

Annual Report 2015-2016



Fisherman's Wharf
COMMUNITY BENEFIT DISTRICT



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 seven 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 11 years ago.

The 2015 – 2016 fiscal year has been another exciting and successful year. We were able to accomplish many of our previously established goals, continue to make progress on Phase II of the Jefferson Street Public Realm Project, and set future goals during our strategic planning meeting.

I want to thank our committed staff, volunteer Board of Directors, committee members and City agencies that contributed to the betterment of the Fisherman’s Wharf community throughout the year. 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,

John Cannizzaro, FWCBD President

Fisherman’s Wharf District Information

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

- » 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.



SOBO & PIERSafe

- » In the spring of 2016 we assisted DPW with writing an Active Transportation Grant for the Jefferson Steet Public Realm Project.
- » Partnered with the landscape design firm, Carducci & Associates and SF Rec and Parks to create new design for Joseph Conrad Square.
- » Created new information packets for the district addressing rules, regulations, marketing opportunities and how to become more involved in the district.
- » Worked with the MTA to allow the FWCBBD 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.
- » Maintained lights in all of the trees at Joseph Conrad Square
- » Held monthly district walkthroughs with DPW and the Port of San Francisco staff to identify and fix issues within the district.
- » The Executive Director served as Co-Chair 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 our 2nd Annual 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, the District Attorney's Office, local merchants and private security companies located at the Wharf.
- » Held monthly PIERSafe Committee 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.
- » Through an applicaiton process we awarded two businesses with FISHnet radios so that they could participate in this vital emergency program.

The FWCBBD'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.

15/16 SERVICE TOTALS

Hospitality Statistics

1. Hospitality Assistance	12,488
2. Business Contacts Made	9,747
3. Directions Given	9,328
4. Street Performer Conflict Resolution	1,185
5. Escorts Provided	548
6. Motorists Directions Given	292

Cleaning & District Service Statistics

1. Trash Removed (lbs)	14,104
2. Calls for Service From Merchants	2,964
3. Pan & Broom Block Faces	2,008
4. Graffiti Removed	1,532
5. Graffiti Stickers Removed	1,201
6. Street Furniture Cleaned	1,395
7. Tree Grates Cleaned	1,563
8. Painting Enhancements	603

Safety / Compliance Request Statistics

1. Sit/Lie	2,014
2. Public Disturbance/Panhandling	2,164
3. Drinking in Public	1,378
4. Camping/Sleeping	1005
5. Drug Activity	702
6. Illegal Dumping	1,010



Marketing & District Identity Accomplishments

- » The FWCBD received a \$120,000 Google Adwords Grant for the creation of ad campaigns aimed at boosting our search ranking in Google, our top referral search engine.
- » Highlights from the 3rd Annual Wharf Fest Event & Chowder Competition Include:
 - » Over 500 tickets sold for the Chowder Competition tasting between 10 local restaurants who competed to win the title of either Judge's Choice or People's Choice Award
 - » Partnered with the Hard Rock Café to provide bands for the main stage at Jefferson and Taylor Streets
 - » The FWCBD raised \$20,000 in sponsorship for the event
- » The FWCBD built and relaunched the website, visitfishermanswharf.com, in December on the Squarespace platform. The new website has helped site performance dramatically. From January 1 - June 30, the time spent on the site per user increased 192%, the bounce rate decreased by 40%, the amount of pages viewed site increased by 24%, and the non-bounce sessions (valuable visitors) increased by 72%.
- » Promoted the "12 Days of Wharfmas," a contest through the FWCBD's Facebook page. The contest generated 1,925 likes, 199 comments and 1,938 entries.
- » Held a travel media familiarization tour that focused on what's new and unexpected at the Wharf. 100 media personnel were pitched and 20 attended (including Eater SF, Hoodline, Red Tricycle and 7x7). The event covered many of the new businesses and remodels happening at the Wharf. Within weeks of the event, their stories published by Foster Travel, Eater SF and 7x7.
- » Completed the district branding pole wraps that were affixed to light poles in the district.
- » During the month of December we decorated the iconic crab wheel sign with holiday lights.
- » Fisherman's Wharf was awarded Trip Advisor's Certification of Excellence and the Experts' Choice Award from TripExpert.
- » We were nominated for Poppy Award from Visit California for our joint social media marketing campaign with the Union Square BID.
- » We completed a refresh of our branding and updated all print and digital marketing collateral and materials.

Pedestrian Counts

Here are some highlights from the 2015/2016 fiscal year of the FWCBD's four pedestrian counting cameras on Jefferson Street.

- » 21,011,914 footfalls* were counted on Jefferson Street from July 1, 2015 to June 30, 2016

The top ten days for visitation were:

110,796 - 02/14/16 - Valentine's Day	103,697 - 07/25/15 - Saturday in July
110,533 - 10/10/15 - Saturday of Fleet Week	101,251 - 07/18/15 - Saturday in July
109,664 - 07/04/15 - July 4th at the Wharf	100,814 - 09/05/15 - Saturday of Labor Day Weekend
105,078 - 08/15/15 - Saturday in August	100,687 - 09/06/15 - Sunday of Labor Day Weekend
103,909 - 08/08/15 - Saturday in August	100,467 - 08/01/15 - Saturday in August

*Footfalls are the total number of people counted passing by the cameras, not individuals.



Fisherman's Wharf Ongoing Marketing Programs

Social Media & Internet Management

Visitor Website	VisitFishermansWharf.com	195,000 Annual Users
Facebook	Facebook.com/visitfishermanswharf	37,000 Likes
Twitter	@TheWharfSF	2,566 Followers
Instagram	@FishermansWharf	2,002 Followers

The FWCBD is also the account administrators for the Fisherman's Wharf Yelp & Trip Advisor pages.

Newsletters

FWCBDDetails	Monthly community newsletter
What's Up Wharf?	Quarterly consumer newsletter
Events & Meetings News	Quarterly travel industry newsletter

Print Media

Visitor Brochure	Distributed to over 850 locations in California
Alaska Airlines Magazine	Full Page ad with six other Wharf businesses for their in-flight magazine

Event Production & Sponsorships

4th of July	Major sponsor and assistance with marketing the event
Fleet Week	Major sponsor and assistance with marketing the event
3rd Annual Wharf Fest	Production, operations and marketing
Lighted Boat Parade	Partnership with the St. Francis Yacht Club

Advocacy & Other Accomplishments

- » Advocated for getting the Central Subway to the Wharf and assisted the group SF NextStop in promoting the extension to Fisherman's Wharf.
- » 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.
- » Partnered with the FWMA on a joint district holiday party
- » The FWCBD was awarded a Neighborhood Justice Fund Grant from the District Attorney's office to help promote the PARK SMART! campaign, a citywide initiative that educate visitors to not leave valuables in their cars.
- » Advocated for increased fines with the District Supervisors office for two of the most violated laws at Fisherman's Wharf; solicitation and illegal vending.
- » 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 Ambassador program.
- » Created a sponsorship program, leveraging FWCBD assets, in order to create new fundraising opportunities for the district. For the 15/16 year the following companies participated in the program; Anchorage Chopping Center, The Electric Tour Company and Where Magazine.

2015/16 Financials

Landside + Portside

Landside

	Actual	Budget	Variance	% of Variance	Actual	Budget	Variance	% of Variance
REVENUE								
Assessments-Landside	688,175	665,100	23,075	3%	688,175	665,100	23,075	3%
Assessments-Portside	219,059	229,600	-10,541	-5%	0	0	0	0%
Special Projects	94,264	0	94,264	100%	62,214	0	62,214	100%
Special Event/Sponsorship	13,772	20,800	-7,028	-34%	8,569	13,728	-5,159	-38%
Interest Savings/Other	748	0	748	100%	748	0	748	100%
Donated Services	111,486	45,000	66,486	148%	75,341	29,700	45,641	154%
TOTAL REVENUE	1,127,504	960,500	167,004	17%	835,047	708,528	126,516	18%
EXPENSE								
Sidewalk, Operations & Beautification	192,109	192,900	-791	0%	192,109	192,900	-791	0%
District Identity & Streetscape Improvement	412,786	447,600	-34,814	-8%	263,539	293,930	-30,391	-10%
Administration	180,622	178,900	1,722	1%	136,250	132,470	3,780	3%
Special Projects	91,264	0	91,264	100%	60,234	0	60,234	100%
Donated Services	111,486	45,000	66,486	148%	75,341	29,700	45,641	154%
TOTAL EXPENSES	988,267	864,400	123,867	14%	727,473	649,000	78,473	12%
NET INCOME	139,237	96,100	43,137	45%	107,574	59,528	48,046	81%
15/16 CARRYOVER	668,746	0	668,746	100%	544,371	0	544,371	100%

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 FWCB 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

Portside

Actual	Budget	Variance	% of Variance
0	0	0	0%
219,059	229,600	-10,541	-5%
32,050	0	32,050	100%
5,203	7,072	-1,869	-26%
0	0	0	0%
36,145	15,300	20,845	136%
292,456	251,972	40,484	16%
0	0	0	0%
149,247	153,670	-4,423	-3%
44,372	46,430	-2,058	-4%
31,030	0	31,030	100%
36,145	15,300	20,845	136%
260,793	215,400	45,393	21%
31,663	36,572	-4,909	-13%
124,375	0	124,375	100%

2015 – 2016 Balance Sheet

ASSETS	
CURRENT ASSETS	
Checking	93,834
Savings	570,090
TOTAL	663,924
ACCOUNTS RECEIVABLE	
Other	1,823
Grant	3,000
TOTAL	4,823
OTHER CURRENT ASSETS	
Prepaid Expenses & Insurance	7,204
TOTAL	7,204
TOTAL CURRENT ASSETS	679,950
FIXED ASSETS	
Total fixed assets & ORG. COSTS	134,047
Accumulated Depreciation	-101,689
TOTAL FIXED ASSETS	32,357
TOTAL ASSETS	708,307
LIABILITIES & EQUITY	
LIABILITIES	
Accounts Payable	0
Accrued Expenses Year-End	16,243
TOTAL CURRENT LIABILITIES	16,243
FUND BALANCE	
Restricted	3,000
Unrestricted	689,064
TOTAL FUND BALANCE	692,064
TOTAL LIABILITIES & FUND BALANCE	708,307

2015 – 2016 Carryover Disbursement

For '16-'17 Fiscal Year

DISI	229,673
SOBO	109,616
ADMIN	89,616
Special Projects	140,688
Contingency Reserve	99,153
Total Carryover	668,746

2015 – 2016 Budget Distribution

SOBO	21%
DISI	49%
ADMIN	20%
Contingency Reserve	10%

2016/17 Budget

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.

July 2016 - June 2017 Budget

Revenue	Land	Port	Total
Assessments	686,300	236,500	922,885
Events/Sponsorships	8,000	4,100	12,100
Donated Services	38,500	10,600	49,100
TOTAL REVENUE	732,900	251,200	984,100
Expense	Land	Port	Total
SOBO	199,00	0	199,00
DISI	282,600	169,600	452,200
Administration	137,300	47,300	184,600
Donated Services	38,500	10,600	49,100
Contingency Reserve	75,500	23,700	99,200
TOTAL EXPENSES	732,900	251,200	984,100

2016 – 2017 Budget Distribution

SOBO	22%
DISI	48%
ADMIN	20%
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

2015-2016 Board of Directors



Troy Campbell
Executive Director



Laura Schaefer
Program Manager



Rachel Brown
Marketing & Communications Director



Mike Castro
Operations Manager

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John Cannizzaro, Jefferson Building, Inc.

VICE PRESIDENT:

Jeff Sears, Blazing Saddles

SECRETARY:

Aline Estournes, NorthPoint Shopping Center

TREASURER:

Sina von Reitzenstein, PIER 39

ASST. SECRETARY:

Rodney Fong, The Wax Museum Building

ASST TREASURER:

Brandy Marts, The Franciscan Restaurant

IMMEDIATE PAST PRESIDENT:

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Tom Creedon, Scoma's Restaurant

Mike Cunningham, Holiday Inn Express

Rebecca Delgado-Rottman, Academy of Art University

Jacqueline Douglas, Wacky Jacky Sport Fishing

Tom Escher, Red and White Fleet

Michael Hirsch, Sheraton Hotel Fisherman's Wharf

Carolyn Horgan, Blue & Gold Fleet

Brian Huber, MapWest

Paul Miller, Boudin

Kathy Paver, PIER 39

Frank Rescino, The Lovely Martha Sport Fishing

Jason Williams, Hotel Zephyr

COMMUNITY REPRESENTATIVES

Jay Edwards, Port of San Francisco

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

COMMITTEES & MEETINGS

- Executive
- Street Operations, Beautification and Order
- Marketing
- Sustainability
- PIERsafe
- Transportation
- Police Community Meetings



Fisherman's Wharf
COMMUNITY BENEFIT DISTRICT

Fisherman's Wharf Community Benefit District
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www.fwcbd.com - Association Site