



DVI 2015 Strategic Plan Direction

OVERALL DIRECTION

Our overall direction is to expand upon what we do well and to increase the focus of our activities in selected areas that are targeted for significant commercial revitalization. Our priority is to make a visible, measurable difference in those targeted areas over the next 12, 24, and 36 months.

We are not expanding our scope but rather re-focusing our resources on selected activities and areas of Downtown Jacksonville. There is a strong bias to action in our plan – we are aggressively targeting our efforts to achieve visible short-term results as the current environment is ripe for action and we believe momentum is a powerful force for positive change. It is our intent to build that momentum in 2015.

Our strategic plans are tightly aligned to the vision, mission, and priorities of the Downtown Investment Authority (DIA) and enable private sector integration in the execution of those plans. This integration benefits the property owners in the Business Improvement District (BID,) the businesses that operate there, the employees and customers of those businesses. Ultimately all of Jacksonville benefits from a more robust and vital Downtown.

SPECIFIC AREAS OF FOCUS

Our resources will be devoted to creating a great Downtown experience through four main areas of activity:

1. **Clean + Safe Program/Ambassador Services** – As with any Downtown, creating a clean and safe environment is the cornerstone for a great Downtown experience and image that will enable additional growth in activities, merchants, and attractions. Hospitality Ambassadors and clean and safe services will continue to be a principal focus of DVI and will be incrementally augmented with additional patrols, etc., analyzed and fine-tuned to provide peak service in targeted areas. And, DVI will continue to work closely with the City of Jacksonville, the Jacksonville Sheriff's Office, property owners and others to ensure an exceptional experience for patrons and businesses in Downtown.
2. **Experience Creation** – This is a core competency that will be elevated in priority. Event programming, public space beautification and activation, wayfinding, coordination of activities, communication, and promotion all play a fundamental role in the creation of an exceptional Downtown experience. Whether that is employees socializing after work or families coming Downtown for an event or to visit an attraction, the elements of a great experience must be engineered to be seamless and easily accessible to anyone who visits the area. We will focus on elements that create a reason for people to come Downtown and elements that create an excellent experience for them when they arrive creating the desire to linger, explore and return.
3. **Marketing** – This core competency of DVI will be expanded and integrated with the needs and capabilities of other Downtown organizations. DVI will provide development and operational execution of marketing campaigns and activities that support the vision of DIA and the Downtown Marketing Collaborative (DMC.) Leading collaboration with these organizations will eliminate redundancy and allow us to collectively reach the critical mass that further amplifies the marketing impact for Downtown.
4. **Information Management** – DVI is well equipped to continue in its role as a primary source for data and analysis on a wide variety of attributes of Downtown. DIA relies on DVI's extensive databases and analytics to support their needs regarding benchmarking information, trend analysis, and external communications. Data elements ranging from business survey results to occupancy and activity levels, to residential growth, to attendance at local events are all collected to tell the Downtown story. This information is analyzed by DVI and can be published under a variety of banners and outlets and is a valued resource for DIA.

We will implement a disciplined approach to benchmarking and measurement of results to ensure that stakeholders receive value and benefit from their participation.