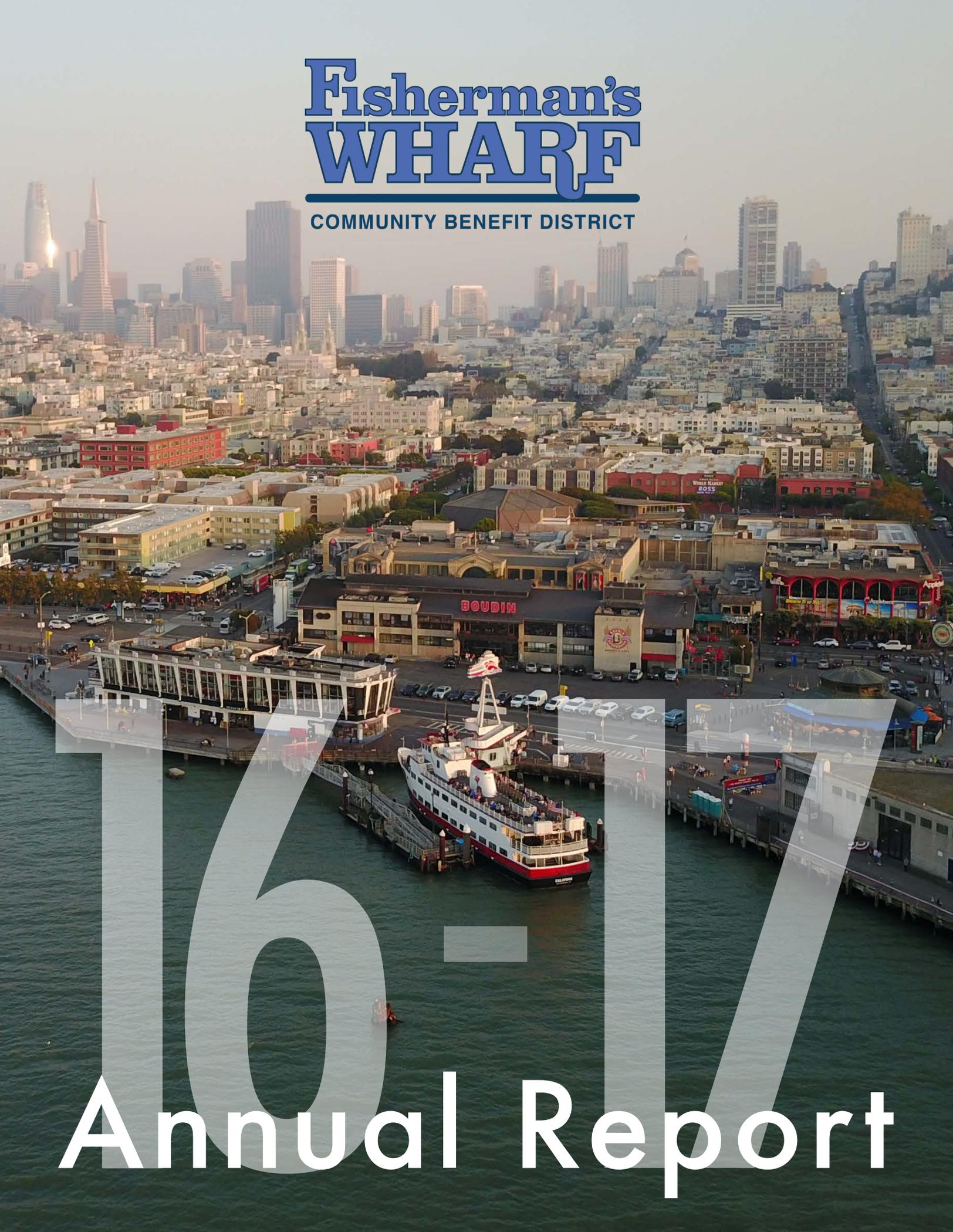


# Fisherman's WHARF

COMMUNITY BENEFIT DISTRICT



# 16-17 Annual Report

Dear Community Member,

As a member of the Fisherman's Wharf Community Benefit District (FWCBD), it has been a wonderful opportunity to watch and experience the evolution and growth of our organization. It has been an honor to be a part of the Board of Directors for the past nine years and to serve as president over the last year. Our organization has become the community's most powerful advocate and a generator of growth that we did not have before the FWCBD's inception 12 years ago.

The 2016 - 2017 fiscal year has been another exciting and successful year. I want to thank our committed staff members Troy Campbell, Laura Schaefer, Rachel Brown, Mike Castro and the Ambassador Team as well as the Fisherman's Wharf community and fellow board members. I have been very fortunate to serve as president and work with so many wonderful people.

Please read through this annual report and discover all that we have accomplished and how we are working to make Fisherman's Wharf an even greater place for our businesses, residents and visitors. I encourage all interested members of our community to get involved and help the growth and evolution of our organization.

Sincerely,  
Jeff Sears, FWCBD President



## Ambassadors

The FWCBD's Ambassador Program is a critical program for the district, offering needed support to property owners and merchants. The ambassadors not only assist visitors with directions and questions, but they also clean and remove graffiti in the district, collect litter, outreach to the district's street population, and aid law enforcement and the Port of San Francisco.

### Hospitality Statistics - July 1, 2016 - June 30, 2017

1. Hospitality Assistance	13,192
2. Business Contacts Made	11,095
3. Directions Given	9,243
4. Street Performer Interaction	1,036
5. Escorts Provided	829
6. Motorists Directions Given	870

### Cleaning & District Service Statistics - July 1, 2016 - June 30, 2017

1. Trash Removed (lbs.)	16,278
2. Pan & Broom Block Faces	5,135
3. Graffiti Removed	2,219
4. Graffiti Stickers Removed	2,074
5. Street Furniture Cleaned	1,560
6. Tree Grates Cleaned	1,925
7. Painting Enhancements	953

### Safety/Compliance Statistics - July 1, 2016 - June 30, 2017

1. Sit/Lie	2,556
2. Public Disturbance/Panhandling	2,048
3. Drinking in Public	2,145
4. Camping/Sleeping	1,315
5. Illegal Dumping	822



Tree Lights at Joseph Conrad Square



## SOBO & PIERsafe

- » Launched our Retail Strategy Task Force in January and hired Seifel Consulting to undertake the retail strategy study and produce the final report.
- » Published a detailed Leasing Report for commercial real estate brokers and property owners.
- » Built the new website fwretailstrategy.com to highlight progress and growth in the district as well as provide data and statistics to help inform property owners and real estate professionals.
- » Installed a new "Welcome to Fisherman's Wharf" sign at the Hyde Street Cable Car turnaround.
- » Refurbished the Fisherman's Wharf sign at the Taylor Street Cable Car turnaround.
- » Maintained and replaced the tree lights at Joseph Conrad Square.
- » Created and distributed new information packets for the district addressing rules, regulations, marketing opportunities and how to become more involved in the district.
- » Conducted monthly audit reviews in partnership with DPW and the Port of San Francisco to address streetscape items and cleanliness issues in the District.
- » Continued our partnership with Carducci & Associates and SF Rec. and Parks to approve the design for Joseph Conrad Square.
- » Partnered with the MTA and provided funding for a block long scrim installation at the Kirkland Bus Yard.
- » Purchased a Kubota car and pressure washer for the Ambassadors which now allows us the ability to offer sidewalk cleaning services to property owners.
- » The Executive Director served as Co-Chair for the district on Central Station's Community Police Advisory Board.
- » We held monthly SFPD Community Meetings attended by the SFPD Central Station Police Captain, the Deputy District Attorney and the Fisherman's Wharf beat officers.
- » Held our 3rd Annual Security and Safety Summit in the spring. The event provides the community with resources and education as well as fostering partnerships between SFPD, the District Attorney's Office, local merchants and private security companies located at the Wharf. A follow up Security Summit was held in November.
- » Held monthly PIERsafe Committee Meetings which focused on Wharf security, safety and emergency preparedness.
- » Weekly tests of the FishNet radio network that engages approximately 18 members that includes hotels, restaurants and other Fisherman's Wharf business interests.
- » Reprinted and distributed the 2016-2017 Essential Emergency Contacts wallet card.
- » Partnered with FOREalert smart phone application to communicate with our constituents, and between our FWCBD Ambassadors and key district security personnel in real time - whether in an emergency, or proactively on a daily basis.
- » From July to October the Fisherman's Wharf CBD hired off duty SFPD officers to supplement our beat officers on busy weekends.
- » The FWCBD continued to produce and distribute the "Park Smart" campaign graphics (postcards, posters, web) for the citywide initiative to educate visitors to not leave valuables in their cars.
- » Through the efforts of our Ambassadors and continued community participation, the FWCBD works to get convictions and stay away orders for the top 3 worst criminal offenders at Fisherman's Wharf.
- » Hired a Risk Management Consultant, Dr. Peg Jackson, to lead our 2016 emergency preparedness table top exercise.
- » Hosted free NERT, Defensive Tactics, and Situational Awareness trainings.

# Pedestrian Counts

The FWCBD maintained our Springboard pedestrian and car counting cameras in four locations along Jefferson Street to analyze and monitor foot fall and vehicular traffic in the Wharf.

To the right are the top 15 days for visitation based on footfalls\* counted on Jefferson Street between July 1, 2016 to June 30, 2017.

\*Footfalls equates to the total number of times people walk by one of the cameras.

1.	121,059	10/08/16	Saturday of Fleet Week
2.	115,618	09/04/16	Sunday of Labor Day Weekend
3.	107,517	07/23/16	Saturday in July
4.	105,585	09/17/16	Saturday in September
5.	104,380	07/30/16	Saturday in July
6.	101,366	10/01/16	Saturday in October
7.	101,104	08/13/16	Saturday in August
8.	100,053	08/20/16	Saturday in August
9.	98,891	09/24/16	SFFD 150th on Saturday
10.	98,878	08/06/16	Saturday in August
11.	98,070	09/03/16	Saturday of Labor Day Weekend
12.	95,651	08/27/16	Saturday in August
13.	95,248	09/05/16	Labor Day
14.	94,104	07/24/16	Sunday in July
15.	94,050	10/22/16	Wharf Fest Saturday



## DISI & Marketing Accomplishments

### Events

- » The FWCBD produced the 4th Annual Wharf Fest Steet Fair & Chowder Competition between 10 local restaurants who competed to win the title of either Judges' Choice or People's Choice. 683 tickets to the competition were sold and The FWCBD raised \$17,500 in sponsorship for the event.
- » The FWCBD provided event sponsorship for the 2016 4th of July Celebration and the 2016 Fleet Week airshow.
- » Produced two pub crawls that had a combined attendance of over 700 people.
- » Partnered with the St. Francis Yacht Club to produce the annual "Holiday Lighted Boat Parade."
- » Hosted 200 hotel concierge, Airbnb hosts and tourism influencers at the FWCBD produced Hospitality Trade Show & Neighborhood Walk on April 20, 2017. Forty businesses participated and the estimated ROI of the event was \$193,500 (over 3000%).
- » Produced The Wharf's PokéNIGHT, a district-wide event on Thursday, July 28. Forty businesses offered deals on attraction passes, drinks, food, and shopping. Over 2000 attended the event that had an estimated ROI of 450%.
- » Partnered with the FWMA on a district holiday party.

### Promotions

- » Wrapped the base of the Crab Wheel Sign in an "Ugly Sweater" to both celebrate the holidays and to bring awareness to Project Homeless Connect and the "Share the Warmth" campaign.
- » Decorated the iconic Fisherman's Wharf Crab Wheel sign with lights for the holiday season.

- » Created a social media Valentine's Day campaign that followed the first date planning for Crabecca (a crab) and Sean Leon (a sea lion) who 'met and were matched' on a dating app.

### Print & Digital Media

- » Fisherman's Wharf Pocket Guide - Distributed to over 850 locations in California
- » Alaska Airlines - Full Page ad with six other Wharf businesses for their in-flight magazine
- » Via Magazine with a map of the district showing our top 15 attractions and points of interest
- » Produced and distributed rack cards for the following events: 4th of July, Fleet Week, Merrytime at the Wharf and the Summer of Love.
- » Received a \$120,000 Google Grant for Adwords which allows the FWCBD to create ad campaigns as well as boosting our search ranking on Google, our top referral search engine.
- » Partnered with the Ad Roll retargeting advertising platform to create a first-of-its-kind co-op retargeting program available to district businesses.
- » Added personalized itinerary planning technology to the website, powered by Utrip Pro.
- » Tracked the over 7,000 articles published about Fisherman's Wharf, that had a reach of 7 million people and an advertising value of \$66 million.

### Newsletters

- » FWCBDDetails - monthly community newsletter
- » What's Up Wharf? - quarterly consumer newsletter
- » Events & Meetings - quarterly travel industry newsletter

## Advocacy & Other Accomplishments

### Social Media & Website

- » VisitFishermansWharf.com | 253,900 Annual Users
- » Facebook.com/visitfishermanswharf | 42,169 Likes
- » Twitter - @TheWharfSF | 3,046 Followers
- » Instagram - @FishermansWharf | 2,472 Followers
- » The FWCBD is also the account administrator for the Fisherman's Wharf Yelp & Trip Advisor pages.



- » Fisherman's Wharf was awarded Trip Advisor's Certification of Excellence and the Experts' Choice Award from TripExpert.
- » Advocated for extending the Central Subway to the Wharf by partnering with SF NextStop.
- » Built, maintained and promoted an "Online Job Fair" for district merchants during the months of April & June to assist with hiring seasonal employment at the Wharf.
- » Sponsorships by the FWCBD were provided to: Fleet Week, 4th of July Celebration, the Taste of Tel-Hi Fundraiser, FWMA Crab Feed Fundraiser, National Night Out, FWMA Golf Tournament and the Aquarium of the Bay.
- » The FWCBD received a \$25,000 grant from the Office of Economic and Workforce Development which has allowed the FWCBD to hire a consultant for a district retail strategy study and report.
- » Received a grant from OEWD to run a seasonal ambassador program for nearby Lombard Street. This program not only helps this tourist hot spot adjacent to Fisherman's Wharf but also provides additional funds for the FWCBD's ambassador program.
- » Continued advocacy, outreach and support for the Jefferson Street Phase 2 Project. The FWCBD continues to assist City departments in writing grants and seeking funding for construction.
- » The FWCBD was awarded a \$3,000 Neighborhood Justice Grant from District Attorney George Gascón to help promote the PARK SMART! message to district visitors.
- » Advocacy for the tourism industry through the Clean, Safe and Civil Sidewalk Coalition.

# 2016/17 Financials

	Landside + Portside				Landside				Portside			
	Actual	Budget	Variance	% of Variance	Actual	Budget	Variance	% of Variance	Actual	Budget	Variance	% of Variance
<b>REVENUE</b>												
Assessments-Landside	718,351	686,400	31,951	5%	718,351	686,400	31,951	5%	0	0	0	0
Assessments-Portside	219,059	229,600	-10,541	-5%	0	0	0	0	242,520	236,500	6,020	3%
Grants	182,493	0	182,493	100%	98,120	0	98,120	100%	84,373	0	84,373	
Special Projects/Lombard	51,330	0	51,330	100%	51,330	0	51,330	100%	0	0	0	
Special Event/Sponsorship	19,783	12,100	7,683	63%	14,780	8,000	6,780	85%	5,003	4,100	903	22%
Interest Savings/Other	347	0	347	100%	347	0	347	100%	0	0	0	0%
Donated Services	144,697	49,100	95,597	195%	92,572	30,400	62,172	205%	52,125	18,700	33,425	179%
<b>TOTAL REVENUE</b>	<b>1,359,521</b>	<b>984,100</b>	<b>375,421</b>	<b>38%</b>	<b>975,572</b>	<b>724,800</b>	<b>250,700</b>	<b>35%</b>	<b>384,020</b>	<b>259,300</b>	<b>124,720</b>	<b>48%</b>
<b>EXPENSE</b>												
Sidewalk, Operations & Beautification	221,409	199,000	22,409	11%	221,409	199,000	22,409	11%	0	0	0	0%
District Identity & Streetscape Improvement	620,173	452,200	167,973	37%	399,332	282,600	116,732	41%	220,842	169,600	51,242	30%
Administration	184,749	184,600	149	0%	137,349	137,300	49	0%	47,400	47,300	100	0%
Special Projects/Lombard	51,330	0	51,330	100%	51,330	0	51,330	100%	0	0	0	0%
Donated Services	144,697	49,100	95,597	195%	92,572	30,400	62,172	205%	52,125	18,700	33,425	179%
<b>TOTAL EXPENSES</b>	<b>1,222,359</b>	<b>884,900</b>	<b>337,459</b>	<b>38%</b>	<b>901,992</b>	<b>649,300</b>	<b>252,692</b>	<b>39%</b>	<b>320,367</b>	<b>235,600</b>	<b>84,767</b>	<b>36%</b>
<b>NET INCOME</b>	<b>137,162</b>	<b>99,200</b>	<b>37,962</b>	<b>38%</b>	<b>73,508</b>	<b>75,500</b>	<b>-1,992</b>	<b>-3%</b>	<b>63,653</b>	<b>23,700</b>	<b>39,953</b>	<b>169%</b>
16/17 CARRYOVER	829,225	0	829,225	100%	649,952	0	649,952	100%	179,273	0	179,273	100%

# 2016/17 Balance Sheet

<b>CURRENT ASSETS</b>	
Cash	862,416
Assessments receivable	20,630
Grant receivable	18,000
Prepaid expenses	29,119
OFFICE FURNITURE & EQUIPMENT	4,244
INTANGIBLE ASSETS	24,620
<b>TOTAL ASSETS</b>	<b>\$959,029</b>
<b>LIABILITIES &amp; EQUITY</b>	
Accounts Payable	49,403
Assessment received in advance	80,400
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$129,803</b>
<b>NET ASSETS</b>	
Unrestricted	811,226
Restricted	18,000
<b>TOTAL FUND BALANCE</b>	<b>\$829,226</b>
<b>TOTAL LIABILITIES &amp; FUND BALANCE</b>	<b>\$959,029</b>

## 2016/17 Budget Distribution

DISI	49%
SOBO	21%
ADMIN	20%
CONTINGENCY RESERVE	10%



**Fisherman's WHARF**  
SAN FRANCISCO'S HISTORIC WATERFRONT DISTRICT

Electric Tour Company Segway Tours  
ElectricTourCompany.com

Pier 2620 Hotel  
Pier2620Hotel.com

Pier Market Seafood Restaurant  
PierMarket.com

The Buena Vista  
TheBuenaVista.com

Wharf Fest - Oct 21, 2017  
WharfFest.com

Blazing Saddles Bike Rentals & Tours  
BlazingSaddles.com

**SOMETHING FOR EVERYONE** 22 13 100+ 500+

Alaska Airlines co-op advertisement

# 2017/18 Budget

	Landside	Portside	Total
<b>REVENUE</b>			
Assessments	708,468	230,818	939,286
Events / Sponsorships	11,250	3,750	15,000
Grants	33,750	11,250	45,000
Donated Services	30,400	18,700	49,100
<b>TOTAL REVENUE</b>	<b>783,868</b>	<b>264,518</b>	<b>1,048,386</b>
<b>EXPENSE</b>			
Sidewalk, Operations & Beautification	205,546	0	205,546
District Identity & Streetscape Improvement	290,472	161,753	452,044
Administration	141,694	46,164	187,857
Donated Services	30,400	18,700	49,100
Contingency Reserve	70,847	23,082	93,929
<b>TOTAL EXPENSES</b>	<b>738,959</b>	<b>249,699</b>	<b>988,658</b>
<b>BUDGET DISTRIBUTION</b>			
DISI	41%	70%	48%
SOBO	29%	0%	22%
ADMIN	20%	20%	20%
RESERVES	10%	10%	10%
<b>16/17 CARRYOVER DISBURSEMENT FOR 17/18</b>			
DISI	246,412	101,501	347,913
SOBO	144,703	0	144,735
ADMIN	121,780	29,526	151,306
Contingency / Reserve	137,057	48,246	185,303
<b>TOTAL CARRYOVER</b>	<b>649,952</b>	<b>179,273</b>	<b>829,225</b>

# 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:

$$\begin{aligned}
 &\$0.091612 \text{ per square foot of lot size} \\
 &+ \$ 5.4296 \text{ per linear foot of lot frontage} \\
 &+ \$ 0.072168 \text{ per square foot (Building Use "A or B")} \\
 &\text{or} \\
 &+ \$ 0.033368 \text{ per square foot (Building Use "C-E")} \\
 &\text{or} \\
 &+ \$ 0.05 \text{ per square foot for residential "F"}
 \end{aligned}$$

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:

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

**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:

$$\begin{aligned}
 &\$0.091612 \text{ per square foot of lot size} \\
 &+ \$ 5.4296 \text{ per linear foot of lot frontage} \\
 &= \text{Total Assessment}
 \end{aligned}$$

**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:

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

\* 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 CATEGORY	USE CODE
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%.

$$\begin{aligned}
 &\text{Example:} \\
 &\text{Gross Sales } \$1,000,000 \times .0014 = \$1,400 \text{ Assessment}
 \end{aligned}$$

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.

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.



**Troy Campbell**  
Executive Director



**Laura Schaefer**  
Program Manager



**Rachel Brown**  
Marketing & Communications Director



**Mike Castro**  
Operations Manager

## 16/17 Board of Directors

**PRESIDENT:**

Jeff Sears, Blazing Saddles

**VICE PRESIDENT:**

Aline Estournes, NorthPoint Shopping Center

**SECRETARY:**

Sina von Reitzenstein, PIER 39

**TREASURER:**

Brandy Marts, The Franciscan Restaurant

**ASST. SECRETARY:**

Rodney Fong, The Wax Museum Building

**ASST. TREASURER:**

Al Casciato, Bovis Foods

**IMMEDIATE PAST PRESIDENT:**

John Cannizzaro, Jefferson Building, Inc.

**BOARD MEMBERS:**

David Berbey, Portco, Inc.

Gary Burns, Tarantino's

Molly Castles, Jamestown Properties

Hagen Choi, Tower Tours

Chris Connors, Merlin Entertainment

Tom Creedon, Scoma's

Mike Cunningham, Holiday Inn Express

Rebecca Delgado Rotman, Academy of Art University

Jacqueline Douglas, Wacky Jacky Sport Fishing

Tom Escher, Red and White Fleet

Michael Hirsch, The Sheraton Hotel

Carolyn Horgan, Blue and Gold Fleet

Brian Huber, MapWest

Paul Miller, Bistro Boudin

Kathy Paver, PIER 39

Frank Rescino, The Lovely Martha Sport Fishing

Tony Smith, Anchorage Square

Jason Williams, Hotel Zephyr

**COMMUNITY REPRESENTATIVES:**

Jay Edwards, Port of San Francisco

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

## District Details & Facts

Year Established	2006, for 15 years
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
Hotel Rooms	3200+
Daily Visitation (average)	24,000 people
Peak Visitation	150,000

- » 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.
- » 35% of visitors to Fisherman's Wharf are Bay Area residents.
- » Approximate \$65.6 million in revenue is generated 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 generate approximately \$14.2 million in parking revenue taxes that funds the Port and the MTA.



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[www.FWCBD.com](http://www.FWCBD.com) - Association Site