

DOWNTOWN SAN DIEGO PARTNERSHIP



ANNUAL REPORT

2014



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DOWNTOWN SAN DIEGO PARTNERSHIP

LETTER FROM OUR CHAIRMAN & CEO

Dear Members of the Downtown San Diego Partnership:

2014 was an amazing year for our organization and our Downtown.

We started the year with a clear vision and an ambitious agenda to revitalize Downtown San Diego – and day in and day out the Partnership team worked to deliver on that agenda.

Whereas last year we focused our efforts to “Imagine Downtown,” our 20-year strategic vision, 2014 was all about turning that vision into a reality.

Under the direction of the Downtown Partnership’s Board of Directors, we identified 13 goals as paramount to creating a Downtown like no other – one that was economically strong and culturally vibrant and that offered opportunities to work, live and enjoy all Downtown has to offer.

This report will detail our successes over the last year as well as provide a framework for how we will continue to build our organization and deliver on the key priorities of “Imagine Downtown” in 2015 and beyond.

While the Downtown San Diego Partnership team has worked incredibly hard this past year, we understand that none of this would be possible without the continued support and leadership of our members and the Downtown community.

We thank you for a wonderful 2014, and we look forward to delivering another amazing year in 2015.

Warmest regards,



Keith B. Jones
Chairman



Kris Michell
President and CEO



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INTRODUCTION

In October 2013, the Downtown San Diego Partnership released “Imagine Downtown,” a 20-year strategic vision to revitalize Downtown San Diego.

“Imagine Downtown” is divided into five focus areas and contains more than 200 goals and objectives. It is these five areas that has informed and guided the work of the Downtown San Diego Partnership throughout 2014.

These focus areas are:

1. **Build Your Business** with a more robust economic development strategy to grow and attract businesses to Downtown, especially in the innovation sector as well as position Downtown as a hub for our bi-national mega region.
2. **Create the Vibe** with a comprehensive placemaking strategy to bolster Downtown’s public spaces and a renewed emphasis on fostering a distinct arts and cultural scene.
3. **Made to Move** with its focus on making Downtown easy to get to and around with a variety of programs from a circulator system to the implementation of advanced parking technology to programs designed to make our streets and sidewalks more walkable and bikeable.
4. **Make Your Place** with a focus on ensuring that Downtown’s distinct neighborhoods are safe and attractive with a mix of housing and education options to encourage diversity.
5. **Collaborate** with a focus on building relationships throughout the region and across our border so that together we can tackle the challenges facing San Diego constructively and comprehensively.



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2014 GOALS

With direction from the Board of Directors, the Downtown Partnership identified 13 recommendations within those focus areas as its goals for 2014. They are:

1. **Renew Clean & Safe, the Downtown Property and Business Improvement District.** (Make Your Place, Page 45)
2. **Grow the Downtown tech ecosystem through a wide range of programs and initiatives.** (Build Your Business, Page 12)
3. **Hold regular placemaking events to activate public spaces throughout Downtown.** (Create the Vibe, Page 38)
4. **Expand homeless outreach efforts and programs to effectively address homelessness in Downtown.** (Make Your Place, Page 48)
5. **Develop a circulator system in Downtown.** (Made to Move, Page 28)
6. **Attract more arts and cultural events in Downtown.** (Create the Vibe, Page 36)
7. **Partner with Tijuana Innovadora and other organizations on cross-border programming and partnerships.** (Build Your Business, Page 22)
8. **Develop a regional one-day urban symposium event to be held in 2015.** (Collaborate, Page 54)
9. **Explore the development of a smart grid and other “smart city” initiatives in Downtown.** (Build Your Business, Pages 20)
10. **Develop a tourism marketing campaign that highlights Downtown.** (Build Your Business, Page 14)
11. **Work to implement a real-time parking app for Downtown.** (Made to Move, Page 27)
12. **Develop a comprehensive communications and marketing strategy.** (Build Your Business, Page 10)
13. **Increase revenue from membership and events.** (Direction of the Executive Committee).

This report provides a progress report on how the Downtown San Diego Partnership delivered on those 13 goals as well as other “Imagine Downtown” goals and milestones that were reached in 2014.

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GOAL 1: RENEW CLEAN & SAFE, DOWNTOWN'S PROPERTY AND BUSINESS IMPROVEMENT DISTRICT

Clean & Safe is the very backbone of the Downtown Partnership's efforts to create a world-class Downtown. The Clean & Safe program empties trash cans, sweeps and power washes sidewalks, removes graffiti, provides enhanced security services, conducts much-needed homeless outreach and is in charge of key beautification efforts such as drought-resistant landscaping and the Downtown tree-lighting initiative. Because of its integral role in keeping Downtown San Diego clean, safe and beautiful, renewing the Clean & Safe program has been the No. 1 priority of the Downtown Partnership in 2014. Here is a recap of this effort:

- Finalized Management District Plan, which details the expanded operational goals and guidelines of the Clean & Safe program for the next 10 years.
- Began petition process on Oct. 29, 2014.
- Crafted and finalized an agreement that ensures best-of-class transparency and accountability measures as well as settled all legal issues surrounding the Clean & Safe renewal process.
- Currently, renewal is in process and on track for approval by early 2015.

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GOAL 2: GROW THE DOWNTOWN TECH ECOSYSTEM THROUGH A WIDE RANGE OF PROGRAMS AND INITIATIVES

With more tech companies and workers seeking to work in vibrant urban neighborhoods, Downtown is poised to become the newest hub in the region's innovation economy. To capitalize on this trend and create a strategic advantage for Downtown, the Partnership crafted a comprehensive strategy to retain, grow and attract tech and innovation firms in Downtown. These efforts included:

- Created the Downtown Partnership Tech Startup Committee.
- Developed "San Diego Innovates," a comprehensive economic development strategy for growing Downtown's innovation sector.
- Organized initial Downtown Startup Roundtable for Mayor Kevin Faulconer.
- Developed schedule for ongoing quarterly Downtown tech roundtables.
- Supported San Diego Startup Week program and initiatives – sponsoring a pitchfest at Café Sevilla and moderating a panel on how local government can foster the innovation economy.
- Wrote an op-ed in UT San Diego on the growing importance of Downtown to the region's innovation economy.
- Championed and supported Downtown tech startups – including providing assistance to Underground Elephant and Mindgruve in securing desired office space.
- Held Downtown San Diego Tech Startup trip to Tijuana to identify collaboration efforts on creating a cross-border innovation economy.
- Attended "Innovation Collaborative" meetings and actively participated in ongoing Downtown Tech events.

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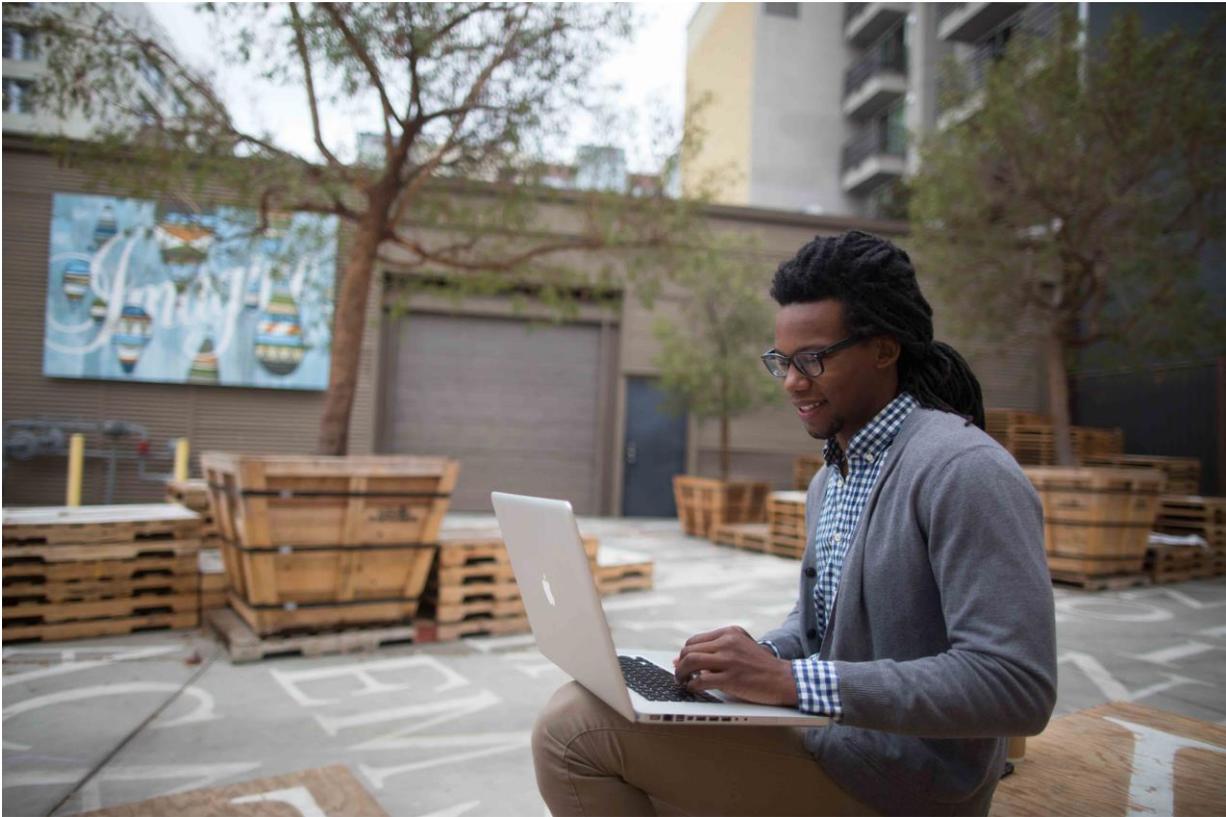
- Actively worked to recruit tech tenants to Downtown including Rev.com (San Francisco-based tech company) and Houzz.com.
- Held initial Downtown Innovation Hub stakeholders meeting with Mary Walshok and continue to work with her and her team on next steps, including the development of a demographic study to identify opportunities in attracting tech/innovation companies and talent to Downtown.
- Formed the Downtown Jobs Task Force to develop a coordinated economic development strategy with key business and civic leaders.
- Developing strategy for outreach to companies considering a move to Downtown, including visual sales tools and CEO-to-CEO outreach.
- Held first Downtown University Task Force meeting to identify strategy for recruiting a four-year university to Downtown.
- Worked with Civic San Diego, Mayor Kevin Faulconer, Council President Pro Tem Sherri Lightner and the community to develop a plan for both a short-term and long-term use of the former Downtown Library.
- Visited LA Incubator to learn best practices for funding and developing a major innovation hub.
- Met with representatives from Qualcomm Institute to “test drive” new 3-D virtual and augmented reality technology and mapping tools for use in recruiting businesses and developers to Downtown.



80

Downtown is home to more than 80 tech startups – and counting.

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GOAL 3: HOLD REGULAR PLACEMAKING EVENTS TO ACTIVATE PUBLIC SPACES THROUGHOUT DOWNTOWN

To create the Downtown of tomorrow, we need to start today. That is why the Downtown Partnership worked hard in 2014 to deploy the tenets of tactical urbanism, or placemaking, throughout our community. These events helped us start a dialogue about how to reimagine public space and brought a new level of activity and excitement to our Downtown. Here is a partial list of what we helped accomplish in the last year:

- Held “Chairs in Squares” event on January 31, highlighting the event with extensive social media outreach and feedback.
- Worked with Fred Kent to hold two community design meetings to develop an innovative placemaking program at Horton Square Plaza.
- Implemented extensive Downtown tree-lighting program through the Clean & Safe program, lighting six different locations and more than 200 trees.
- Held “Light Up the Night” event to activate the plaza outside 600 B Street and garner attention for the tree-lighting program.
- Worked with RAD Lab and HP Investors to open the Pocket Park at 13th and J Street, providing a unique community gathering spot in the East Village.

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- Launched “Sounds of Summer” Pop-up Concert series in June, with concerts planned for Friday afternoons in select locations throughout Downtown.
- Launched “Scripps Healthy Living in the City,” a Downtown wellness initiative on July 10, which includes monthly cooking classes, lunchtime strolls and yoga in unique Downtown settings.
- Held a yoga class on USS Midway as part of the launch of “Healthy Living in the City,” which garnered more than 400 attendees.
- Launched a “Moving Parklet” Design Challenge to engage the community and create a movable small urban park that can be used to activate community spaces throughout Downtown.
- Held August 27 fundraiser at The Local to institute tree-lighting along C Street, raising \$3,500.
- Planned extensive activities for PARK(ing) Day with more than a dozen Downtown locations, including a “Stretch Yourself with Scripps” yoga class, Downtown Partnership dedicated parking spaces and the reveal of the new “moving parklet.”
- Undertook an \$85,000 fundraising campaign for the



400

People enjoyed a yoga class as part of the Scripps-sponsored “Healthy Living in the City,” Downtown wellness initiative.

Social Media Stat:
33,000 people reached on Facebook with the “Moving Parklet” Design Challenge.

installation of lights along the C Street corridor from Front Street to Eighth Avenue, with a set completion date by the first week of December.

- Developing a mapping approach to our placemaking activities to more strategically identify opportunities for future events, and what kinds of placemaking activities may be ideal for each location.
- Met with Mike Lydon, a leader in tactical urbanism, to update him on our efforts and explore the possibility of working together to incorporate a placemaking component in the one-day Urban

Symposium, which is planned for next June.

- Planning Phase 2 of the Downtown tree-lighting program, extending it to Downtown’s most travelled corridors.

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GOAL 4: EXPAND HOMELESS OUTREACH EFFORTS AND PROGRAMS TO EFFECTIVELY ADDRESS HOMELESSNESS

Addressing homelessness in a comprehensive and compassionate manner is key to creating a thriving Downtown. It is not only an economic issue but also a moral one. Over the last year, the Downtown San Diego Partnership has taken the lead in advocating for programs that effectively address homelessness in our Downtown and help move people off the streets and into housing. These efforts included:

- Coordinated the Downtown Point in Time Count as well as led successful media efforts around Downtown's participation in the annual count.
- Hired two additional homeless outreach workers.
- Reunited 208 homeless individuals with family through the "Work Your Way Home" program in 2014, bringing the total number of those helped to 394.
- Worked with California Apartment Association on a successful fundraiser that raised \$15,000 for the Downtown San Diego Partnership Foundation and its efforts to address homelessness.
- Served as Chair of Campaign to End Homelessness in Downtown Leadership Committee.
- Successfully advocated to fund programs that effectively address homelessness, including coordinated entry system and 25 triage beds.
- Managed the 25 triage beds, which have been wildly successful, assisting more than 128 individuals in less than five months.

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- Participated in 25 Cities Initiative to end chronic and veterans homelessness by the end of 2015 in Downtown. The San Diego Design Team was asked to build a Coordinated Assessment Housing Placement system using tools provided by such federal agencies as the Veterans Administration and the U.S. Department of Housing and Urban Development.
- Clean & Safe Homeless Outreach staff was the first to match clients and the first to successfully place homeless individuals into permanent supportive housing through the 25 Cities Initiative.
- Successfully advocated for a triage system for this year's winter tent, including allocation of 25 additional beds for the San Diego Police Department Homeless Outreach Team and the Clean & Safe homeless outreach team.
- Received Judge's decision to move the "Unattended Property" program forward, allowing Clean & Safe the tools to effectively remove blight from Downtown within a three-hour window. It will begin by the end of the year.
- Travelled to Washington DC with the Regional Chamber to advocate for increased funding for Downtown's homelessness initiatives.
- Awarded a \$20,000 grant from Bank of America to fund continued "Work Your Way Home" efforts as well as a much-needed detox bed for triaging homeless individuals.
- Partnered with the Convention Center on a luncheon to celebrate its 25th Anniversary, raising \$50,000 for the Downtown San Diego Partnership Foundation to fund our efforts to address homelessness.
- Launching 2nd Annual "Make Change Count" fundraising drive in partnership with local companies including Cox Communications; IPS, which makes the donation stations; and Classy, a local startup that offers an online fundraising platform for non-profits.



394

**Number of
Homeless
individuals reunited
with loved ones
through the "Work
Your Way Home
program."**

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GOAL 5: LAUNCH CIRCULATOR SYSTEM PROGRAM IN DOWNTOWN

- Refined the circulator system, developing a program that helps move people in and around Downtown that is both economically and environmentally sustainable.
- Partnered with Civic San Diego to refine concept and implement the Circulator System.
- Instituted a community outreach and engagement effort on the new Circulator System concept, meeting with community leaders to develop support.
- Partnered with Civic San Diego to release an RFQ for a Circulator Operator, with an implementation goal of summer 2015.

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GOAL 6: ATTRACT MORE ARTS AND CULTURAL EVENTS TO DOWNTOWN

A key component of any world-class city is a rich and diverse cultural scene. Over the last year, the Partnership team has worked with arts groups and the community to both attract and highlight all of Downtown’s most cutting-edge happenings. Here are some of the highlights:

- Worked with arts groups to bring more events Downtown, including film festivals and theater groups.
 - Highlighted all of the programming at SILO in Makers Quarter, including the La Jolla Playhouse’s production of El Henry and its Food Truck Friday.
 - Launched the first-ever “Sounds of Summer” Pop-up Concert Series, highlighting local musicians on street corners throughout Downtown on every Friday this summer.
 - Secured a sponsorship from Sycuan to extend “Sounds of Summer” through the end of September, with a special emphasis on C Street performances.
 - Worked with the American Institute of Architects and the San Diego Architecture Foundation to hold “Archtoberfest” a month-long celebration of San Diego’s built environment. The Partnership lead the marquis program

Social Media Stat:
100,000 reached on
Twitter with the
Scripps “Healthy
Living in the City”
yoga class on the *USS
Midway*.

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“Great Downtown San Diego Places & Spaces,” which was held on Oct. 19 and featured open house tours of 15 of Downtown’s most iconic or historic buildings and design studios and had more than 200 attendees.

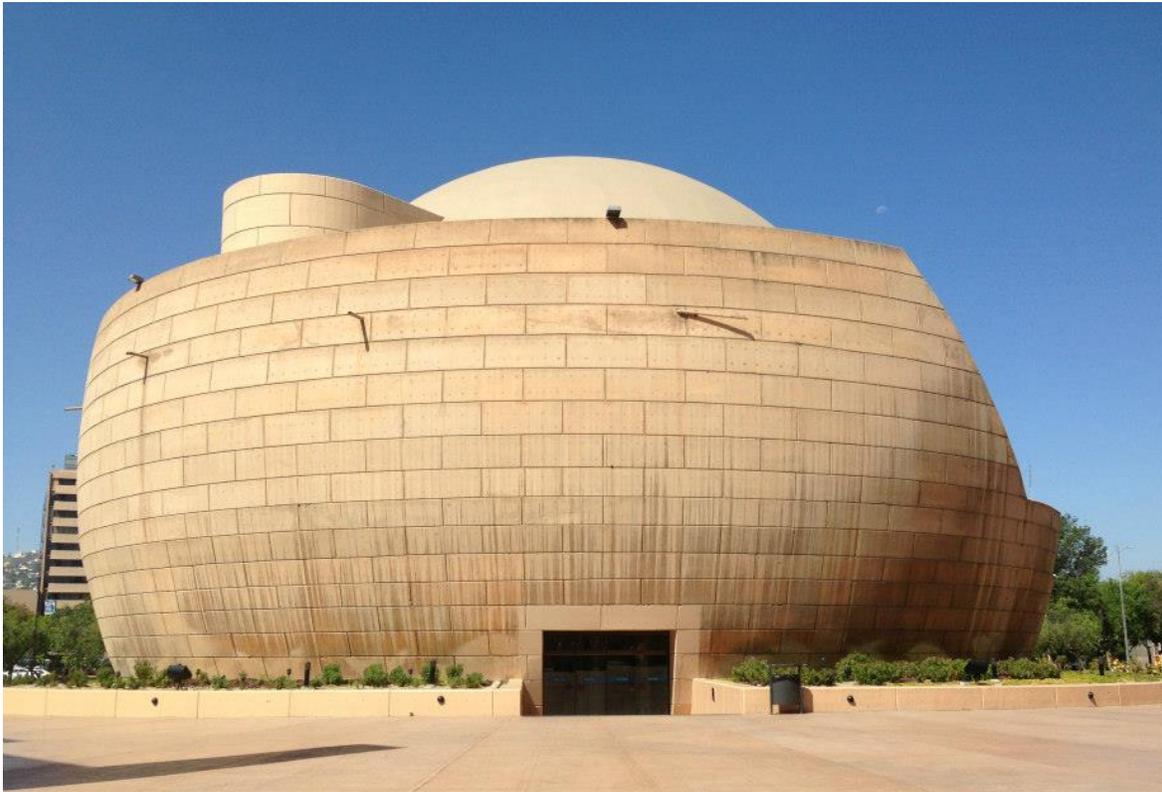
- After helping advocate for revisions to the joint use management agreement between the City of San Diego and the San Diego Padres, a slew of marquee events were held at Petco Park in 2014 including the Davis Cup and a Paul McCartney Concert.



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**Sounds of Summer
pop-up concerts
were held
throughout
Downtown.**

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GOAL 7: PARTNER WITH TIJUANA INNOVADORA AND OTHER ORGANIZATIONS ON CROSS-BORDER PROGRAMMING AND PARTNERSHIPS

With its central location and proximity to our international border, Downtown is in a unique position to capitalize on the Cali-Baja Mega Region’s continued growth. To ensure that Downtown plays a critical role in our increasingly bi-national economy, the Partnership developed a number of successful initiatives including:

- Held “Downtown San Diego Meets Downtown Tijuana,” where our staff and board members met with local Tijuana elected officials and business leaders to share best practices on developing lively, safe and engaging urban centers. Toured local craft breweries as well as tech co-working and accelerator spaces.
- Planning event to invite Tijuana elected officials and business leaders to Downtown San Diego to continue the dialogue.
- Continued discussions with Tijuana Innovadora officials on best ways to partner going forward.
- Held a successful Downtown San Diego Tech Startup trip to Tijuana to make connections and stimulate cross-border collaboration.
- Assisted in connecting San Diego entrepreneurs with the Tijuana Innovadora for free and discounted tickets to allow them to more easily attend the event.

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GOAL 8: DEVELOP A ONE-DAY URBAN SYMPOSIUM TO BE HELD IN 2015 TO HIGHLIGHT THE IMPORTANCE OF A VIBRANT DOWNTOWN TO THE LARGER REGION

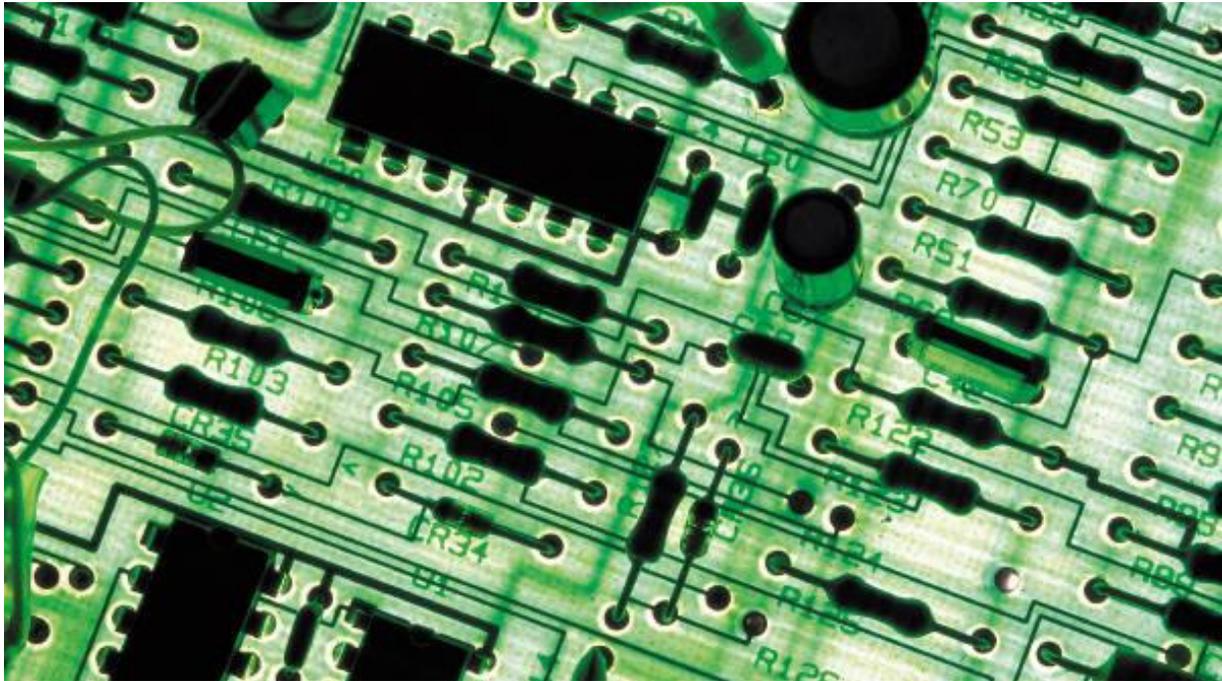
To support and expand upon the goals developed in “Imagine Downtown,” the Partnership is working to produce a one-day symposium that would both highlight the initiatives happening in Downtown San Diego and explore best practices from other cities. To develop this event, the Partnership team:

- Attended Rocky Mountain City in Denver.
- Established a working group, timeline and work plan, with a target of June 2015 for the event.
- Held an October 29 evening event with more than 30 community leaders to engage Steering Committee members and refine the program for the one-day event.

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Attended a brainstorming session to design a one-day urban symposium

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GOAL 9: DEVELOP A SMART GRID AND OTHER “SMART CITY” INITIATIVES IN DOWNTOWN SAN DIEGO

World-class downtowns must have an unwavering commitment to sustainability. Over the past year, the Downtown Partnership has worked closely with property owners, technology companies and government officials to identify potential programs that will effectively conserve our natural resources. Here are some highlights of those efforts:

- Worked with a group of Downtown property owners, stakeholders and technology companies to explore the deployment of a pilot smart grid in Downtown and along the waterfront.
- Supported the City of San Diego’s partnership with SDG&E and GE that installed a cutting-edge smart lighting system of more than 3,000 street lamps, saving energy and money while enhancing safety in our Downtown.
- Met internationally recognized technology companies to explore the deployment of smart energy systems in Downtown properties.

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GOAL 10: DESIGN TOURISM MARKETING CAMPAIGN TO HIGHLIGHT DOWNTOWN

For San Diego to be successful in an increasingly urban world, it must embrace and promote all that Downtown has to offer. Here is how the Partnership worked to advance those efforts:

- Published “Summer in the City,” a San Diego Magazine special section at no cost to the Partnership.
- Developed a robust social media campaign to highlight all that Downtown has to offer in the summer in conjunction with the “Summer in the City” special section.
- Used the “Summer in the City” campaign to highlight the Partnership’s sponsored events such as summer strolls, outdoor yoga classes in unique urban settings, the summer music series and other events.
- Rebranding of website and digital platforms in process.

57,000

**Print run for San Diego Magazine’s
“Summer in the City” special section.**

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GOAL 11: IMPLEMENT A REAL-TIME PARKING APP IN DOWNTOWN

To address the common misconception that Downtown has limited parking options, the Partnership has been a lead advocate for developing technology that will make it easier to find and use parking. To accomplish this, the Partnership has:

- Partnered with Civic San Diego to select a developer for the app.
- Worked with Civic on a media plan and rollout of the app.
- Target release date for the app is January 2015.

🏠 BUSINESS | GROWTH & DEVELOPMENT

New plan to fix C Street's 'broken dreams'

Deteriorating California Theater at center of a new look at 50-year-old problem

By **Roger Showley** 6 A.M. AUG. 31, 2014 Updated 4:35 P.M.

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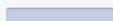


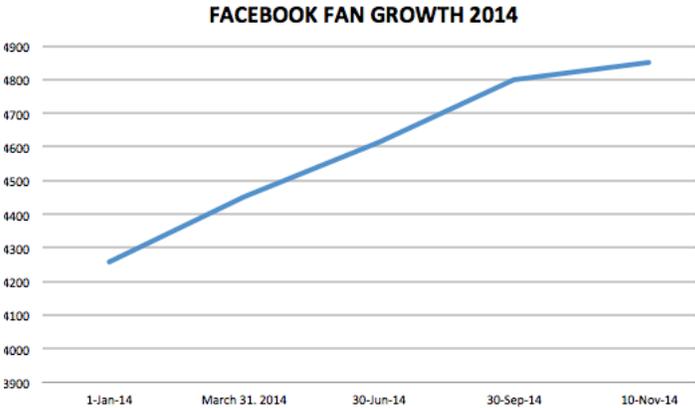
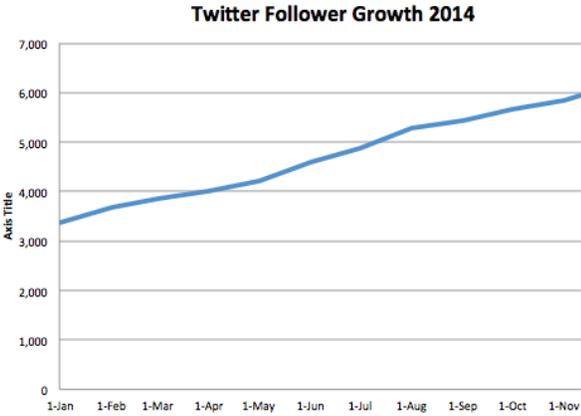
GOAL 12: DEVELOP A COMPREHENSIVE COMMUNICATIONS AND MARKETING STRATEGY AS WELL AS PROGRAMS TO ATTRACT NEW BUSINESSES, RESIDENTS AND VISITORS TO DOWNTOWN

- Developed a successful communications strategy that ensured almost weekly coverage of Downtown Partnership events and initiatives, keeping the organization top of mind. (Please see appendix A)
- Currently working on a new marketing strategy, which will launch a new responsive website by January 2015.
- Working to fund and institute a comprehensive demographic study showing the importance of San Diego's urban neighborhoods to the region's ongoing economic competitiveness and to help with branding and marketing efforts.

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- Increased our social media presence, growing our Twitter followers to 5,946, an increase of 77 percent, and improving our Facebook likes to 4,850, an increase of 14 percent, as well as improving the level of engagement with our followers.

Page	Total Page Likes	New Page Likes	Posts This Week	Engagement This Week
1  Downtown San Diego P...	4.8K 	0% from last week	7	166 
2  San Diego Regional Cha...	1.8K 	▲0.5% from last week	3	1 
3  San Diego Regional Eco...	654 	▲0.2% from last week	3	4 
4  San Diego Venture Group	434 	0% from last week	3	2 
5  Biocom	229 	▲0.9% from last week	5	44 



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GOAL 13: INCREASE REVENUE FROM MEMBERSHIP AND EVENTS

- Exceeded the \$61,000 projected income for the Annual Installation Dinner by 82 percent, providing an additional \$50,000 in income.
- Exceeded the \$50,000 projected income for the Annual Golf Tournament by 17 percent, providing an additional \$8,800 in income.
- Exceeded the \$10,000 Taste of Downtown projected income by 20 percent, providing an additional \$2,000 in income.
- Exceeded the \$119,000 Annual Alonzo Awards projected income by 18 percent, providing an additional \$20,000 in income.
- Exceeded income projections from all events by 34 percent or \$82,255.
- Exceeded membership year-over-year income by 10 percent, or \$53,345.
- Added a total of 32 new members: 7 Chairman's Circle; 10 Corporate; 14 Associate; and 1 Non-profit.
- No 90- or 60-day outstanding membership accounts.

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The percentage by which income exceeded projections for all of the Downtown Partnership's events, representing more than \$80,000 in additional income.

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- Developed an innovative membership/events package with Sycuan and THE US GRANT for the “Sounds of Summer” program.
- Developed an innovative membership/events package with Scripps Health for “Healthy Living in the City.”
- Developed an innovative membership/events package with Cox Communications to assist with the Partnership’s marketing and re-branding efforts.



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BUILD YOUR BUSINESS

Downtown's Biggest Advocate

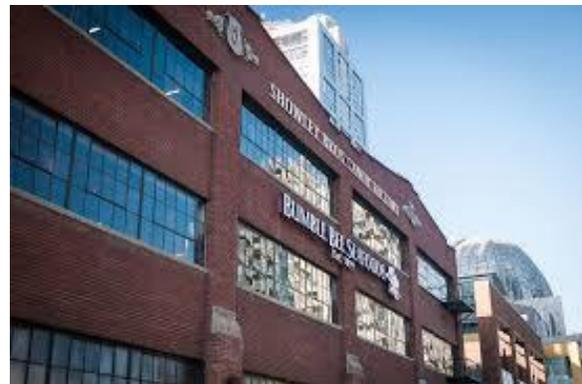
At the Downtown Partnership, we understand that we have to be advocates not only for our Downtown but also for our members. Throughout the year, the Downtown Partnership successfully lobbied on a number of key projects that will help us create a world-class Downtown like no other. These projects and initiatives included:

- Successfully advocated for installation of Kleinfelder signage to be displayed on its new office building in Downtown.
- Successfully advocated for the removal of a single-resident occupancy designation and waiver of in-lieu fees for 500 West Broadway, ensuring the developer could move forward with its plans.
- Supported Underground Elephant's conditional use permit, clearing the way for this digital marketing firm to secure new office space and remain in Downtown.
- Successfully advocated for the removal of the historic designation of a Navarra property in East Village, helping gain City Council approval with a 7-to-1 vote.



Business Attraction: 92101 Open for Business

More and more companies are choosing to relocate to the increasingly sought-after Downtown San Diego office market. In August, Cypress Insurance, a wholly owned subsidiary of Berkshire Hathaway, became one of the latest companies on a growing roster to move their offices to Downtown San Diego.



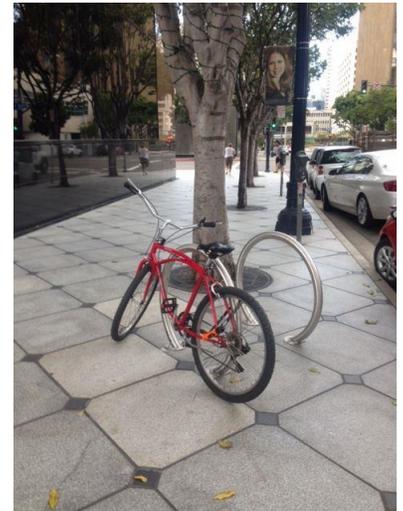
Cushman & Wakefield, a commercial real estate firm, estimates that in the last two years Downtown has seen the influx of more than 250,000 square feet of office space leases, with companies such as Kleinfelder, AECOM, Bumble Bee Foods and Southwest Strategies deciding to locate in San Diego's increasingly vibrant urban core.

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MADE TO MOVE

Two Wheels: Many Options

In 2014, Downtown got a lot more bike friendly. This summer saw the installation of more than 216 sleek stainless steel bike racks throughout Downtown. In addition, Deco Bike launched its much-anticipated bike-sharing program in the fall with close to 100 stations in Downtown alone.



Walk This Way: GoKamino's Urban Hikes

Making Downtown more walkable was identified as a top priority for the Partnership in "Imagine Downtown." To advance that effort, the Partnership has joined GoKamino, a local startup that offers an app that makes it easy to create and experience cool urban hikes. The Kamino app, which can be downloaded on iTunes, has been used to promote Scripps-sponsored Lunchtime Strolls as well as other events such as Archtoberfest and PARK(ing) Day.



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CREATE THE VIBE

Petco – Events that Hit it Out of the Park

Petco Park has stepped up its game, bringing an impressive line-up of world-class events to Downtown San Diego. In 2014, the Padres hosted everything from the Davis Cup to Sir Paul McCartney. These premier events would not have been possible without the City of San Diego renegotiating its joint use management agreement with the Padres – an effort for which the Downtown Partnership was one of the lead advocates.



Quartyard: Your City Block

Coming soon to a parking lot near you, is the much-anticipated Quartyard. This temporary urban gathering spot located at Park Boulevard and Market Street broke ground in October, with Kris Michell, president and CEO of the Downtown Partnership serving as one of the event speakers. When Quartyard opens early next year, it will offer a dog park, craft beer, coffee and an outdoor eatery – enlivening the East Village with a variety of events. Helping make this project a reality was a key goal of “Imagine Downtown.” The Partnership was a leading advocate for Quartyard and assisted RAD Lab, the team behind the project, in navigating the permitting process.

Theater All Around: Without Walls

Downtown continues to draw some of the most cutting-edge art events in the region – a key goal in “Imagine Downtown.” This summer the La Jolla Playhouse in partnership with the San Diego Repertory Theater staged a Without Walls production of “El Henry” at Silo in Makers Quarter. The production was a huge success, and the Downtown Partnership is exploring ways that it can work with the La Jolla Playhouse to bring more of these innovative theater productions to Downtown.



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MAKE YOUR PLACE

Getting Schooled: Urban Discovery Academy

In October, Urban Discovery Academy, an award-winning K-8 public charter school broke ground for its permanent home in East Village. The 36,000-square-foot, state-of-the-art facility will offer best-of-class elementary school and middle school education in the heart of Downtown. Attracting a public middle school to Downtown was a key goal in “Imagine Downtown” as a way to attract families to Downtown and help create a vibrant and diverse urban community.



Open for Good: County Waterfront Park

With the opening of the County Waterfront Park, Downtown gained an iconic and beautiful gathering spot. As promised in “Imagine Downtown,” the Partnership worked closely with the County to offer events that created a lively and engaging public space. Those events included a yoga class as part of Scripps “Healthy Living in the City,” Downtown wellness initiative as well as multiple “Sounds of Summer,” concerts, which were sponsored by Sycuan and the US GRANT.

A Vision: North Embarcadero

Another important milestone for Downtown San Diego is the recent opening of the first phase of the North Embarcadero Visionary Plan. As promised, the Partnership has supported the project and is working with the Unified Port of San Diego on ways to promote open space and waterfront connections, with the hope of helping host events to activate this new gathering spot.



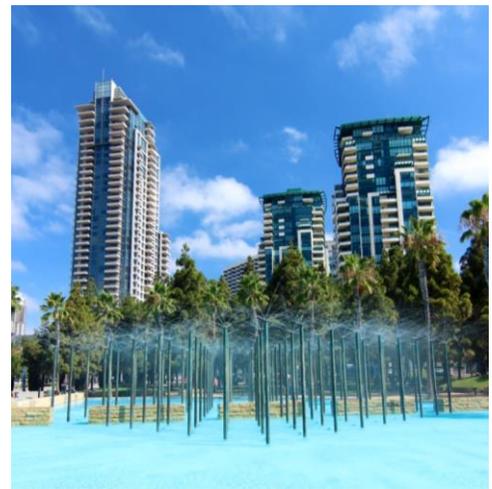
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CLEAN & SAFE

Clean & Safe had another successful year offering up a wide variety of services and initiatives to benefit Downtown's property owners. Whether it be emptying trash cans, removing graffiti, installing drought-tolerant plantings or helping homeless individuals get into housing, Clean & Safe's goal is always the same: keeping Downtown San Diego at its very best.

Not Child's Play: Rehabbing Children's Pond

The Children's Pond in the Marina was in deep need of help. A broken fountain and flaking paint made the pond more of an eyesore than an icon. Under the leadership of the Clean & Safe team, the Children's pond is back to its original glory with a state-of-the-art system that recirculates the water and energy-saving LED lights. Even better was the fact that Clean & Safe was able to get the Children's Pond back in action and looking its best just in time for Comic-Con 2014.



Project C Street: Fixing the Boulevard of Broken Dreams

Clean & Safe and the Downtown Partnership are working to revitalize C Street, remaking it into the vibrant civic corridor it was designed to be. To accomplish that, it has launched "Project C Street," a coordinated effort to begin this much-needed transformation. These efforts have included:

- Installation of new drought-resistant landscaping by Clean & Safe.
- Installation of tree-lighting from Eighth Avenue to Front Street by the end of 2014.
- Strategic coordination with key property owners at the intersection of Fourth Avenue and C Street, including owners of the California Theater.

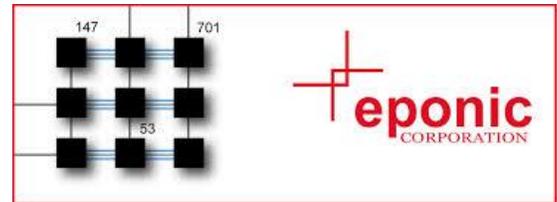


DOWNTOWN SAN DIEGO PARTNERSHIP

There's an App for That: Making Downtown Clean & Safe

In August, Clean & Safe launched the Eponic system, a comprehensive web-based data collection and reporting system that is designed to improve efficiency and oversight. With the new system:

- Maintenance ambassadors are able record everything they do in seconds, making it easier to track progress.
- Contractors can record everything they do, including providing photos, to improve accountability.
- Supervisors can track staff and contractors' locations via GPS technology.
- Supervisors can set quotas and monitor staff productivity.
- Workers and supervisors are able to quickly create and review work logs and compile reports.



Keeping Downtown Beautiful

After extensive community outreach, it was clear that Downtown property owners wanted more from the Clean & Safe program – they wanted the team to step up to make Downtown more beautiful as well. Over the last year, Clean & Safe has instituted a number of beautification efforts including:

- Hanging baskets and corner planters in Cortez Hill.
- Corner planters in Marina District.
- Corner planters in Columbia District.

All of the beautification efforts are mindful of California's ongoing drought and are designed to meet the requests of the individual neighborhoods.



Volunteer Day in Downtown

Navy JAG attorneys joined community members on Aug. 23 to help spruce up Linear Park in the Marina District, cleaning up and installing new plants. The Donut Bar made sure volunteers were well fed by donating donuts for the team.

DOWNTOWN SAN DIEGO PARTNERSHIP

Comic-Con 2014: Clean & Safe to the Rescue

Comic-Con 2014 brought 130,000 pop-culture revelers to Downtown as well as plenty of additional work for the Downtown San Diego Partnership's Clean & Safe team. To keep Downtown at its best, the Clean & Safe crew worked around-the-clock to:

- Remove 23.05 tons of trash (about six times more than usual).
- Empty trashcans in the Gaslamp Quarter 3,368 times (about three times more than usual).
- Remove 4,949 stickers.
- Clean up 18,622 flyers and posters.



Lighting Up the Night in Downtown

Pin lights in trees beautify and create ambience along city streets. They also create a sense of community and enhance public safety. Because of that fact, the Clean & Safe program launched the first phase of its tree-lighting program in 2014 along key corridors in Downtown including B Street, 10th Avenue and Market Street. The first phase lit more than 200 trees, and there are plans to extend the tree-lighting program on C Street and throughout the Gaslamp Quarter by the end of the year.

Helping Downtown's Homeless

The Downtown Partnership's Clean & Safe program is a leading partner in helping end homelessness in Downtown. Working with business owners, service providers and stakeholders, the Clean & Safe program has put together a comprehensive and compassionate program to effectively address homelessness in Downtown San Diego. The program includes:

Work Your Way Home: Through its integrated homeless outreach effort, the Clean & Safe team identifies individuals who will be best served by travelling back home to reconnect with loved ones



DOWNTOWN SAN DIEGO PARTNERSHIP

who can help them begin to rebuild their lives and end the cycle of homelessness. Since the inception of the program in 2011, 394 people have been helped through Work Your Way Home – 208 in 2014 alone.

Make Change Count: The “Make Change Count” campaign centers on the newly expanded donation station program that serves as the fundraising umbrella for its homeless initiatives. Through the meters and fundraising drives, “Make Change Count” has brought in more than \$100,000 in the last year.



Integrated Homeless Outreach: To effectively help homeless individuals, you have to first meet them where they are. The Downtown Partnership’s Clean & Safe program has a dedicated team of homeless outreach workers who work closely with the San Diego Police Department’s Homeless Outreach Team and other service providers to help people off the street and into housing. This homeless outreach team made 1,601 contacts with homeless individuals. In addition, the integrated homeless outreach team successfully lobbied for 25 triage beds to better assess and place homeless individuals. In the last five months, 128 people have been helped through the triage bed program.

Clean & Safe: By the Numbers

2014 Maintenance Ambassadors Stats

- Removed 26,004 pieces of graffiti
- Removed 76,383 stickers
- Swept 107,00 sidewalks
- Emptied curbside trashcans 120,339 times
- Pressure washed 18,360 sidewalks via contractor Green Clean
- Trimmed 1,740 trees via contractor Aztec Landscaping and Davey Tree
- Collected 944.75 tons of trash



2014 Safety Ambassador Stats

- Paramedic calls: 456
- San Diego Police Department calls: 536
- Homeless morning wakeups: 16,268

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Clean & Safe Financials

	2014
REVENUE AND OTHER INCOME	
PBID assessments and park reimbursements	\$ 5,405,051
Interest income	\$ 172
Total revenue and other income	<u>\$ 5,405,223</u>
EXPENSES	
Contractual services	\$ 1,923,509
Salaries, wages and payroll taxes	\$ 2,010,205
Employee benefits	\$ 433,040
Utilities	\$ 156,475
Repairs and maintenance	\$ 111,751
Rent	\$ 93,781
Insurance	\$ 111,897
Cleaning and janitorial supplies	\$ 123,602
Miscellaneous	\$ 88,754
Depreciation	\$ 58,494
Legal and accounting	\$ 108,251
Uniforms	\$ 11,769
Office supplies	\$ 7,440
Equipment Outlay	\$ 298,815
Travel and Training	\$ 1,021
Postage	\$ 373
Total expenses	<u>\$ 5,539,177</u>

DOWNTOWN SAN DIEGO PARTNERSHIP

Downtown San Diego Partnership Business Improvement District

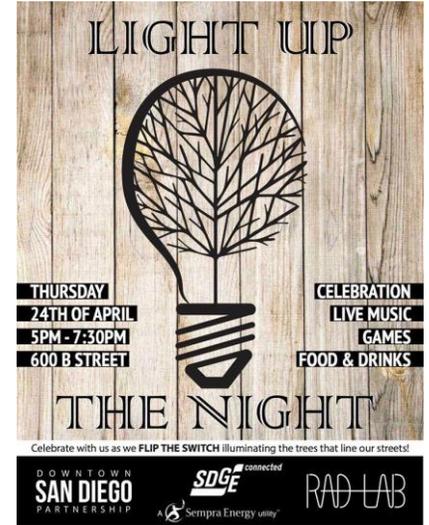
The Downtown San Diego Partnership is proud to manage the Downtown Business Improvement District (BID).

Our goal is to provide the resources needed to promote economic activity, improve the quality of life and create a vibrant destination for shopping, dining, nightlife and tourism in the downtown core. The Downtown Business Improvement District acts as a catalyst working with business, community and city partners to promote positive change in the neighborhood.

You are a member of the Downtown BID if you have a business license and are located Ash to E streets & 1st to 10th avenues (with the exception of 4th and 5th from Broadway to E).

Some of the BID's programs in 2014 included:

- Held "Sounds of Summer" pop-up concerts throughout the BID boundaries, with the large kick-off event that featured national acts in Horton Square.
- Instituted a tree-lighting program along key corridors included in the BID boundaries such as B Street and C Street.
- Held a "Light Up the Night" celebration of the tree-lighting program at 600 B Street in April.
- Spearheaded PARK(ing) Day efforts within BID boundaries.
- Promoted the Downtown San Diego Street Banner Program to offer businesses and organizations a unique and visible marketing tour.



Annual BID Financial Report FY14 BID Income and Expenditures for FY14

<i>Income:</i>	
Assessments:	\$ 58,140.15
SBEP:	\$ 22,912.00
Banner:	\$ 5,000.00
Total Income:	\$ 86,052.15
<i>Expenses:</i>	
Operating:	\$ 25,235.96
Personnel:	\$ 48,505.27
Special Events:	\$ 6,810.92
Contingency:	\$ 500.00
Total Expenses:	\$ 81,052.15
Net Income:	\$ 5,000.00