



WAVES STREET ANNUAL REPORT

2011



MESSAGE FROM THE MAYOR



Dear Friend,

I am pleased to once again present the annual report on the Orlando Main Street program. In 2011, our successful Main Street program reached another important milestone including the expansion of the program to two additional key corridors in our City. Please enjoy reading the 2011 Orlando Main Street Annual Report and learning more about our City's signature small business program and its accomplishments over the last year.

Orlando's original five Main Streets – Audubon Park Garden District, College Park Partnership, Downtown South, Ivanhoe Village and Mills 50 have now been joined by the Church Street District and our first Market Street, the Semoran Business Partnership. Our Main Street districts are economic engines that create opportunity for our residents and provide convenient access to the goods and services people depend on. These districts are the places of shared memory and where people still come together to live, work and play. Orlando's seven designated Main Street districts continue to generate new investment and create new jobs for our community.

Orlando Main Street program successes include the investment of more than \$420 million and the addition of more than 1,560 full and part-time jobs and 278 new businesses since 2008. We are fortunate to have such strong neighborhood commercial corridors in Orlando driving our region's economy by providing jobs, goods and services for our residents.

Community participation is one of the key ingredients to the program's success by partnering area residents with adjoining businesses. During the past four years, more than 23,000 volunteer hours have been contributed to the Orlando Main Street program, representing a value of more than \$489,000 according to the Bureau of Labor Statistics. I would like to express my gratitude to the businesses and residents that provide volunteer, in-kind and financial support to each of our Main Street districts.

The Orlando Main Street program continues to have a positive impact on our community and the quality of life for our residents. I am pleased to see the work we have accomplished during the past four years and I look forward to what the future holds for the Orlando Main Street program.

Sincerely,

Buddy Dyer

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what is MAIN STREET?

Established in 2007 by the City of Orlando, the Orlando Main Street program is dedicated to empowering neighborhood business districts within the City to maintain, strengthen and revitalize their unique physical, economic, historical and cultural characteristics.

When a district participates in the revitalization effort, the entire community experiences renewed vitality and enhanced economic performance. Benefits of the Main Street program include:

- Increasing sales and returning revenues to the district
- Creating a positive and unique district image
- Creating visually appealing and functional buildings
- Attracting new businesses
- Developing new housing opportunities
- Creating new jobs
- Increasing investment in the district
- Preserving historic resources

The Orlando Main Street program selects commercial districts on a competitive basis to become officially designated Main Street programs. These districts receive technical support and training needed to restore their district back to a center of activity and commerce, including:

- Volunteer and program manager training
- Advanced training on issues specific to each district, such as marketing and promotion, business recruitment, volunteer development, market analysis, design, historic preservation and fundraising
- On-site visits to help each district develop its strengths and plan for success
- Materials such as manuals and Power Point presentations
- Linkages to other city, national and state Main Street programs and resources



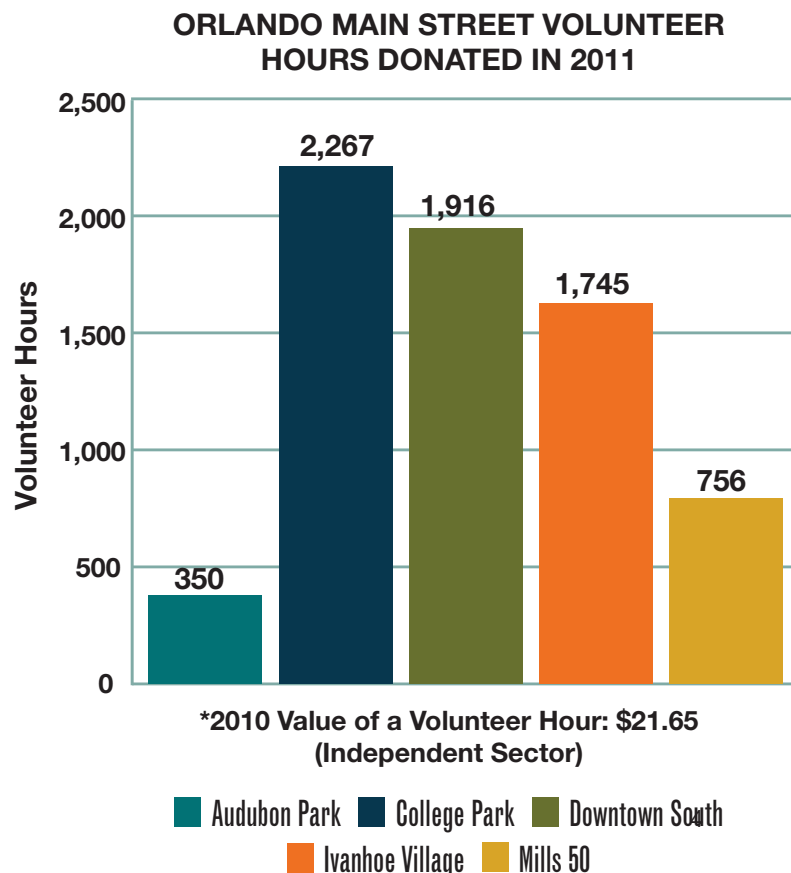
MAIN STREET BY THE NUMBERS

ACTIVITY TRACKED WITHIN ORLANDO MAIN STREETS

| FISCAL YEARS 2008 to 2011 CUMULATIVE | | FISCAL YEAR 2011 |
|--------------------------------------|------------------|------------------|
| Number of Districts | 5 | 5 |
| Dollars Reinvested in Improvements | \$420,123,712 | \$50,793,655 |
| Average Investment per District | \$25,363,488 | \$10,706,097 |
| Net New Business | 278 | 101 |
| Net New Full-Time Jobs | 1,027 | 350 |
| Net New Part-Time Jobs | 533 | 190 |
| Business Expansions | 18 | 6 |
| Building Rehab Projects | 317 | 76 |
| Reinvestment Ratio | \$116 | \$24 |
| Volunteer Hours Donated | 23,722 | 7,034 |
| New Housing Units Created | 308 | 2 |
| VALUE OF VOLUNTEER HOURS | \$489,313 | \$152,285 |

The cumulative success of the Main Street Approach® and Main Street programs on the local level has earned a reputation as one of the most powerful economic development tools in the nation. The National Trust Main Street Center and Main Street Coordinating Programs annually collect statistical information on economic activity in local Main Street programs nationwide. The figures in this report are for the Orlando Main Street program districts and are obtained through personal interviews with district businesses and the City of Orlando's departments involved in these activities.

These figures include \$293,306,270 (cumulative) and \$43,358,540 (fiscal) worth of improvements made at Florida Hospital (Ivanhoe Village) and Orlando Health (Downtown South). Florida Hospital and Orlando Health are two key stakeholders in their districts and two of Orlando's largest employers.



MAIN STREET EVENTS

A commercial district is more than a collection of businesses; it is a center of civic life for everyone who lives, works and plays in that district. In 2011, the Orlando Main Street districts hosted the following events:

AUDUBON PARK GARDEN DISTRICT

| Event | Attendance |
|-------------------------------------|------------|
| Zombitoberfest (October) | 1500 |
| Kidfest (April) | 75 |
| British Invasion (May) | 750 |
| Bastille Day (July) | 300 |
| Vinyl, Books & Food Trucks (August) | 800 |

COLLEGE PARK PARTNERSHIP

| Event | Attendance |
|---------------------------------|------------|
| Dancing on the Drive (May) | 3500 |
| College Park JazzFest (October) | 5500 |
| Holiday on the Drive (December) | 3000 |

DOWNTOWN SOUTH

| Event | Attendance |
|------------------------------------|------------|
| Flavor of Orlando (November) | 1500 |
| Santa Farewell Festival (December) | 700 |
| Mardi Gras Celebration (March) | 1200 |

IVANHOE VILLAGE

| Event | Attendance |
|--|------------|
| First Friday Art Stroll (hosted over nine months) | 300 |
| Mayhem on Virginia (hosted three times during the year) | 1000 |
| Jingle Eve (December) | 4000 |

MILLS 50

| Event | Attendance |
|---|------------|
| GreenFest (November) | 850 |
| Jingle'n Mingle (December) | 200 |
| GreenFest II (March) | 700 |
| Doodles on a Cocktail Napkin (September) | 200 |





AUDUBON PARK GARDEN DISTRICT

Audubon Park is a traditional Orlando neighborhood of just more than 900 homes, located northeast of Downtown Orlando. The neighborhood boasts three lakes - Lake Dee, Lake Shannon and Druid Lake - and is known for tree-lined streets and assorted architectural styles. The Audubon Park Garden District is a unique neighborhood commercial district made up of one-story 1950s shopping centers built in response to the nearby former U.S. Strategic Air Command base. These structures were constructed with concrete and steel reinforced rooftops capable of being used as helicopter landing pads. The buildings once had ladders leading to the roofs so that personnel could climb to the top and be air-lifted out in case of a cold war attack. Today, these historic military-inspired buildings are filled with an intriguing mix of individual shops, restaurants and friendly, locally-owned businesses, all within walking distance of beautiful Harry P. Leu Gardens.

AUDUBON PARK BY THE NUMBERS

| | |
|------------------------------|----------|
| Total Number of Improvements | 6 |
| Total Capital Investment | \$32,000 |
| New Businesses Opened | 7 |
| Jobs Created | 22 |
| Volunteer Hours | 350 |
| Value of Volunteer Hours | \$7,578 |
| Private Dollars Invested | \$28,000 |

**The figures in this report are for the Orlando Main Street program districts and are obtained through personal interviews and the City of Orlando's departments involved in these activities.*



2011 ACCOMPLISHMENTS

- Received National Main Street Accreditation
- Replanted planters along Corrine Drive to beautify the corridor
- District Director obtained Rollins Grant Writing Certificate
- Produced video featurettes of Audubon Park shops; informative videos where people are introduced to district businesses
- Overhauled the district's website
- Hosted a neighborhood cleanup in June at which 40 volunteers cleaned the district and a neighborhood cleanup in November at which 20 volunteers cleaned and planted landscaping in front of district businesses
- Installed two additional bike racks to promote a bicycle friendly environment in the district
- Co-Presented "Engaging Neighborhood Businesses" at Orange County Neighborhood annual meeting and training
- Worked with Commissioner Robert F. Stuart and the City's Office of Communications and Neighborhood Relations to produce a "zombie emergency contingency plan" video to promote the district's Zombietoberfest event



“GAP Architectural Products, Inc has been a business in the Audubon Park Garden District for 18 years but since 2008, our office is located in the heart of the district. The difference in our community has been amazing since Kat Quast has been director! There is a greater sense of community and neighborhood and we love what she does for our district.”

*Josephine E Burns, CEO
GAP Architectural Products, Inc*

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COLLEGE PARK PARTNERSHIP

College Park, located two miles northwest of Downtown Orlando, is a traditional neighborhood commercial district that fuses an urban lifestyle with a small town atmosphere. College Park's wide selection of services, bungalow-style homes, brick tree-lined streets and many parks and lakes create a vibrant lifestyle and a comfortable place for residents to call home.

Edgewater Drive hosts a dynamic mix of growing businesses, retailers, restaurants and entertainment venues. College Park also serves as host for some of Orlando's most distinct annual events that bring the community together, including the popular College Park JazzFest.

There's a vibrancy in College Park characterized by optimism, shared values and a visible sense of community pride. College Park embraces a hometown lifestyle that welcomes everyone to "Enjoy life along the Drive."

COLLEGE PARK BY THE NUMBERS

| | |
|------------------------------|-----------|
| Total Number of Improvements | 7 |
| Total Capital Investment | \$333,800 |
| New Businesses Opened | 21 |
| Jobs Created | 224 |
| Volunteer Hours Donated | 2267 |
| Value of Volunteer Hours | \$49,080 |
| Private Dollars Invested | \$54,000 |

**The figures in this report are for the Orlando Main Street program districts and are obtained through personal interviews and the City of Orlando's departments involved in these activities.*

2011 ACCOMPLISHMENTS

- Received National Main Street Accreditation
- Created a new district event, Dancing on the Drive which included a designated dance area in the middle of Edgewater Drive and a DJ who played old and new hits for the 3500 attendees to enjoy
- Continued the success of the College Park Farmers Market, one of only two all local farmers markets in Orange County
- Increased Facebook contacts by more than 50%
- Hosted bi-monthly networking socials and an annual social to honor award-winning businesses in the district
- Increased membership by more than 20% over the previous year
- Sponsored an Edgewater High School homecoming float contest with cash prizes to clubs, teams and schools for the best entries
- Held a silent auction at the College Park Neighborhood Association's annual Sunday in the Park to raise money to help offset the cost of producing Holiday on the Drive
- Encouraged a bicycle friendly environment by installing two new bike racks in College Park
- Received a Mayor's Neighborhood Matching Grant to install a bike corral
- Acknowledged new businesses by placing "Another New Business on the Drive" sign in front of new businesses
- Assisted three businesses with successfully applying to receive grants through the City of Orlando's small business façade program (Infusion Tea, Balance Orlando and Integrity Mortgage)
- Participated in Small Business Saturday
- Held a "Nip and Tuck" cleanup day in April and October at which more than 25 volunteers trimmed palm trees, cleaned Albert Park, mulched tree wells and washed sidewalks

“Between JazzFest and Holiday on the Drive, the College Park Partnership and the Main Street initiative has supported College Park businesses and encouraged a greater sense of community. For the month of December, Cookie Cousins doubled its revenue from the previous December. It seems like there are more and more businesses opening in College Park and what I love most is the fact that we all support each other.”

*Melissa Hart, Owner
Cookie Cousins*



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**DOWNTOWN
SOUTH**

DOWNTOWN SOUTH

Downtown South is a business district surrounded by many of Orlando’s historic neighborhoods known for their lakes, walkable parks and streets. Orlando Health, one of Orlando’s oldest hospitals has served as a mainstay of the district since 1918. One of Orlando’s historic railroad stations is nestled within this community which is within one mile of Downtown Orlando.

Neighbors have joined forces with property owners and merchants revitalizing the Orange Avenue and Michigan Street corridors to celebrate this vibrant community where residents live, shop, work and play.

With the growing number of renovations and additions to the commercial district, Downtown South could easily be defined as an emerging market. Small retail and mixed-use projects are creating a new look and tone. Many large retail chains have recently invested in Downtown South, though a generous amount of boutique-style shops and mom-and-pop restaurants offer diverse options.

DOWNTOWN SOUTH BY THE NUMBERS

| | |
|------------------------------|--------------|
| Total Number of Improvements | 52 |
| Total Capital Investment* | \$35,106,087 |
| New Businesses Opened | 48 |
| Jobs Created | 183 |
| Volunteer Hours Donated | 1,916 |
| Value of Volunteer Hours | \$41,481 |
| Private Dollars Invested | \$59,829 |

**These figures include \$29,705,642 worth of improvements completed by Orlando Health which is one of Downtown South’s key stakeholders and one of Orlando’s largest employers.*

2011 ACCOMPLISHMENTS

- Received National Main Street Accreditation
- Downtown South Representative was appointed to Downtown South Neighborhood Improvement District Advisory Board
- Installed 40 branding banners on Orange Avenue and Michigan Street
- Installed two additional bike racks to promote a bicycle friendly environment in the district
- Established monthly Downtown South Coffee Club at OLV Café
- Conducted the second annual resident and customer survey regarding business use and future interests
- Established Downtown South Advocates to serve as liaisons to existing business members
- Presented second annual Downtown South Business Awards
- Created a Medical Directory on the Downtown South website to promote the large number of medical businesses in the district
- Established a Residential Coupon Campaign to increase residential membership and boost customer traffic to district businesses
- Instituted UCF Internship Program to engage interns to help fulfill the mission of the district
- Co-Presented “Engaging Neighborhood Businesses” at Orange County Neighborhood annual meeting and training
- Co-Presented third annual Reservation Run 5K with Boone High School, which included more than 800 runners
- Presented “Win the Window” contest to boost customer traffic during the holiday season
- Published electronic monthly newsletter, distributed to more than 2,000
- Hosted quarterly Business for Breakfast educational events, business networking events at district businesses and the third annual member social

"It has been both rewarding and exciting to see the many recent changes and improvements going on throughout our corridor, some which is bringing both state and regional attention to our district.

The future SunRail and the expectation of our state certified Neighborhood Improvement District will help usher in a new vitality which will lead to many new business opportunities that will continue to strengthen the fabric of our district."

*Jon Toothman, Owner
RadioShack Franchise*



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IVANHOE VILLAGE

Nestled in one of Orlando’s most treasured historic neighborhoods and anchored by beautiful Lake Ivanhoe, Ivanhoe Village is filled with antique stores, art galleries, design centers, master craftsmen, restaurants and retail shops. Ivanhoe Village has something for everyone, including outdoor dining, children’s shops, a vintage record shop, an award-winning day spa, a bike shop, jewelry and more located in one district on the northern edge of Downtown Orlando.

The current retail uses in the district are predominately located on Orange Avenue. The buildings are oriented in a traditional pattern of small-scale one- and two-story storefront buildings facing the street, along sidewalks emphasizing pedestrian access. Most buildings display characteristics of the Art Deco style with streamlined curves and forms that articulate the façade. Entrance to this district is marked by a replica Statue of Liberty poised in an island of tropical plantings and flowers. Formerly known as Antique Row, this district is reinventing itself to include Ivanhoe Row, Virginia Avenue, Loch Haven Park and the Florida Hospital Health Village. The district is home to Florida Hospital, The Orlando Ballet, Orlando Philharmonic Orchestra, The Ronald McDonald House, Orlando Museum of Art, Orlando Science Center, The Mennello Museum of American Art and Orlando Shakespeare Theatre Main Street Accreditation

IVANHOE VILLAGE BY THE NUMBERS

| | |
|------------------------------|--------------|
| Total Number of Improvements | 11 |
| Total Capital Investment* | \$14,114,661 |
| New Businesses Opened | 23 |
| Jobs Created | 60 |
| Volunteer Hours Donated | 1,745 |
| Value of Volunteer Hours | \$37,779 |
| Private Dollars Invested | \$35,985 |

**These figures include \$13,652,898 worth of improvements completed by Florida Health which is one of Ivanhoe Village’s key stakeholders and one of Orlando’s largest employers.*

2011 ACCOMPLISHMENTS

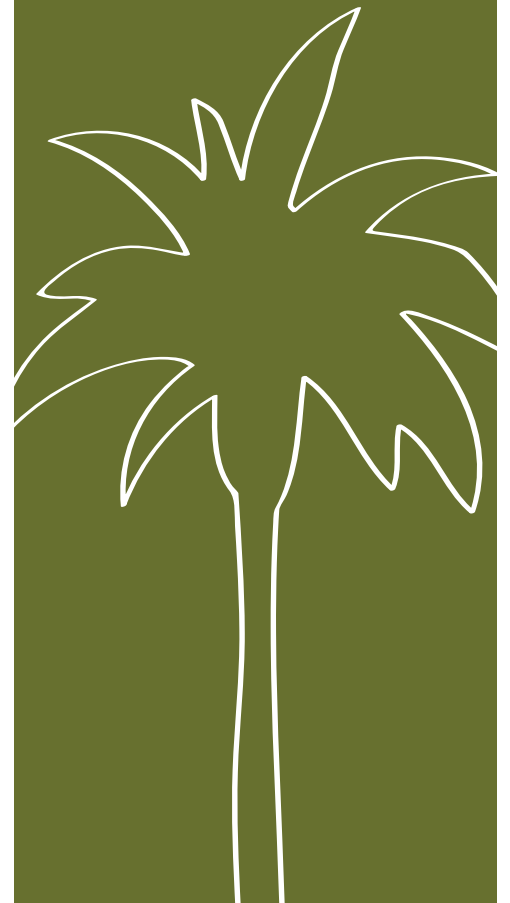
- Received National Main Street Accreditation
- With the assistance of a \$3500 Mayor’s Matching Grant, installed 23 branding banners along Virginia Drive and North Orange Avenue
- Encouraged a bicycle friendly environment in the district by installing new bike racks
- Hosted Village Business Mixer attended by more than 100 people representing 35 businesses
- Expanded the annual Jingle Eve event to include a boat parade on Lake Ivanhoe as well as extended it through Ivanhoe Row and along Virginia Drive
- Produced an electronic monthly newsletter distributed to more than 1000
- Recruited 59 new business members
- Recruited 11 new residential members
- Enhanced social media presence by increasing contacts to nearly 700 Twitter and nearly 1000 Facebook followers
- Collaborated with LYNX on studies to determine the possibility of bringing the free LYMMO bus rapid transit system through Ivanhoe Village
- Provided more than 1200 hours of volunteer work in Ivanhoe Village
- Coordinated with the City on future plans for district improvements in Loch Haven Park to better promote the cultural entities in the district

"Ivanhoe Village establishes relationships with neighboring businesses, the residents and helps reach out to other areas so we grow as a community. We have established business mixers that nurture ideas and act as a mini think tank that runs on input from people with all experience levels and perspectives."

Melanie Mucario,
Managing Partner
Mucario Law, PLLC

CONTACT:

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MILLS 50

Taking its name from the intersection of Mills Avenue (17-92) and State Road 50 (Colonial Drive), Mills 50 is a centrally-located, unpretentious yet trendy urban district that has evolved organically over many years within the City of Orlando. Pulsating from this busy and compact crossroads is a vibrant, culturally diverse, progressively-minded and eclectic mix of artists, restaurants, businesses, specialty shops, markets, neighborhoods and residents.

Along Mills Avenue, Colonial Drive and nearby smaller neighborhood cross-streets, visitors will discover a unique blend of independent businesses that specialize in holistic living services, massage therapy, yoga, spiritual healing, acupuncture and martial arts as well as tattoo studios, palm readers, visual artists, design studios, photographers, hair salons, restaurants, bakeries, bars and shops that sell teas, fresh roasted coffee and fine wines.

The cultural cornerstone of Mills 50 is the active Asian community. Mills 50 is home to many Asian markets and restaurants offering Chinese, Japanese, Thai, Korean, as well as both North and South Vietnamese groceries and menu items. Mills 50 is also home to many unofficial Orlando landmarks including Colonial Photo & Hobby, Wally's Mills Avenue Liquors, the historic Cameo Theater and Track Shack.

This area is a diverse, urban destination that is popular for its affordable and unique concentration of dining, retail and cultural options - virtually impossible to find anywhere else in Orlando.

MILLS 50 BY THE NUMBERS

| | |
|------------------------------|-----------|
| Total Number of Improvements | 17 |
| Total Capital Investment* | \$896,028 |
| New Businesses Opened | 22 |
| Jobs Created | 50 |
| Volunteer Hours Donated | 756 |
| Value of Volunteer Hours | \$16,367 |
| Private Dollars Invested | \$29,760 |

**The figures in this report are for the Orlando Main Street program districts and are obtained through personal interviews and the City of Orlando's departments involved in these activities..*

2011 ACCOMPLISHMENTS

- Received National Main Street Accreditation
- Installed 34 branding banners along Colonial Drive and Mills Avenue
- Local artists transformed nine City of Orlando Transportation Engineering utility cabinets into pieces of public art
- Created and distributed a 2012 Mills 50 calendar which featured the painted utility cabinets
- Held a Celebration of Art to recognize the artists who painted the art boxes and to celebrate the banner installation
- Recruited 50 new business members
- Enhanced social media presence by increasing Facebook and Twitter followers to more than 1000
- Painted the Mills 50 logo on 12 planters located in front of various businesses
- Produced GreenFest II, a sustainability festival featuring a composter and water cistern truckload sale at which more than 800 units were sold to area residents, at a substantial savings
- Donated a composter and water cistern to Dr. Gonzalez, principal of Hillcrest Elementary School for use in science classes
- Produced Garden Revolution, a sale of grow boxes for residents who have small yards or live in apartments or condominiums
- Organized a GreenUp at which 18 volunteers trimmed and fertilized eight Chinese Fan Palms along Mills Avenue
- Hosted Business After Hours networking events and Coffee Power Hour educational events at district businesses
- Participated in Small Business Saturday
- Assisted three businesses with successfully applying for grants through the City of Orlando's small business facade program (1201 Park Plaza LLC, Fournier's Automotive and Steak and Salad)

*"We love working with Mills 50!
They have brought awareness
to our unique neighborhood and
have helped transform the area
into a cultural destination. We are
thrilled to be a part of the Mills 50
Main Street District."*

*Eddie Nickell, CEO
FMI Restaurant Group*



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NEW MAIN STREET DISTRICTS

Due to the success of the Orlando Main Street Program during its first four years, the Orlando City Council voted to add two new districts to the Orlando Main Street Program. Effective October 1, 2011, the Church Street District and the Semoran Business Partnership became the two newest districts and will receive financial assistance, technical support and training needed to restore their districts back to a center of activity and commerce.



CHURCH STREET DISTRICT

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The Church Street District is an area of Downtown Orlando that includes both sides of Church Street between Orange and Division Avenues. The area is deeply rooted in Orlando's history and was developed around the City's original train station. The Old Orlando Railroad Depot, dedicated in January of 1890 is listed in the National Register of Historic Places and is a local historic landmark. The district also includes much of Orlando's most significant historic architecture such as the Bumby Hardware building built in 1886 and the Art Deco Kress Building built in 1935.

In concert with the opening of the Amway Center in 2010, businesses along historic Church Street joined forces to create a vibrant commercial district that attracts visitors from across the globe to Downtown Orlando. The Church Street District received Main Street designation in 2011 and is focused on enhancing the corridor through marketing, hosting special events such as car shows and art festivals and promoting the area's unique establishments.

Today, the district brings history to life by uniting nostalgia for the past with Orlando's vision for future through an entertainment complex that houses some of the City's most popular venues for shopping, dining and special events.



SEMORAN BUSINESS PARTNERSHIP



Located in the southeast section of Orlando, the Semoran Business Partnership is the spine of east Orlando, connecting the City's two major airports. It is also the primary route for visitors between the airport and such critical destinations as Downtown Orlando and the University of Central Florida.

Initial development of the area began in the mid 1950's as part of Orange County's post-World War II housing boom and the opening of the Missile Test Center at Cape Canaveral. Many United States Air Force personnel and their families moved into this area when Orlando's Municipal Airport was being used as a training and operations facility. Another major factor in the area's growth occurred in 1962, when the new Orlando Jetport, the precursor of the present day Orlando International Airport was built from a portion of the McCoy Air Force Base. The proliferation of the automobile dictated much of the design criteria during the 60's and early 70's, creating one of Orlando's most urban environments.

In the last 10 to 15 years, neighborhoods surrounding this corridor have taken on an increasingly Hispanic or Latino character, while at the same time maintaining the strong values and home ownership that have always existed in this part of Orlando. The vibrant energy brought forth during this transition has created a virtual melting pot district experiencing an urban revival.

Having a history that is barely 50 years old, Semoran Business Partnership joins the Orlando Main Street program as the City's first Market Street District.

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DISTRICT 1

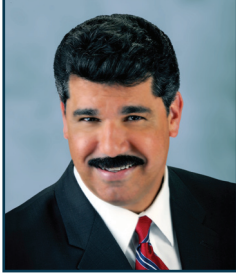
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ORLANDO MAIN STREET

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CITY OF ORLANDO
ECONOMIC DEVELOPMENT