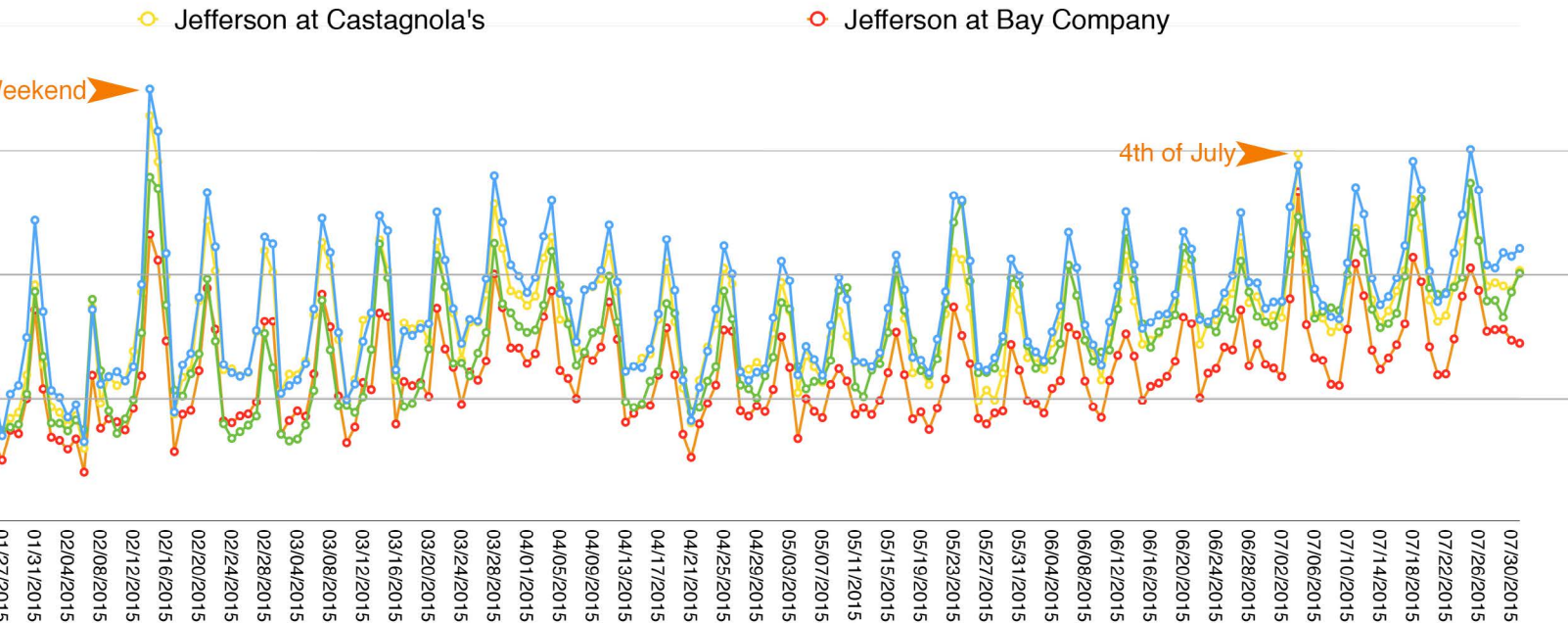
## WORKSHOPS

- In February of 2015 we hosted a free Digital Tools Workshop for district merchants to keep them abreast on current social media and technology trends for their businesses.
- The FWCBD partnered with the Telegraph Hill Neighborhood Center to host our 3rd annual free Job Fair for local residents interested in seasonal summer employment as well as full-time opportunities at Fisherman’s Wharf.
- In partnership with the Port of SF, the SF PUC (Public Utilities Commission) and SF Environment we hosted a free workshop for the district that focused on water conservation and how to become a “green” business.

## ADVOCACY & OTHER

- The FWCBD continued to advocate for Phase II of the Jefferson St. Public Realm Plan and completed the document, “Fisherman’s Wharf Phase 2 Impacts, Statistics and Survey Results” which can be found on newjeffersonstreet.com.
- Advocated for getting the Central Subway to the wharf and assisted the group SF NextStop in promoting the extension to Fisherman’s Wharf.
- Conducted a Merchant Transportation Survey in order to better advocate for the needs of district merchants who are having difficulty hiring and retaining employees.
- Installed Springboard pedestrian and car counting cameras in four locations along Jefferson Street to analyze and monitor footfall and vehicular traffic in the Wharf.

*\*The below graph shows the pedestrain counts from the cameras on Jefferson Street between the time they were installed on July 27th, 2014 through July 31, 2015.*





## 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 x .091612 = \$ 458.06 in lot size  
 50 x \$ 5.4296 = \$ 271.48 in linear frontage, and  
 4,000 x \$ .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 x .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.

## 2014 – 2015 Balance Sheet

<b>ASSETS</b>	
<b>CURRENT ASSETS</b>	
Cash	179,913
Savings & Short Term Investments	300,138
Total Cash/Short Term Investments	479,051
<b>ACCOUNTS RECEIVABLE</b>	
Landside Assessments	51,388
Portside Assessments	30,837
Total Accounts Receivable	82,225
<b>OTHER CURRENT ASSETS</b>	
Prepaid Expenses & Insurance	7,414
Total Other Current Assets	7,414
<b>FIXED ASSETS</b>	
Total fixed assets net of accumulated depreciation	39,099
<b>TOTAL ASSETS</b>	<b>607,790</b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>LIABILITIES</b>	
Accounts Payable	13,511
Accrued Expenses Year-End	16,453
Total Liabilities	29,964
<b>FUND BALANCE</b>	
Total Fund Balance	577,826
<b>TOTAL LIABILITIES &amp; FUND BALANCE</b>	<b>607,790</b>

## 2014 – 2015 Carryover Disbursement

'14 - '15 DESIGNATED PROJECTS FOR '15 - '16

DISI Special Landside Projects	106,200
SOBO Special Landside Projects	259,900
Public Realm Special Projects	9,800
Contingency Reserve	96,100
<b>TOTAL CARRYOVER DISBURSEMENT</b>	<b>472,000</b>

## July 2015 - June 2016 Budget

<b>Revenue</b>	<b>Land</b>	<b>Port</b>	<b>Total</b>
Assessments	665,089	229,637	894,726
Donated Services	25,200	14,800	40,000
Grants	0	0	0
Events/Sponsorship	25,800	15,000	40,800
<b>TOTAL REVENUE</b>	<b>716,089</b>	<b>259,437</b>	<b>975,526</b>
<b>EXPENSE</b>	<b>Land</b>	<b>Port</b>	<b>Total</b>
SOBO	192,877	0	192,877
DISI	308,613	158,969	467,582
Administration	132,516	46,430	178,946
Donated Services	25,200	14,800	40,000
Contingency Reserve	73,160	22,964	96,124
<b>TOTAL EXPENSES</b>	<b>732,366</b>	<b>243,163</b>	<b>975,529</b>

## 2015 - 2016 Budget Distribution

<b>REVENUE</b>	<b>PERCENT</b>
SOBO	22%
DISI	49%
Administration	19%
Contingency Reserve	10%

## LANDSIDE & PORTSIDE July 1, 2014 – June 30, 2015 (Budget vs Actual)

<b>REVENUE</b>	<b>ACTUAL</b>	<b>BUDGET VARIANCE</b>	<b>% VARIANCE</b>
Assessments–Landside	647,611	647,611	0
Assessments–Portside	219,089	219,089	0
Designated Projects	0	20,786	-20,786
Special Events / Sponsorship	11,386	5,614	5,772
Interest Savings/Short-Term Investment	535	0	535
Donated Services	42,800	40,000	2,800
<b>TOTAL REVENUE</b>	<b>921,421</b>	<b>933,100</b>	<b>-11,679</b>
<b>EXPENSE</b>	<b>ACTUAL</b>	<b>BUDGET VARIANCE</b>	<b>% VARIANCE</b>
Sidewalk Operations & Beautification	158,001	187,800	-29,799
District Identity & Streetscape Improvement	427,449	413,800	13,649
Administration	165,178	173,770	-8,122
Donated Services	42,800	40,000	2,800
<b>TOTAL EXPENSES</b>	<b>793,428</b>	<b>814,900</b>	<b>-21,472</b>
<b>DESIGNATED PROJECTS</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>
<b>CONTINGENCY RESERVE</b>	<b>93,200</b>	<b>93,200</b>	<b>0</b>
<b>NET INCOME</b>	<b>9,793</b>	<b>0</b>	<b>9,793</b>
2013-2014 REVENUE OVER EXPENSES	0	0	0

## LANSIDE CBD

### July 1, 2014 – June 30, 2015 (Budget vs Actual)

<b>REVENUE</b>	<b>ACTUAL</b>	<b>BUDGET VARIANCE</b>	<b>% VARIANCE</b>
Assessments–Landside	647,611	647,611	0
Designated Projects	0	15,750	-15,750
Special Events / Sponsorship	10,173	5,614	4,559
Interest Savings/Short-Term Investment	535	0	535
Donated Services	27,000	25,200	1,800
<b>TOTAL REVENUE</b>	<b>685,319</b>	<b>694,175</b>	<b>-8,856</b>
<b>EXPENSE</b>	<b>ACTUAL</b>	<b>BUDGET VARIANCE</b>	<b>% VARIANCE</b>
Sidewalk Operations & Beautification	158,001	187,800	-29,799
District Identity & Streetscape Improvement	275,968	264,225	11,743
Administration	125,152	130,000	-4,818
Donated Services	27,000	25,200	1,800
<b>TOTAL EXPENSES</b>	<b>586,121</b>	<b>607,225</b>	<b>-21,104</b>
<b>DESIGNATED PROJECTS</b>	<b>15,750</b>	<b>15,750</b>	<b>0</b>
<b>CONTINGENCY RESERVE</b>	<b>71,200</b>	<b>71,200</b>	<b>0</b>
<b>NET INCOME</b>	<b>12,248</b>	<b>0</b>	<b>12,248</b>

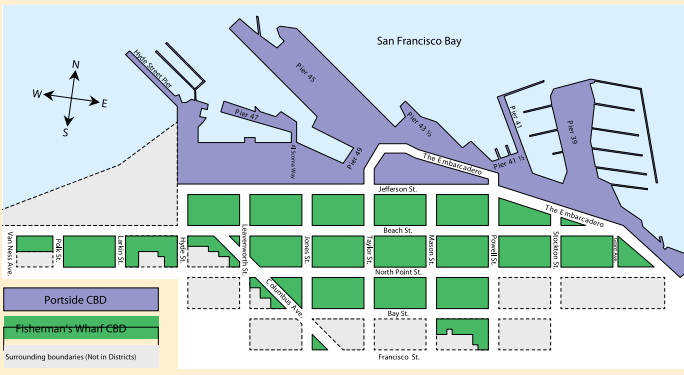
## PORTSIDE CBD

### July 1, 2014 – June 30, 2015 (Budget vs Actual)

<b>REVENUE</b>	<b>ACTUAL</b>	<b>BUDGET VARIANCE</b>	<b>% VARIANCE</b>
Assessments–Portside	219,089	219,089	0
Designated Projects	0	5,036	-5,036
Special Events / Sponsorship	1,213	0	1,213
Interest Savings/Short-Term Investment	0	0	0
Donated Services	15,800	14,800	1,000
<b>TOTAL REVENUE</b>	<b>236,102</b>	<b>238,925</b>	<b>-2,823</b>
<b>EXPENSE</b>	<b>ACTUAL</b>	<b>BUDGET VARIANCE</b>	<b>% VARIANCE</b>
District Identity & Streetscape Improvement	158,481	149,575	1,906
Administration	40,026	43,300	-3,274
Donated Services	15,800	14,800	1,000
<b>TOTAL EXPENSES</b>	<b>207,307</b>	<b>207,675</b>	<b>-368</b>
<b>DESIGNATED PROJECTS</b>	<b>9,250</b>	<b>9,250</b>	<b>0</b>
<b>CONTINGENCY RESERVE</b>	<b>22,000</b>	<b>22,000</b>	<b>0</b>
<b>NET INCOME</b>	<b>-2,455</b>	<b>0</b>	<b>-2,455</b>

## 2014 - 2015 Budget Distribution

<b>REVENUE</b>	<b>PERCENT</b>
SOBO	22%
DISI	49%
Administration	19%
Contingency Reserve	10%



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.

## 2014-2015 Board of Directors

### PRESIDENT:

Tony Smith, Anchorage Square, CBRE

### VICE PRESIDENT:

John Cannizzaro, Jefferson Building, Inc.

### SECRETARY:

Jeff Sears, Blazing Saddles

### TREASURER:

Aline Estournes, NorthPoint Shopping Center

### ASST. SECRETARY:

Rodney Fong, The Wax Museum Building

### ASST. TREASURER:

Sina von Reitzenstein, PIER 39

### IMMEDIATE PAST PRESIDENT:

Lou Cuneo, American Academy of Ophthalmology

### BOARD MEMBERS:

David Berbey, Portco, Inc.

Gary Burns, Tarantino's

Al Casciato, Bovis Foods

Hagen Choi, Tower Tours

Chris Connors, Classic Cable Cars / Ride The Ducks

Tom Creedon, Scoma's Restaurant

Rebecca Delgado-Rottman, Academy of Art University

Jacqueline Douglas, Wacky Jacky Sport Fishing

Stephan Dreyfuss, Mad Lin Records

Tom Escher, Red and White Fleet

Carolyn Horgan, Blue & Gold Fleet

Brian Huber, MapWest

Brandy Marts, The Franciscan Restaurant

Paul Miller, Boudin

Jan Misch, The Tuscan Inn

Kathy Paver, PIER 39

Frank Rescino, The Lovely Martha Sport Fishing

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

# Fisherman's Wharf

## COMMUNITY BENEFIT DISTRICT

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[www.visitfishermanswharf.com](http://www.visitfishermanswharf.com) & [www.fwcbd.com](http://www.fwcbd.com)



Troy Campbell  
Executive Director



Reuel Daniels  
Program Manager



Rachel Brown  
Marketing & Communications Manager



Mike Castro  
Operations Manager