City of Orlando and Orange County Cultural Plan

Background Materials Summary

CULTURAL PLANNING GROUP

BACKGROUND MATERIALS SUMMARY

ORANGE COUNTY CULTURAL PLAN

Introduction 6

General Orange County Plans and Reports 7

- Orange County Map 7
- Orange County Comprehensive Plan 2010-2030 7
  - Overview and Purpose 7
  - Specific Elements of Interest 8
  - Implications for Cultural Plan 9
- Orange County Vision 2050 Comprehensive Plan 2020-2050 9
  - Overview and Purpose 9
  - Guiding Principles and Planning Framework 9
  - Policy Layout Overview 10
  - Policy Area 3: Tourism, Arts, and Culture 10
  - Policy Area 4: Economy, Technology, and Innovation 11
  - Policy Area 6: Recreation and Open Space 11
  - Market Areas 12
  - Resources 12
  - Implications for Cultural Plan 12
- Mayor Jerry L. Demings State of the County Address 12
  - Overview 12
  - Implications for Cultural Plan 13

General City of Orlando Plans and Reports 13

- City of Orlando Vision Statement Policy Document 13
  - Overview and Purpose 13
  - Policy Areas 13
  - Implications for Cultural Plan 14
- DTOutlook: 2015 Update to the Downtown Orlando Community Redevelopment Plan 14
  - Purpose and Background 14

Demographics 14
Guiding Principles: DTO Vision Plan 15
Other Plans, Projects, and Programs 15
Venues 15
Main Street Districts 15
DTOutlook Process 16
Planning Districts 16
Issues and Opportunities 17
Design Framework 19
Financial Plan 20
Implementation Plan (Arts and Culture) 21
Implications for Cultural Plan 21
Downtown Orlando Maps 23
Downtown CRA Map: 23
Orlando Main Street Districts Map 24
Implications for Cultural Plan of Maps 25
Downtown Orlando CRA 1Q2024 Market Report 25
General Summary and Purpose 25
Business Market Trends 25
Hospitality and Tourism Trends 25
Retail Market Trends 25
Office Market Trends 26
Downtown Benchmarks 26
Residential Market Trends (For-Sale and Rental Housing) 26
Downtown Development Activity 26
Implications for Cultural Plan 26
Downtown Orlando CRA Annual Reports 26
General Overview 26
Demographic Data (2022) 27
Downtown CRA Annual Report 2021 28
Downtown CRA Annual Report 2022 29
Implications for Cultural Plan of Annual Reports 31

DTA 2.0 31
Overview 31
Implications for Cultural Plan 32
City and County Department Plans and Reports (Non-Arts) 32
City of Orlando Recreation and Open Space Element Goals, Objectives, and Policies 32
Overview and Purpose 32
Links between Parks and Arts and Culture 32
Implications for Cultural Plan 33
City of Orlando Recreation and Open Space Data Inventory and Analysis 33
Overview and Purpose 33
Park Categories 33
Analysis of Inventory and Need 34
Recommendations from 2008 Appraisal 34
Active Living by Design 34
Funding 34
Recreation and Open Space and Arts and Culture 34
City of Orlando Major Facilities Map 36
Implications for Cultural Plan 36
Bike Orlando Maps 37
Bike Orlando Cycling in Orlando Map 37
Bike Orlando Southwest Trail Map 38
Implications for Cultural Plan 38
City of Orlando Department of Transportation Plans 39
Transportation Goals, Objectives, and Policies 39
Transportation Element Growth Management Plan Support Document 39
Vision Zero Action Plan 39
Implications for Cultural Plan of Transportation Plans 40
Tourist Development Tax Citizen Advisory Task Force Report 40
Overview 40
Review Process and Criteria 40
Recommendations 41
Relevance to Cultural Plan 41

Cultural Arts Plans and Reports 41
City of Orlando Cultural Arts Element Goals, Objectives, and Policies 41
Overview and Purpose 41
Goal 1- Access to Cultural Opportunities 41
Goal 2- Recognition of Benefit of the Arts 42
Goal 3- Cultural Pluralism 42
Goal 4- Space for Artists 42
Goal 5- Cultural Corridor and Arts District 42
Goal 6- Public Art 43
Downtown Orlando Cultural Corridor/Arts District Map 44
Implications for Cultural Plan 44
Cultural Arts Data Inventory and Analysis 45
Overview and Purpose 45
Historical Cultural Planning Efforts and Progress 45
Current Cultural Assets (as of 2009) 45
Implications for Cultural Plan 47
Orlando Venues Summary 47
Overview 47
Implications for Cultural Plan 47
Public Art Master Plan 48
Overview and Purpose 48
Goal and Objectives 48
Site Selection Criteria 48
Implementation 48
Potential Site Inventory 49
Support Data for Public Art Master Plan 49
Implications for the Cultural Plan 49
Arts and Cultural Affairs Task Force Summary 49
Overview and Background 49
Goals 50
Community Engagement 50
Recommendations 50

Implications for Cultural Plan 51
Arts and Economic Prosperity 6 Report for Orange County 51
Overview and Purpose 51
Methodology 51
Findings 52
Implications for Cultural Plan 54
Orange County Arts Ecology Study 54
Overview and Purpose 54
Methodology 55
Current Arts Ecology 55
Recommendations 57
Implications for Cultural Plan 58
Fort Christmas Park Virtual Tour 58
Overview 58
Implications for Cultural Plan 58
Glass Art Map 59
Appendix: Additional Maps 60
Future Land Use Map 61
Zoning Map 62
Public Schools Map 63
Libraries Map 64

INTRODUCTION

Orange County occupies 1,003 square acres in Central Florida. It has an estimated population as of 2022 of 1,452,726. It was founded in 1824 and renamed in 1845 and its largest municipality and county seat is Orlando (population 316,000 for the city and 2.6 million for metro area, which overlaps with other counties).

In preparation for the development of a cultural plan, Orange County provided a wide variety of documents offering background on the county's and Orlando's municipal plans and arts and cultural landscape. These documents and their implications for the current cultural planning process are summarized here. They have been divided into four categories:

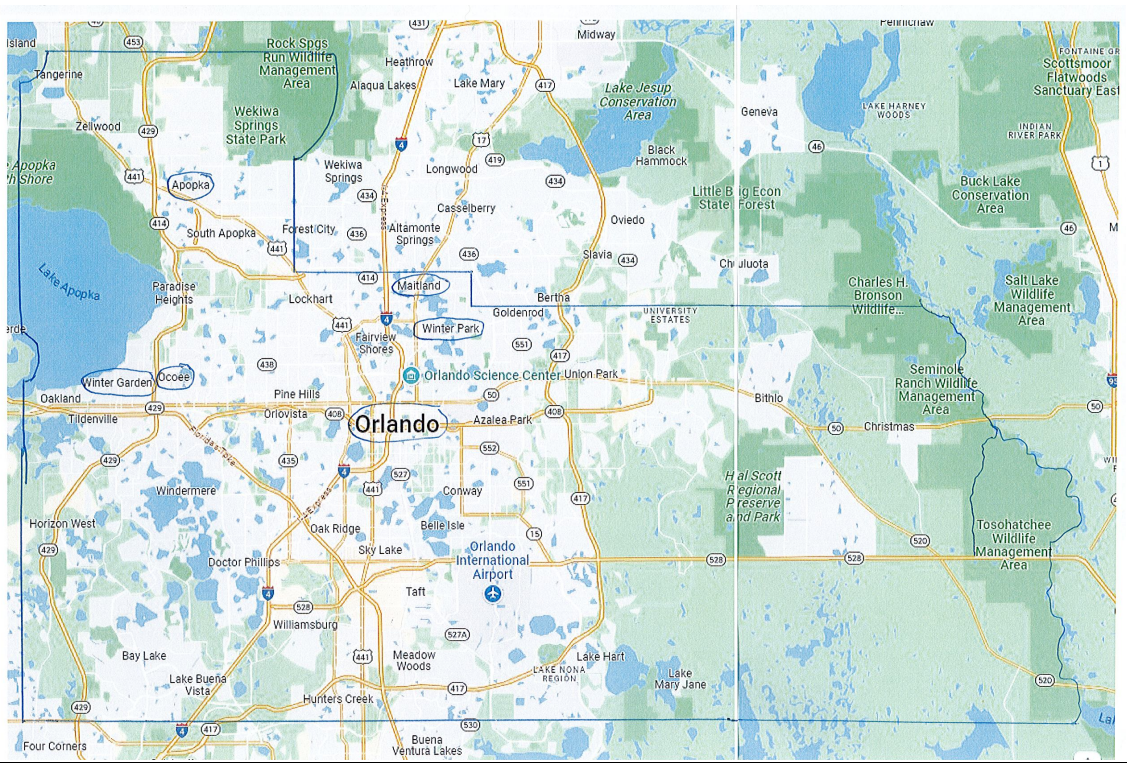
- General Plans and Reports for Orange County
- General Plans and Reports for Orlando, especially its Downtown Community Redevelopment Area
- Municipal Department Plans and Reports (excluding Arts and Culture)
- Arts and Culture Plans and Reports

Following the main summary, the document includes an appendix with several additional maps.

General Orange County Plans and Reports

Orange County Map

ATTACHMENT A
Orange County with certain key cities highlighted



Orange County Comprehensive Plan 2010-2030

Overview and Purpose

The Orange County Comprehensive Plan for 2030 lays out Goals, Objectives, and Policies for land use and development in Orange County. It was adopted in May of 2009, amended in January of 2023, and went into effect in March 2023. It was prepared by the Orange County Planning, Environmental and Development Services Department of the Orange County Planning Division.

The plan addresses the following 19 elements, most of which concern land use, the built environment, and infrastructure in Orange County:

- Future Land Use
- Urban Design
- International Drive
- Transportation

- Housing
- Neighborhood
- Economic
- Conservation
- Recreation
- Open Space
- Water (including potable water, wastewater, and reclaimed water)
- Aquifer Recharge
- Stormwater Management
- Solid Waste
- Fire Rescue
- Public School Facilities
- Capital Improvements
- Intergovernmental Coordination
- Property Rights

Overall, the plan is committed to sustainable, mixed-use development and prefers to channel activity to existing urbanized spaces rather than to build out new areas. It seeks to develop a connected community where all residents have access to affordable housing, transportation, and services and where natural resources will be available long into the future.

Specific Elements of Interest

This plan does not explicitly address Arts and Culture. However, several of the elements address related concerns and may be of interest. The Urban Design element of the plan contains a goal related to placemaking (UD1) and encourages Wayfinding signage and other urban design strategies that reflect the culture and aesthetics of local communities. This element also calls for adequate recreational spaces for the community and for these spaces to be integrated into the overall community design (Objective UD 5.2). The International Drive element notes that tourist activity concentrates in this area and that planning will need to address a mix of uses (Goal ID 1, Objective ID1.1). Under the Economic element, the County commits to enhancing the quality of life for Orange County's workforce (Goal E4) and continuing to diversify the County's industries (Goal E5).

Under the Recreation element, the county commits to achieving a standard of 2.5 acres of publicly-owned parkland for every 1,000 residents of unincorporated Orange County (Objective R1.1) and to providing interpretive centers and tools for historic and natural resources in the County's parks (Policies R1.2.3 and 6). It also notes the importance of park programs and expresses an intent to ensure that they are accessible to all residents and meet the needs of Orange County's diverse community (Objective R1.4 and Policy R1.4.6; Objective R1.6). Other objectives and policies in this element address funding concerns and coordination with other governments and municipalities.

Implications for Cultural Plan

This document provides considerable detail about Orange County's land use needs, plans, and policies. It offers context for the cultural plan and shows the County's commitment to conservation, connectivity, and a community that serves all of its residents.

Orange County Vision 2050 Comprehensive Plan 2020-2050

Overview and Purpose

In July of 2023, the Orange County Board of Commissioners approved and transmitted Vision 2050, Orange County's comprehensive plan for development. This comprehensive plan informs other county decisions and guides initiative, policies, and regulations. It proves a roadmap for future growth to ensure that development occurs in a way that preserves the area's natural resources and promotes the interests of all residents. Rather than separating the county into zones based on land use, the plan emphasizes context-sensitive planning and directs development to areas that are already urbanized.

The plan is divided into three sections: An Introduction that lays out the guiding principles and planning framework; ten chapters on subject areas related to the plan, including all areas required by Florida law as well as three optional areas (including Tourism, Arts, and Culture); and Goals, Objectives, and Policies specific to six geographic planning areas identified by the County. This summary provides a general overview of plan but focuses on areas most relevant to Arts and Culture.

Guiding Principles and Planning Framework

The plan lays out ten principles that establish priorities and for development and will guide planning for the County going forward:

- Mixed Land Uses
- Compact Land Use Design
- Housing Opportunity and Choice
- Walkable Neighborhoods
- Distinctive, Attractive Communities with a Strong Sense of Place
- Preserved Open Space, Farmland, Natural Beauty, and Critical Environmental Areas
- Development Directed towards Existing Communities
- A Variety of Transportation Choices
- Predictable, Fair, and Cost-effective Development Decisions
- Community and Stakeholder Collaboration in Development Decisions

The plan then lays out the planning framework's place-based approach, which focuses on "the characteristics of development, the standards for the built environment, and integration of uses to create more predictable development and desirable neighborhood communities" (20). It identifies six market areas (Northwest, Southwest, Core, East, South, Rural East) as well as six sectors (Targeted Growth, Intended Growth, Established, Rural, Preserved, Special) and three place types (Centers, Neighborhoods,

Corridors), all of which will guide development. It then articulates four strategies the county will employ when making decisions about growth in certain areas: transform, evolve, grow, and maintain.

Policy Layout Overview

Vision 2050 lays out goals, objectives, and policies in ten different areas to help guide growth and inform decision-making throughout the planning period. These ten policies areas are:

1. Land Use, Mobility, and Neighborhoods
2. Housing and Community Services
3. Tourism, Arts, and Culture
4. Economy, Technology, and Innovation
5. Natural Resources and Conservation
6. Recreation and Open Space
7. Transportation
8. Public Schools
9. Community Facilities and Services
10. Implementation and Property Rights

The policy areas most relevant to the cultural plan (areas 3, 4, and 6) are summarized in more detail below.

Policy Area 3: Tourism, Arts, and Culture

While the state of Florida requires communities to set policies and goals in some areas, policy goals for Tourism, Arts, and Culture are optional. In recognition of the centrality of tourism to its economy and to demonstrate its commitment to arts and culture, Orange County has elected to develop policies in this area. The plan states, "Orange County will continue to support its regional large-scale cultural centers that produce high caliber exhibits, sports teams, and shows that educate our youth, entertain our residents, and attract our visitors."

The plan lays out the following goals for Arts and Culture in Orange County:

1. **Orange County continues to recognize that arts and culture are essential to orange County's economic vitality and quality of life.** The objective for this goal involves allocating resources to support the arts community, and policies include (among others) dedicating at least 1% of private and public works projects to art in public places.
2. **Elevate the status of Central Florida's arts and culture to that benefitting a world class community.** The Cultural Plan falls under the objective for this goal, which is to "Create a strategic plan to increase the funding and resources of our arts and culture community in relation to the County's growing visitor and resident population" (172). Policies under this objective call for enhancements to and collaborations with various organizations and agencies, including United Arts of Central Florida, museums, libraries, and assorted private partners. They also call for close attention to the environmental impact of arts organizations, facilities, and programs.

3. **Orange County shall maintain an education system that provides opportunities for youth to explore their talents and interests for artistic expression through exposure and access to performing and visual arts from Pre-K through High School.** The objective and policies under this goal commits the County's Arts and Cultural Affairs Office, in collaboration with Orange County Public Schools and other relevant partners, to periodically assess arts programs for youth and create and maintain an inventory of services offered.
4. **The County will ensure that all residents and visitors have access to creative, high-quality, and diverse arts and cultural opportunities.** To work toward this goal, the county commits to engaging a diverse group of community leaders in the decision-making process for the development of arts and cultural programs, policies, and resources in the County.
5. **The County shall promote the creation of public art, finding that public art is interwoven into the fabric of the community, and contributes to and enhances vibrant neighborhoods while providing other social and economic benefits.** The county's objective here is to evaluate and increase investments in public art, and policies address funding strategies and the location of public art projects throughout the county.
6. **Our creative class is valued, supported, and has a high quality of life.** This goal has two objectives: to ensure that housing and transportation are affordable for creative professionals and to ensure that seniors employed in creative industries have access to healthy food, transportation, and healthcare. Policies for this goal address issues such as affordable housing and encouraging living wages for workers in the arts sector.
7. **Orange County encourages cultural tourism as a sustainable component to our tourism industry, and important sites, buildings, and venues are spread throughout the communities and neighborhoods of the County.** The objective under this goal empowers local residents and neighborhood leaders to advocate for "increased investment in heritage and cultural tourism in their neighborhoods" (176).

Policy Area 4: Economy, Technology, and Innovation

Overall, this policy area addresses Orange County's economic future. It calls for "a thriving economy that is diversified, resilient, and supported by an educated and trained workforce that earns a living wage." It is also concerned with enhancing the quality of life for workers and supporting small businesses, and therefore has some relevance to the cultural plan. In particular, small, arts-related businesses might benefit from the Incentives, grants, and partnerships called for in Goal 4, Objective 2, which aims to "Foster an environment in which small businesses can start, grow, and scale."

Policy Area 6: Recreation and Open Space

Noting the need to create and preserve walkable parks and open space as Orange County develops, the plan lays out goals and objectives articulating the need for 2.5 acres of publicly-owned activity based parkland and trails for every 1,000 residents. It highlights the diversity of Orange County's residents and commits to creating a Parks system that benefits all. While the goals and objectives laid out in this section of the plan do not directly concern arts and culture, both policy areas serve the recreational needs of Orange County's residents and many cultural events and festivals take place in parks or other recreation-oriented open spaces.

Market Areas

The Plan then provides detailed planning guidance for each of the County's six geographically-defined market areas. The most significant area for the cultural plan is likely the Core Market Area, which totals 130 square miles (13% of Orange County) and includes the historic Downtown areas of Winter Park and Orlando as well as the I-4 corridor. The Southwest Market Area, where many theme parks and the Orlando Convention Center are located and which covers 174 square miles, may also prove relevant to the cultural plan. In both cases, the County aims to manage growth, conserve environmental resources, and preserve neighborhood character while providing for development that helps economies thrive.

Resources

The latter sections of the Vision 2050 report contain numerous planning maps as well as policies and references related to land development in Orange County.

Implications for Cultural Plan

The Vision 2050 Plan lays out Orange County's strategy for land use and development moving forward. By including the optional Tourism, Arts, and Culture element in the Vision Plan, County leadership displays a clear commitment to the Arts and Culture. Goal 2 of this policy area establishes the need for the Cultural Plan and the policies under this goal name specific organizations and agencies who may be involved in the plan. Outside of its specific Arts and Culture elements, the plan provides an overall vision for the county, especially as regards land use, and the Cultural Plan may wish to consult the land use sections of the plan if development for arts and culture uses is contemplated.

Mayor Jerry L. Demings State of the County Address

Overview

On June 7, 2024, Mayor Jerry Demings addressed constituents at the Orange County Convention Center. The address was focused on a theme of "Building Better Together." The Mayor began by describing the city's strong economy and financial position, noting that in the last year Orange County saw 2.2 billion dollars in development. The County has focused on simplifying permitting, increasing housing, and supporting small and medium-sized businesses, as well as flood and storm remediation and disaster preparedness. The mayor also highlighted County investments and accomplishments in many areas, including transportation, higher education, violence prevention, and conservation, as well as significant private investment from business such as Disney.

The mayor's address included a few points relevant to the arts. He announced, but did not provide detail on, $75 million in County investments for capital improvements for arts organizations and an additional $11 million in cultural tourism grants. He also highlighted the accomplishments of the county's Multicultural Center and announced additional funding for that organization. Relevant to culture and tourism, he noted that Orlando was named the #1 Sports Business City in America by the Sports Business Journal and highlighted events such as the Olympic Marathon trials, concerts, and the NFL Pro Bowl. The mayor also stated that 40 organizations were awarded a total of 4.2 million in cultural and tourism grants

funded by tourism taxes. Performers from Opera Orlando and the Orlando Taiko Dojo drumming ensemble entertained guests just before the conclusion of the address, providing the opportunity for arts organizations to showcase their talents.

Implications for Cultural Plan

The arts played only a minor role in the mayor's address. However, they are clearly considered important to Orange County's culture and community, and the inclusion of arts groups as entertainment in the event suggests that the county is aware of the strength of its arts organizations and wants them to have the opportunity to shine.

General City of Orlando Plans and Reports

City of Orlando Vision Statement Policy Document

Overview and Purpose

The City of Orlando's Vision Statement Policy Document was initially approved in 1991 and amended in 2009. This document supports the city's Growth Management Plan, which aims to preserve Orlando's unique natural environment while supporting population growth and economic development. Noting that the population of the Orlando Metropolitan Statistical Area was expected to reach 3,283,776 by 2030, the Growth Management Plan establishes a vision that "will ensure the preservation of its natural and man-made environments, reduce urban sprawl, promote the efficient use of transportation and financial resources, and nurture its human assets" (V-2).

Policy Areas

In support of this overall project, the document lays out and provides an overview of seven policy areas:

- **Orlando's Amenity Framework,** which includes urban design, historic preservation, parks and open space, the cultural arts, and libraries. According to the policy document, these amenities are key to Orlando's future, and the document specifically calls for the city to be "enhanced by a strong, diverse and supportive cultural, performing, and visual arts community" (V-5).
- **Orlando's Housing Framework,** calling for creating more attainable, affordable housing and developing housing at a range of price points to serve the needs of all community members.
- **Orlando's Economic Framework,** including tourism as well as high-tech and healthcare sectors.
- **Orlando's Land Use Framework,** which focuses on creating high-intensity, mixed-use activity centers and maintaining the character of neighborhoods.
- **Orlando's Transportation Framework,** which should be multi-modal and integrated with the land-use plan and include public transit as well as roadways.
- **Orlando's Infrastructure Framework,** which seeks to ensure that utilities and community services serve the population and are ecologically sound.

- **Orlando's Social Framework,** which recognizes the city's diversity and makes a commitment to universal design. This section also calls for the development of cultural arts, solid educational opportunities, and recreational facilities.

Implications for Cultural Plan

The City of Orlando has laid out a comprehensive vision for the community's development. While this document does not provide detailed instructions for the integration of arts and culture into the life of the city, it displays at multiple points a commitment to ensuring the vibrancy, relevance, and attractiveness of Orlando through a variety of arts programming that is accessible to all residents. The plan might also want to consider Orlando's commitment to land-use patterns that concentrate development activity in high-density areas accessible by public transportation.

DTOutlook: 2015 Update to the Downtown Orlando Community Redevelopment Plan

Purpose and Background

Downtown Orlando has established a Community Redevelopment Agency (CRA) with the mission to "aggressively pursue redevelopment and revitalization activities within the Downtown Orlando Community Redevelopment Area ("Redevelopment Area"), with emphasis on providing more housing and cultural arts opportunities, improving transportation needs and encouraging retail development" (1-1). A map of this area is included in on page 23 of this summary.

The CRA is led by the Orlando City Council and has a staff that performs the functions of the agency. The CRA plan identifies and prioritizes for funding projects within the Redevelopment Area. This 2015 update represents a major amendment to prior versions of the plan and responds to changing needs within the community as well as a series of studies and reports on subjects ranging from bicycle transportation to housing to environmental concerns. Projects within this update to the plan may be financed by Tax Increment Revenues through January 1, 2042.

Demographics

The plan then outlines the demographics of Downtown Orlando at the time it was compiled (2015). Because some time has elapsed and demographics may have shifted, a more recent (2022) demographic table is provided on page 27 of this report. However, it is notable for the cultural plan that in 2015, well over half of households consisted of younger residents, many of whom rent their homes, and 29% were "Emerald City residents," described as "young, educated, and mobile" and interested in "cooking, music, and art" as primary sources of entertainment.

Noting that Orlando "competes at a national level with other downtowns for investment and attention," the plan provides comparisons to six cities with comparable populations (Austin, Denver, Nashville, Phoenix, San Antonio, and Tampa) and finds that Orlando has been comparatively successful in

revitalizing its downtown and that its downtown residents earn incomes at the high end of these comparable cities.

Guiding Principles: DTO Vision Plan

DTOutlook aims to create a downtown that is the "highest quality urban environment in the nation." The Vision is guided by four principals: **Economic Competitiveness, Livability, Health and Wellness,** and **Sustainability.** Arts and culture figure most heavily into the Livability component of this vision; it sees arts and cultural opportunities as key to attracting residents and businesses and providing a sense of community for those who live and work in the area. The Economic Competitiveness component also names a "creator culture" as key to economic development and emphasizes the need for a distinct brand identity for Downtown Orlando.

The Vision also identifies ten themes that provide the basis for specific projects and policies in Downtown's Future. Of those ten, four specifically concern the arts and culture or closely-related areas:

- **DTOne-of-a-Kind: A Creator Culture**, which emphasizes Orlando's cultural resources and its creative economy and seeks to grow the area's arts community, food culture, and high-tech sector
- **DTOriginal: An Iconic Visual Identity,** which identifies the need to use architecture and lighting features to create an iconic, memorable downtown landscape
- **DTOvation: Stellar Music, Arts, Sports and Entertainment,** which notes rising interest in Orlando as a destination for arts, culture, and sports (as well as theme parks), describes the area's growing arts scene, and commits to further growing and diversifying arts and culture in Downtown Orlando
- **DTOrigins: Celebrate Our Diverse Culture and Heritage,** which notes Orlando's diversity and commits to historic preservation throughout Downtown

Other Plans, Projects, and Programs

DTOutlook also briefly reviews a number of other existing plans, projects, and programs for specific neighborhoods and on topics such as housing, public transportation, planned development, and land use.

Venues

DTOutlook lists several venues in Downtown Orlando. Several of these venues are described in more detail on page 47 of this report and are listed here for reference:

- Amway Center (now Kia Center; event center and sports arena)
- Orlando Citrus Bowl (football stadium)
- Orlando City Stadium (soccer stadium that can accommodate other events)
- Dr. Phillips Center for the Performing arts (multi-stage theater and music venue)

Main Street Districts

DT Outlook lists several neighborhood commercial districts, most of which lay just outside the CRA borders, that were chosen on a competitive basis by the city to receive funding and technical assistance.

Those within the CRA include Church Street District; Thornton Park District; and a portion of Ivanhoe Village. Those just outside the CRA boundaries include Downtown South; Mills 50; College Park; and Audubon Park Garden District. A map of Main Street Districts can be found on page 24 of this document.

DTOUTLOOK PROCESS

The plan was developed in consultation with a Task Force of 71 stakeholders and an Executive Committee of 26 longtime downtown supporters. There were ample opportunities for public engagement, including multiple in-person events, one of which drew more than 1,000 people. The Task Force was divided into nine fact-finding committees charged with discovering what people think of Downtown Orlando and identifying areas of need. These findings were presenting in two reports: Findings of Context, which identified gaps and issues related to the committees' focus areas, and Findings of Need, which include recommendations for moving forward.

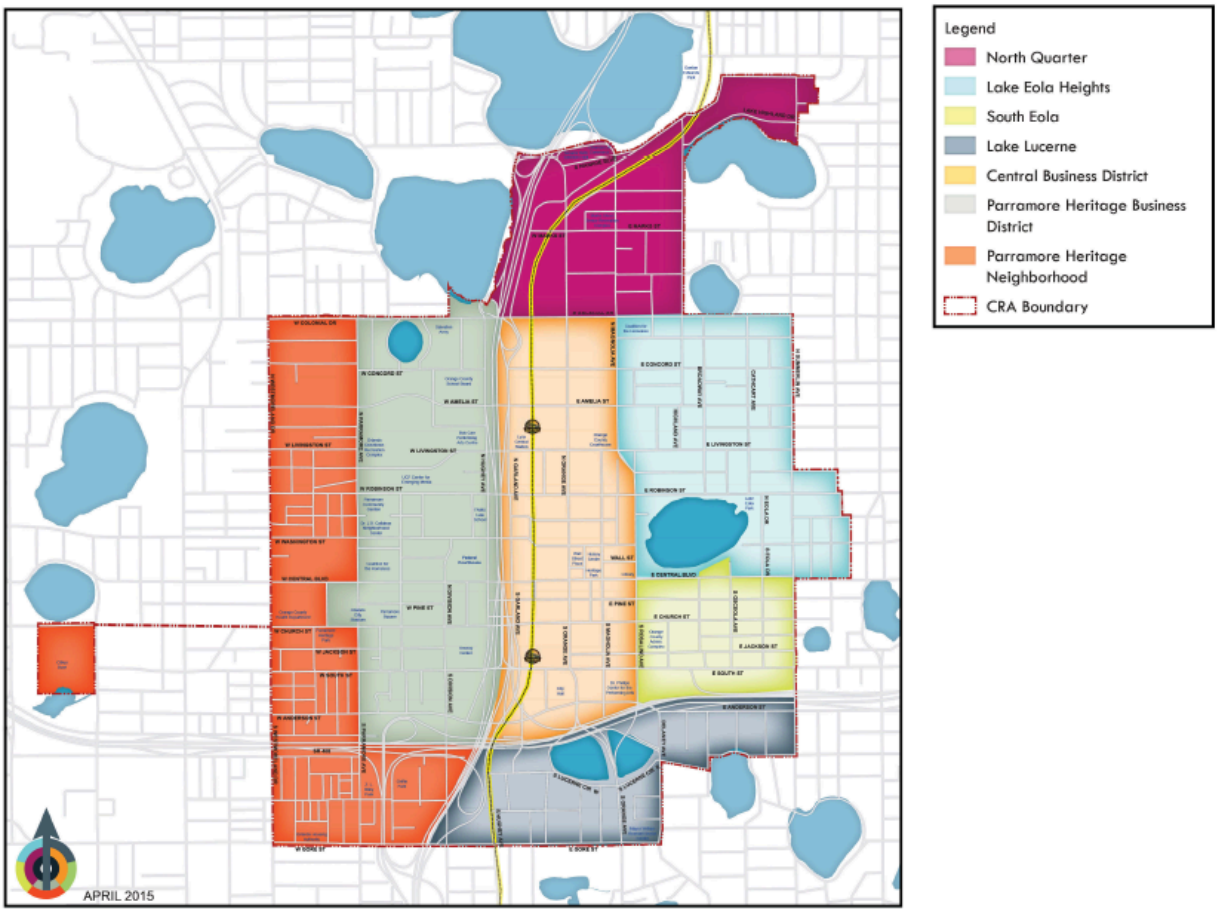
PLANNING DISTRICTS

For planning purposes, the Redevelopment Area was subdivided into seven smaller planning districts: North Quarter, Lake Eola Heights, South Eola, Lake Lucerne, Central Business District, Parramore Heritage Business District, and Parramore Heritage Neighborhood. Each of these districts has a unique character and unique needs. The report identifies assets, challenges, and opportunities for each of these districts and provides detailed maps of each.

For purposes of the cultural plan, the most relevant districts are Lake Eola Heights, South Eola, the Parramore Heritage Business District, and, above all, the Central Business District. Lake Eola Heights is one of Orlando's oldest neighborhoods and borders Lake Eola Park, which hosts numerous events and festivals and contains several museums. South Eola contains numerous dining and entertainment options and also borders Lake Eola Park. The Parramore Heritage Business District contains numerous historical assets and the Wells' Built Museum of African American History and Culture. It is also home to the Amway Center, the Orlando Soccer Stadium, and the Creative Village (described above). To leverage these cultural and entertainment assets, DTOutlook recommends encouraging development on West Church Street that complements these uses.

The Central Business District contains the Dr. Phillips Center; the Cultural Corridor featuring art galleries, theaters, and the library; much of Downtown Orlando's nightlife; and historical assets such as the Orange County Regional History Center as well as monuments, markers, and the Downtown Historic District. DTOutlook notes that establishing a solid Downtown identity is key to the future of Orlando's public realm. It also recommends that the CRA support the diversification of entertainment options to extend beyond nightlife and offer marketing and programmatic support for arts and culture in this area.

Planning Districts Map



ISSUES AND OPPORTUNITIES

The report identified eight areas for strategic analysis of issues and opportunities in the CRA and discusses assets, challenges, and opportunities and strategies for each. The areas identified are:

A. Transportation and Connectivity
B. Parks and Open Space (summarized below)
C. Housing and Neighborhoods
D. Art and Culture (summarized below)
E. Sports and Entertainment (summarized below)
F. Marketplace (Retail & Services; summarized below)
G. Education and Social Fabric
H. Business Environment

The areas with the most relevance to the cultural plan, including Parks and Open Space, Arts and Culture, Sports and Entertainment, and Marketplace are discussed in the subsections below.

Parks and Open Space

Noting that the Central Florida climate provides an ideal environment for outdoor activities, this section of DTOutlook describes Downtown Orlando's parks and other outdoor assets. It notes that Lake Eola Park plays host to many concerts, festivals, and other events; that the area has many Plazas, including Seneff Arts Plaza and City Commons Plaza, which have seen increased use due to the opening of the Dr. Philips Center for the Performing Arts

However, the report notes that quality, connected outdoor space is limited in downtown Orlando. It suggests creating additional open spaces and enhancing those that exist; establishing a continuous open space network; activating vacant and underutilized areas for recreational or beautification purposes; and using design features to create signature gateways and entrances to downtown, which may involve artwork.

Arts and Culture

Noting that the "face of arts and culture is changing in Downtown," the report inventories existing assets and charts a direction for the future of arts and culture in downtown Orlando. The assets it lists include:

- The Downtown Arts District, which is a nonprofit organization that promotes, supports, and funds arts organizations, projects, and events in Downtown Orlando. It also manages the City Arts Factory, a multi-use building with classrooms, studio spaces, and galleries.
- The area's many Performing Arts organizations and facilities, which include the Dr. Phillips Center for the Performing Arts, Bob Carr Theater, and Amway Center, as well as several smaller venues, private nightlife businesses, and an amphitheater.
- Visual Arts exhibitions and businesses, such as SunTrust Center art Collection, Citrus Restaurant art collection, the Chase Plaza sculpture collection, and the Mayor's Gallery and Terrace gallery, as well as many small galleries that display and sell the work of local artists.
- Artistic and cultural experiences, including food from different culinary traditions, buskers, bars and clubs with live music opportunities, arts education opportunities.
- Events ranging from a concert series to a film festival to the Juneteenth Music Festival, as well as regular art walks and gallery openings.
- Public art, cultural facilities, and museums such as the Wells Built Museum of African American History and Culture and the Orange County Regional History Center.

The report also identifies challenges for the arts in Downtown Orlando, including fostering a philanthropic culture to increase funding for the arts; understanding and perhaps modifying cumbersome regulatory processes that have limited public arts expression; the need to market Downtown Orlando as an arts and culture destination to drive tourists to the area and encourage workers to remain after hours; and a lack of coordination among stakeholders in the arts community (an arts and culture master plan is a recommended strategy for overcoming this last challenge).

To address these challenges and maximize the value of Orlando's arts assets, the report identifies five opportunities with related strategies:

1. **Support diverse arts and cultural opportunities** through a review, and, if necessary, modification of city codes and regulations governing design and use of Downtown spaces.
2. **Develop progressive arts infrastructure and technology** in the built environment, including new or repurposed buildings as well as the hardware and services required to make contemporary arts programming a reality.
3. **Foster a creator culture** by strengthening arts education opportunities at both the K-12 and post-secondary levels and by supporting local artists.
4. **Encourage and promote a variety of events** such as a multi-cultural festival and a "signature event" to draw people to downtown Orlando, as well as smaller events.
5. **Encourage funding for the arts** through public-private partnerships, corporate philanthropy, and flexible public sector funds (such as parking ticket fees and rental and venue fees).

Sports and Entertainment

Assets detailed in this section of the report include venues such as the Dr. Philips Center for the Performing Arts, the Bob Carr Theater, the Amway Center, the Orlando Citrus Bowl, and the Orlando Soccer Stadium. They also include sporting events and Orlando's professional sports teams. The arts play a significant role here, as well, as events at the Dr. Phillips Center and the Bob Carr Theater are included in this list of assets, as is nightlife.

The report identifies competition from facilities in other areas of the region as a key challenge for this sector and notes that logistics (especially parking and traffic), marketing, and coordination with Downtown's booming nightlife scene can also pose issues. It recommends supporting further development the Sports and Entertainment Corridor of Downtown, raising the profile of downtown as an entertainment destination, and expanding the economic impact of events throughout Downtown through partnerships between venues and local businesses.

Marketplace (Retail & Services)

DTOutlook notes that Orlando is growing, and it describes this growth, along with an educated, relatively affluent population, a strong retail base, and name recognition as assets. In this area, challenges include other strong retail and Main Street destinations near Downtown, lack of additional demand, several "dead zones" at the street level, limited parking, and divisions between the Parramore district and the rest of Downtown. It recommends increasing the number of potential retail customers partly by encouraging additional special events after working hours and making the "Downtown experience" more satisfying by modifying traffic flow, beautifying streetscapes, and improving the pedestrian experience.

Design Framework

The report outlines in some detail design principles for the future of Downtown Orlando and includes design principles, design guidelines, and special considerations for character districts. It lays out detailed guidelines addressing Streets and Mobility, Streetscapes, Buildings, and Open Space and then provides specific guidance related to the character of Downtown's neighborhoods.

FINANCIAL PLAN

DTOutlook then includes a review of financial strategies available to Downtown. The largest source of funding for the CRA is tax increment financing, which comes from an increase in tax revenues resulting from growth in property values in the district. Other funding sources include government grants, fees, tourism taxes, and other city allocations, as well as advances and loans to the CRA and Tax Increment Revenue bonds.

The CRA has prepared the following table of funds available through 2042:

Time Period	Tax Increment Revenue	Total Debt Service*	Available for New Projects and Programs
2016-2020	$121,201,000	$85,666,000	$8,569,000
2021-2025	$163,040,000	$74,038,000	$50,966,000
2026-2030	$205,590,000	$69,508,000	$91,988,000
2031-2035	$242,563,000	$65,799,000	$125,646,000
2036-2040	$280,439,000	$59,506,000	$161,674,000
2041-2042	$122,151,000	$0	$95,884,000
TOTAL	**$1,134,984,000**	**$354,517,000**	**$534,727,000**

* Includes bonds, internal City loans, and existing tax incentive agreements

Implementation Plan (Arts and Culture)

The plan concludes with a detailed implementation plan in chart form, including action items and the time frame, estimated cost, and key partners for each. The Arts and Culture implementation plan is included here:

D. Arts and Culture				
No.	Description	Time Frame	Cost Estimate	Key CRA Partners
38	Encourage distinctive architecture to create a signature skyline, including building crown design, architectural lighting, and building articulation.	Short Term	**$1M***	City, private enterprise
39	Encourage public art installations in parks, plazas, buildings and along trails to showcase a wide variety of subject matter, style, and technique.	Short Term	**$2.SM***	City, area stakeholders, FOOT
40	Support completion of the Dr. Phillips Center for the Performing Arts.	Long Term	**$250M***	Dr. Phillips Center, private enterprise
41	Support creation of a world-class, large scale signature event or festival in Downtown Orlando.	Mid Term	$50k	City, area stakeholders, private enterprise, Visit Orlando
42	Continue to support a wide variety of smaller-scale events including festivals, fairs, 5 k or marathon events, and concerts to engage a diverse population.	Short Term	$100k	City, private enterprise
43	Recruit and incentivize new and expanding restaurants in Downtown to diversify dining choices.	**Mid** Term	$500k	Private enterprise
44	Support busking, street art, performance art, art shows, murals and pop-up events for art, music and dining.	Short Term	**$50k**	City, area stakeholders, private enterprise, Downtown Arts District
45	Promote creation of an Urban Market that features a variety of authentic, locally made items, specialty shops and services.	Mid Term	$500k	Private enterprise
46	Establish a program that provides or facilitates lower cost live-work opportunities for the creative class.	Mid Term	**$500k**	City, area stakeholders, private enterprise
47	Implement a Downtown smart phone app with general information, including destinations, dining options, events, historic points of interest, and cultural offerings.	Short Term	**$100k**	City, private enterprise
48	Strengthen connectivity between Downtown and Loch Haven Park.	Mid Term	$250k	City, area stakeholders
49	Support development of a high-profile, distinctively designed museum in Downtown.	Long Term	**$2M***	City, area stakeholders, private enterprise
50	Strengthen existing and create new partnerships with the private sector, non-profit institutions and other public agencies to encourate a broad base of financial support for the arts.	Mid Term	$50k	City, Orange County, area stakeholders, private enterprise, United Arts, Downtown Arts District
51	Promote the authentic character of Downtown Orlando through marketing of cultural and historic assets, as well as its unique personality pods.	Short Term	$500k	City, Main Street Districts, private enterprise

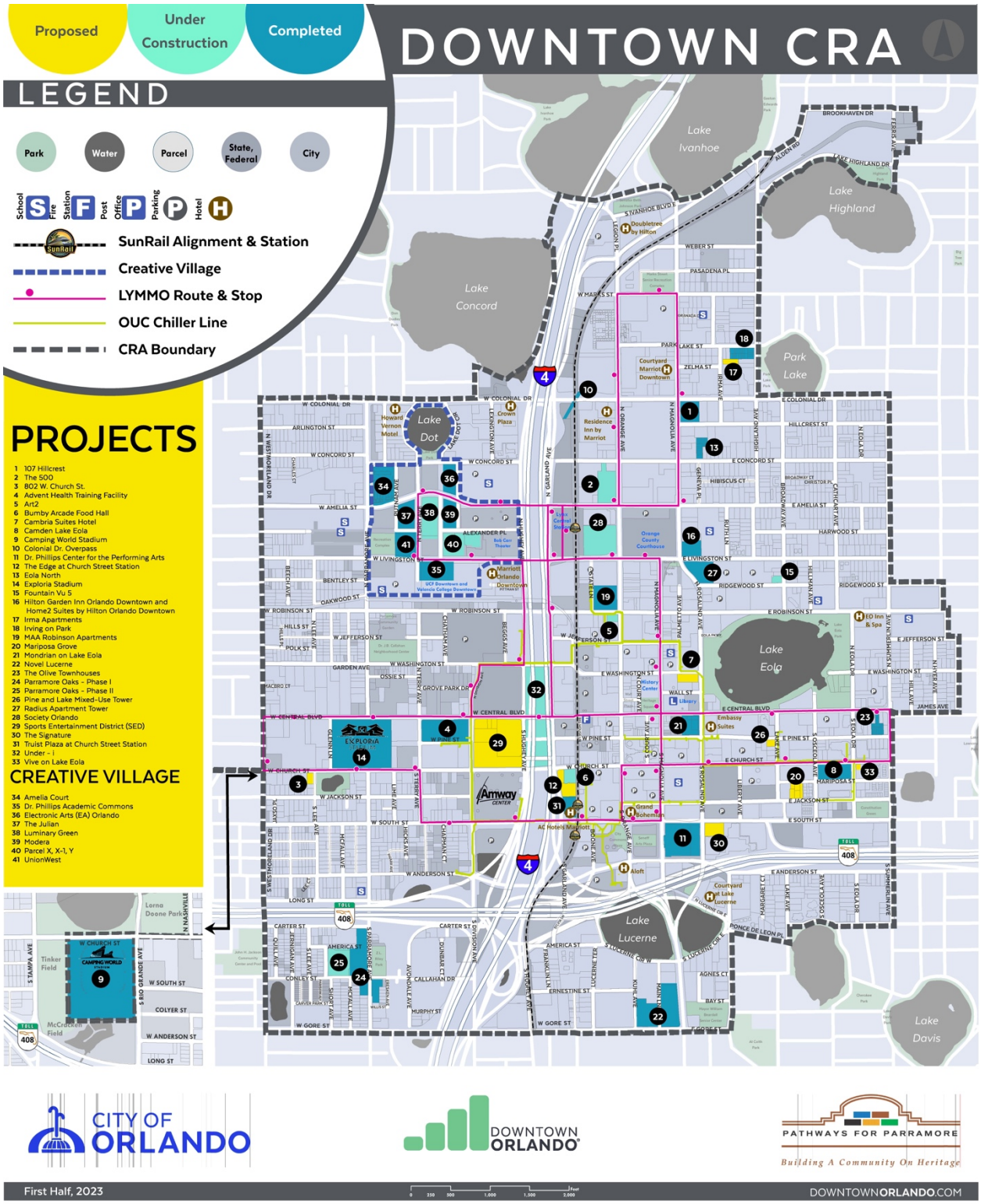
Implications for Cultural Plan

The arts are a key component of DTOutlook's vision for Downtown Orlando. The CRA's venues and businesses all play major roles in Orlando's and Orange County's arts scene. The implementation for arts and culture lays out the CRA's desired steps for strengthening the arts and culture in the Downtown area,

and the planning team may wish to consult it. Finally, DTOutlook offers an overview of how the arts and culture interact with other facets of planned development and growth in Downtown Orlando.

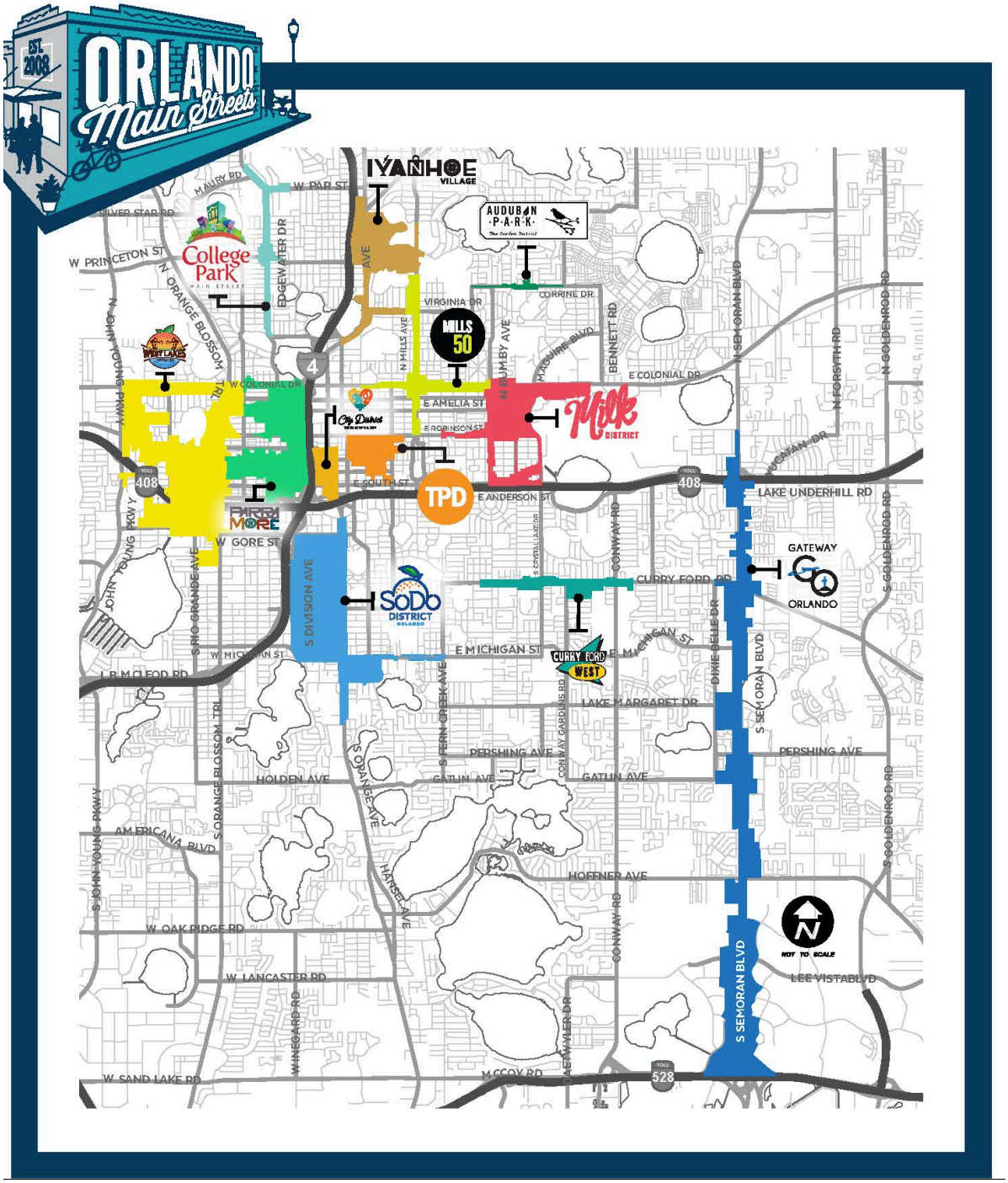
DOWNTOWN ORLANDO MAPS

DOWNTOWN CRA MAP:



ORLANDO MAIN STREET DISTRICTS MAP

ORLANDO
MAIN STREET DISTRICTS



Implications for Cultural Plan of Maps

The CRA map shows the boundaries of the CRA and its some of its major assets, including development in the Creative Village, while the Main Street Districts Map shows the Main Street Districts near downtown. These maps may be helpful for considering the location of various cultural activities.

Downtown Orlando CRA 1Q2024 Market Report

General Summary and Purpose

In May of 2024, GAI Consultants, Inc. prepared a market report for the Downtown Orlando CRA. The report covers business Market Trends, Hospitality and Tourism Trends, Retail Market Trends, Office Market Trends, Downtown Benchmarks, Residential Market Trends in both for-sale and rental housing, and Downtown Development Activity. Key findings from each area are included below.

Business Market Trends

- Downtown Orlando has a population of approximately 21,350 people, and its 7,990 businesses employ nearly 95,180 workers.
- In the first quarter of 2024, the CRA issued 498 business licenses.
- At year-end 2023, sales tax collections totaled approximately $121,700,000 and came primarily from lodging, commercial rents, and admissions and recreation services.
- At year-end 2023, total consumer expenditures in the CRA were approximately $1,038,500,000 with housing, retail goods, food, and health care as the largest spending categories.
- The CRA includes approximately 26% of total employees in the City of Orlando, and the major employment sectors were education, public administration, and professional services. Total employment in the CRA increased slightly from 2022.

Hospitality and Tourism Trends

- The Downtown CRA has approximately 2,179 hotel rooms, and in the first quarter of 2024, approximately 147,734 people were lodged in the area.
- Hotel rooms in the CRA comprise 1.7% of total hotel rooms in Orlando and 2.4% of total hotel rooms in Orange County.
- The occupancy rate for hotels was 74.5%, representing a14% increase from 4Q2023 and 1.2% increase from 1Q2023.
- The average daily rate for hotels in the CRA was $207.59. This is higher than the overall average for the City of Orlando but slightly lower than that for Metro Orlando and Orange County overall.

Retail Market Trends

- The CRA has approximately 1.29 million square feet of retail space with an estimated occupancy rate of 88.5% and an average rental rate of $35.94 per square foot.

Office Market Trends

- The CRA has approximately 12.1 million square feet of office space, with an estimated occupancy rate of 88.4% and an average rental rate of $27.87 per square foot.

Downtown Benchmarks

- The report drew comparisons to downtown business districts in Jacksonville, Tampa, Fort Lauderdale, and Miami. It found that for retail space Orlando had the fourth-highest occupancy rate and the third-highest average rental rate.
- For office space, Downtown Orlando had the second-highest occupancy rate and the fourth-highest average rental rate during this period.

Residential Market Trends (For-Sale and Rental Housing)

- The CRA had approximately 63 residential unit sales in this period, and the average sale price was $340 per square foot for a total sales volume of $27,100,000.
- During 1Q2024, 92% of apartment properties in the CRA had occupancy rates above 90%, and 46% had occupancy rates above 95%. The average rental rate was $2,015, an 8.6 increase from 1Q2023.

Downtown Development Activity

- The report identified 25 planned and proposed projects with in the CRA in 1Q2024. These include a mixture of residential, hotel, retail, office, and mixed-use projects. There were also 7 projects under construction.

Implications for Cultural Plan

Retail, office, and residential space in the Downtown area are expensive, but not as expensive as in many other Florida metro areas. However, occupancy rates are quite high, suggesting that affordable, vacant space may be difficult to find. The report suggests that creative professionals and organizations may struggle to some extent to find affordable space to meet their needs. Additionally, while hotel occupancy rates are relatively high, there is room for growth in this area, and growth in cultural tourism would likely have a positive impact.

Downtown Orlando CRA Annual Reports

General Overview

The county provided annual reports for 2021 and 2022 detailing the activities and accomplishments of the CRA. These reports include discussion of development activity, market and employment conditions, business incentives, marketing, neighborhood conditions, and other occurrences in the CRA such as sports and events. Each annual report is summarized individually below, with a focus on activities related to the cultural sector.

Demographic Data (2022)

Annual Reports for Downtown Orlando include demographic tables describing the population in the area, changes since 2010, and five-year projections. Because it is the most recent data available, the table for 2022 is included here.

Summary	Census 2010	Census 2020	2022	2027
Population	13,574	19,501	21,300	23,338
Households	7,538	11,014	12,067	13,327
Families	1,761	-	2,550	2,763
Average Household Size	1.58	1.61	1.62	1.62
Owner Occupied Housing Units	1,581	-	2,137	2,243
Renter Occupied Housing Units	5,957	-	9,931	11,084
Median Age	37.3	-	38.4	39.1

Trends: 2022-2027 Annual Rate	Area	State	National
Population	1.84%	0.61%	0.25%
Households	2.01%	0.62%	0.31%
Families	1.62%	0.59%	0.28%
Owner HHs	0.97%	0.83%	0.53%
Median Household Income	4.82%	3.75%	3.12%

Households by Income	2022 Number	2022 Percent	2027 Number	2027 Percent
<$15,000	1,907	15.8%	1,706	12.8%
$15,000 - $24,999	999	8.3%	898	6.7%
$25,000 - $34,999	847	7.0%	627	4.7%
$35,000 - $49,999	1,125	9.3%	981	7.4%
$50,000 - $74,999	2,091	17.3%	2,158	16.2%
$75,000 - $99,999	1,702	14.1%	1,996	15.0%
$100,000 - $149,999	1,740	14.4%	2,611	19.6%
$150,000 - $199,999	662	5.5%	1,143	8.6%
$200,000+	994	8.2%	1, 207	9.1%
Median Household Income	$61,481		$65,675	
Average Household Income	$91,702		$91,409	
Per Capita Income	$51,867		$54,229	

Population by Age	Census 2010 Number	Census 2010 Percent	2022 Number	2022 Percent	2027 Number	2027 Percent
0 - 4	509	3.7%	689	3.2%	773	3.3%
5 - 9	407	3.0%	591	2.8%	601	2.6%
10 - 14	318	2.3%	510	2.4%	528	2.3%
15 - 19	355	2.6%	870	4.1%	888	3.8%
20 - 24	1,158	8.5%	1,647	7.7%	1,985	8.1%
25 - 34	3,592	26.5%	5,094	23.9%	5,362	23.0%
35 - 44	1,875	13.8%	3,086	14.5%	3,504	15.0%
45 - 54	1,663	12.3%	2,084	9.8%	2,309	9.9%
55 - 64	1,129	8.3%	2,026	9.5%	2,120	9.1%
65 - 74	924	6.8%	2,064	9.7%	2,404	10.3%
75 - 84	956	7.0%	1,593	7.5%	1,892	8.1%
85+	689	5.1%	1,046	4.9%	1,074	4.6%

Race and Ethnicity	Census 2010 Number	Census 2010 Percent	Census 2020 Number	Census 2020 Percent	2022 Number	2022 Percent	2027 Number	2027 Percent
White Alone	8,394	61.8%	10,132	52.0%	10,814	50.8%	11,304	48.4%
Black Alone	4,012	29.6%	4,812	24.7%	5,216	24.5%	5,652	24.2%
American Indian Alone	38	0.3%	53	0.3%	54	0.3%	60	0.3%
Asian Alone	442	3.3%	927	4.8%	1,047	4.9%	1,217	5.2%
Pacific Islander Alone	4	0.0%	17	0.1%	17	0.1%	18	0.1%
Some Other Race Alone	336	2.5%	1,186	6.1%	1,384	6.5%	1,678	7.2%
Two or More Races	348	2.6%	2,374	12.2%	2,767	13.0%	3,409	14.6%
Hispanic Origin (Any Race)	1,719	12.7%	3,913	20.1%	4,468	21.0%	5,160	22.1%

Data Note: Income is expressed in current dollars

Source: Esri forecasts for 2022 and 2027. U.S. Census Bureau 2010 decennial Census data converted by Esri into 2020 geography. December 28, 2022

DOWNTOWN CRA ANNUAL REPORT 2021

In 2021, the Downtown Redevelopment Board celebrated its 50th anniversary. Celebratory activities included the installation of a DTO sculpture in front of the Discover Downtown office, an exhibition of local artwork at CityArts, and an exhibition highlighting the achievements of the Downtown Development board.

Development Activity

The report notes that at the end of 2021, there were 13 projects underway in Downtown Orlando. These projects included residential units, retail space, and office space and totaled $3.3 billion in public and private investment. Notably, development activity in 2021 included the completion of the 224-room Hilton Garden Inn and significant work on the Dr. Phillips Performing Arts Center, which opened in 2022. Planned arts-related projects included artwork near I-4.

2021 also saw continued construction in the Creative Village development, including affordable and market-rate housing, a new park, and an office building. A new hotel was announced, and the report notes that this area will eventually include 500,000 square feet of office and creative space.

Office Market and Employment and Business Incentives

At the end of 2021, the occupancy rate of office space in Downtown Orlando was 88.3%.

The report then details recipients of business incentive grants, including the Downtown Commercial and Residential Building Improvement Program, which provides funds for homeowners and businessowners to stabilize and improve the exteriors of their properties. Nine projects were approved for funding, totaling $349,866. The report then notes that the city also has offers a Minority and Women Entrepreneur Business Assistance program but that there were no approved applications in 2021. The Retail Stimulus program provided two businesses with assistance for tenant-funded building repairs and rent, with awarded funds totaling approximately $145,000. Three additional businesses received a total of $315,000 in incentives for offering high wage/high value jobs in Downtown Orlando.

Finally, the report notes the launch in 2021 of the CRA's Special Events Grants program, which is intended to fund events that promote the goals and objectives of DTOutlook.

Downtown Orlando Transformations

This section details projects and events that are anticipated to have a high and positive impact on the CRA. It includes several arts-related milestones, including the groundbreaking ceremony for Art2, a .28-acre park located on the corner of Orange Avenue and Robinson Street that will include art gallery and stage space as well as green space and a café. The report also describes two murals, "Land of Merchants" on South Magnolia Avenue and a mural on Pittman St celebrating unity, inclusion, and equality that was designed with the help of local youth leaders.

Notable businesses opened in Downtown Orlando in 2021 include an AC Hotel by Marriott; a Café called Bynx that sells vinyl records and books and houses a recording studio; a concert venue called the Vanguard; a print studio called Color Me Places; the entertainment venue Gatsby on Church; a make-it-yourself candle workshop called Artifact Candle Foundry; a Hilton Garden Inn and Home2Suites hotel; and the pottery shop Cool Hand Robyn. This section of the report also reports two significant

achievements for cultural institutions: the History Center was reaccredited by the American Alliance of Museums, making it one of less than 3,000 accredited museums in the nation; and the Orange County Library System was named the 2021 Library of the Year by the Florida Library Association.

Marketing and Communications

After outlining developments in the Parramore District, sports, and transportation, the report turns to the CRA's Marketing and Communications efforts for 2021. Notable strategies included the Turn Up Downtown campaign in the summer of 2021, which used digital media to promote visitation to downtown; marketing support for small businesses; the Visit Orlando's Magical Dining program to promote area restaurants and support local charities; and a virtual travel experience. The report further notes that the CRA's programs earned several awards from organizations such as the City-County Communications and Marketing Association, the Florida Redevelopment Association, and the International Economic Development Council.

Events

Orlando hosted several arts-and-culture-related events in 2021, including: Synapse, which brings creators and thought leaders together; the three-day IMMERSE Creative City Project, which included numerous performers, art installations, and interactive activities; the Fiesta Latina celebration of Latin music; a Dia de los Muertos party featuring Monster Art Exhibitions; an arts showcase at the University of Central Florida at the Dr. Phillips Center for the Performing Arts; and the Frontyard Festival, a series of outdoor shows near the Dr. Phillips Center.

Downtown CRA Annual Report 2022

Like the 2021 report, the 2022 report details significant accomplishments in the Downtown Orlando CRA. Those most relevant to the cultural plan are summarized below.

Development Activity

Development activity underway at the end of 2022 totaled $480.8 million in residential, commercial, and hospitality projects, with an additional $1.38 billion proposed. Development in the Creative Village area included the completion of Luminary Green, a new city park, as well as residential and retail space. Also in 2022, Phase 2 of the Dr. Phillips Center for the Performing Arts was completed, including Steinmetz Hall, one of the world's most acoustically perfect performance halls.

Community Redevelopment Agency Goals

Active projects for 2022 in the CRA had a total budget of $24,884,660, $9,568,418 of which was expended in that year. These expenditures included $593,881 for the Art^2 project and $4,074,586 for the Luminary Green park project.

Office Market and Employment and Business Incentives

At the end of 2022, occupancy rate for office space in Downtown Orlando was 89.7%.

The Commercial and Residential Building Improvement Program (see page 28) approved eight projects totaling $589,602. The Minority/Women Entrepreneur Business Assistance Program granted $35,000 to one project. The Retail Stimulus program approved two projects, and the High-Wage/High-Value Job creation program approved three projects.

The Special Event grant program, launched in 2021 to encourage entertainment in the area, made 22 grants in 2022. The CRA also implemented the Safety Awareness for Everyone (S.A.F.E.) program to provide incentives for businesses and properties to increase security and deter crime, therefore increasing safety for residents and visitors.

Downtown Orlando Transformations

The annual then describes Project DTO 2.0, a major update to the 2014 vision plan Project DTO. DTO 2.0 turns the vision of the original DTO into actionable strategies. This plan has been developed further since the end of 2022 and its current state is therefore summarized in its own section immediately following this one.

Notable milestones in 2022 relevant in some way to the arts and culture include:

- The installation of digital wayfinding kiosks
- The 100th anniversary of the Callahan School building (now a community center) in the Parramore neighborhood
- The opening of Steinmetz Hall at the Dr. Phillips Center
- The 100th Anniversary of the Beacham Theater in Downtown Orlando
- The unveiling of a new public art installation called "Solidarity" by Hunter Brown made possible through the I-4 redevelopment project
- The approval of an Arts Accelerator Program, including programming at the Downtown Arts Space on Church Street
- The inaugural "Break 4 Art" event that brought live music and street performance to various locations downtown
- The opening of video game company Electronic Arts' Downtown Orlando office
- The opening business including record store Magnesium Records

The Parramore District

The Parramore District gained two improvements in 2022 designed to encourage development and celebrate the community's heritage: the designation of Parramore as an official Orlando Main Street District, which provides business incentives and funding for beautification projects, and the unveiling of a new mural with the theme "Rising Up" that celebrates the community's African American heritage.

Marketing and Communications

Downtown Orlando's marketing efforts in 2022 included ongoing support for small and local businesses, the launch of an app called Explore DTO that included an augmented reality component, and another iteration of the Orlando's Magical Dining program, in which local restaurants offer a prix fixe menu and donate part of the proceeds to local charities. The CRA also received awards from the Downtown Orlando

Partnership for its Special Event Grants program and the Lake Eola Master plan, as well an award from the International Downtown Association for its efforts to make the city a "livable, urban place for all."

Finally, the report notes that in 2022, Orlando hosted the US Travel Association's IPW trade show, which included an event at the Dr. Phillips Center that showcased local performing talent and Orlando's food and beverage scene so that conference attendees could see what Orlando has to offer their clients.

Events

Downtown Orlando hosted many events in 2022. The Amway Center ranked 14th among Pollstar's list of the top 100 arenas, and it and Camping World Stadium hosted concerts from Billy Joel, Garth Brooks, and Paul McCartney. The Orlando Fringe (theater festival) held a mini-fest in January that included a gallery, arts market, and kids section as well as theater productions. In addition, the University of Central Florida held a celebration of the arts in April and the National Ballet of Ukraine performed at Steinmetz Hall in August. Finally, the multimedia inflatable experience Airplay featuring art from the Architects of Air's Daedalum luminarium took place in October at Seneff Arts Plaza.

Implications for Cultural Plan of Annual Reports

The Annual Reports showcase a number of arts and culture milestones in Downtown Orlando. They also provide an overview of the CRA's marketing efforts, which may be helpful to the planning team in understanding the resources available to arts professionals and organizations.

DTA 2.0

Overview

This action plan for Downtown Orlando's future in still in progress. It began in early 2022 and its goal is to take the broad vision of DTOutlook and create implementable strategies. The plan focuses on changes to "streets, civic spaces, mobility options, and neighborhoods to promote a thriving downtown." It is led by the City of Orlando, the Downtown Development Board, and the Community Redevelopment Agency for Downtown Orlando and the contracted planning firms are Perkins and Will (planning and design) and Nelson Nygaard (transportation planning).

The process for DTO 2.0 includes four steps: the analysis of existing conditions (Analysis); the development of strategies and frameworks for change (Strategies); the development of concepts for projects, policies, and programs (Concepts); and documentation of recommendations in an implementation-driven plan (Documentation). It will focus on the downtown core and its relationship to surrounding neighborhoods and the city at large. As of July 2024, the plan website indicates that planners are at stages 3 and 4 (Concepts and Documentation) of the plan.

Five principles guide the development of the plan:

- Downtown should be a place for all people
- Downtown should be personified by a vital street system and transit network

- Downtown should be exceptional every day
- Downtown should be a neighborhood of diverse districts and corridors
- Downtown should be the cultural hub of the region

Implications for Cultural Plan

While incomplete, DTO 2.0 in its current state offers a sense of the Downtown Orlando's CRA priorities for the future. The CRA seeks to be a vibrant, inclusive, accessible area, and the cultural plan should consider these priorities.

City and County Department Plans and Reports (Non-Arts)

City of Orlando Recreation and Open Space Element Goals, Objectives, and Policies

Overview and Purpose

The City of Orlando has committed to providing sufficient space for its residents to enjoy nature and recreation. It has therefore committed to providing 3.25 acres of Community and Neighborhood Parkland for every 1,000 residents of the city and to maintaining 20% of the total surface of Orlando as open space. This document lays out additional policies for supplying and managing parks and open space within the City of Orlando.

Like other City and County plans, the Parks and Recreation Policy Document displays a commitment to accessibility and equity. Objective 1.4 and its attendant policies emphasize accessibility and equity and call for parks to reachable by public transit, walking, or biking. Citizen input and intergovernmental coordination are key to the City's parks strategy, and policies articulate situations in which the stakeholders must be consulted (for example, before parkland is sold).

Links between Parks and Arts and Culture

Because of the value the community gains from venues including the Bob Carr Performing Arts Center, the Dr. Phillips Center for the Performing Arts, and the Amway Center, the department counts these areas toward its goals parkland in the city, and it articulates a commitment to partnering with these facilities. Policy 1.1.2 notes that the city will be prepared to commit additional funding to projects like these. Parks and Recreation also provides programming such as camps and after-school activities for children and various sprots and cultural programs for adults. The document singles out Loch Haven Park as a "special facility that supports educational, scientific, historic, and cultural activities" and notes its linkage with the city's art corridor (Policy 1.7.2). The related policy emphasizes that future development should keep this purpose in mind.

Implications for Cultural Plan

While the document does not provide detailed discussions of the management of arts facilities run by the Parks and Recreation department, it shows the City's commitment to the arts and its understanding of the arts' importance to community life. It also shows the City's overall priorities for parks and recreation and its commitment to ensuring equitable services for all residents.

City of Orlando Recreation and Open Space Data Inventory and Analysis

Overview and Purpose

Created to support the Recreation and Open Space Policy Document, the Recreation and Open Space Data Inventory and Analysis document provides a detailed overview of the department's assets and its plans for managing parks and open space. It was initially approved in August of 1991 and amended in June of 2009. It begins by noting Orlando's connection with the late-19th-century City Beautiful movement, which emphasized the connection between the natural world and the built environment. As long ago as 1926, Orlando's City Plan called for interconnected parks and green spaces. In the late twentieth century, the City renewed its commitment to the City Beautiful concept and by 2006 had added 250 acres of park land, showing that Orlando's commitment to providing its residents with outdoor recreational opportunities and beautiful natural areas in the city continues. This resource inventory and the associated policies (summarized above) provide detail about how that commitment is and will be implemented.

Park Categories

Orlando has divided its developed facilities into three categories: Neighborhood Parks, Community Parks, and Major Performing Arts and Special Facilities. It provides a separate designation for undeveloped park land. The park types are described as follows:

- **Neighborhood Parks** are 3-10 acre parks that may include playgrounds, sports facilities (such as basketball courts or shuffleboard), and walking paths. They may be located near and/or share playgrounds with schools.
- **Community Parks** are larger, 5-25 acre parks (average size 24.78 acres) that, in addition to play facilities and sports fields, may include amenities such as swimming pools, lighted baseball/softball fields, and community centers suitable for various meetings and activities.
- **Major Sports, Performing Arts, and Special Facilities** are city-owned properties with special uses, with an average size of 224.13 acres. They include sports arenas as well as performance halls and specialized natural resource parks.

The document also includes a detailed inventory of recreational facilities on private property as well as discussion of non-park open space.

Analysis of Inventory and Need

Generally, the department finds in most areas, its goal of providing 3.25 acres of park land per 1,000 residents has been met and that the city in fact has a surplus of park land. It further divided the city into 25 service areas for neighborhood parks and 6 sectors for community parks and set additional goals of 0.75 acres of Neighborhood Park land per 1,000 people in a service area (service radius of 1 mile) and 1.3 acres of Community Park land per 1,000 people (service radius 3 miles). Overall, it found that while most areas are well-served by neighborhood and community parks, Community Park Sector 6 has an acreage deficiency, and all sectors could benefit from additional amenities such as ball fields. Also, Neighborhood Park Service Area 18 has an acreage deficiency, and the analysis anticipates deficiencies in additional areas due to population growth.

Recommendations from 2008 Appraisal

In 2008, the Evaluation and Appraisal report recommended three actions relevant to parks and recreation: The City of Orlando should prepare a Downtown Open Space Plan; the City of Orlando should prepare a Greenways Trail Plan in coordination with Orange County and the East Central Florida Regional Planning Council; and the City of Orlando should prepare a Strategic Plan for parks and recreation facilities.

Active Living by Design

Orlando is a participant in the Robert Wood Johnson Foundation and the North Carolina Institute for Public Health's Active Living by Design program, which "aims to increase physical activity through community design, public policies and communication strategies." Orlando's version of the program is called "Get Active Orlando." With its focus on urban design and active transportation, this project has informed the City's Growth Management Plan.

Funding

The city is generally willing to fund its Parks and Recreation facilities and programs through both the General Fund and the Capital Improvement Program. However, there are not enough funds available to address all needs, and the department is pursuing grant opportunities and considering additional strategies such as impact fees and mandatory land dedication.

Recreation and Open Space and Arts and Culture

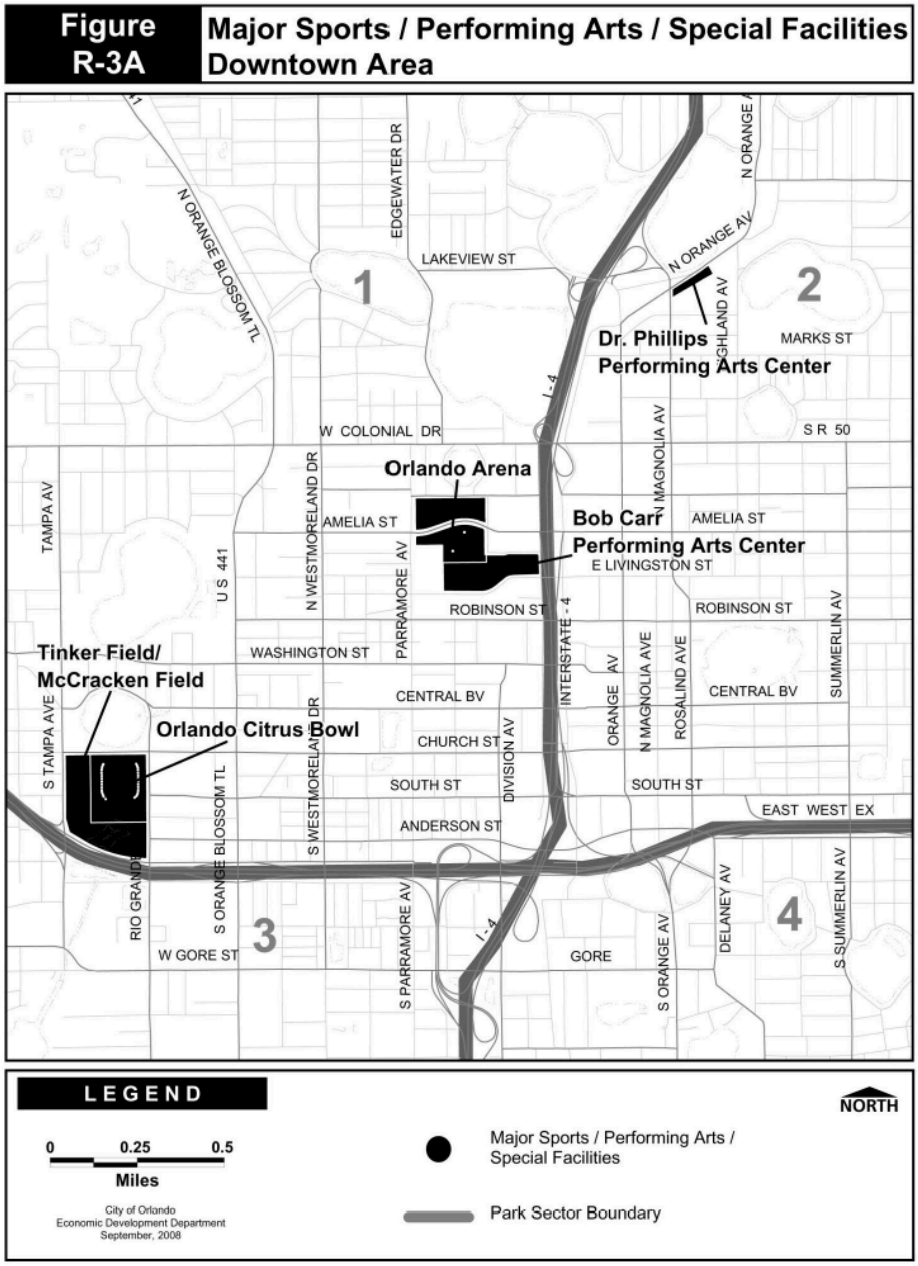
The document notes in an early section that the Cultural Arts component used to be part of the Recreation and Open Space section but has since been separated out as its own element (summarized on pages 41-47). The report recognizes the importance of Orlando's performing arts and cultural venues and sees them as central to the identity of Orlando as an emerging international city.

As part of its inventory of park resources, the document describes a category called "Major Sports, Performing Arts, and Special Facilities," which as of the report's writing included the Bob Carr Performing Arts Center, the Dr. Phillips Performing Arts Center, and the Orlando Arena (as well as the Orlando Citrus Bowl, Orlando Wetlands Park, and Tinker Field/McCracken Field). It also highlights Orange County Parks and associated facilities that serve Orlando residents, such as the Marks Street Senior Center and the Orange County History Museum (which is located in Downtown Orlando). The inventory further notes that

many community parks may contain recreation centers that could be suitable for art classes or other activities.

In the Neighborhood Parks inventory section, the report highlights the importance of Lake Eola Park in Neighborhood Park service area 8, which covers Downtown Orlando. Also in this service area, the report recommends improvements including public art, water features, and seating to further develop parks as a place where people gather. The report also makes recommendations related to art in its analysis of Downtown open space. It suggests adding water-related art elements in Uptown, which serves as the gateway to City's Cultural Corridor. It also recommends further developing the Wells' Built African American Museum in the Parramore District and establishing the westward expansion of the Downtown Arts District to help connect Parramore to the central business district.

CITY OF ORLANDO MAJOR FACILITIES MAP

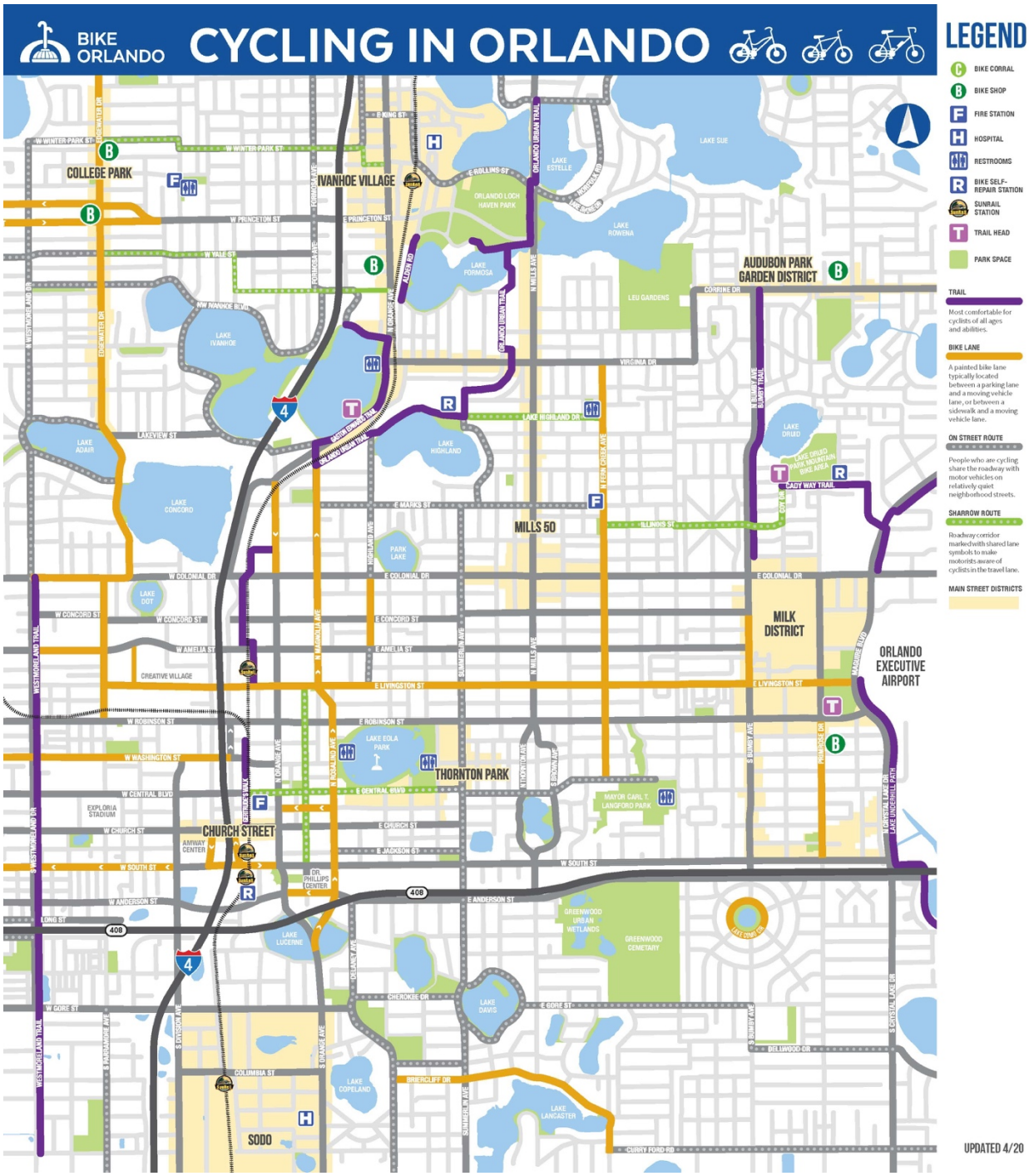


IMPLICATIONS FOR CULTURAL PLAN

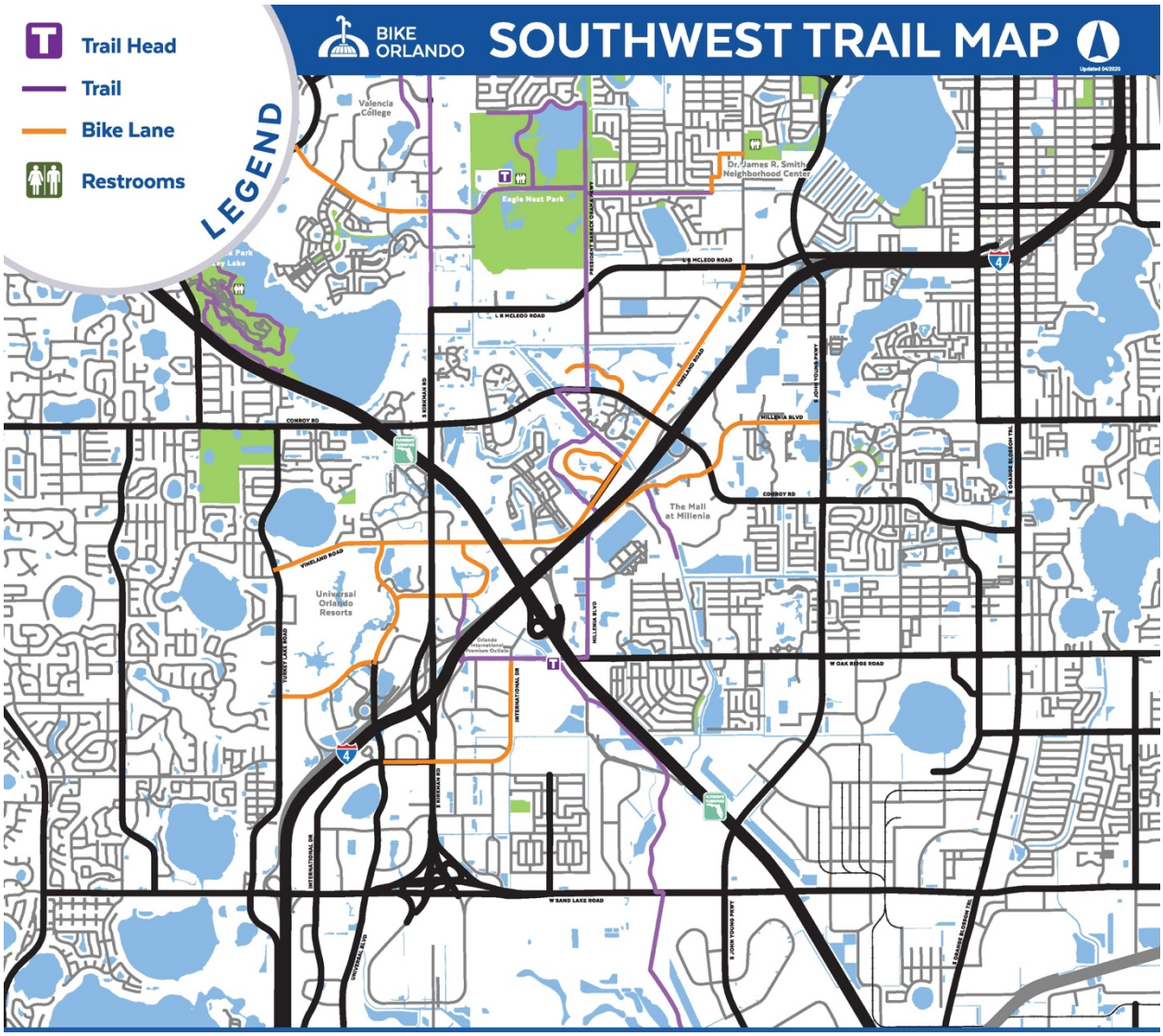
Though arts and culture are no longer part of the Recreation and Open Space element, the City of Orlando owns several important facilities for the city's arts and culture community, and public art is part of the desired plan for some parks. The cultural plan might therefore wish to take the plans and resources of the Parks and Recreation department into account as it plans its cultural future.

BIKE ORLANDO MAPS

BIKE ORLANDO CYCLING IN ORLANDO MAP



BIKE ORLANDO SOUTHWEST TRAIL MAP



IMPLICATIONS FOR CULTURAL PLAN

Orlando has developed bike trails and bike lanes throughout the city. These two maps show where bike access and amenities are located and provide a sense of locations with the greatest access for cyclists, which may be of interest when considering locations for cultural activities.

City of Orlando Department of Transportation Plans

Transportation Goals, Objectives, and Policies

To ensure safe, efficient, and environmentally-sound transportation options the City of Orlando has established a set of Goals, Objectives, and Policies to govern transportation planning and development. The document was approved in August of 1991 and amended most recently in March 2022. Its purpose is to encourage a robust, multi-modal transportation system that offers users a choice of road, public transit, bicycle, and pedestrian transportation. The document expresses the City's desire to manage the demand for roadways and parking and to ensure that transportation planning addresses anticipated future needs as well as well as present demand. Goals, objectives, and policies address roadways, public transit such as light rail and busses, air travel and airports, bikeways and pedestrian access. It focuses on equitable distribution of transit options and prioritizes access for all Orlando residents to a variety of transportation options.

Transportation Element Growth Management Plan Support Document

In recognition of Orlando's growth, the City of Orlando has developed a Growth Management Plan for the Transportation Element. This document contains support and policies for this area. It was approved in August of 1991 and last amended in January of 2019.

The document notes that in service of creating a "livable, sustainable community," Orlando's transportation plan aims to provide a multi-modal and intermodal transportation system, in which travelers have the option of different modes of transportation and can easily switch between them. It aims for balance between roadways and other forms of transportation and is intended to support development within activity centers and high intensity mixed-use corridors. The City aims to invest its transportation infrastructure spending in ways that will leverage private investment in areas laid out in the Future Land Use element of the City's plan. The document also expresses the intent to coordinate with other state, county, and federal agencies to ensure that efforts are consistent throughout the area and aligned with regional plans.

The Transportation Plan pays particular attention to Downtown Orlando, which experiences considerable parking challenges as development intensifies. It also considers issues along International Drive (where many theme parks and associated businesses are located), as well as a bicycle plan and the need to relocate railroad tracks away from the Downtown core.

Vision Zero Action Plan

Noting that the Orlando-Kissimmee-Sanford Metropolitan area is ranked number one in the country for pedestrian fatalities and that the area also poses significant danger to cyclists, the City of Orlando has committed to a Safe Streets Action Plan with the goal of bringing traffic-related deaths and injuries to zero by 2040, an approach known as Vision Zero. The plan is focused on making roadways safe for bicyclists, pedestrians, and motorists alike and sets goals related to transportation systems, public education, support of law enforcement, and access to emergency medical care. The City used data-driven analysis to identify locations where injuries and deaths were more common, and these areas are targeted for initial action. It found that time of day, lighting, and intersections were all factors in crashes resulting in fatality

or serious injury and that crashes involving pedestrians, bicyclists, and motorcyclists were more likely to result in injury or fatality than those involving only vehicles. It uses this data to put forward specific recommendations for increasing transportation safety in Orlando.

Implications for Cultural Plan of Transportation Plans

The City of Orlando is committed to managing the city's growth by concentrating development and ensuring that residents have multiple transportation options for safely reaching developed areas. As it considers where arts and culture programming might be located, the plan may wish to consider the city's transportation options and concerns.

Tourist Development Tax Citizen Advisory Task Force Report

Overview

To take full advantage of Orange County's $75 billion tourism industry, the County levies a Tourist Development Tax (TDT) on hotel rooms and short-term rentals. Revenue from this tax is re-invested in facilities and organizations that draw additional visitors to the area and provide entertainment and cultural programming to residents of the county. While revenue from this source declined significantly due to the pandemic, tourism has rebounded and revenue has increased. In early 2023, the Mayor therefore empaneled a group of Orange County business leaders and residents with expertise in the tourism industry to consider potential future uses of TDT revenue. The task force consisted of 31 members representing a variety of businesses, governments, and municipalities.

Review Process and Criteria

After receiving considerable education on previously funded projects, existing grant programs, and TDT revenues and oversight, the task force developed an interest indicator to obtain information on organizations and projects seeking TDT funding. 52 eligible organizations/projects submitted requests totaling $3.8 billion. 16 of these organizations requested more than the existing $20 million cap on Orange County grant programs and were invited to present to the task force.

After these presentations, task force members were asked to evaluate applicants using three criteria: Tourism Expansion (accounting for the ability to attract tourists to the area); Project Soundness (accounting for the organization's ability to carry out and sustain the project); and Anticipated Return on Investment (economic impact, including tax revenues, for Orange County). Three granting organizations in Orange County (the TDT application Review Committee, Orange County Arts and Cultural Affairs, and Greater Orlando Sports Commission) were evaluated separately from other organizations using evaluation criteria specifically for them. Task force members' responses on review surveys were calculated into a weighted score, with a perfect score being 100. Task force members were also asked if they believed projects were "ready" to receive funding, and these perceptions of readiness were also factored into funding decisions.

Recommendations

The task force met seven times in 2023 and approved four recommendations for the use of TDT funds and the future of the TDT. They were:

1) The Task Force Supports advancing the requests of the three granting organizations as presented to the Board of County Commissioners (these organizations are: the TDT Application Review Committee; Orange County Arts and Cultural Affairs; and the Greater Orlando Sports Commission).
2) The Task Force supports advancing groups with a weighted score of 60 or higher for consideration by the Board of County Commissioners in this order: 1. Orange County Convention Center; 2. Florida Citrus Sports; 3. Amway Center; 4. Dr. Phillips Center for the Performing Arts; 5. UCF (University of Central Florida) Sports.
3) The Task Force recommends that Mayor Demings and the Board of County Commissioners strongly push the legislature to change the Tourist Impact Tax so it applies to all counties in Florida.
4) The Task Force recommends that the county update its criteria for assessing TDT project funding to better evaluate the project's contribution to the community and workforce needs and jobs.

Relevance to Cultural Plan

The TDT provides a significant source of revenue for the arts in Orange County, especially for large organizations such as Orange County Arts and Cultural Affairs and the Dr. Phillips Center. While smaller organizations might eventually receive funds, they would be channeled through the TDT Application Review Committee or Orange County Arts and Cultural Affairs. Notably, organizations such as the Orange County Regional History Center, the Association to Preserve African American Society, History, and Traditions, and the Orlando Urban Film Festival Foundation were perceived as "not ready" for funding.

Cultural Arts Plans and Reports

City of Orlando Cultural Arts Element Goals, Objectives, and Policies

Overview and Purpose

This document lays out goals, objectives, and policies for the cultural arts in the City of Orlando. Its aim is to ensure that Orlando is a vibrant community with a thriving arts scene where all residents and visitors have access to arts opportunities. It was approved in June 2001 and amended in August 2017. The six goals are listed below, with an overview of notable objectives and policies.

Goal 1- Access to Cultural Opportunities

To make Orlando a place for families and individuals to live, work and enjoy by fostering a rich cultural life, accessible to all residents and visitors, and by contributing to the economic development and vitality of the community through the provision of high-quality cultural opportunities.

Objectives under this goal concern Orlando's inventory of and support for arts opportunities. It commits the City to facilitating access for community members to arts organizations and to continuing partnerships with agencies such as United Arts of Central Florida, Inc.

Goal 2- Recognition of Benefit of the Arts

The City of Orlando, together with the residents of Central Florida, shall recognize the contributions made by the arts to the vitality of our community and the quality of our lives by supporting the tangible and intangible benefits that result from the strong growth, positive investment, energetic participation and activity of local arts organizations.

The objective and policies under this goal commit the city to supporting local arts organizations by encouraging philanthropy and volunteerism, providing technical assistance, encouraging collaborative marketing, and assisting United Arts of Central Florida in its marketing efforts.

Goal 3- Cultural Pluralism

To preserve and enhance cultural pluralism and to create an atmosphere conducive to the nurturing and growth of ethnic art forms.

The objective and policies under this goal promote the support of minority-based arts organizations and supporting arts activities in local neighborhoods as well as large institutions.

Goal 4- Space for Artists

To assist local artists by providing physical space suitable for creating, displaying, and presenting visual and performing arts.

The objective and policies under this goal commit the City to identifying and implementing strategies to address local artists' need for space, modifying Land Development Codes as needed, and conserving and revitalizing its existing cultural facilities.

Goal 5- Cultural Corridor and Arts District

To establish a nationally recognized Cultural Corridor and Downtown Arts District that serves the entire Central Florida region, as well as to provide a quality alternative cultural experience for Orlando's large tourist population.

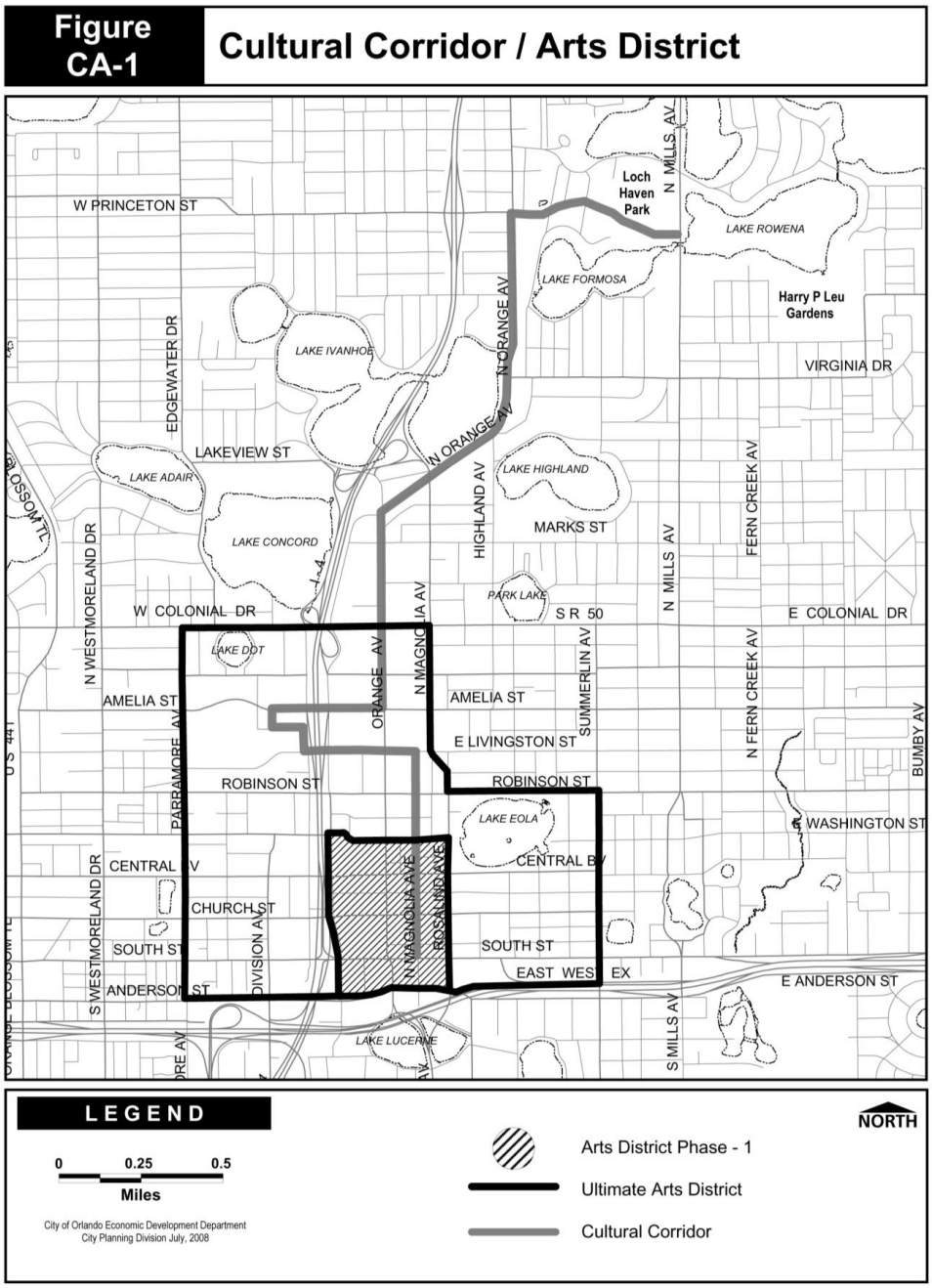
The objective and policies under this goal involve the support and maintenance of facilities in the Downtown area such as the Dr. Phillips Center for the Performing Arts, the Bob Carr Performing Arts Center, the Orange County Regional Historical Society, and Loch Haven Park. In addition, the City expresses intent to work with local businesses and other governmental bodies to ensure plentiful rehearsal, studio, performance, and gallery spaces in the Downtown area. It notes a desire for at least six theaters and at least three art galleries in this district and prescribes that these facilities be accessible by pedestrians and those using public transit (especially the free Lymmo bus system).

GOAL 6- PUBLIC ART

To promote the intellectual and aesthetic enrichment of the community through the acquisition and display of public art by the City of Orlando.

Objective 6.1 under this goal commits the City to set aside 1% of its Capital Improvement Fund for the acquisition and maintenance of works of art to be distributed throughout the City. Objective 6.2 expresses the City's commitment to developing a collection of Florida Art, and Objective 6.3 states support for the City's trust fund for public art and cultural facilities.

DOWNTOWN ORLANDO CULTURAL CORRIDOR/ARTS DISTRICT MAP



IMPLICATIONS FOR CULTURAL PLAN

The City of Orlando has clear goals for the arts, and it is committed to supporting its existing facilities and aware of artists' needs for affordable working space. Many of these policies include encouraging private actors in actions such as volunteerism, philanthropy, and real estate development, and the plan may want to account for this commitment to fostering private action.

CULTURAL ARTS DATA INVENTORY AND ANALYSIS

OVERVIEW AND PURPOSE

This document was created to inventory Orlando's current cultural resources and to provide support for the Goals, Objectives, and Policies discussed above. The document begins by noting that its purpose is "to set the framework for fulfilling the community's vision for a more beautiful, pleasant urban environment and to identify necessary and desirable cultural opportunities." Noting the connection of the arts to the "City Beautiful" philosophy also expressed in the Recreation and Open Space Element, the document lays out "historical and current planning efforts undertaken by the City of Orlando for cultural arts." It was approved in June 2001 and updated in June 2009.

HISTORICAL CULTURAL PLANNING EFFORTS AND PROGRESS

Before laying out an inventory of Orlando's cultural facilities and organizations, the document discusses the significant economic impact of the arts on Orlando's economy and describes historical cultural planning efforts, including the 1982 formation of the Arts United Fund, part of Arts Inc. of Central Florida, and the 1988 formation of the first Mayor's Commission on the Arts. Also in 1988, Orlando adopted its first Cultural Policy Plan, which called for significant investment in the arts and has since been used as the blueprint for City support of the cultural sector. Progress between the 1988 plan and this document (2001/2009) included the expansion of Lake Eola Park, renovations to the Bob Carr Performing Arts Centre, and improvements to the Orlando Science Center and Orlando Museum of Art.

The report also highlights the importance of United Arts of Central Florida, Inc., which up to the date of this report had invested $102 million in local cultural organizations throughout Central Florida (Orange, Osceola, Seminole, and Lake Counties) and provided considerable technical support. Other milestones include the formation of the Central Florida Theater Alliance in 1998, the foundation of the Downtown Arts District, Inc. in 2000, and the decision to construct what is now the Dr. Phillips Center.

CURRENT CULTURAL ASSETS (AS OF 2009)

The report then discusses Arts programs on offer in Orlando. They are listed and briefly described below:

- **City of Orlando Public Art Program:** Directed by a Public Art Coordinator and supported by a Public Art Advisory Board consisting of arts professionals, this program locates artwork in public thoroughfares throughout the City. Artists are selected through a competitive process, by invitation, or, when necessary due to project requirements, directly. It is funded primarily through capital projects, with 1% of total project costs going to artwork.
- **Community Venues:** In 2006, the Downtown Orlando Community Venues Master Plan was presented to the City Council. The plan sought to identify the community benefit of each facility and recommended a new Events Center and Performing Arts Center, as well as improvements to the Citrus Bowl. This plan ultimately resulted in the planning and construction of the Dr. Phillips Center for the Performing Arts. In addition, the concept for the Creative Village, which now houses high-tech firms as well as artist spaces, is laid out in this section. Additional significant cultural spaces also

include the Orange County Regional History Center, Lake Eola Park, and UCF (University of Central Florida) Arena, as well Orlando's many theme parks (which host cultural events).

- **Loch Haven Park:** Located at the northern end of the Cultural Corridor, this Park includes the Orlando Science Center, the Orlando Museum of Art, and the Mennello Museum of American Art.
- **Opera and Dance Organizations:** Important opera and dance organizations listed in the document include the Orlando Ballet, the Russian Academy of Ballet, the Orlando Opera Company, and the Orlando School of Cultural Dance.
- **Music Organizations:** Central Florida is home to numerous music organizations, including the Bach Festival Society, the Festival of Orchestras, The Florida Symphony Youth Orchestra, the Florida Young Artists Orchestra, the Orlando Gay Chorus, the Orlando Philharmonic Orchestra, the Orlando Chorale, the Messiah Choral Society, the Florida Music Festival, and Blues-B-Q.
- **Theater:** The Orlando area also contains numerous theaters and theater organizations, including Annie Russell Theatre on the Rollins College Campus in Winter Park; Civic Theatres of Central Florida in Orlando; the Florida Children's Repertory Theatre; Mad Cow Theatre; MicheLee Puppets; Orlando International Fringe Festival (a nonprofit that produces an annual ten-day theater festival); the Orlando Repertory Theatre; Orlando-UCF Shakespeare Festival; Osceola Center for the Arts in Osceola County; SAK Comedy Lab; SunTrust Broadway Series (which presents touring Broadway shows); Theatre Downtown; Wekiva River Players; and the Zora Neale Hurston Festival (celebrating author Hurston and the cultural contributions of Africa-descended people).
- **Art Galleries:** At the time of the report, Orlando was home to Albertson Peterson Art Consultants; Crealde School of Art; CityArts Factory (which includes both visual and performing arts); Grand Bohemian Gallery; and Gallery at Avalon Island.
- **Museums:** In Orlando and the surrounding area, museums not listed above in the Loch Haven Park section include: Albin Polasek Museum and Sculpture Garden in Winter Park; Cornell Fine Arts Museum at Rollins College; Maitland Art Center (on the National Register of Historic Places); the Morse Museum of American Art in Winter Park; and the Wells' Built Museum of African-American History.
- **Film:** Orlando also hosts three film resources: the alternative cinema Enzian Theater, Inc.; the Florida Film Festival; and the Orlando Film Festival.
- **Supporting and Fundraising Organizations:** Critical to the arts in Central Florida are the organizations that raise funds in their support. They included as of 2009: United Arts of Central Florida (a collaboration of businesses, governments, foundations, nonprofit arts organizations, school districts, and individual artists and philanthropists); Arts & Cultural Alliance of Central Florida (a membership organization of artists, administrators, production crews, and organizations); the Red Chair Project (a partnership between the nonprofits and the Orlando/Orange County Conventions and Visitors Bureau that serves as an awareness campaign for the arts in the area); Florida Artists Registry (an online service for visual artists); Orlando Performing Arts Center; Orange County Arts and Cultural Affairs Department; Vision TV (an Orange County Government channel geared toward arts and education); WMFE (a radio station at 90.7 FM that broadcasts news, information, and classical music 24 hours a day).

- **Other Organizations:** The document also provides an extensive list of additional organizations consisting of theater companies, galleries, dance companies, music organizations, festivals, and smaller museums.

Implications for Cultural Plan

Orlando contains a wealth of cultural organizations, and the City is interested in highlighting and bolstering these efforts. This document provides a strong resource for identifying organizations and locations involved in the arts and culture in Orlando, though, as it was published in 2009, the landscape may have changed somewhat.

Orlando Venues Summary

Overview

The City of Orlando operates several arts and cultural facilities that offer concerts, family shows, sporting events, art viewing, and nature appreciation. These venues are managed by the Orlando Venues Department and include:

- **Kia Center:** An arena that serves as the home venue for the Orlando Magic (NBA) and Orlando Solar Bears (ECHL) and also hosts concerts from major music artists.
- **Camping World Stadium:** Originally built in 1936 and significantly renovated and modernized in 2014, this stadium hosts football and other events such as the Citrus Bowl, the Florida Blue Florida Classic, the Cheez-It Bowl, Monster Jam World Finals, and stadium concerts.
- **Tinker Field:** This national historic landmark and former ballpark hosts outdoor festivals such as the Electric Daisy Carnival and Vans Warped Tour.
- **Harry P. Leu Gardens**: These botanical gardens span 50 acres and feature more than 8,000 plant species for scientific study and aesthetic enjoyment.
- **Mennello Museum of American Art:** Featuring a permanent collection of paintings by folk artist Earl Cunningham, this museum also offers special exhibitions, publications, and programs celebrating traditional and contemporary American Artists.
- **Public Art:** The Orlando Public Art Collection currently contains over 900 paintings, sculptures, tapestries, and mixed media artworks. These pieces are displayed in City Hall and public buildings and throughout the City's parks and neighborhoods.

Implications for Cultural Plan

The City of Orlando manages a number of venues and collections relevant to the arts. These facilities will likely play a key role in the City's and the County's future plans for the arts.

Public Art Master Plan

Overview and Purpose

In January of 1989, the City of Orlando put forward its Public Art Master Plan to fulfill the community's need for public art and bolster Orlando's image as a world-class city. It was incorporated into the 1990 Growth Management Plan, showing that art has long been key to Orlando's vision for its future. The City was to support the public art master plan by funding staff of the Public Art Advisory Board and by implementing the public art master plan. Its funding arose from the Public Art Ordinance of 1985.

The plan has five elements: goals and objectives; an inventory of potential sites for public art; an inventory of existing artwork owned by the city; site selection criteria; and a disbursement concept to ensure that public art is located throughout the city.

Goal and Objectives

The planners articulated one goal for the Public Art program: "To promote the spiritual, intellectual, and aesthetic enrichment of the community through public art." Under this goal, they articulated four objectives:

1. Selection of a diversity of public art for the City of Orlando
2. Selection of works of art which have aesthetic and technical merit and are appropriate in context to the project
3. Selection of artists who are professionally and technically competent
4. Disbursement of public art throughout Orlando in such a manner that it is visible and accessible to the greatest number of people

Site Selection Criteria

In determining where to place public art, the planners express desire for "Fair and equal geographic distribution" of artworks throughout the City. They class potential sites as Regional, Community, or Neighborhood, based on a site's location relative to high-traffic thoroughfares and destinations and the number of people who regularly pass it. They then evaluate those sites based on a "service radius" (how far people travel to see it) and its accessibility to pedestrians, public transit, cyclists, and people with disabilities. They also articulate criteria based on visibility and suitability for public art. Each of these criteria received a numerical value, allowing the committee to tabulate scores and rank sites.

In order to ensure equitable distribution, the plan divides the City into four areas: Southeast/East Central; Southwest/West Central; Northeast; and Northwest. The plan calls for acquisitions to rotate through these areas on an annual basis to ensure that each area regularly receives new art. Downtown is a separate area, and the committee voted to place one piece of art in that area annually, as well as to purchase at least one piece of art by a Florida artist.

Implementation

The implementation plan involves the purchase of artwork for sites as described in the criteria above. It also notes that the Public Art Inventory and Site Inventory should be updated each year.

Potential Site Inventory

Much of the plan consists of a detailed inventory of existing and potential sites for public art in each of the areas described by the plan. It also includes maps of each area showing those sites. It then provides the evaluations of each site based on the ranking system established in the criteria.

Support Data for Public Art Master Plan

The Public Art Advisory Board expresses that "an art piece should be 'of its place,' and that the form and the content of each piece should be contextual" and linked to its site, meaning that the site must be selected prior to the purchase or commission of the artwork. They note that there are many potential sites in the Orlando area and describe their process for prioritizing the sites (based on the criteria described above). They also provide the forms they used for inventorying both potential sites and existing art, both of which consider the ownership of the site and its type (wall, plaza, park, interior, etc.).

The committee notes that their initial work identified 155 potential sites that they prioritized based on weighted criteria. They grouped those sites into two broad categories: government-owned parks and government-owned properties other than parks. Sites in the former category were further subdivided based on City park classifications (regional, community, and neighborhood), while sites in the second category were subdivided into six categories based on the level of traffic on roads used to access the site. Sites in high-traffic areas became "regional" sites, sites in lower-traffic areas became "neighborhood" sites, and those in between were "community" sites.

Implications for the Cultural Plan

The plan contains considerable information about the Public Art Advisory Board's priorities and processes for selecting sites for public art. While the process has likely changed in intervening years since the plan was produced, the values informing the process, especially equity in access to artwork, align with Orlando's current planning documents. Because of its extensive inventory of potential sites, with careful attention to more recent changes in both the city and its art collection, the plan may also provide a useful starting point for determining where to site future artwork.

Arts and Cultural Affairs Task Force Summary

Overview and Background

In May of 2001, Orange County's Arts and Cultural Affairs Task Force issued a summary of their findings related to the Arts and Culture in Orange County. Citing the psychological, educational, and economic impact of the arts, as well as the growth of cultural tourism, the task force sought to "*create the foundation* for elevating arts and culture to all citizens in Orange County and Central Florida to a level that reflects our status as a *world-class community*" (4; italics original). The task force was constituted by the county commission and composed of representatives chosen by each commissioner, including the then-Chair of the Board of Directors of United Arts of Central Florida, who served as chair of the task force.

Goals

The goals of the Task Force were:

- To identify the existing arts and cultural infrastructure in Orange County and to make recommendations on how to overcome deficiencies.
- Review arts and cultural initiatives in Orange County's public and private education system, Kindergarten through the college graduate level, and recommend ways to increase student exposure and involvement.
- Evaluate funding for, and corporate involvement in, arts and cultural organizations in our community and define methods for broadening the base of support.

A committee of task force members was assembled to address each of these goals.

Community Engagement

To engage the Orange County community in its work, the task force held a public hearing with members of the arts and culture community in Central Florida. They also conducted four surveys in association with the Survey Research Laboratory at the University of Central Florida. These four surveys, all conducted by telephone, included:

- An Inventory Survey of nonprofit and four-profit organizations that sought to establish the state of Orange County's cultural offerings
- An Education Survey of public and private K-12 and higher education institutions that sought to determine the extent of performing and visual arts programming available in educational settings
- A Patrons Research survey of subscribers and members of arts initiatives that sought to determine the community's level of interest in and attendance at arts programs
- A General Opinion Research Survey of 800 randomly-chosen Central Florida residents that examined awareness of, participation in, and preferences for arts programs in the area.

Recommendations

Each of the three committees prepared a set of recommendations based on survey findings and their other work.

The **Inventory Committee** recommended that the County establish an Arts and Cultural Affairs office staffed by a professional arts administrator as well as an Arts and Cultural Affairs Advisory Council. They also recommended annual updates to the initial inventory listing and the online and print publication of a "Cultural Directory" for public use. Other recommendations included support and facilities for new organizations, increased regional and statewide collaboration between organizations and between organizations and government bodies, peer review of public funding applications, and the development of cultural tourism packages. Finally, the committee noted that arts and cultural organizations need access to multi-year funding for planning purposes.

The **Education Committee** recommended establishing and funding an Arts Council and establishing a continuous baseline for the funding of arts education in public schools. They also recommended various strategies for increasing access to the arts in education, including developing additional arts facilities and creating the position of an advocate or coordinator to develop theater and dance programs. Further suggestions included encouraging schools to offer more arts opportunities and training teachers in arts education, perhaps through collaboration with local nonprofits.

The **Funding and Corporate Involvement/Partnerships Committee** evaluated initiatives funded through United Arts of Central Florida. They too recommending establishing an office for Arts and Cultural Affairs. Some funding mechanisms they suggested including using revenue from the Tourist Development Tax (since implemented); extending the percent for art program to private nonresidential development; and encouraging workplace giving campaigns. This committee also suggested an Economic Impact Study for the arts and improved marketing efforts.

A unifying theme for all committees was the need for a dedicated source of funding for the arts. The committee thus put forward a proposal to use Tourist Development Tax (TDT) for this purpose. The current state of the TDT funding program is summarized on page 40 of this report.

Implications for Cultural Plan

The Task Force identified two major needs for the arts in Orange County: Some kind of official body to convene and oversee cultural programming and dedicated funding. They also had numerous smaller-scale recommendations. In preparation for the cultural plan, the team may wish to evaluate which of these recommendations have so far been implemented and how Orange County's needs have changed in the intervening years.

Arts and Economic Prosperity 6 Report for Orange County

Overview and Purpose

After the close of fiscal year 2022, the national organization Americans for the Arts undertook its sixth Arts and Economic Prosperity Study (AEP6). This study sought to determine the economic impact of the arts on communities, and this report presents data from organizations and patrons in Orange County and the nation at large. Because it was conducted after the COVID-19 pandemic and accompanying recession, which had devastating impacts on arts organizations, this survey offers the most up-to-date data available on the economic benefit of arts to communities as they continue to recover. Orange County data collection was undertaken in partnership with United Arts of Orange County.

Methodology

To determine economic impact, the study examined the jobs, household income, and revenue to governments generated by organizations as well as spending by audiences. It then calculated totals for each category. In calculating organizational impact, it accounted for organizational spending on items like supplies as well as the direct employment of workers by arts organizations. In calculating the audience impact, it considered spending beyond the cost of admission on items like meals, parking, and childcare.

In Orange County, 95 organizations participated in the survey, and 1,469 event attendees completed the audience survey.

The survey was intentional in its approach to Equity and Inclusion and employed a director of community engagement and equity to guide the research team and ensure their work accounted for the full diversity of organizations and audiences in communities.

FINDINGS

Overall, the study concludes that "when we fund the arts, we are investing in an industry that stimulates the economy, supports local jobs, and contributes to building health and vibrant communities." For Orange County, it highlights six key takeaways:

1. In total, the Orange County Arts and Culture sector generated $264.9 million in economic activity in 2022 (see table below).
2. Nonprofit arts and culture organizations operate as businesses and contribute to the local economy by employing people, purchasing supplies from local businesses, and engaging in marketing and promotion.
3. Arts and culture drive commerce to other local businesses; people attending an event are likely to eat in a restaurant, and they often pay for parking or public transportation, and may pay for child or pet care at home.
4. 41.5% of attendees at Orange County cultural events were nonlocal visitors. They spent more than local visitors ($57.30 per person vs. $44.60 per person), and 82.4% of nonlocal attendees stated that they visited Orange County specifically to attend a cultural event.
5. A vibrant arts and culture community keeps local dollars in the community; 60.2% of attendees surveyed who live in Orange County stated that they would have gone elsewhere to attend a similar event had it not been available close to home.
6. Arts and culture are a source of community pride in Orange County. 90.5% of arts and culture attendees agreed that the activity they attended "is inspiring a sense of pride in this neighborhood or community." 88.4% reported that they would feel a sense of loss if the activity went away and 85.9% believe that the facility they visited "is an important pillar for me within my community."

Economic Impact Tables

Table 1:
Total Economic Impacts of the Entire Nonprofit Arts and Culture Industry in Orange County During Fiscal Year 2022

	Organizations	Audiences	Industry Totals
Direct Expenditures	$151,814,753	$113,097,982	**$264,912,735**
Jobs Supported	3,277	1,666	**4,943**
Household Income Paid	$128,915,300	$57,324,100	**$186,239,400**
Local Government Revenue	$4,275,920	$3,131,927	**$7,407,847**
State Government Revenue	$4,497,708	$3,303,736	**$7,801,444**
Federal Tax Revenue	$24,420,076	$10,701,735	**$35,121,811**
Total Tax Revenue	$33,193,704	$17,137,398	**$50,331,102**

The survey also asked audiences to itemize their total event-related spending. Researchers also segmented the impact of BIPOC (Black and Indigenous People of Color) and ALAANA (African, Latinx, Asian, Arab, and Native American)-focused or -led organizations and attendees on the local economy and found it to be nearly identical to overall audience spending:

Table 10:
Attendees to BIPOC Arts and Culture Organizations Spent an Average of $43.24 Per Person, Per Event as a Result of Attending an Event in Orange County During Fiscal Year 2022

	Attendees to BIPOC and ALAANA Organizations in Orange County (N=212)	All Nonprofit Arts and Culture Attendees in Orange County (N=1,469)
Food and Drink (off-site only)	$13.47	$17.84
Retail Shopping	$8.97	$5.35
Overnight Lodging	$3.88	$5.33
Local Transportation	$4.44	$5.67
Clothing and Accessories	$6.50	$4.83
Supplies and Groceries	$3.74	$3.30
Childcare	$0.62	$0.62
Other/Miscellaneous	$1.62	$1.66
Overall Per Person Average	**$43.24**	**$44.60**

Social Impact Table

Table 2
Percentage of Nonprofit Arts and Culture ATTENDEES that Agree with Statements about the Social Impact of the Arts in Orange County

	Agree
"This venue or facility is an important pillar for me within my community."	85.9%
"I would feel a great sense of loss if this activity or venue were no longer available."	88.4%
"This activity or venue is inspiring a sense of pride in this neighborhood or community."	90.5%
"My attendance is my way of ensuring that this activity or venue is preserved for future generations."	88.7%

Other Findings

The report goes on to note that arts organizations have impacts beyond dollars; the survey in Orange County also found that 7,833 volunteers donated a total of 255,540 hours to the 95 organizations that participated. Organizations also received an aggregate total of over $2 million in in-kind contributions. Furthermore, 47.4% of Orange County participating organizations are located in a Cultural District and 25.6% are located in an Empowerment Zone, both locations where their impact can be magnified.

Implications for Cultural Plan

The Arts and Culture offer significant economic benefit to Orange County, and arts attendees believe that local programming is strong and important. Leveraging this benefit will likely be key to the future of arts and culture organizations, and the planning process will likely want to account for this data. Furthermore, this report contains significant additional (recent) data, including demographic tables of Orange County arts audiences, that may be of use to the planning team.

Orange County Arts Ecology Study

Overview and Purpose

In 2023, the Orange County Arts and Cultural Affairs department, with funding from the Dick and Betsy DeVos Family Foundation and the Edyth Bush Charitable Foundation, undertook an Arts Ecology Study of Orange County. This study found that the area has a rich and vibrant arts ecology, including one of the leading performance halls in the nation (at the Dr. Phillips Center). However, the arts landscape is dominated by one large organization, there are no large organizations of color, and many organizations compete for limited funding. This study therefore evaluates the current arts ecology in Orange County and offers recommendations for addressing concerns.

Methodology

Researchers conducted 137 telephone interviews with arts professionals, supporters, philanthropists, and government officials representing 85 organizations. Qualitative and quantitative questions addressed the status of individual organizations as well as the broader arts landscape in the county.

The researchers also examined eight comparator cities across the nation of comparable populations to determine how Orange County's arts ecology compares to other communities'.

Current Arts Ecology

The report takes note of current national trends, ranging from COVID-19's impact on earned revenue and the reduction of arts education to the aging nature of the arts donor base and the rise of digital programming. It also notes that Orange County is growing faster than the rest of Florida and as it grows, it is becoming more educated and diverse. It then offers observations about the arts ecology in Orange County in specific topic areas.

Comparisons to Other Cities

Compared to the eight comparator cities, Orlando's Top 10 arts organizations are both smaller and younger. At current rates of growth, by 2030, Orlando will have a population close to that of metro areas such as Atlanta, Phoenix, and Detroit, and it lags even more sharply behind these cities in budgets for its arts organizations.

Inequity Among Organizations

Generally, the study found considerable inequity in the resources of cultural organizations in Orange County. The Dr. Phillips Center is by far the largest cultural Organization in Orange County; it's $30,000,000+ budget dwarfs the $11,000,000+ budget of the Orlando Science Center, which ranks second. Orange County's largest BIPOC organization, the Association to Preserve the Eatonville Community, has a budget of only $550,000+. In a recent grant cycle for United Arts of Central Florida's Diversity in the Arts program, of 14 organizations that provided financial data, more than half had budgets of less than $100,000.

Lack of Advance Planning

The study found that few organizations engage in advance planning; 63% planned their regular programming 1 year in advance or less, and 43% expressed that they planned major projects on a similarly short timeline. When asked why they do not engage in more long range planning, organizations expressed that funding and access to performance space were common barriers.

Partnerships and Education

Generally, the study found that organizations in Orange County work well together. 89% reported engaging in occasional partnerships with at least one other organization. Arts education also appeared to be strong, with 61% believing that public school students are receiving a strong arts education. However, arts education is not equitably distributed, and many low-income students do not have access to opportunities.

Marketing and Audience Profile

Organizations experience some challenges in marketing their programming. They must compete with theme parks, sports, and other activities, and Orange County's diversity can pose challenges to presenting programming with wide appeal. Smaller organizations, in particular, expressed that they have experienced challenges in adapting to a digital marketing environment, and on average, organizations spend only 6% of their budgets on marketing their programs. Challenges persist in spite of the fact that Orange County organizations admissions prices tend to be low (only 18% of survey respondents sell tickets above $100).

Some interviewees expressed desire to diversify their audiences and noted a need to focus on audience engagement as well as social justice and inclusivity. Health concerns remain paramount for audience members, leading many individuals to purchase tickets on the day of an event rather than a week or more ahead of time. The study found that there is a considerable market for arts programming in Central Florida but that most organizations have modest market penetration. Email newsletters and Facebook have been successful marketing strategies for organizations, and United Arts supports arts marketing efforts through a website, a magazine, and a discount card program for donors.

Fundraising

26% of organizations surveyed receive over 70% of their revenue from contributions, while only 11% receive less than 30%. 61% rely on their five largest funders for more than 50% of their revenue. Only 38% of contributions to Orange County organizations came from individuals, and Orange County organizations tended to rely more heavily than their peers elsewhere on government funding. Organizations have a sense that donors would rather fund capital projects than programs, though 48% of organizations reported an increase in individual giving over the past three years.

Two significant sources of support for Orange County arts organizations are United Arts of Central Florida and the Orange County government. United Arts of Central Florida supports over 75 organizations and anticipated that it would raise $10.9 million and grant $10 million in FY22. In the past three fiscal years, the county's annual investment in arts programs ranged from $7.1 million to $9.3 million. However, organizations expressed concerns about becoming too dependent on government funds.

Boards and Staff

Organizations surveyed had boards with an average size of 17 members and boards contributed an average 7% of organizations' revenue. A plurality of organizations (48%) rated their boards as average, and many expressed a desire to diversify their boards.

While organizations generally felt that their staff retention rates were strong, many expressed concern about the leadership pipeline, especially in the visual arts. Marketing and fundraising were areas where many organizations experienced gaps, and there is a sense that professionals in these fields are leaving for more lucrative.

Financial Health

Of 29 responses to this survey question, 48% regarded their organization's financial management capacity as strong. However, 40% had no unrestricted operating reserves, 59% did not have an endowment, and

some interviewees expressed that they had to spend down reserves to stay in business during the pandemic.

Arts Space

Affordable space is a challenge for both visual and performing artists. Individual artists noted that securing studio space is a challenge, and performing arts organizations expressed that the Dr. Phillips Center is out of reach for many nonprofits. Other interviewees noted that Orange County's large size means that without significant outreach, residents outside of areas like downtown Orlando do not know about and are not included in arts opportunities.

Recommendations

The report then provides recommendations for strengthening the arts in Orange County. Noting that robust large institutions are critical to healthy arts ecologies, it recommends encouraging collaboration between large and small organizations, ensuring strong governance at flagship organizations, and engaging in long-range and strategic planning. It also recommends a comprehensive capacity-building program for leaders and board members and suggests that the Edyth Bush Institute for Philanthropy and Nonprofit would make a strong partner for this work.

The report then recommends investing resources in individual artists and small organizations, with special outreach to BIPOC and culturally-specific organizations, to ensure that they have the space and resources they need to thrive.

In the realm of funding, the report suggests creating a fund for major projects (with 2 years of lead time). It also recommends strengthening arts education programs and supporting organizations that wish to expand their education and outreach programs. They propose providing grants for organizations that wish to diversify their audiences and facilitating partnerships between arts and social justice organizations.

With regard to marketing, the report recommends including encouraging major funders to provide specific support for marketing efforts, providing training sessions on digital marketing, and offering organizations the opportunity to collaborate on marketing efforts. They suggest promoting the arts in Orange County as a reason to visit the area and supporting the export of work by Orange County artists to other areas (e.g. through touring productions and exhibitions).

Finally, the report encourages building a culture of philanthropy with both individual and corporate donors. This will require capacity-building efforts such as grants to organizations that wish to purchase CRMs as well as offering networking opportunities so that organizations can identify potential donors in the business and professional communities.

The report closes by offering a few recommendations about how to increase the space available to artists and arts organizations, perhaps through a program that identifies vacant community spaces and matches them with artists and arts organizations that use that space. It also suggests negotiating priority access for venues like the Dr. Phillips Center so that organizations could have time to develop both long-range plans and the funder relationships necessary for large-scale projects.

Implications for Cultural Plan

This report contains a wealth of information about the arts ecology in Orange County and provides a set of recommendations about how to strengthen the arts. It will likely provide considerable useful background information for the cultural plan, and its recommendations will provide the team with information about what others have proposed for the future of the arts in Orange County.

Fort Christmas Park Virtual Tour

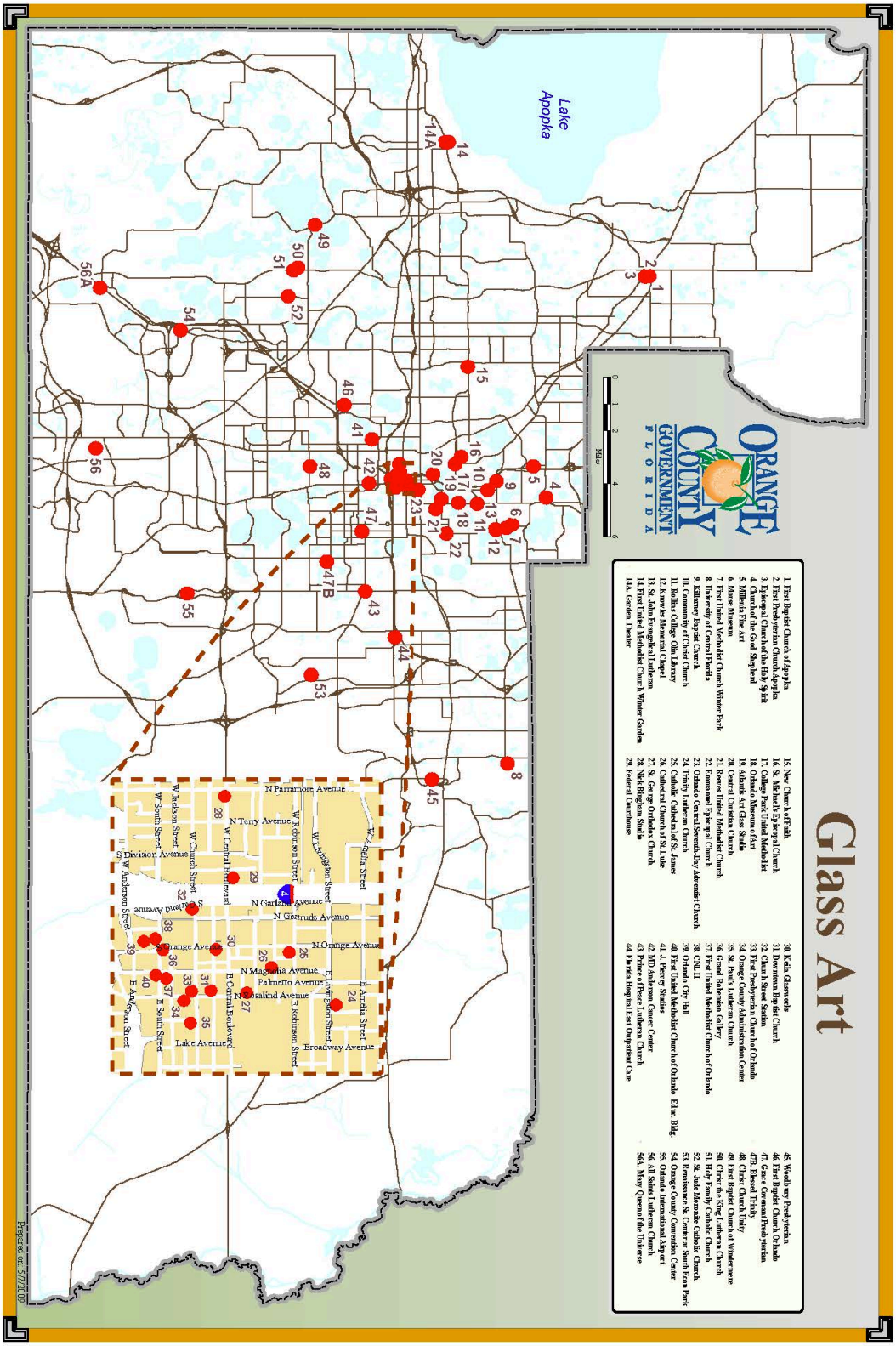
Overview

This virtual tour provides a digital experience of Fort Christmas Park, a historic property dedicated to showcasing the lives and architecture of early settlers in East Orange County. The park is located just north of State Road 50 east. The preserved fort was constructed by soldiers during the Second Seminole War of 1835-1842. Today, visitors can see houses, a schoolhouse, and a barn, among other structures, and enjoy amenities such as pavilions, picnic tables, and a playground. The virtual tour offers pictures and information about the history of each structure.

Implications for Cultural Plan

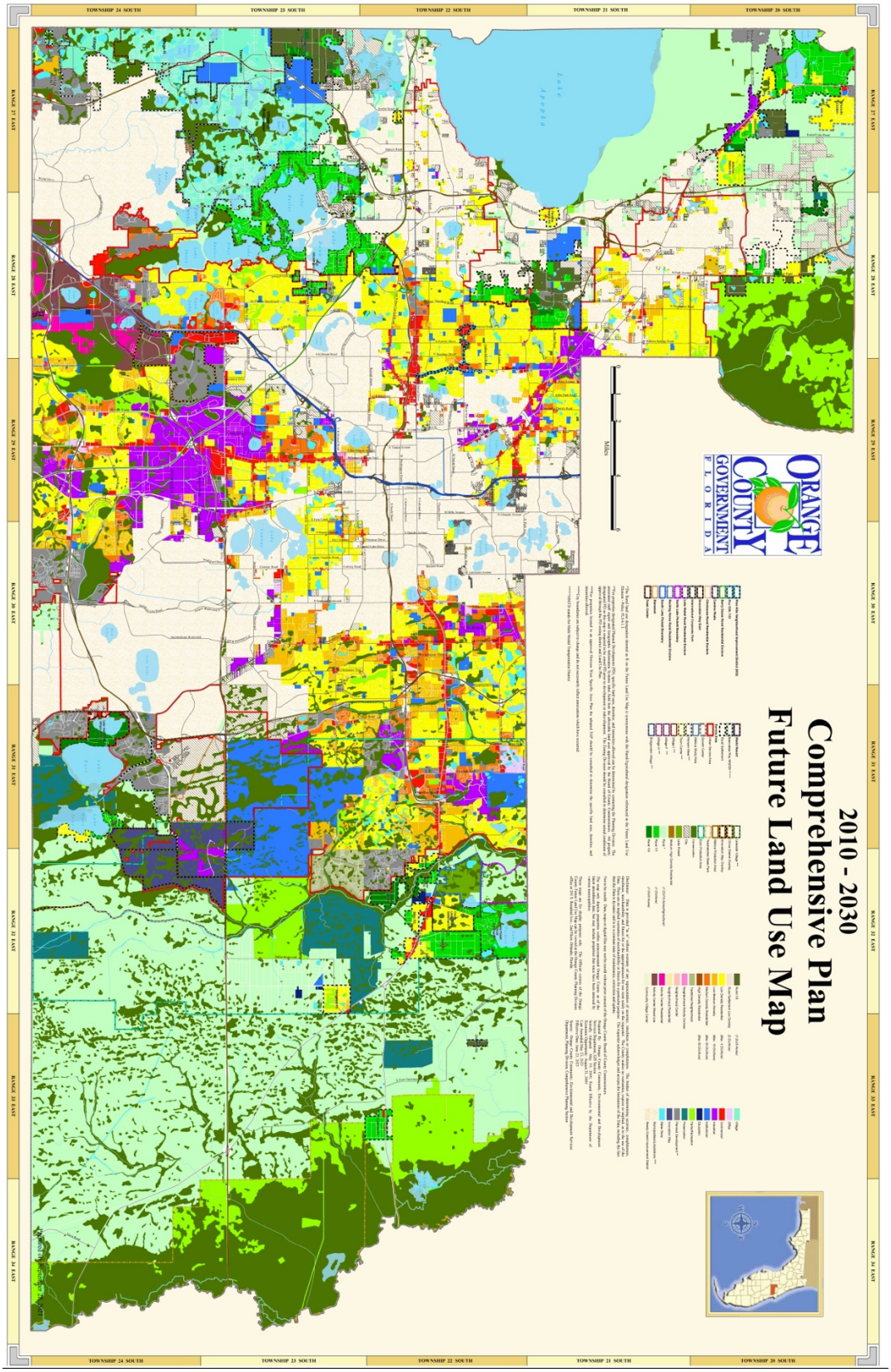
The Fort Christmas Park virtual tour showcases Orange County's dedication to historic preservation and provides a glimpse of Orange County outside Orlando. It is also a useful example of how a local organization has used digital tools to enhance access to a cultural site.

GLASS ART MAP

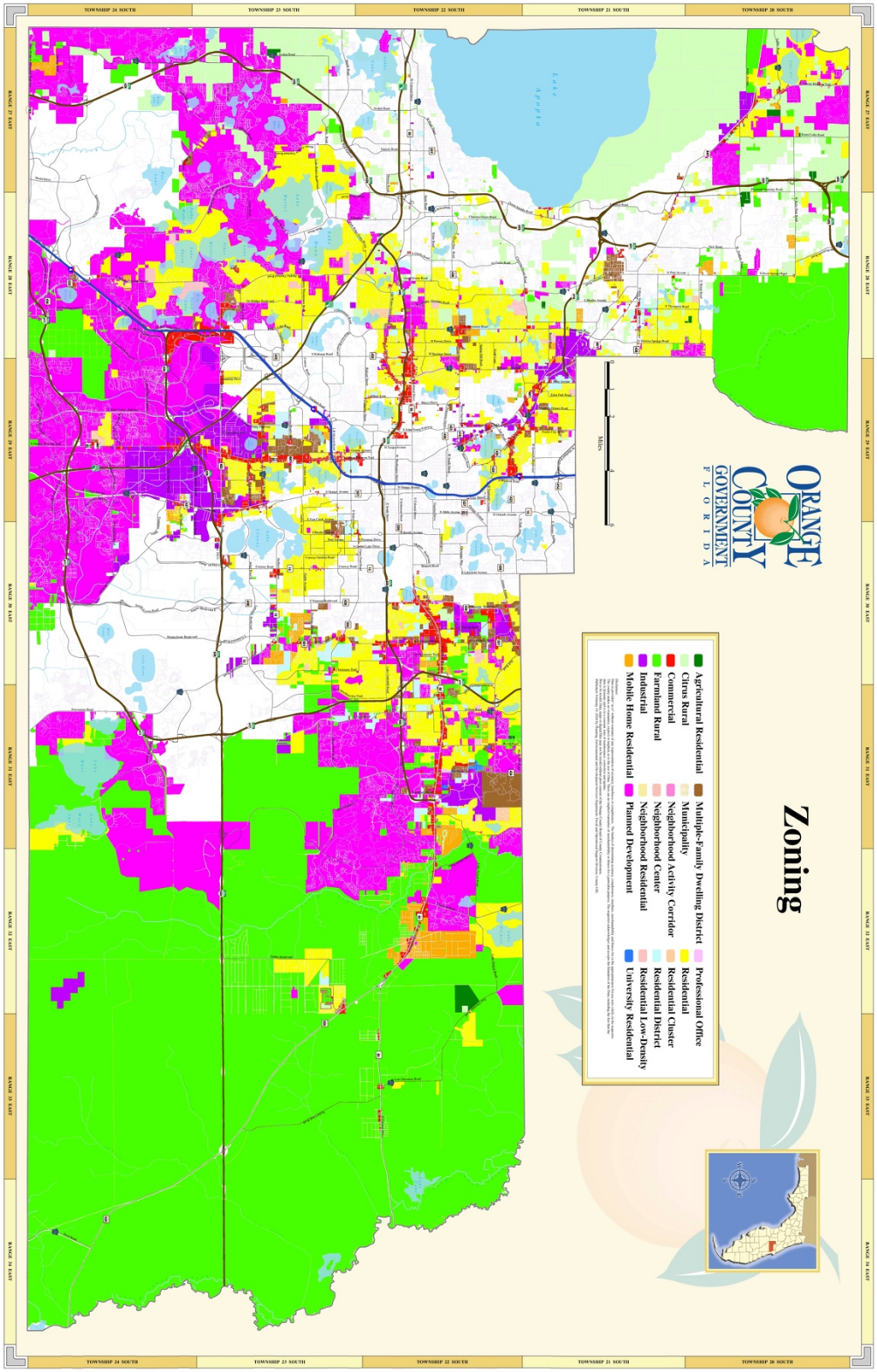


APPENDIX: ADDITIONAL MAPS

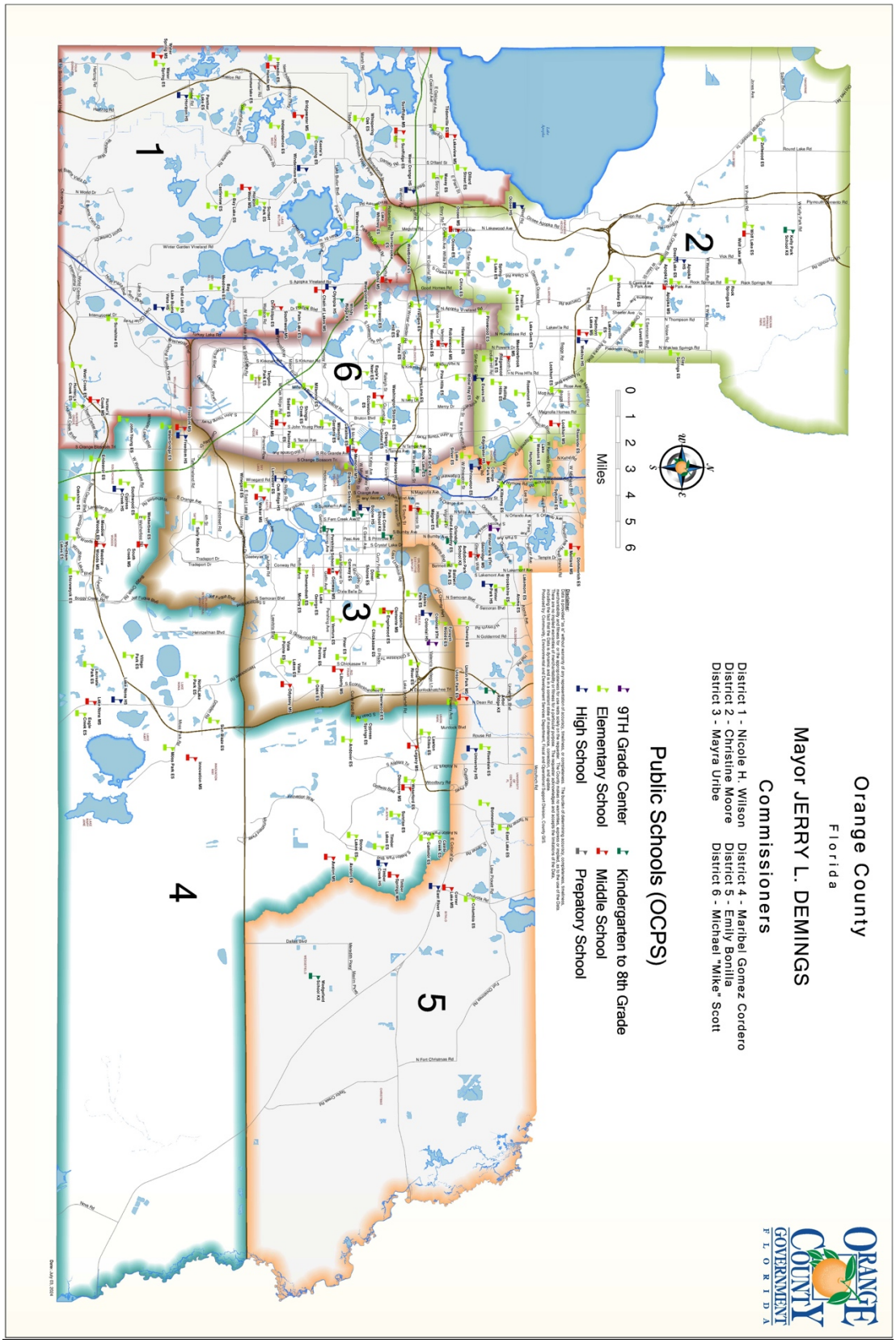
FUTURE LAND USE MAP



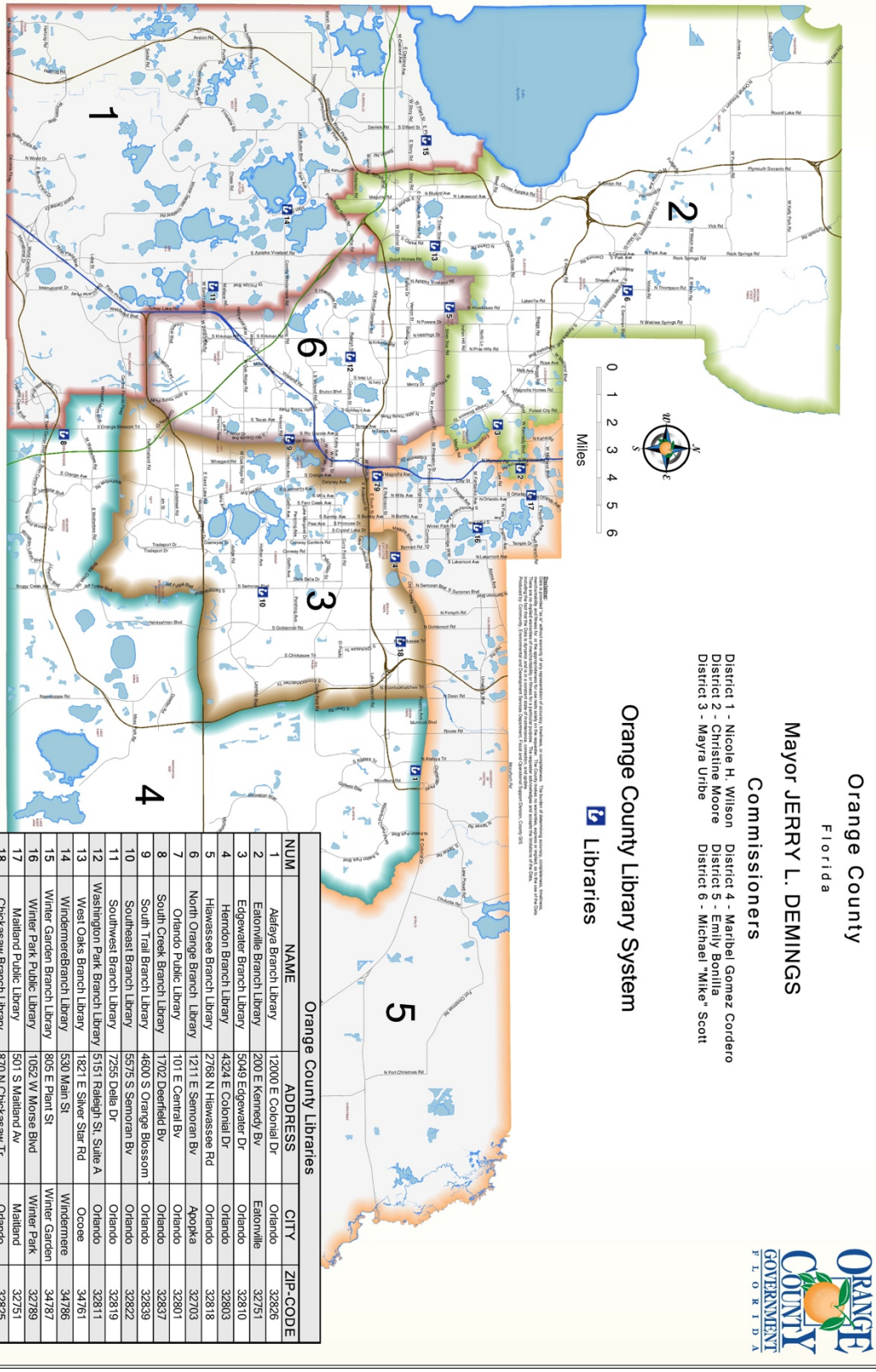
ZONING MAP


Zoning
ORANGE COUNTY GOVERNMENT
FLORIDA
Agricultural Residential
Citrus Rural
Commercial
Farmland Rural
Industrial
Mobile Home Residential
Multiple-Family Dwelling District
Municipality
Neighborhood Activity Corridor
Neighborhood Center
Neighborhood Residential
Planned Development
Professional Office
Residential
Residential Cluster
Residential District
Residential Low-Density
University Residential
Miles
Lake Apopka
TOWNSHIP 24 SOUTH
TOWNSHIP 23 SOUTH
TOWNSHIP 22 SOUTH
TOWNSHIP 21 SOUTH
TOWNSHIP 20 SOUTH
RANGE 27 EAST
RANGE 28 EAST
RANGE 29 EAST
RANGE 30 EAST
RANGE 31 EAST
RANGE 32 EAST
RANGE 33 EAST
RANGE 34 EAST

PUBLIC SCHOOLS MAP



LIBRARIES MAP



Orange County Libraries			
NUM	NAME	ADDRESS	CITY	ZIP-CODE
1	Alafaya Branch Library	12000 E Colonial Dr	Orlando	32826
2	Eatonville Branch Library	200 E Kennedy Bv	Eatonville	32751
3	Edgewater Branch Library	5049 Edgewater Dr	Orlando	32810
4	Herndon Branch Library	4324 E Colonial Dr	Orlando	32803
5	Hiawassee Branch Library	2768 N Hiawassee Rd	Orlando	32818
6	North Orange Branch Library	1211 E Semoran Bv	Apopka	32703
7	Orlando Public Library	101 E Central Bv	Orlando	32801
8	South Creek Branch Library	1702 Deerfield Bv	Orlando	32837
9	South Trail Branch Library	4600 S Orange Blossom T	Orlando	32839
10	Southeast Branch Library	5575 S Semoran Bv	Orlando	32822
11	Southwest Branch Library	7255 Della Dr	Orlando	32819
12	Washington Park Branch Library	5151 Raleigh St, Suite A	Orlando	32811
13	West Oaks Branch Library	1821 E Silver Star Rd	Ocoee	34761
14	WindermereBranch Library	530 Main St	Windermere	34786
15	Winter Garden Branch Library	805 E Plant St	Winter Garden	34787
16	Winter Park Public Library	1052 W Morse Blvd	Winter Park	32789
17	Maitland Public Library	501 S Maitland Av	Maitland	32751
18	Chickasaw Branch Library	870 N Chickasaw Tr	Orlando	32825
19	Melrose Center	101 E Central Bv	Orlando	32801