

FY18 Gaslamp Quarter Annual recap

"To promote and protect the historic Gaslamp Quarter as San Diego's premier Shopping, Dining, and Entertainment District, using advocacy, community relations, and promotional programs to present an exciting, sophisticated, world-class destination for the residents of, and visitors to San Diego, for the prosperity of the Association's membership."

-GQA Mission Statement





FY17 Retreat – GQA Policies

Objective

- 1. Special Events Policy
 - Discussed changes to the policy, e.g. remove Grandfather Clause, inform Board of weekend events
- 2. Associate Member Policy
 - Discussed changes to the policy, e.g. set new fee schedule, separate close members and far away members, and make mandatory donation.
- 3. Assess Costs for our Services
 - Associate membership, web advertising and kiosks

Result

- 1. Motion on September 28, 2016: The Board of Directors approves the Special Events Policy with the addition of a clause encouraging corporate events to make a \$1 donation per attendee to enhance the betterment of the historic Gaslamp Quarter.
- 2. Motion on October 26, 2016: The Board of Directors approves the Associate and Friends of the Gaslamp Membership Policy, new fee schedule, and addition of \$1,000 donation to GQA.
- 3. Membership fees, kiosk, and banner fees were all raised with minimal objection from advertisers and applicants.

FY17 Retreat – Advocacy & Land Use

Objective

- 1. CVS at 5th & J
 - Motioned to deny
- 2. Neighborhood Disinvestment
 - Develop prevention and maintenance strategies
- 3. <u>Developer Impact Fees:</u>
 - Create Gaslamp priority list and make sure DIF fees are spent in the Gaslamp

Result

- 1. Project went on to be approved by Planning Commission, but CVS has yet to start construction.
- 2. Convened a "Future Strategies" subcommittee which developed the Avenue for Arts project to address problems on Fourth Avenue. Nothing implemented to date. Plan shelved for FY17 in favor of focusing on the 150th.
- 3. Alliance project. No priority list was created. Civic San Diego and DCPC set priorities and submitted to city for approval.

FY17 Retreat – Events

Objective

- 1. The Longest Table
 - Showcase the restaurants, who are responsible for the 50 guests in their section, provides food and servers.
- 2. Corporate Block Parties
 - Charge \$1/head for Block Parties

Result

- 1. Wasn't enough time to produce event.
- 2. No donations to date. Mandatory donations violate our City Contract.



FY17 Retreat – Promotions



FY17 Retreat – Parking



Other FY17 Highlights

FY17 Highlights – Revenue Generating Partnerships

1. <u>Licensing</u>

- Two licensing agreements that will bring in \$6,000 per year for our logo; Look for additional places that may want to use our logo for merchandise
- Secured existing contracts. Signed deal with Laika for their pop-up shop during Comic-Confor \$1,000.

2. <u>Parking Panda / Spot Hero</u>

 Launched a purchasing widget on Gaslamp.org to sell pre-assigned parking in the Gaslamp with financial benefit to the Association

FY17 Highlights – Partnerships

1. San Diego Tourism Authority

• Set-up marketing collaboration between SDTA and GQA. Installed hotel booking engine (ARez) on Gaslamp.org. Michael joined SDTA Board.

2. San Diego Convention Center

• Tried to gain access to convention schedules for member benefit; was denied. Invited Rip Rippetoe to speak at a Board meeting.

3. <u>McFarlane Promotions</u>

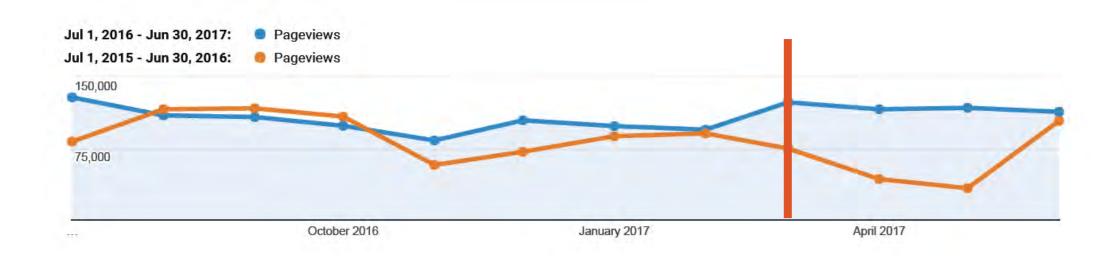
- Partnered with McFarlane on two events. Toast of Gaslamp: Rebrand from former Pacific Magazine event. Collaborated with McFarlane for a food and drink tour day before Pet Parade. Mardi Gras: Michael did outreach for event; staff ran merchant gate. Collaborated on B3, a food and drink tour of Gaslamp on Saturday before Mardi Gras.
- Signed new five-year contract with McFarlane Promotions for four events. There are new incentives to meet and exceed budget, e.g. any profit over budget will be split between GQA and McFarlane 50/50.



FY17 Highlights – Website



Jul 1, 2016 - Jun 30, 2017 Compare to: Jul 1, 2015 - Jun 30, 2016





Unique Pageviews
31.29%
1,027,514 vs 782,633

-3.57% 00:01:09 vs 00:01:12

Avg. Time on Page

8.98% 52.16% vs 47.86%

Bounce Rate

% Exit
-4.60%
36.58% vs 38.34%

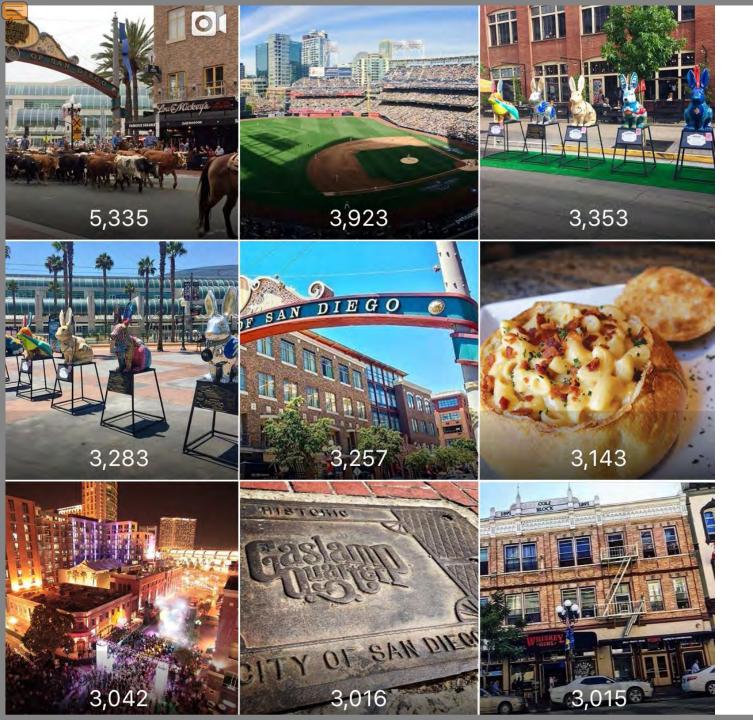
FY17 Highlights – Social Media

Facebook Activity Overview						
	FY16	FY17				
Total Likes	10,675	12,421				
Total Posts	326	422				
Impressions	2,541,362	13,687,537				
Post	4,211	9,517				
Engagements						
Link Clicks	857	3,533				

Instagram Activity Overview						
	FY16	FY17				
Total Followers	7,836	13,457				

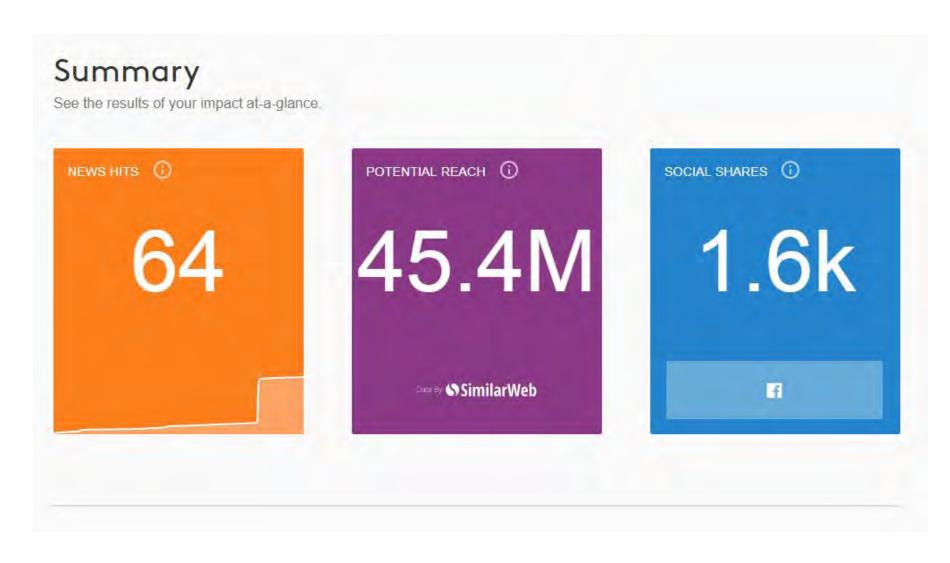
Twitter Activity Overview						
	FY16	FY17				
Total Followers	36,543	40,956				
Total Posts	862	373				
Organic	847,322	506,033				
Impressions						
Total	6,992	6,261				
Engagements						
Link Clicks	574	1,484				





FY17 saw a dramatic increase in the **amount** and **quality** of content we share via social media









FY17 Highlights – Events

Event	Net Profit	Staff Time (Hours)	Notes:			
Auto Showcase	\$ (2,931.00)	79.25	Canceled			
Lamplighter Awards	\$ 37,056.12	228.35	Highest number of member-votes ever recorded			
Toast of Gaslamp	\$ 4,400.05	34.25	Revenue positive			
Pet Parade	\$ 13,753.26	173.17	Increased number of participants; exceeded budget			
Poinsettia Bowl March	\$ 0	0	Canceled			
Mardi Gras / B3	\$ 7,980.00	250	B3 was revenue positive. Doing community outreach and running the Merchant Gate was difficult.			
Golf Tournament	\$ 32,419.94	107.95	Suffered from a lack of interest in participation. Needed to be reformatted to attract sponsors.			
Taste of Gaslamp	\$ 32,845.15	229.08	\$10,000 profit over budget; record ticket sales			

FY17 Highlights – Neighborhood Issues

1. <u>Homelessness</u>

• Invited City of San Diego Homeless Czar to speak at a Board meeting. No concrete action to address the problem. In fact, reports indicate the number of total homeless individuals in Downtown has continued to increase in the last year.

2. P.D.O and Land Use Issues

 Presented proposed changes to PDO to Civic San Diego; no response. Able to meet with a few businesses with issues including the 7-11 at Fourth & G and the new Chinese Theatre at Fifth & G.

3. <u>Pedestrian Safety</u>

New continental style crosswalks installed at 6 intersections.

4. Universal Valet

 Hosted a few meetings to discuss feasibility. Was determined to be a shrinking industry and too costly for GQA to subsidize. Project abandoned.

5. <u>Security</u>

 Hosted meetings with two private security companies. Received very expenses proposals. Approached Clean and Safe to provide two additional security personnel in FY18. Awaiting response.



FY17 Highlights – GQ Alliance



loan to pay New City America through June 30, 2017

Priority Projects:

- North End Archway
- Island Avenue Plaza
- Hilton Gaslamp Park
- E Street Plaza.

FY18 Budget





FY18 BUDGET

		BU	DGET FY17		BUDGET		DOLLAR	CHANGE
2	INCOME				FY16		CHANGE	%
3	Membership: BID Assessments	\$	85,000,00	\$	85,000,00	\$		0.00%
4	ShamrRock GQHF Final payment 8/29/15	\$	-	\$	-	\$		0.0071
5	Membership: Associate	\$	33,000.00	\$	33,000.00	\$	-	0.00%
6	Grants:SBEP City offset Program					\$		#DIV/0!
7	Grants: SBEP Management Grant	\$	20,000.00	\$	21,000.00	\$	1,000.00	-5.00%
8	Grants: Neighborhood Parking Program	\$	427,438.00	\$	342,000.00	\$	(85,438.00)	19.99%
9	Grants: County Community Enhancement	\$	3,000.00	\$	3,000.00	\$		0.00%
10	Advertising: Kiosk	\$	35,000.00	\$	45,000.00	\$	10,000.00	-28.57%
11	Advertising: Website Banner Program	\$	90,000.00 45,000.00	\$	75,000.00 40,000.00	\$	(15,000.00)	16.67%
12 13	5th Ave Auto Showcase	\$	3,500.00	\$	(7,923.14)	\$	(5,000.00) (11,423.14)	11.11% 326.38%
14	Events: Annual Lamplighter Awards	\$	40,000.00	\$	30,000.00	\$	(10,000.00)	25.00%
15	Events: Holiday Pet Parade	\$	10,000.00	\$	2,000.00	\$	(8,000.00)	80.00%
16	Events: Golf Tournament	\$	25,000.00	\$	22,000.00	\$	(3,000.00)	12.00%
17	Events: Gaslamp 150 Birthday	\$	-	*	22,000.00	*	(0,000.00)	12.0071
18	Volunteer Event	\$	-	\$	1,000.00	\$	1,000.00	#DIV/0!
19	Events: Taste of Gaslamp	\$	20,000.00	\$	20,000.00	\$		0.00%
20	Other Income: Pay Phone, Licensing	\$	2,000.00	\$	2,000.00	\$		0.00%
21	SUBTOTAL INCOME:		838,938.00	\$	713,076.86	\$	(125,861.14)	15.00%
22						\$	-	
23	EXPENSE					\$	-	
24	Personnel: Salary	\$	225,000.00	\$	211,570.00	\$	(13,430.00)	5.97%
25	Payroll Simple IRA	\$	3,000.00 25.000.00	\$	3,000.00	\$	1 000 00	0.00%
26 27	Personnel: Payroll Tax & Fees Personnel: Benefits	\$	15,000.00	\$	26,000.00 15,000.00	\$	1,000.00	-4.00% 0.00%
28	Personnel: Parking	\$	4,500.00	\$	4,500.00	\$	-	0.00%
29	Operations: Rent - Office	\$	27,000.00	\$	21,600.00	*	(5,400.00)	20.00%
30	Operations: Flent - Storage	\$	1,500.00	\$	1,500.00	*	(3,100.00)	0.00%
31	Operations: Rent - Maintenance	\$	1,000.00	\$	1,000.00	Ť	-	0.00%
32	Operations: Tel/DSL	\$	2,500.00	\$	2,500.00	\$	-	0.00%
33	Operations: Street Furniture Maintenance	\$	800.00	\$	800.00	\$	-	0.00%
34	Operations: Gaslamps (5th & Market)	\$	1,000.00	\$	1,000.00	\$	-	0.00%
35	Operations: Equipment - Lease	\$	4,300.00	\$	4,300.00	\$	-	0.00%
36	Operations: Equipment - Repair & Maint.	\$	1,500.00	\$	1,500.00	\$	-	0.00%
37	Operations: Equipment - Purchase	\$	1,500.00	\$	1,500.00	\$	-	0.00%
38	Operations: Office Supplies	\$	3,000.00	\$	3,000.00	\$	-	0.00%
39	Operations: Postage/Shipping	\$	400.00	\$	400.00	\$	-	0.00%
40	Operations: Insurance - Workers Comp.	\$	2,500.00	\$	2,500.00	\$	-	0.00%
41	Operations: Insurance - Liability/D&O	\$	6,000.00	\$	6,000.00	*	(105.00)	0.00% 8.08%
42 43	Operations: Dues/Memberships Operations: Outside Mtgs & Workshops	\$	1,300.00 1,300.00	\$	1,195.00 1,300.00	*	[103.00]	0.00%
44	Operations: Bookkeeping	\$	5,000.00	\$	6,500.00	*	1,500.00	-30.00%
45	Operations: Bookkeeping Operations: Bank & Other Fees	\$	3,000.00	\$	3,500.00	*	500.00	-16.67%
46	Operations: Audit/Tax Preparation	\$	7,000.00	\$	8,000.00	*	1,000.00	-14.29%
47	Operations: Taxes	\$	12,000.00	\$	20,000.00	\$	8,000.00	-66.67%
48	Advertising - Misc. Expenses	\$	1,000.00	\$		\$	(1,000.00)	100.00%
49	Marketing: Advertising - Contingency	\$	5,000.00	\$	5,000.00	\$	-	0.00%
50	Marketing: Banner Program	\$	5,000.00	\$	5,000.00	\$	-	0.00%
51	Marketing: Printed Pieces - Maps	\$	1,000.00	\$	1,000.00	\$	-	0.00%
52	Marketing: Website Maintenance	\$	5,000.00	\$	5,000.00	\$	-	0.00%
53	Marketing: Branding Campaign	\$	40,000.00	\$	40,000.00	\$	-	0.00%
54	Member: Meetings & Workshops	\$	2,000.00	\$	2,000.00	\$	-	0.00%
55	Member: Newsletter/Annual Report	\$	1,000.00	\$	600.00	\$	(400.00)	40.00% 0.00%
56 57	Civic: BID Council	\$	500.00 100.00	\$	500.00 100.00	\$	-	0.00%
58	Civic: Special Event Committee Promotions: Neighborhood Parking Program	\$	427,438.00	\$	313,000.00	\$	(114,438.00)	26.77%
59	Promotions: Night Plaza	\$	3,000.00	\$	8,000.00	*	5,000.00	-166.67%
60	Promotions: Gaslamp 150 Birthday	\$	3,000.00	*	0,000.00	Ť	0,000.00	100.0174
61	Promotions: Auto Showcase	\$	-	\$	18,000.00	\$	18,000.00	#DIV/0!
62	Promotions: Holiday Flag Program	\$	6,000.00	\$	6,000.00	\$	-	0.00%
63	Promotions: Volunteer Event	\$	500.00	\$	2,000.00	\$	1,500.00	-300.00%
64	Promotions: Poinsettia Bowl March	\$	2,500.00	\$	2,500.00	\$		
65	Special Projects: Contingency	\$	1,000.00	\$	1,000.00	\$	-	0.00%
66	Special Projects : Placemaking Consultant	\$	-	\$	50,000.00	\$	50,000.00	
67	Special Projects: Legal Council	\$	2,500.00	\$	1,400.00	\$	(1,100.00)	44.00%
68	SUBTOTAL EXPENSES:	\$	858,638.00	\$	809,265.00	\$	(49,373.00)	5.75%
69		_						
70	NET CASH FLOV:	\$	(19,700.00)	\$	(96,188.14)	\$	(76,488.14)	-388.26%



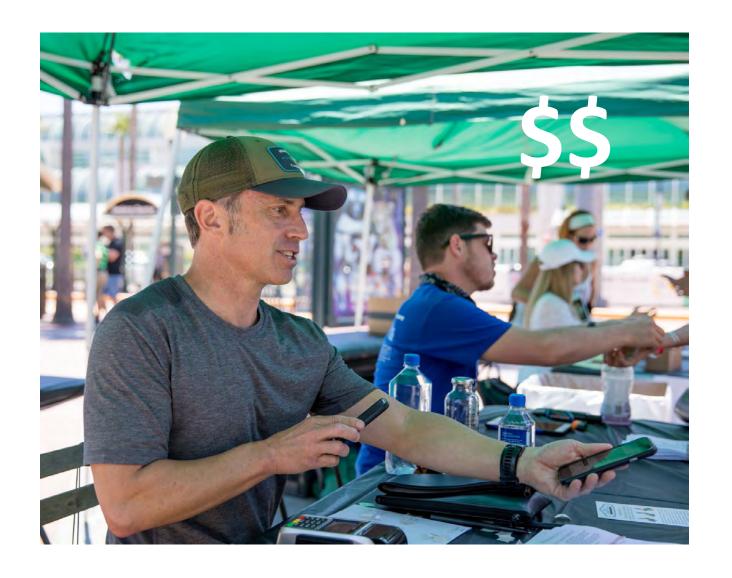
Gaslamp Quarter 3-Point Plan for FY18

"To promote and protect the historic Gaslamp Quarter as San Diego's premier Shopping, Dining, and Entertainment District, using advocacy, community relations, and promotional programs to present an exciting, sophisticated, world-class destination for the residents of, and visitors to San Diego, for the prosperity of the Association's membership."

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Background

For the last several years, the Gaslamp Quarter Association's **primary focus** has been on establishing **sustainable income** streams that would replace Mardi Gras.



Background

• Starting in 2015, staff oversaw a complete evaluation of GQA

programs



All programs MUST provide member benefit AND generate revenue for the Association.

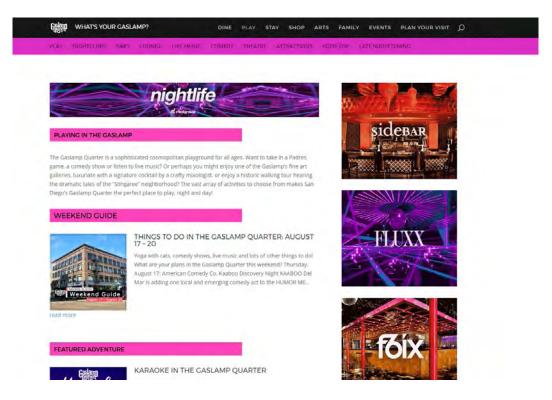


• Generating income for the Association with member benefit opportunities.

Events



Advertising



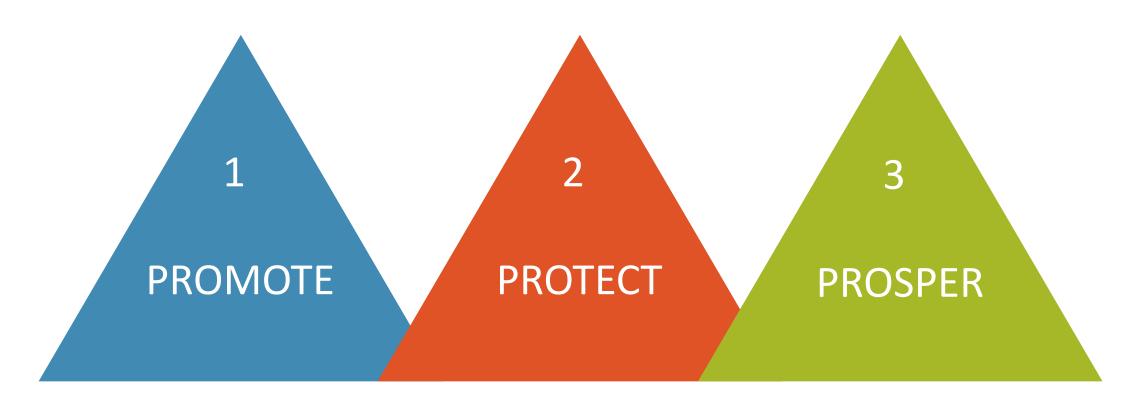
Moving Forward

With the rebuilding phase largely over, the Association proposes to move forward from a position of strength.

To <u>promote</u> and <u>protect</u> the historic Gaslamp Quarter...for the <u>prosperity</u> of the Association's membership.

3-Point Plan

• Focus on core mission objectives:



Promote

Cultivating a positive public image and positioning the Gaslamp Quarter as an ideal destination for economic activity.

Challenges and Opportunities in FY18



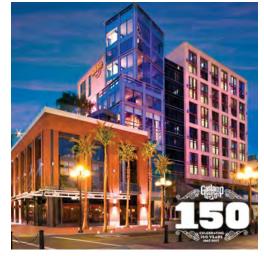
- 2. Parking Campaign
 - 3. Events
 - 4. Marketing

1. <u>150th Anniversary & Beyond</u>

- Continue to use the 150th as main driver of content until at least December 2017.
- Continue to collaborate with members on cross-promotions.
- Co-Brand Lamplighter with the 150th.















2. Parking Campaign

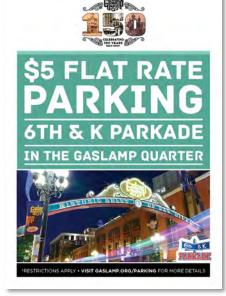
- Assume PR role for two public garages.
- Expand marketing program to include the promotion of parking at all times.
- Projected FY18 Parking Marketing Dollars: \$225,000.











3. Events







- Remove Golf Tournament and replace with another event per McFarlane Promotions Contract.
- Develop the "Patio Party" event concept.
- Celebrate Pet Parade's 10th Anniversary with larger, more exciting event.
- Enhance Taste to continue success of VIP Program

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4. Marketing

- Adopt a comprehensive multi-year marketing strategy.
 - Make an investment to reach a larger, more diverse audience
 - Assemble a committee of professionals to oversee strategy development
 - Hire an outside consultant (\$50,000) to develop the strategy.

4. Marketing

- Develop metrics of marketing success.
 - Employ Meltwater (PR) and Sprout Social (Social Media) to track online engagement.
 - Quarterly reports to the Board on progress.





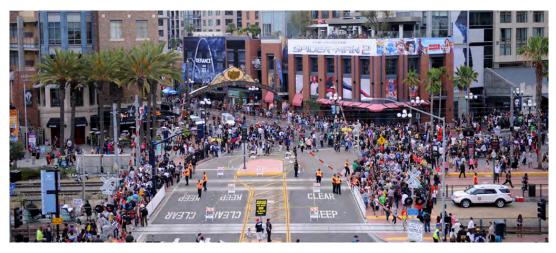
Enhancing our unique physical, visual, and economic assets while lessening nuisance, regulatory burden, and competition.

Challenges in FY18



1. Homelessness

- Install new, difficult to scavenge trash cans in pilot progra
- Select a test site for classical music as deterrent
- Hire two additional Security Ambassadors with Clean & Sa
- Rally merchants when support is necessary









Land Use & Environment Law Review

2. <u>Undesirable Land Uses</u>

- Support GQHF Land Use & Planning Committee in reestablishing project review responsibilities from Civic San Diego
- Poll membership on burdensome regulations; submit results for inclusion in PDO amendments





3. Decay & Disinvestment

- Paint curbs
- Encourage upkeep and renovation of properties
- Redesign the scramble intersection at Fifth Avenue & Market Street
- Use parking funds to install new street signage
- Implement 'Avenue for the Arts' program
 - Refine goals and projects
 - Develop the brand
 - Secure funding









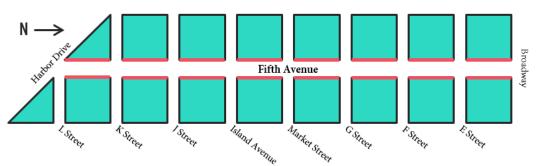


- 4. New Competition
 Strategic Goals
- The Fifth Avenue Plan

• FAALZ → Events to Test Concept → Seasonal/Weekend Street
Closure → Permit Application → Construction of Permanent

Changes

FIFTH AVENUE PASSENGER LOADING ZONE MAP







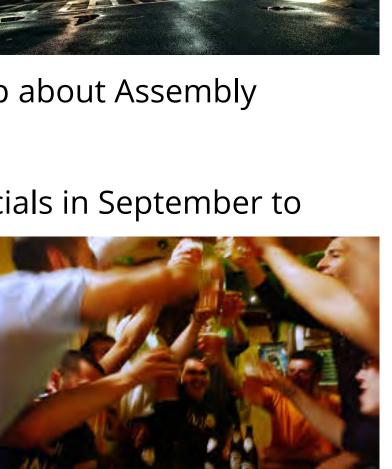
5. New Legislation & Regulation

Strategic Goals

- Host a round table discussion with membership about Assembly Bill to extend ABC hours until 4AM
 - Approach elected officials about merchant position

 Active Loading Zone Round Table with City Officials in September to discuss first year of pilot program.





Cultivating partnerships, community involvement, and resources for the mutual benefit of the membership

Challenges in FY18

1. Fundraising

2. Licensing & Merchandise

3. Partnerships

1. Fundraising

Strategic Goals

• Sell remaining rabbits and collect sponsorship dollars.





2. <u>Licensing & Merchandise</u>

- Set up e-commerce page on Gaslamp.org for merchandise.
- Licensing agreement with San Diego Tourism Authority for use of logo on merchandise.
- Gaslamp Quarter merchandise in tourist shops in the district.











3. Partnerships

- Set up widget to purchase Padres tickets on Gaslamp.org.
- New \$6,000 partnership with RADD.
- Estimated \$6,000 gain from ARez booking engine on Gaslamp.org.







