

2013

DOWNTOWN VISION, INC.

ANNUAL REPORT





A LETTER FROM THE EXECUTIVE DIRECTOR



One of the pure joys of my position is the ever-changing environment and opportunities our organization deals with on a daily basis. Whether it's working with a property owner on getting their trees trimmed by the City, developing benchmark standards for Downtown or figuring out how to bring

more people and businesses Downtown, each day is meaningful. Ever evolving, our goals marry the Downtown ideal set forth in the JAX2025 visioning report with a "ground up" approach focused on the street environment:

Downtown Jacksonville is a dynamic central neighborhood, which is a business powerhouse fostering an entrepreneurial spirit and our community's 24-hour epicenter of first-class arts, culture, sports and unique shopping opportunities. Downtown is packed with plenty of green spaces, a strong café culture and vibrant design that attract people to live, work and visit. Public spaces are clean, safe and teeming with activity through a wide variety of self-sustaining events and programming.

This past year, DVI has been hard at work both leading and supporting initiatives to further the mounting momentum and achieve this vision. DVI's Laura Street Façade Grant Program awarded more than \$43,600 among seven property owners and provided much needed color, energy and activation, with tables and chairs and murals on the street. As a part of One Spark, DVI took the lead in facilitating four public

murals that remain from the festival today. DVI launched iloveartwalk.com and overhauled downtownjacksonville.org to enhance the user experience on the go. DVI hired its first-ever Director of Strategic Partnerships to cement our role in facilitating partnerships and multi-organizational initiatives. We improved our approach to Ambassador services, cross-training staff on all cleaning equipment and implementing flexible scheduling. DVI supported a number of pro-Downtown programs and events such as JAX2025, One Spark, the Spark District and The Downtown Marketing Collaborative.

From public realm to Downtown promotion, advocacy to augmenting partner initiatives, Downtown Vision continues to work hard on your behalf as a major partner in the management of Downtown Jacksonville. In the coming years, our continued efforts will focus on ensuring high quality public spaces through activation and management of the public realm. Our role remains key in creating a vibrant Downtown, which will attract citywide economic development and will enhance the quality of life for all Jacksonville residents.

Very truly yours,
Terry Lorince

Executive Director



Downtown Vision, Inc. (DVI) is the Downtown Improvement District (DID) for Downtown Jacksonville. Downtown Vision, Inc. is a not-for-profit 501(c)6 organization whose mission is to build and to maintain a healthy and vibrant Downtown community and to promote Downtown as an exciting place to live, work, play and visit. Downtown Vision Alliance is a not-for-profit 501(c)3 that serves as the charitable division of DVI to support improvements in the urban core.

DVI administers a 90-block Downtown Improvement District that strives to provide a multitude of services and programs to support and enhance a strong and economically viable Downtown.

THESE ENHANCED SERVICES INCLUDE:

- **Cleaning and safety through the Downtown Ambassador program.**
- **Directing improvements in the public realm.**
- **Supporting stakeholders and advocating on their behalf.**
- **Promoting and marketing all that Downtown has to offer.**
- **Activating more than 50 event days annually, including the award-winning First Wednesday Art Walk.**
- **Compiling resource directories, reports and ombudsman services.**

WORDS FROM OUR SPONSORS



Dear Downtown Visioneers,

The Cultural Council of Greater Jacksonville congratulates Downtown Vision, Inc. for its commitment to Downtown improvement. We are pleased to work in partnership with Downtown Vision as we look toward a brighter, more vital Downtown core that is clean, safe, and alive with art and culture. Our combined focus on the Spark District positions Jacksonville to claim its rightful title as Bold New City of the South living up to the uniqueness of its geography, the demands of the companies that currently call it home, and warmly welcomes those waiting to take advantage of a blossoming economy.

Since 1971, the Cultural Council of Greater Jacksonville has championed the appreciation, relevance and expression of art and culture. In 2012, the arts and culture industry achieved an overall economic impact of \$58 million. For every dollar invested in the arts in Jacksonville, the art industry returned \$23 back to the economy! The arts strengthen education, promote economic development, advance tourism and energize Downtown.

The combined focus of the Cultural Council and DVI to revitalize Downtown Jacksonville through our creative place-making initiatives will result in a vibrant, economically successful city where we love to live, work and play.

For more information on the Cultural Council and the Spark District initiative, please visit us on the web at culturalcouncil.org.

Sincerely,

Diane Brunet-Garcia
President, Board of Directors
Cultural Council of Greater Jacksonville



Dear Downtown Leader,

As advocates for targeted economic development, SunTrust is pleased to support Downtown Vision, Inc.'s 2012-2013 Annual Report and goals for FY 13-14. We recognize that vibrant partnerships with organizations such as Downtown Vision, Inc. are vital to preserving and developing our city, starting with the Downtown core.

This past year has seen a renewed commitment to Downtown Jacksonville. The community has stepped up as a vocal champion for the importance of the revitalization in the urban core. Leadership, developers and businesses are investing in Downtown creating a level of momentum not seen since before the economic down turn. Downtown's residential market is once again growing, poised to attract new professionals, families and entrepreneurs looking for a robust live, work, play quality of life found in urban neighborhoods.

Actively supporting the developmental goals and civic initiatives of the communities we serve is a key priority at SunTrust. We applaud efforts of Downtown Vision, Inc., which plays a critical role in the activation, beautification and management of Downtown Jacksonville.

We believe a strong community is the foundation for the lives of all who live and work in it. SunTrust is deeply committed to continued Downtown development and the creation of world-class city center.

Sincerely,

Debbie Buckland
Executive Vice President
Suntrust



Dear Downtown Stakeholder:

CB Richard Ellis has long been a Downtown advocate that supports Downtown Vision, Inc. (DVI) for their leadership in forging cross-sector partnerships that are essential to Downtown Jacksonville's economic growth.

As a leader in commercial real estate, CB Richard Ellis is committed to the communities we serve. Our goal is to improve the quality of our communities and work with organizations such as DVI to achieve this goal.

With a renewed interest in Downtown development and the addition of the Development Investment Authority (DIA), DVI plays a vital role in improving Downtown and thereby strengthening the City of Jacksonville as a major economic engine. The continued interest in creating a vibrant, healthy and attractive place to live, work and conduct business is supported through our strong performance and corporate positioning in Downtown's commercial real estate market.

It is with great pride that we celebrate alongside other Downtown advocates, in congratulating DVI for another successful year of accomplishments in moving the Downtown in a positive direction.

Sincerely,

Oliver Barakat
Senior Vice President
CBRE

A PROGRESSIVE WORK PROGRAM

Downtown Jacksonville is a city of potential, combining big-city offerings, scenic beauty and fascinating history with small-town charm and Southern hospitality. This past year, we have helped downtown grow through engaged leadership; stakeholder support; clean, safe and beautiful initiatives, marketing and communications, events and activation.

A VISION & A VOICE

Advocating for a Vibrant, Healthy Downtown

Guided by the principles outlined in our 2010 White Paper, "Turning the Corner: Rethinking and Remaking Downtown," and best practices to revitalize the heart of the city, DVI is a leading advocate for the issues that matter to Downtown stakeholders. DVI:

- Engaged with the Downtown Investment Authority (DIA) and actively lobbied for the \$9 million earmarked to leverage Downtown development.
- Led the discussion on the historic significance of the Bostwick Building and advocated against its demolition.
- Lobbied City Council to lift the mobility moratorium, in support of incentives for urban development.
- Advocated for a holistic approach to an activated and connected riverfront to serve as an attraction for the community and visitors alike.
- Addressed key misperceptions on Downtown safety and parking through media initiatives and supporting efforts by the City's Parking Department and Parker mobile app demonstration.

Partnerships

We continue to develop very effective relationships with key stakeholders in the public and private sectors, creating partnerships that support DVI's mission and initiatives, and that ensure that we speak with one voice to be able to move Downtown forward.



DID YOU KNOW? DOWNTOWN JACKSONVILLE HAS MORE PARKING THAN DISNEY WORLD, WITH MONTHLY RATES 45% LOWER THAN THE MONTHLY AVERAGE NATIONWIDE.

Our Role in JAX2025

JCCI's visionary JAX2025 plan for the future of Jacksonville places a strong emphasis on our city's dynamic urban heart. DVI's staff played an active role in the planning process, surveying and community meetings essential in developing the 2013 Vision Report and continues participation through the Distinctive Neighborhood and Arts and Entertainment committees. "Following DVI's social media" and attending "First Wednesday Art Walks" were cited as key opportunities for individuals to get involved and make the vision for Downtown a reality.

The Management of Hemming Plaza

This 1.5-acre park located in the core of Downtown Jacksonville is a public space of historical significance and central to a key node of activity in the walkable core of Downtown. In the recent push for Hemming Plaza's resto-

ration, DVI has served on the Hemming Plaza Ad Hoc subcommittee, responded to a Request For Information on Hemming Plaza operations earlier this year and collaborated with the Cultural Council of Greater Jacksonville, i³ Jax, Inc., and others on a prospective scope of work for management of the plaza.

Downtown Vision Alliance

This year, DVI reintroduced Downtown Vision Alliance, a not-for-profit 501(c)3, to serve as the charitable arm of DVI and support improvements in the urban core.

Committees

DVI's board members drive organizational initiatives through leadership of and service on five committees: Advocacy, Public Realm, Marketing and Communications, Stakeholder Support, and Development and Partnership Support.

SUPPORTING STAKEHOLDERS

Research & Information

Since our inception, DVI has proven to be the leading independent information resource for Downtown stakeholders and the community, publishing the annual State of Downtown Report, the annual Safety Paper and the Benchmarking Report. New this year, the Benchmarking Report serves to measure Downtown's successes in the following areas:

- Increased taxable value
- Decreased vacant buildings
- More people working Downtown
- More people living Downtown
- Increased retail uses
- More sidewalk cafés
- More visitors to Downtown

Face-to-Face

Whether it's convening partners and the public at quarterly operations meetings; gauging the quality of the Downtown experience through focus groups with residents, employees and young professionals; or hosting lunch and learns to educate businesses and employees, engaging the community in an open dialogue mobilizes a Downtown army of supporters and provides us with invaluable feedback.

Backing Businesses

DVI continues to promote Downtown as a great place for business, to advocate for businesses to locate Downtown, to provide information to new Downtown employees and business owners to acclimate them to Downtown, and to promote businesses through various channels. New this year, DVI made the Available Retail Space Database accessible online and produced welcome kits with resources on Downtown, issue resolution, marketing support and more.

DID YOU KNOW? DOWNTOWN JACKSONVILLE HAS MORE OFFICER PATROLS PER SQUARE MILE THAN ANY OTHER AREA OF JACKSONVILLE.

THE PUBLIC REALM

BEAUTIFUL



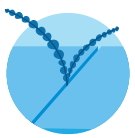
MAINTAINED 55 FLOWER BASKETS



MAINTAINED 600 TREE BEDS



FACILITATED 5 PUBLIC MURALS



WEEDED 720 BLOCKS

CLEAN



REMOVED 22.2 TONS OF LITTER



REMOVED 750 GRAFFITI TAGS



PRESSURE WASHED 120 BLOCKS



CLEANED 480 HOT SPOTS

SAFE



COVERED 24,500 MILES OF DOWNTOWN ON BIKE & SEGWAY



PROVIDED 1,350 UMBRELLA ESCORTS



REPORTED/RESOLVED 3,800 INSTANCES OF NUISANCE ACTIVITY



REPORTED 200 INSTANCES OF PROPERTY DAMAGE & SAFETY HAZARDS



PROVIDED 13,300 PEOPLE WITH DIRECTIONS



RECOVERED 60 INCIDENTS OF LOST PROPERTY



PROVIDED 730 SAFETY ESCORTS



REMOVED 280 CAMPSITES

Downtown Ambassadors

Logging more than 22,000 hours this past year, the Downtown Ambassadors—a service contracted through Block by Block, a leading provider in more than 65 Downtowns nationwide—are Jacksonville’s Downtown cleanliness, safety and hospitality team. From litter removal and pressure washing, to answering questions and providing directions, to resolving nuisance activity, the Downtown Ambassadors are the key hosts of the Downtown experience.

Jacksonville Sheriff’s Office Partnership

DVI works hand-in-hand with the Jacksonville Sheriff’s Office to facilitate a safe environment Downtown, to deter crime, to promote key safety habits and to address Downtown’s chronic homeless. DVI regularly attends and contributes to the Sheriff’s Advisory Council (ShAdCo) meetings.

Online Presence

To offer a thoughtful discussion of ideas and solutions to move Downtown Jacksonville forward, DVI launched a Downtown blog with regular posts from staff and guest bloggers on an array of Downtown news and initiatives, from advocacy issues to best practices to triumphs. In addition, DVI launched iloveartwalk.com to provide more robust, up-to-date content for the Art Walk patron in advance or on the go. Lastly, launching December 2013, DVI’s online one-stop-shop for all things Downtown will undergo a transformation to better highlight popular content, to simplify site navigation and to make it more responsive for mobile devices.

DVI ASSISTS WITH 500 PHONE CALLS, EMAILS & WALK-INS REQUESTING INFORMATION AND ISSUE RESOLUTION ASSISTANCE EACH MONTH.

Downtown Marketing Collaborative

An active partner in the collaborative, DVI led the RFP process to select Wingard Creative as agency of record and co-manages the creative contract, which launched the full traditional and grassroots campaign "Downtown is on Fire" this year, complete with print, outdoor, radio, online, promotional materials and more. The goal of the DMC is to bring people Downtown through addressing a key misperception that there is nothing to do Downtown.

PR & Media

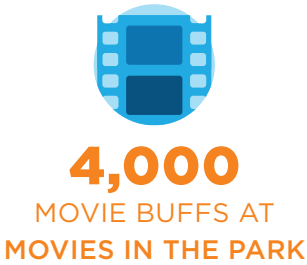
DVI keeps Jacksonville-area reporters up to date on Downtown issues and events. DVI responds to request for information and interviews, provides editorial content and leads media tours on key issues. Our daily activity resulted in 300 media mentions for Downtown, up 50% from last year.

First Wednesday Art Walk

A year full of rainy Wednesdays did not dampen the spirit of Art Walk, Downtown’s signature event. This rain-or-shine event continues to infuse Downtown with hundreds of artists and performers and an average of 6,000 patrons* each month. This year, DVI undertook community and artist surveys, convened a brain trust to advise on event enhancements, launched iloveartwalk.com, a mobile-friendly site dedicated to the Art Walk, rebranded the event and enhanced sidewalk programming. DVI launched its inaugural Oktoberfest at Art Walk in October and will be celebrating Cheers to 10 Years, a 10-year birthday celebration, in November.

*Average count based on a fair-weather Art Walk.

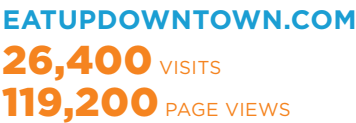
BRINGING PEOPLE DOWNTOWN



Other DVI Events

The November 2012 Annual Meeting, “Great Minds Think Downtown,” featured spoken word by Al Letson, a retrospective on DVI, a presentation by Chair Chris Flagg on creative placemaking and a surprise performance—or random act of culture—by opera students from Jacksonville University. The free springtime movie series, Movies in the Park, held on the Southbank riverfront lawn of the Wyndham Jacksonville Riverfront, screened *Mary Poppins*, *Who Framed Roger Rabbit*, *Ferris Bueller’s Day Off* and *Brave* in its 6th year. The summertime dining promotion, Eat Up Downtown, united 22 restaurants to offer three-course prix fixe dinner menus in its 7th year. Additionally, DVI continued Dine with Us Downtown, a monthly grassroots dining promotion in conjunction with board member Bill Prescott, and held Picnic in the Plaza, a demonstration pop-up picnic program with music and lawn games in Hemming Plaza.

MARKETING & COMMUNICATIONS



Supporting Partner Events

- 2012 Lighted Boat Parade
- Downtown Catalyst Club
- Earth Day Downtown Clean Up
- Fitness in the Plaza
- French Week
- Jax Film Fest
- Jazz Fest After Dark
- Metro Jacksonville Pub Crawl
- NAIOP Downtown Tour
- One Spark
- The Elbow nightlife events
- The Pirate Party
- THE PLAYERS Championship

TOP 10 REASONS PEOPLE VISIT
DOWNTOWNJACKSONVILLE.ORG

1. EVENTS
2. DINING
3. NIGHTLIFE
4. ABOUT DVI
5. LIVING DOWNTOWN
6. PARKING
7. ART WALK
8. BARS & CLUBS
9. MOVIES IN THE PARK
10. SHOPPING



OUR GOALS MOVING FORWARD

GOAL #1

Leadership through strategic alliances and advocacy.

As the premier organization that is focused exclusively on the success of Downtown, we are dedicated problem solvers determining holistic and sustainable solutions for Downtown. DVI enlists agencies, businesses and organizations to collectively accomplish common tasks that are needed to drive Downtown revitalization.

This year we will:

- Continue to convene and grow partnerships with organizations dedicated to Downtown improvement.
- Work with City leaders to influence new policy and revisit outdated ordinances and to make it easier to do business, to keep Downtown clean and safe, and to hold events Downtown.
- Actively participate in JAX2025 Distinctive Neighborhood and Arts and Entertainment committees to ensure sustainable outcomes for Downtown.
- Coordinate and work with homeless service providers and others to ensure permanent housing outside of the urban core, which has been a proven best practice for the homeless.
- Engage in collaborative efforts with the neighborhoods that are adjacent to Downtown Jacksonville.

GOAL #2

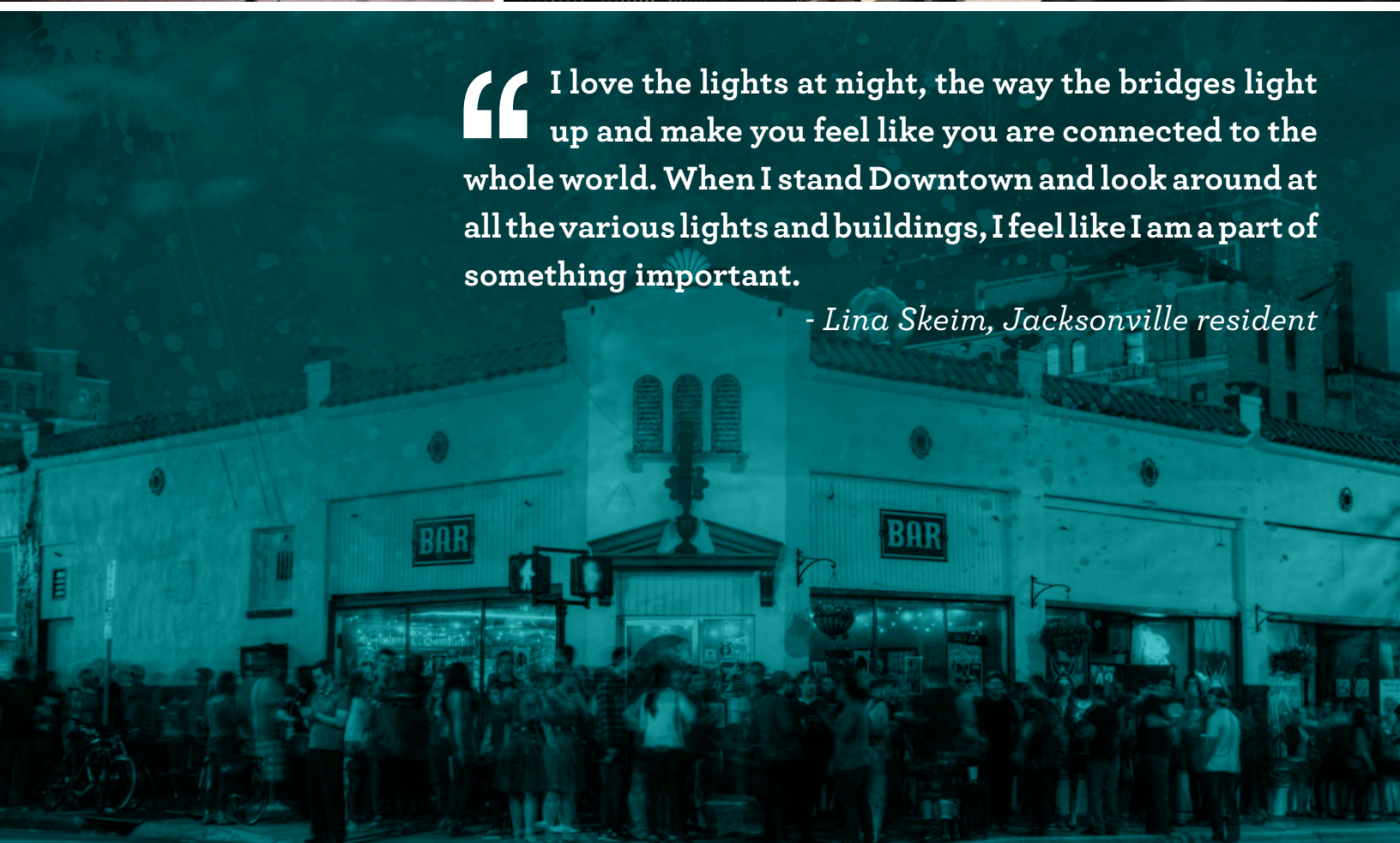
Enhance the urban environment to make Downtown more welcoming.

Downtown Vision, Inc. leads initiatives to create and maintain quality public places that are clean, safe, environmentally friendly and socially engaging to make Downtown more walkable and to grow its café culture.

This year we will:

- Continue to provide daily cleanliness, safety and hospitality services that are vital to Downtown residents, employees and visitors.
- Operate as the day-to-day manager of Downtown's street-level environment.
- Expand our volunteer outreach efforts for increased greening and beautification efforts.
- Continue to produce and market events that support the growth and vibrancy of Downtown.
- Work with the City of Jacksonville and private property owners to improve the visual appeal, infrastructure maintenance and sidewalk standards in Downtown Jacksonville through façade improvements, street décor, sidewalk café seating, lighting, landscaping and arts initiatives.
- Support building maintenance policies and work with Downtown building owners and developers to renovate and occupy vacant properties.
- Ensuring that Hemming Plaza is a premier public space by supporting maintenance and programming in the Plaza with the City and partners.
- Partner with local and state government as well as community stakeholders to support transit, bike and pedestrian-friendly improvements in Downtown.
- Work with key officials to advocate for policies that increase retail and business opportunities.
- Create and support thoughtful and innovative programs designed to enliven key nodes of activity such as the Hemming Plaza area, the Entertainment District and the Riverfront District in Downtown.

“ I love the lights at night, the way the bridges light up and make you feel like you are connected to the whole world. When I stand Downtown and look around at all the various lights and buildings, I feel like I am a part of something important. ”
- Lina Skeim, Jacksonville resident



GOAL #3

Tell the story of Downtown Jacksonville.

We keep the community informed on Downtown's unique events and offerings.

This year we will continue to:

- Provide a comprehensive online resource for Downtown at downtownjacksonville.org.
- As the voice of Downtown, DVI will use all accessible communications channels, including e-newsletters, blog and social media, to paint the picture of Downtown from “a-day-in-the-life” spotlights to development issues.
- Manage the Downtown Marketing Collaborative, uniting the marketing efforts of more than a dozen organizations to raise awareness of all that Downtown has to offer across numerous marketing channels.
- Engage with social media enthusiasts who have the ability to influence public opinion toward Downtown by generating authentic conversations, photography and videos addressing key misperceptions about Downtown.
- Influence positive news coverage of Downtown and educate local media to ensure accuracy.

GOAL #4

Act on behalf of Downtown stakeholders to improve the condition of Downtown.

Jacksonville’s overall image is judged largely on the condition of its Downtown. The more vibrant Downtown becomes, the more Downtown will be attractive to businesses, investors, a diverse work force and visitors. The success of Downtown directly impacts overall property values, job creation and the local economy.

This year we will continue to:

- Be the voice for the people, businesses and organizations of Downtown Jacksonville, and guide the conversation on advocacy issues that impact the growth of Downtown, with a focus on redevelopment of the walkable core and the creation of a vibrant neighborhood environment to drive investment in Downtown.
- Be proactive in understanding the concerns of Downtown stakeholders and use our voice and reputation to raise awareness of relevant issues and drive their resolutions.
- Serve as the Downtown information resource for developers, businesses and residents, collecting and disseminating research that encourages investment in Downtown.
- Provide employees and employers support through education and outreach programs.

GOAL #5

Guarantee long-term organizational operations.

In order to continue and build upon the work that we have undertaken since 2000, a healthy and sustainable organization is necessary.

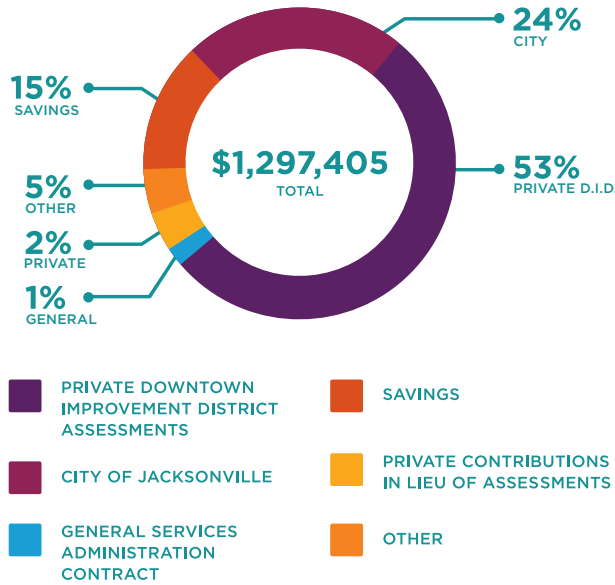
This year we will:

- Build stronger corporate and foundation relationships that sustain the enhanced programming we provide.
- Structure a funding strategy that supports DVI’s key initiatives as outlined.
- Develop new relationships with other organizations and funders, enabling us to undertake much of the work ahead.
- Create a membership program to enhance services to specific sectors of our business community.
- Develop a volunteer program to grow DVI’s capacity and facilitate new programs.
- Implement key committees to increase the engagement of our board to effectively fulfill DVI’s mission.
- Keep the Mayor's office and City Council informed of our activities in order to maintain a consistently high level of public support.

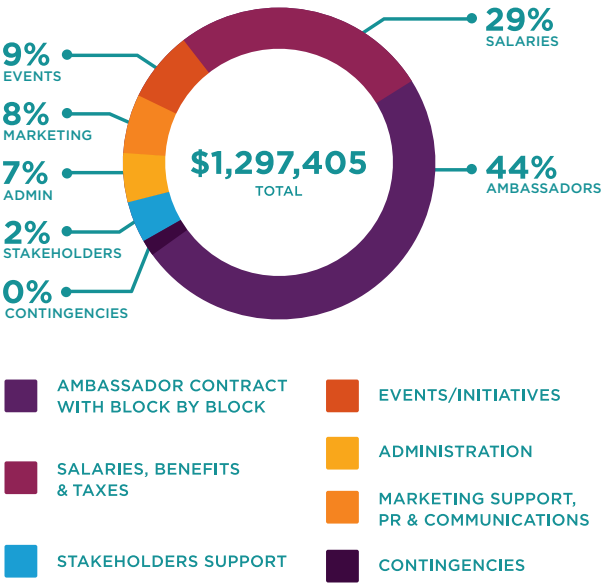


DOWNTOWN VISION, INC. FY12-13 SOURCES & USES OF FUNDS

REVENUES



EXPENSES



2012-2013 DOWNTOWN TIMELINE





BOARD & STAFF

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FLAGG Design Studio, LLC

DAN KING, **Vice Chair**
Hyatt Regency Jacksonville Riverfront

OLIVER BARAKAT, **Secretary**
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KATHERINE HARDWICK, **Director of Marketing**

LIZ GREBE, **Marketing & Events Coordinator**

SARAH HENDERSON, **Communications Coordinator**

ANGELA BRUNO, **Marketing & Events Assistant**

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LIONEL ROBERTS, **Supervisor**

BEVERLY WATERS, **Supervisor**

LYDIA COBBERT

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JOHNNY DUCKETT

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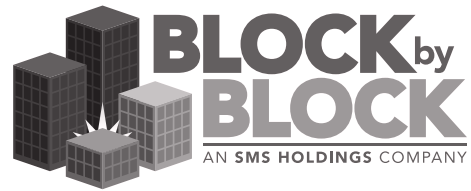
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MIKE RYAN

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