COMMUNITY PLANNING ASSISTANCE TEAMS

PINE HILLS: MANY CULTURES, ONE BRIGHT FUTURE

Pine Hills
Orlando, Florida
Final Report
August 15, 2014
The American Planning Association provides leadership in the development of vital communities by advocating excellence in planning, promoting education and citizen empowerment, and providing the tools and support necessary to meet the challenges of growth and change.

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Cover Photo: Conceptual rendering of the proposed Pines Hills Town Center.  
Credit: Pine Hills CPAT member, Claire Hempel, AICP
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INTRODUCTION
In May 2014, the American Planning Association (APA), through its professional institute, the American Institute of Certified Planners (AICP), organized a Community Planning Assistance Team (CPAT) project in the Pine Hills community of Orange County, Florida. Pine Hills is the fifteenth community to participate in APA’s Community Planning Assistance Teams (CPAT) program.

The project was selected from proposals submitted during CPAT’s June 2013 community application cycle. Karen McGuire, AICP, Principal Planner for Orange County, and Jerry Presley, Executive Director of the Pine Hills Neighborhood Improvement District, served as APA’s primary community liaisons throughout the effort.

This report presents the team’s findings, observations and recommendations for the residents and stakeholders of Pine Hills.

THE PURPOSE OF THE CPAT INITIATIVE
The purpose of the Community Planning Assistance Team (CPAT) initiative is to serve communities facing limited resources by helping them address planning issues such as social equity and affordability, economic development, sustainability, consensus building, and urban design, among others. By pairing expert urban planning professionals from around the country with residents and other stakeholders from local communities, the initiative seeks to foster education, engagement, and empowerment. As part of each team’s goals, a community develops a vision plan that promotes a safe, ecologically sustainable, economically vibrant, and healthy environment.

APA staff works with the community, key stakeholders, and the host organization(s) to assemble a team of planners with the specific expertise needed for the project. The team meets on-site for three to five days, during which a series of site visits, focused discussions, and analysis are performed. On the final day, the team reports their results back to the community with local press in attendance. A final, more detailed report is issued to the community at a later date.

GUIDING VALUES
APA’s professional institute, the American Institute of Certified Planners (AICP), is responsible for the CPAT initiative. It is a part of APA’s broader Community Assistance Program. Addressing issues of social equity in planning and development is a priority of APA and AICP. The Community Assistance Program, including the CPAT initiative, was created to express this value through service to communities in need across the United States.

Community assistance is built into the professional role of a planner. One principle of the AICP Code of Ethics and Professional Conduct states that certified planners shall aspire to “seek social justice by working to expand choice and opportunity for all persons, recognizing a special responsibility to plan for the needs of the disadvantaged and to promote racial and economic integration. Yet another principle is that certified planners should aspire to “contribute time and effort to groups lacking in adequate planning resources and to voluntary professional activities.”

PROGRAM BACKGROUND
In recognition of the key role urban and regional planners play in shaping vibrant, sustainable, and equitable communities, the APA Board of Directors established the “Community Planning Team” initiative in 1995. This initiative resulted in a very successful pro bono effort to assist an economically struggling African American community in Greensboro, North Carolina. APA has continued to develop a pro bono planning program that provides assistance to communities in need.
Another Community Planning Assistance Program is the Community Planning Workshop, which is held in the host city of APA’s National Planning Conference every year. The workshop is a one-day event that engages community leaders, citizens, and guest planners from around the country (and abroad) in discussing and proposing specific solutions to urban planning challenges. Workshops typically begin with an introduction of individuals involved and a tour of the community, neighborhood, or site. Participants form breakout groups that begin by discussing existing issues, then participants brainstorm new ideas based on community needs and sound planning techniques. Each breakout group “reports out” on its results to the entire group. Facilitators then lead a discussion to form consensus around future goals and ways to achieve these goals. Upon the conclusion of the workshop, the local community composes a final report that incorporates workshop results and specific actions that local officials could take to turn the project vision into reality.

In 2005, program efforts were notably increased after the tragic and devastating effects of Hurricane Katrina in the Gulf Coast region. APA immediately embarked on a number of initiatives and projects including Planning Assistance Teams in the affected cities of Henderson Point, Mississippi, and Mandeville and Slidell in Louisiana. Another Gulf Coast recovery project was the Dutch Dialogues, which brought American planners together with Dutch experts to transform the way that Louisiana relates to and manages its water resources.

AICP broadened the scope of the CPAT program with its 2009 project in Buzzard Point, a neighborhood in Southwest Washington, D.C. Over the course of the site visit, the team met with more than 40 neighborhood groups, government agencies, residents, and other stakeholders. The team advised community leadership on long-range strategies to strengthen both existing and proposed transit links and increase accessibility, improve existing affordable housing developments, position the area as a major gateway to the city, and to deal with dominant industrial areas within the neighborhood.

The last several years of completed projects in Matthews, North Carolina; Story County, Iowa; Maricopa, Arizona; Wakulla County, FL; Dubuque County, Iowa; La Feria, Texas; Franklin, Tennessee; Augusta, Georgia; and this one in Pine Hills, Florida are important landmarks in the development of the CPAT program. They mark the inauguration of CPAT as an ongoing programmatic effort. The initiative will increase in scope and frequency in coming years, becoming an integrated part of APA’s service, outreach, and professional development activities.

More information about APA’s Community Assistance Program and the Community Planning Assistance Teams initiative, including full downloadable reports, is available at: www.planning.org/communityassistance/teams
COMMUNITY PLANNING ASSISTANCE TEAMS

PINE HILLS: MANY CULTURES, ONE BRIGHT FUTURE
PROJECT OVERVIEW

Orange County submitted a community application to APA’s CPAT program in June 2013 to look at the potential of creating a town center at the intersection of N. Pine Hills and Silver Star Roads in the Pine Hills community of Orange County, Florida. After official selection, work on the project began in the fall of 2013. Graham Billingsley, FAICP, with expertise in land use issues and urban design, was selected to lead the volunteer team of planners.

Graham Billingsley and APA staff member Ryan Scherzinger conducted a preliminary visit to Pine Hills, November 13-15, 2013. During the brief visit, Billingsley and Scherzinger toured Pine Hills with Orange County Principal Planner Karen McGuire, AICP, and Jerry Presley, the Executive Director of the Pine Hills Neighborhood Improvement District (NID). They also met with members of the NID and heard presentations from Presley and Jason Reynolds, an Orange County Principal Planner, both of which shared background information on the community and described much of the work the NID has done since it was established in 2011. Following the presentations, members of the NID shared their thoughts and hopes for the area.

Following the initial visit, Billingsley and Scherzinger worked to identify the additional expertise needed for the team. The other team members selected were: Bob Lewis, AICP (economics/demographics); Aaron Arnett, AICP (branding/community vision); and Claire Hempel, AICP (land use/urban design) (see the Meet the Team section on page 48 for more information on each team member). The team members held several conference calls to discuss the project and studied a wide variety of background materials in the months leading up to their visit. Billingsley also spoke with District 2 Orange County Commissioner Fred Brummer ahead of the visit.

The full team arrived in Orlando in the evening of May 4, 2014. On the following morning, Monday, May 5, the team met with Jerry Presley at the Pine Hills Community Center to set up a studio space for the week’s scheduled activities. The team then toured the Pine Hills area around the intersection of N. Pine Hills and Silver Star Roads, experiencing the area by both walking around and driving in a vehicle. They also toured other parts of Pine Hills and nearby areas such as Winter Garden, Winter Park, and Metro West. After seeing Pine Hills and other parts of Orlando, the team began discussing issues they observed and began generating preliminary ideas. On Monday evening, the team also met with District 6 Orange County Commissioner Tiffany Moore Russell to discuss current developments in Pine Hills.

On Tuesday, May 6, the team met from 9:00 am to 4:00 pm with individuals and small groups totalling more than 60 people representing the NID, community organizations, local business owners, property owners, sheriff’s department, longtime residents, MetroPlan Orlando (the metropolitan planning organization), Orange County divisions (utilities, brownfields, bike paths), school officials, and a group of Evans High School students. The team then debriefed briefly before the first public meeting that evening at 5:30 pm. Billingsley introduced the team members and explained the team’s approach for the week. Team member Bob Lewis then presented demographic and economic information about Pine Hills and the region, including population density and growth rates, ethnic distribution, median household income, household income density, employment density, and other market data. The team also shared a summary of what they heard from the range of interviews during the day. Finally, the team organized attendees into four breakout groups and facilitated discussions with each. Questions each team member asked their groups were:

- What do you think the issues and opportunities are? Did we miss anything in the analysis?
- What is one image that best describes Pine Hills as special place?
- If you were designing a new gateway sign welcoming people into Pine Hills, what would the tag line or slogan be?
- If you were giving someone a tour of Pine Hills, what would you make sure to show them?
- What makes you proud about living in Pine Hills?
On Wednesday, May 7, the team reviewed the information collected from Tuesday’s public meeting and began discussing concepts for the town center idea at the intersection of N. Pine Hills and Silver Star Roads. The critical charge was to make the recommendations practical. That meant both economically and politically acceptable to the community. Throughout the day, team members began integrating economic analyses with conceptual designs based on input collected from the array of residents and stakeholders during interviews and the breakout groups. A second public meeting was held to discuss the team’s preliminary concepts. Team member Claire Hempel provided an introduction to the design concept for the town center and team member Aaron Arnett presented some of the key elements of creating a community identity with some examples. Attendees then split into smaller groups with team members where they discussed town center concepts. The additional feedback from the groups’ discussions further informed the team’s thinking toward their final presentation.

On Thursday, May 8, the team spent the day refining the concepts supported by the public the night before and preparing their final presentation held at 5:30 pm, again at the Pine Hills Community Center. During the final presentation, team leader Graham Billingsley described the week’s activities, gave a summary of the team’s findings captured through the team’s series of public meetings and stakeholder interviews. Next, Claire Hempel guided everyone through the designs and visualizations of the town center, including proposed land uses, building and streetscape scales, and incorporated elements derived from community members such as the Pine Hills “walk of fame.” Bob Lewis delivered a detailed economic analysis with a preliminary development program, cost estimates and implementation strategies. Aaron Arnett then presented a full branding package for a new Pine Hills identity, complete with a branding statement, marketing recommendations, logos and typefaces. Finally, the team answered questions from the community members in attendance, whose input was used in the team’s final report.

As described above, the process included a short initial visit by the team leader and APA staff, then a week on site with the full team. That week was tightly scheduled to accomplish as much as possible including familiarization with the area, interviewing a wide range of people with interests in Pine Hills, development of concepts for review by the public, and final recommendations for the Town Center concept. See below for the week’s schedule.
## Pine Hills Charrette
### Schedule: May 5 - 9, 2014

<table>
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<tr>
<th>TIME</th>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
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<tr>
<td>8:00 AM</td>
<td>Team Arrives in Pine Hills; Studio Set-up</td>
<td>Stakeholder Interviews</td>
<td>Debrief/strategize; Work session for concepts, supporting data, alternatives and sketches</td>
<td>Work session to refine concepts</td>
<td>Team Debrief; Final Assignments and Schedule</td>
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<td>9:00 AM</td>
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<tr>
<td>2:00 PM</td>
<td>Driving &amp; Walking Tour of Area</td>
<td>Stakeholder Interviews</td>
<td>Work session for concepts, supporting data, alternatives and sketches</td>
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<tr>
<td>4:00 PM</td>
<td>Meeting with County Commissioner</td>
<td>Strategic meeting; Discuss background; Finalize opening presentation</td>
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<td>5:00 PM</td>
<td>Team Dinner</td>
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<td>5:30 PM</td>
<td>Opening Presentation</td>
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BACKGROUND

Pine Hills, an unincorporated community located in northwest Orange County near Orlando, is one of the County’s oldest and largest communities. It was originally developed in the 1950s and quickly became home to a variety of the area’s workforce, such as postal workers, utility employees, schoolteachers, mechanics, small business owners, among others. The Martin Marietta Corporation (now Lockheed Martin) opened a plant nearby in 1958 and provided a major boost to the area. Some street blocks in Pine Hills contained an employee from Martin in every household. The Silver Pines Country Club, which included an 18-hole golf course, a swimming pool, club house and restaurant, along with good schools, were selling points for many of the area’s first residents. Pine Hills in the 1950s and 1960s, amid the era of segregation and widespread racist attitudes, was a homogenous, all-white, working class community with affordable homes close to downtown Orlando.

Increasing changes in racial attitudes around the country along with federal legislation that began to address some of the discriminatory practices in the housing market started a gradual influx of diversity in the Pine Hills area. Many of the tensions associated with fair-housing laws and school desegregation that played out in the Orlando area were markedly pronounced in Pine Hills. The expanded geography of possibility for homeownership mixed with the affordability of homes in the area slowly opened the door to African Americans and other minority groups. As a result, which was the case in many communities across the country, the social phenomenon known as “white flight” ensued. Slowly at first, then eventually quickening in pace, the aging white generation in Pine Hills began breaking their racially restrictive homeowner covenants when selling their homes. The U.S. Census numbers highlight the rapid change. In 1980, Pine Hills was 91 percent white showing the slow and reluctant change during the 1970s. Just twenty years later in 2000, whites comprised less than 28 percent of the community, a 63 percent drop in 20 years. That percentage is now (in 2014) even lower at around 15 percent.

Disinvestment in the area over many years and an unfortunate rise in crime fueled the area’s decline. Property values began to decline in Pine Hills. Many homes that owners were unable to sell turned into rental properties, including government subsidized housing. Median income levels dropped. Long-time businesses left the area. The Orlando area also grew. The tourist industry continued to expand as well as other industries that located in the Orlando area. Expanded choices for housing and businesses developed into other parts of the region leaving older Pine Hills in an increasing struggle to compete.

Demographic changes continue to take place in Pine Hills, an indicator of its importance as a place for new migrants and minority populations. Many foreign-born immigrants began settling in Pine Hills in more recent years. The immigrant population in Pine Hills went from 9 percent in 1990 to almost 23 percent in 2000 and it’s

now (in 2014) around 30 percent. The multinational mix includes Vietnamese, Chinese, Mexicans, Guyanese, Hondurans, Haitians, Dominicans and Jamaicans as well as Puerto Ricans. A variety of ethnic restaurants and specialty stores are now in business along the commercial corridors of Pine Hills offering residents a wide variety of options. Pine Hills’s history, from the beginning, is one of continued efforts by people from modest means striving to create a better life for themselves and their families.

The recent homeownership foreclosure crisis struck Pine Hills particularly hard. Between 2008 and 2010 alone, there were 4,000 foreclosure filings. Pine Hills was the target of subprime lending practices during the housing boom. Starting in 2009, Pine Hills was one of the five geographic areas in Orange County chosen to benefit from the Housing and Urban Development Neighborhood Stabilization Program (NSP) funds. The County used NSP funds to purchase and rehabilitate foreclosed homes and provide mortgage assistance. NSP funds also went towards the acquisition of a 444-unit affordable housing complex called Seville Place. The troubled property (namely, a 70 percent vacancy rate and significantly high crime) was completely renovated, reduced to 264 units, and renamed Emerald Villas. In addition, neighborhood-serving programing was introduced. The new Emerald Villas opened in January 2013.

Maynard Evans High School, the entrance of which is just east of the Silver Star/Pine Hills Road intersection, was recently demolished and completely rebuilt. Construction started in 2010 and ended in December 2011. The full campus opened in January 2012 and the school has dramatically improved its performance earning higher grades than ever before in its history. Also in 2012, school officials and area leaders unveiled the 2,500 square-foot community school on the same campus that brings together medical and social services and after-school activities for students and Pine Hills residents. The community-focused school, a partnership between Orange County Public Schools, Children’s Home Society of Florida, and the University of Central Florida, as well as support from other funders and contributors, is the first of its kind in Florida and represents new hope and beginnings for Pine Hills residents.

**RECENT PLANNING STUDIES**
Orange County and others have shown significant support for community redevelopment efforts in recent
years. The Pine Hills Community Council (PHCC) and the Orange County Neighborhood Preservation and Revitalization Division (formerly known as the Neighborhood Services Division) organized to engage the neighborhoods of Pine Hills in a land use planning process. In November 2004, the “Pine Hills Land Analysis and Strategic Plan” was completed. During that period, home ownership rose and there was an increase in overall area investment.

In November 2010, as a follow-up to the 2004 plan, the “Neighborhood Economic Development and Market Analysis of the Pine Hills Area” was released. The study analyzed existing demographic and census information and prepared a market assessment for the Pine Hills Road, Silver Star Road, Hiawassee Road, and West Colonial Drive corridors. The report also discussed how a “town center” for the Pine Hills/Silver Star Road intersection could be developed. From the report: “The Pine Hills and Silver Star intersection became the main focus of the market assessment due to the new Evans High School, redevelopment opportunities, location within the neighborhood, and accessibility by multiple modes of transportation.” The 2010 report identified five integrally related elements after a series of meetings with key stakeholders and input from the community, which were:

- Strong neighborhoods;
- Intermodal connectivity;
- Enhanced corridor development;
- Creation of a “town center;” and
- Establishing an implementing organization

Beginning to build on those recommendations, the Pine Hills Neighborhood Improvement District (NID) was established in 2011. The NID’s purpose is to focus on crime prevention and neighborhood revitalization along the major business corridors within Pine Hills. The NID is empowered to accept grants, gifts, and donations; enter into contracts; and acquire, own, convey, lease, construct and manage property. It may also promote and advertise the Pine Hills community and make infrastructure improvements.

**OBSERVATIONS**

Part of the CPAT process included a detailed tour of the study area, particularly the N. Pine Hills/Silver Star Road intersection, which is the target for a new town center. Below are some key observations the team made by both walking and driving through the immediate areas of the intersection.

Evans High School is a great asset, but the campus feels walled off from the community.
Sidewalks are present in most areas, but the roads carry fast-moving traffic and loud noise.

There are large amounts of vacant land on the NW and SW corners.

Wide intersections bisect the center.
Map 3: This map outlines Pine Hills (in blue) and highlights the major arterial roads, including the intersection point of N. Pine Hills Road and Silver Star Road where the new town center is proposed. Courtesy of Orange County Planning Division.
Map 4: This map provides a closer look at the area envisioned for a new town center at the intersection of N. Pine Hills and Silver Star Roads. Also shown (in green) is the proposed Pine Hills Trail, a multi-use recreation trail that utilizes a power easement. Courtesy of Orange County Planning Division.
Exhibit 5: This map highlights existing land uses around the intersection of N. Pine Hills Road and Silver Star Road. Courtesy of Orange County Planning Division.
INTERVIEWS AND TUESDAY WORKSHOP RESULTS

On Tuesday, May 6, 2014, the team met with seven total focus groups throughout the day. The groups that the team met with included community organizations, the Pine Hills Neighborhood Improvement District, school representatives, business and property owners, students and staff from Evans High School and representatives from Orange County, including Orange County Districts 2 and 6 Commissioners Brummer and Russell.

The interviews provided critical insight from key stakeholders for the future of the Pine Hills community. Below is a summary of the challenges, opportunities, needs and ideas for community improvement that were expressed by the focus group attendees:

Challenges
- Missing employment opportunities
- Crime
- Lack of pedestrian safety
- High traffic volumes on Pine Hill Road and Silver Star Road
- Local property access
- Property maintenance

Opportunities
- Strong community high school
- Multi-cultural community
- Low cost of Lynx neighborhood bus ($2 to ride anywhere in the neighborhood)

Needs
- Community computer access
- Pedestrian bridge
- Parcel consolidations
- Trail connection

Ideas
- Post-secondary education/technical education
- Performance Art Center
- Library
- Community events
- Transportation hub
- Public safety instead of crime prevention
- Improved garbage storage and collection
- Information and access center/resource information

Images 1-3: The team met with seven groups of stakeholders throughout the day on Tuesday, May 6, 2014. Each provided their own perspective on Pine Hills and town center idea. Photos by Ryan Scherzinger.
The first public meeting took place on Tuesday, May 6, 2014 from 5:30-7:30 p.m. There were approximately 30 attendees. The presentation gave an overview of the team, the background analysis done prior to the team’s arrival to the study area, the schedule and a summary of what was heard from the day’s stakeholder interviews.

The last hour of the meeting was dedicated to small group discussions over study area maps on each of the tables. The groups were asked to add to the issues and opportunities discussed during the presentation and brainstorm positive images and ideas about the community.

This exercise guided the branding for the Town Center. The Town Center needs to function as a stage to tell a positive message about the community and to give Pine Hills a sense of place. The multi-cultural diversity of Pine Hills can be what sets this area apart from others and begin to cultivate an identity for the study area. The message that the community needs to market is that they are taking ownership of their own future.
ECONOMICS & DEMOGRAPHIC ANALYSIS

Pine Hills is an unincorporated community in Orange County, Florida, adjacent to the city of Orlando. Population estimates for 2013 rank Orange County as the fifth largest county in the state with 1,203,000 residents. This represents 6.2% of Florida’s 19,260,000 residents. Over about 40 years, Orange County has added almost 820,000 residents. In 1972, according to a University of Florida database, Orange County had about 384,000 residents, or 5.2% of the state’s population, and ranked seventh among Florida counties. Its 213% growth since 1972 is much higher than the state’s 160% growth over the same period.

Unincorporated places in Orange County accounted for almost two-thirds (64%) of the county’s population in 2013, or 772,700 residents. Since 1972, population of unincorporated Orange County has grown a little faster than the county as a whole, up 246% compared to 213% in the entire county. Incorporated population, therefore, has increased 167%.

Orange County is projected to have 1,798,400 residents in 2040, according to data obtained from the University of Florida’s Florida Population Studies Bulletin 165 issued in March 2013. On an average annual basis, this would be growth of 1.8% per year, compared to the state’s projected growth of 1.2% per year. Orange County’s population in 2040, therefore, would make up 7.0% of the state, a notably larger share than 6.2% in 2013.

A clear conclusion is that Orange County continues to grow strongly, and that Pine Hills should position itself to capture its “fair share” of that growth in the next decade or two.
The following map illustrates population density—or persons per square mile—in Pine Hills and the surrounding areas as of 2012. Clearly, Pine Hills is among the more densely populated places, particularly just south of the Pine Hills Road and Silver Star Road intersection depicted on the map by the red star. The second map, on another hand, indicates that population in Pine Hills actually shrunk or remained stable between 2000 and 2012. This pattern is actually consistent with many parts of Orange County, especially central areas, despite overall population gains.

Maps 7 & 8: Pine Hills is a dense community that maintained a stable population size since 2000. Source: Development Strategies via CRAT member Bob Lewis, AICP
Given the relatively high density of population, further growth within Pine Hills as the county continues to grow might seem to be hindered. But shrinking population in recent years may suggest opportunities to re-occupy some of the housing with larger families. Some population increases, therefore, may be possible only by increasing housing density (more units per square mile), as areas are revitalized, than on simply adding more people to existing housing units. The Pine Hills/Silver Star intersection would be a good location for higher density housing in light of accessibility, high traffic volumes, and declining commercial values.

As noted earlier, Pine Hills is notable for its high percentage of black residents, though this isn’t restricted to African-Americans. An increasing number of black residents originate from the Caribbean islands, helping to create a very rich ethnic base to the neighborhood. Adding even more to that richness are relatively large numbers of people with Asian and Hispanic backgrounds. This ethnic vibrancy can also become a foundation for increased numbers of business entrepreneurs who can address the needs of local residents and/or promote the ethnic diversity of Pine Hills as a commercial attraction for a regional market (ethnic foreign restaurants, clothing, and travel agencies, for instance).

Map 9: Pine Hills is a very diverse neighborhood with significant opportunity for business entrepreneurs. Source: Development Strategies via CPAT member Bob Lewis, AICP

Figure 1: There is great diversity in Pine Hills. Simplistic categories hide the diversity within them such as the many black residents from the Caribbean islands and the variety of Asian countries and ethnic groups. Source: 2010 U.S. Census
Individual household income and buying power can be seen as a crucial challenge in Pine Hills. As depicted here, median income is relatively low within Pine Hills, though Pine Hills is hardly alone in that regard. Orange County is a kaleidoscope of median incomes with little clear pattern.

Map 10: Pine Hills is similar to many parts of Orlando when it comes to median household income. Source: Development Strategies via CPAT member Bob Lewis, AICP
But the collective buying power of Pine Hills residents is stronger than median income alone would suggest, as shown on this map of household income per square mile. Because of the population density noted earlier, even the lower incomes in Pine Hills still creates a moderately strong pocket of buying power, something that can be quite attractive to retailers. Of course, working to increase population and housing density in Pine Hills will add to this concentration of buying power.

Map 11: Collective buying power, or household income, in Pine Hills is stronger than individual median income alone shows. Source: Development Strategies via CPAT member Bob Lewis, AICP
While Pine Hills has a relatively dense population, those who are in the labor force largely work elsewhere in Orange County, as shown below. Pine Hills ranks very low for larger employers. Again, however, this is not unique in Orange County which has a number of low job concentration areas. Major roadway corridors are attractions for business development, and a higher density number of employers are found just east of Pine Hills, suggesting that the Pine Hills/Silver Star Roads intersection could be a "next best place" for the attraction of significantly scaled businesses. The scale of the roadways and accessibility to the area reinforce this opportunity.

As suggested by the ethnicity map, Pine Hills is a diverse demographic community, but not necessarily close to the Pine Hills Road and Silver Star Road interchange. The Community Tapestry Segments chart, at right, for the one-mile radius around the interchange shows that a particular demographic segment dominates the close-in housing.

Community Tapestry is a trademarked analysis tool from the demographic firm, ESRI. There are 65 tapestry segments defined for the entire United States. No community has all of them, but a sign of diversity, especially in urban areas, is the attraction of a good many segments. Within one mile of the Pine Hills/Silver Star interchange, however, there are only three ESRI-define segments. Dominating is the “Metro City Edge” segment. According to ESRI:

Metro City Edge residents live in older, suburban neighborhoods of large, metropolitan cities, primarily in the Midwest and South. This market is home to married-couple, single-parent, and multigenerational families. The median age is 29.5 years, and the median household income is $31,816. Nearly half of employed residents
work in services industries, which is lower than the U.S. average of about 70%. Most households live in single-family dwellings; 14 percent live in buildings with two to four units, many of them duplexes. Homeownership is at 56 percent, and the median home value is $80,800. Prudent shoppers, residents buy household and children’s items at superstores and wholesalers.

That gives a good idea of the kinds of people living fairly close to the interchange. But the two-mile radius (which includes the one-mile radius) broadens the diversity of Pine Hills and, in fact, dilutes the close-in dominance of the Metro City Edge group. At a two-mile radius, seven more ESRI tapestry segments show up, illustrated below in red while retaining the blue for the three segments within the one-mile radius. In effect, the seven red segments are found in the area between one and two miles, though the blue segments can also be found in that band in addition to the one-mile radius.

This still leaves Metro City Edge as the largest single segment but with only about 29% of the two-mile population rather than 70% of the one-mile population. “Aspiring Young Families” come in at 20% in the two-mile radius.

Aspiring Young Families are located in large, growing metropolitan areas in the South and West, with the highest concentrations in California, Florida, and Texas. Mainly composed of young, married-couple families or single parents with children, the median age for this segment is 30.5 years. Half of the households are owner-occupied, single family dwellings or townhomes, and half are occupied by renters, many living in newer, multi-unit buildings.

Carrying the tapestry analysis out to three miles (next graph) actually does not add much to the diversity noted in the two-mile area. Yes, six more tapestry segments emerge, but none have a large share of the three-mile population. Instead, the three-mile population enables the Aspiring Young Families to take over the lead as the largest single group while the “Milk and Cookies” group increases its share from 7.6% in the two-mile area to over 19% in the three mile area.

Milk and Cookies households are composed mainly of young, affluent married-couple families. About half include children. The median age is 34.2 years. Residents prefer single-family homes in suburban areas, chiefly
When combined with *Aspiring Young Families*, Pine Hills should be able to build on a relatively young and family-oriented population cohort for future growth in both population and prosperity. But these cohorts also have a strong presence throughout Orange County, too. As shown on the graph on the next page, the entire county has 32 more tapestry segments than found in the three-mile radius. In fact, most of the segments found only in the two-to-three-mile ring (the green bars) are in far greater numbers throughout the county. The single largest group of the 49 segments in Orange County is “Up and Coming Families” followed by *Aspiring Young Families* which, in turn, is very important in the two-mile area around Pine Hills and Silver Star Roads. Pine Hills is an important microcosm of the whole county and should capitalize on these demographic opportunities.

![Community Tapestry Segments: 3-Mile Radius](image)

Figure 4: The green categories represent the demographic groups added between two and three miles from the Pine Hills/Silver Star Road intersection; the red from one to two miles; and the blue represents the only three groups found within just one mile of the intersection proposed for the new town center. *Aspiring Young Families* emerges as the dominant group at a three-mile radius.

*Source: ESRI via CPAT member Bob Lewis, AICP*
Note that the 49 segments in Orange County out of 65 national segments indicate very impressive diversity. Orange County, in many ways, is a reflection of the nation’s diverse population characteristics. This is a challenge for managing growth and change, for sure, but also a magnificent opportunity for Orange County—and Pine Hills as a subset—to attract and manage prosperous households and businesses.

**Figure 5:** The orange categories represent the demographic groups added when adding all of Orange County; the green between two and three miles from the Pine Hills/Silver Star Road intersection; the red from one to two miles; and the blue represents the only three groups found within just one mile of the intersection proposed for the new town center. Source: ESRI via CPAT member Bob Lewis, AICP
The intersection of Pine Hills and Silver Star Road has long been a retail destination. The statistical relationship between local household buying power and retail sales (including dining) captured by local merchants, however, suggests that the intersection needs to greatly diversify its commercial—and perhaps housing—development pattern.

The Retail Gaps and Surpluses graph, below, indicates that there is an effective balance between buying power and captured sales (by local merchants) within one mile of the intersection. The blue section of the bar shows $99.5 million in household buying power while the almost invisible red section of the bar shows that there are only $3.7 million more in sales at stores within one mile (2013 data).

At two miles, however, the relationship shifts dramatically, and even more so at three miles. At the two mile radius, captured retail and dining sales total almost $600 million per year. Sales, in fact, exceed buying power by more than $100 million. At three miles, total sales are over $1.2 billion, or about four times the buying power of households within the three-mile radius.

Figure 6: A “surplus” of retail sales are not taking place at the Pine Hills/Silver Star Road intersection seen here as the radius increases. Created by CPAT member Bob Lewis, AICP

In one sense, this is an amazing story. The Pine Hills area continues to attract more retail dollars than it generates itself, making it something of a regional destination for consumers. On the other hand, as the one-mile data show, this “surplus” in retail sales is not taking place at the Pine Hills/Silver Star intersection. Instead, it is other corridors and shopping centers that are drawing consumers from outside the area to spend their retail and dining dollars. The immediate Pine Hills/Silver Star location is effectively not a regional draw, despite the high traffic counts on both roads.

This probably was not always the case. The amount of still-standing retail space at the intersection suggests that it was, in times past, a bustling retail concentration. But the high vacancy rate and deteriorated condition of many properties suggest that retailing may not be the best future for the intersection other than to remain in “equilibrium” to serve the immediate area households.

Thus, in light of two major forces in Orange County, one of two revitalization scenarios emerge, or perhaps a combination of the two:

1. Long-term and persistent projections of population in Orange County suggest that Pine Hills, and especially the subject intersection, should be repositioning itself to capture more of those new residents. Higher density housing at the intersection, for instance, could satisfy a growing American demand for such housing in mixed-use environments, which the intersection represents already. The location is also on major commuting routes for both automobiles and transit, suggesting that revitalization might take on a “transit-oriented development” (TOD) character, or at least “transit adjacent development” (TAD). This would convert some of the larger, underutilized sites into walkable communities linked across the two major roads by pedestrian and bike-friendly cross walks and paths. As a result, population
in Pine Hills would increase as, most likely, would average household incomes. And local retailers catering primarily to local households would see an increase in buying power, thus helping to increase the quality of the types of retail tenants in the area.

2. At the same time, long-term and persistent employment projections for relatively young age cohorts in Orange County who are in the labor force suggest that the Pine Hills/Silver Star intersection could be positioned as an employment center. The southwest quadrant, in particular, presently offers a substantial amount of underutilized and even vacant real estate suitable for, say, three-to-five story office structures. Traffic counts already make this a heavy commuting crossroads, and business growth from the east, now within the Orlando city limits, suggest the subject intersection as an evolutionary location for business and employment growth. Again, redesign of the area could—and probably should—also include housing in order to position the intersection as a TOD or TAD mixed use area, but the emphasis would be on a diverse range of office-type businesses rather than a high concentration of housing.
LAND USE CONCEPTS
The four corners of the study area currently function very differently. The northeast corner is adjacent to Evans High School and the property ownership makes redevelopment challenging. The southeast corner also faces challenges due to lot sizes since most of the existing development is converted single family homes. The northwest corner has a grocery store and expansive parking lot, with adjacencies to the future Pine Hills trail connection and existing multifamily development. The southwest corner has mostly vacant strip commercial development, with expansive parking lots.

Based on the team's analysis of what types of land uses could be viable in the study area and what was heard from the community meetings, the concept plan (see Map 13 below) reflects a more pedestrian-friendly urban form that accommodates a variety of uses, including multifamily, transit, civic/educational, commercial and office. The mixed-use areas are flexible and could accommodate multifamily/office, multifamily/commercial, commercial/office and commercial/civic.

The area's transit provider, Lynx, is seeking a site to locate a new transit facility. Such a facility would serve as a hub for public transportation routes in the region and provide both shelter and safer pedestrian access to destinations in the near vicinity. This is a major opportunity from which the study area could benefit. Building the Town Center adjacent to this facility will activate the space during longer times of the day. The transit center would accommodate buses turning from both Silver Star Road and Pine Star Road. By clustering the bus stop facilities at one location, this also increases pedestrian safety. Two new streets are shown to divide the northwest corner into block sizes that allow for better pedestrian experiences and connectivity. A grocery store is accommodated on one of the quadrants, and mixed-use makes up the other three quadrants. The Town Center would have open space where students could spend time after school, where community events could take place, and where a community performance space could complement the existing performing arts center.

The northeast corner would best supplement Evans High School for uses including vocational training and post-high school education. The southeast corner is shown as commercial and office. In order for the office land use to happen as indicated in the plan, parcels that front Queensway Road would need to be combined with the parcels that front Pine Hills Road to accommodate parking requirements. However, parking requirements could be decreased by taking advantage of opportunities generated by the transit quality of the intersection. Transit-oriented development (TOD) will contribute to a reduction in parking requirements.

The southwest corner is shown as mixed-use and has positive connections to the Pine Hills trail and existing commercial areas. This mixed-use area could be either residential- or office-dominant.
Map 13: The team developed the above concept plan to discuss with the public on Wednesday, May 7, 2014. Created by team member, Claire Hempel, AICP.
WEDNESDAY NIGHT FEEDBACK

Wednesday evening the team presented the concepts described above. Attendance was very good, with six tables of people discussing the pros and cons of the concepts, and bringing up additional ideas. There was general agreement that each of the corners needed to have individual solutions which complemented each other. Principal topics of discussion were the potential market position, density of new development, types of uses, public spaces, creating a connection between Evans High School and the rest of the properties at the intersection, the role of transit, and the significant pedestrian activity already in the area.

The attendees generally liked the concepts presented and had a number of helpful suggestions on details. There was agreement that the size of Pine Hills Road and Silver Star created barriers. For the northwest corner the comments supported creating mixed use development with a reconfigured grocery store, and complementary neighborhood scale commercial uses with residential above all but the grocery store. This development would be tied together with internal public spaces.

For the southwest corner, the opportunity exists to complement the current restaurant uses with mixed use office, community service/civic uses, and residential development. A critical suggestion was opening up access to Pine Hills Road near the southern edge of that property to improve vehicular access.

There was a strong desire to keep the proposed trail which is currently planned on the western edge of the planning area. The rerouting of that trail to bring pedestrians and cyclists through the southwest development and then cross at the intersection to continue through the northwest corner was generally positively received. That route improves safety, and brings more activity through the new development.

Another major proposal, which the public commented on, and supported, was the creation of a transit center where the Urban League property is currently. This makes transit easier to access by pedestrians, and complements the new development. Currently the buses stop on the street which creates safety issues.

The public provided a measure of support awaiting the final recommendations of Thursday night.
The initial concept land use plan was presented at the Wednesday, May 7, 2014 public meeting. Comments were mainly positive, with a few concerns about density, maintenance of the transit facility and implementation. The final land use plan, created after Wednesday’s meeting and presented the following evening on Thursday, reflects the public comments, vision and provides further details on circulation, parking and open space.

A better urban form is expressed by bringing the buildings closer to the road and locating parking away from areas of high pedestrian concentration. Parking garages are tucked behind buildings so they are not visible from the street.

Pedestrian connectivity is ensured by providing wide sidewalks on all new developments. Shade trees are to be provided along all streets in order to increase human comfort along these areas. The buildings are intended to be no more than 2-3 stories in height.

Pedestrian safety is addressed by realigning the Pine Hills trail through the southwest corner mixed-use development, across Silver Star Road and through the northwest Town Center area to the transit facility.

Open space is provided on the northwest and southwest corners. All residential areas have 30-40 foot wide landscape areas to buffer the commercial uses from neighbors.
Map 14: Following additional feedback on the initial concept plan from Pine Hills residents and stakeholders, the team revised the concept showing greater detail. Created by team member, Claire Hempel, AICP.
The envisioned new town center provides a pedestrian-friendly atmosphere with ample open spaces. Shade trees and attractive landscaping provide comfort and aesthetic appeal. An idea that emerged from the community, conceptualized above, was a “walk of fame” that could be incorporated to highlight the achievements of Pine Hills residents. Created by CPAT member, Claire Hempel, AICP.
Image 11: The envisioned new town center offers wide sidewalks throughout for maximum pedestrian connectivity. Seating options are available in appropriate intervals. Building design has some relief to it and is fit to scale with street trees and landscaping. Created by CPAT member, Claire Hempel, AICP
Image 12: Dimensions of the internal main street are illustrated above. Two travel lanes in the center for vehicles are each surrounded by on-street parking with a pervious surface for increased control of stormwater runoff. “Pedestrian amenity zones” create a large enough buffer zone for residential units while keeping first floor commercial near enough the street for passing motorists. Created by CPAT member, Claire Hempel, AICP.
Image 13: Dimensions of a 120-foot right-of-way. Created by CPAT member, Claire Hempel, AICP
DEVELOPMENT PROGRAM

Initial market analysis, review of socio-economic forces and opportunities, and examination of site development potential at the Pine Hills Road/Silver Star Road intersection suggest the following real estate and related development opportunities.

HOUSING

There is opportunity for 200 to 500 housing units, mostly concentrated on the southwest quadrant. This wide range is based on whether market and ownership conditions prefer that the southwest quadrant become primarily a higher density housing site or a higher density employment/business park. Conditions for both housing and business development are suitable at the intersection.

Almost all of the housing would be new construction, although there are opportunities in the northwest and south quadrants for some housing renovations. If feasible, some existing housing could be replaced in favor of more contemporary designs and floor plans as well as a higher degree of “maintenance free” years for new or replacement occupants. Higher density in the form of townhouses/zero lot line homes and three-to-five story apartments/condominiums are warranted because of the intensity of urban development and traffic that this intersection justifies.

Both Pine Hills Road and Silver Star Road are heavy employment commuter corridors, particularly toward Orlando to the east and toward Colonial Drive to the south. This makes the intersection also prime for forms of transit oriented development (TOD) or at least transit adjacent development (TAD) that create a walkable, mixed-use environment that capitalizes on public transportation while linking all four quadrants with pathways and sidewalks leading into other neighborhoods and beyond.

Higher density housing also caters to younger households (think the Millennial Generation) which has demonstrated a very strong preference nationwide for more urban scale, mixed-use places to live and recreate, if not also to work—say, by walking or biking to nearby jobs if not using transit or even driving to further employment centers. Such housing also sharply increases the market for local retailers and restaurants.

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Figure 7: The opportunities for development in the areas of housing, retail space, office/education/government, and the public realm will vary depending on the market and other conditions. Created by team member Bob Lewis, AICP.
RETAIL

The subject intersection remains a highly viable retail development opportunity, although a great deal of investment must be made not only in upgrading properties but also in place-making and overall tenant management. Retail development, in particular, should be accompanied by creation or strengthening of coordinated management, perhaps through the existing Neighborhood Improvement District (NID) powers. It is more likely, however, that such powers need to be expanded or a different organization created.

Future retailing can likely support between 200,000 and 300,000 square feet at the intersection. This is almost certainly lower than in decades past, but the amount of competitive space elsewhere in Orange County is a major factor. Still, more-or-less a quarter million square feet is no small accomplishment in light of presently deteriorated conditions in many cases and the obvious undesirable quality of tenants in too many cases. Moreover, many of the future tenants may already be in place; they could all benefit from a more contemporary building and site design catered to walkability and connectivity between intersection quadrants. Thus, most of the future retail should be in “new” structures, though many of the tenants may be able to remain.

Area purchasing power and potential housing and/or employment growth in the immediate area will enable substantial upgrades in the quality of retailers. As important as market strength, however, is to substantially upgrade the properties and the “experience” of retailing, dining, and entertainment in the area. Retail improvement potential is not just based on recapturing and retaining “leaked” purchasing power, but on creating a retail place that is unique in Orange County and reflects a well-managed business environment.

BUSINESS AND EMPLOYMENT

The Pine Hills/Silver Star interchange is a major commuting crossroads. Both roads carry substantial amounts of traffic, particularly during traditional commuting hours. These factors suggest the intersection as a desirable location for business expansion, but also for government and educational services that capitalize on needs to take more services to the neighborhoods and on the presence of the new high school. Increasing local access to, say, vocational and community college courses for recent Evans High School grads or upperclassmen can encourage more students to not only finish high school but also get a jump start on higher education and formal training opportunities.

Moreover, there is much business growth extending toward this intersection particularly from the east. The southwest quadrant of the intersection is largely vacant or underutilized, save for some of the frontage properties along Silver Star. This large site could support denser economic development in two-to-three story office buildings, perhaps higher, or in mixed used office/retail/housing structures of 5-6 stories.

The northeast quadrant, too, warrants significant office development, particular if it is related to educational and/or government purposes to be compatible with adjacent Evans High School.

From 100,000 to 350,000 square feet of office-type functions could be developed and supported in light of Orange County’s continued population and job growth, assuming that Pine Hills creates an attractive employment complex in conjunction with supportive retail and dining. Strong marketing to prospective developers and tenants/owners will be necessary, but made easier with appropriate market data, demonstrating the location’s business location strengths, and re-design of most of the quadrant to reflect contemporary and competitive site and building designs.

The range in space opportunities is based primarily on whether the southwest quadrant becomes predominantly residential (higher density) or office. The two uses can be compatible in the same development (adjacent buildings or in the same buildings), but the presence of one will reduce the amount of square feet of the
PUBLIC REALM IMPROVEMENTS
As suggested and implied in the above descriptions, the quality of the “place” of the Pine Hills/Silver Star intersection will be critical in raising market values and attracting high quality employers and residents. Market numbers indicate great opportunity, but much private and public investment will be necessary. From the public perspective, this includes a certain amount of circulation road realignments, paths and walkways for bikes and pedestrians, landscaping and open space for aesthetics, weather protection, and community gathering places, “street furniture” with a consistent design theme, and possibly utility line relocations or upgrades.

Public investments are also to be necessary to catalyze development—that is, “gap” financing will almost certainly be necessary to help the private market overcome a couple of decades of socio-economic decline in the area thus increasing the perception of high risk. Given growth in the larger market (population and jobs) and the commitment of the Pine Hills residential and business communities, overcoming much of this risk perception is not prohibitive, but it will require persistence from many quarters, not the least of which is County government.

INVESTMENT REQUIREMENTS
While specific budgets are difficult to determine at this early stage, the above outlined development program is probably in the range of $300 million in combined public and private investment. Actually, some of what will appear to be private investment may also have a strong dose of public “gap” financing as well as some philanthropic contributions. The public/philanthropic component may eventually reach more than a quarter of all investment. Some of this will be spent in support of traditionally public improvements, but some will also be in the form of direct support (grants, tax credits, loans, etc.) to reduce market risk for private investors.

Frankly, if early resources can be marshaled in support of public improvements and even site reconfigurations, these will have a major positive effect on private market risk reduction, thus potentially reducing the need for “gap” financing if private investors are convinced that the public sector is solidly behind revitalization over the long run. Additional public involvement will also be required in non-financial, non-physical ways in terms of adjusting regulatory requirements and expectations (e.g., upgrading zoning and related land use management tools). More contemporary techniques such as form based codes may be in order along with revised and tightened restrictions on certain types of activities.
COMMUNITY BRANDING
The Pine Hills community has a unique history beginning as one of Orlando’s earliest suburbs. Today, it is a collection of diverse neighborhoods and people, all with the common value of a strong love and pride for the community they call home. On the other hand, Pine Hills has a perception outside of the community that is not always favorable. The majority of these people know little about what the community is today other than the occasional negative press in area media.

Pine Hills and its partners have the opportunity to control a positive message, building a narrative based on what makes the community a special place. Pine Hills can create a strong brand that reflects the values and assets of the community, and communicate that message to residents as well as the larger Orlando metro.

The term “community brand” is often difficult to understand. A community brand is much more than a logo, a typeface, or a tagline; it is a promise a place makes with people. Unlike companies that have centralized control of their brand message, communities must have an identity system that is compelling enough to convince residents, stakeholders, and decision makers to “buy into” this identity. This is no small task, and a bit more complex in a community like Pine Hills where there is no centralized entity that can oversee the messaging for the entire neighborhood. Still, Pine Hills has great partners like PHNID, Pine Hills Community Council, and the Pine Hills Safe Neighborhoods Partnership. Each of these entities should play a role in projecting Pine Hills’ community identity.

The CPAT team has developed the following identity system along with a series of recommendations for Pine Hills to consider. There is not always a clear “roadmap” on implementing an identity system and the maturation of the system into a “brand” will take the efforts from all partners.

BRAND VALUES
One of the important steps in establishing a brand is to understand the values for which it stands. Through public input the following values emerged as important to Pine Hills:

- The Pine Hills community is a collection of neighborhoods and businesses that developed beginning in the early ’50s as one of Orlando’s first suburbs.
- The community has grown to become one of the most ethnically diverse areas of the Orlando metro.
- Residents past and present have a strong connection to the community where they grew up, and there is a deep sense of community pride.
- The cornerstone of Pine Hills resident’s pride is Evans High School.
- As Pine Hills has seen an economic decline over the years, the community has shown a strong resilience.
- Pine Hills residents are very active and live in a walkable community with trails, sidewalks, public parks, and community centers.
- Through organizations like the Pine Hills Neighborhood Improvement District, Pine Hills is dedicated to improve the quality of life in the community, while also promoting its assets in and outside of the neighborhood.

BRAND ATTRIBUTES
Unlike brand values, brand attributes are more “technical” in nature. They are the tools that the graphic artist uses to market the community. For Pine Hills, the attributes are as follows:

- Typefaces: The main typeface for Pine Hills is a serif font called Athelas. Athelas is an elegant and graceful classic font that is inspired by fine book printing. A secondary typeface, Futura, is a more modern san-serif font based on geometric shapes. Its contemporary aesthetic complements that of the primary font and is
used as a modifier.

- **Colors:** The colors for Pine Hills include a series of eight very rich colors meant to signify the various cultures and diversity in the community. The colors are well saturated and designed to imply warmth and depth.

- **Logo:** The logo includes a graphic representation of a Pine Tree, set on a background of a more abstract version of pine leaves. While Pine Hill is known to have a lot of long leaf pines, they do not function well as an icon. This variation allows for instant recognition without any misinterpretations.

- **Tagline:** The tagline is “Many Cultures, One Bright Future”. This speaks to the diversity that exists within the community, but also the dedication and efforts of Pine Hills’ partners in improving the neighborhood’s quality of life.

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**BRAND STATEMENT**

A brand statement is an articulation of community values and tagline. It can be imagined as a script for the tagline. The brand statement for Pine Hills is:

**We are Pine Hills, Florida**

Developed in the early ’50s as one of Orlando’s first suburbs, Pine Hills has a heritage that continues to grow more rich with each passing year. Today we are proud to say that people from all walks of life and ethnic groups call Pine Hills home. Whether black or white, Caribbean, Asian, South Pacific Islander, Hispanic or Eastern European, the citizens of Pine Hills enjoy a life that is defined by family, faith, pride, and resiliency.

We are striving to make each generation have a better life than the one they follow. We are nurturing a younger population that will go forward to enrich Pine Hills and other places they may call home. This can be seen and heard in the halls of Evans High School, where Trojan Pride has become the heart and soul of our community, and the anchor of our neighborhood.

We are strong. We are a family. One that includes not only our brothers and sisters, but also our next door neighbors, classmates, and simply those who are in need. We celebrate our diversity, and our character is a rich tapestry of many cultures, all bound by a common passion for the Pine Hills community. We are taking ownership of our future, one filled with brightness that blends culture, creativity, education, and safe neighborhoods.

We are Pine Hills, Florida
Many Cultures, One Bright Future
BRAND RECOMMENDATIONS
The brand attributes above form the foundation of the brand itself and can be used to deploy a series of marketing recommendations that follow.

Short Term

A. Recommendation: Adopt the brand statement and brand system.

A brand statement is different from a mission statement. A brand statement is an explanation of a place that should resonate with local residents (most importantly), citizens of the greater region, and local businesses. The brand statement is the “message” and foundation of the brand system that allows Pine Hills to deploy a set of tools to market and promote the community.

A brand style guide has been provided to as part of the CPAT project. It provides guidance on proper usage of the identity system, color specifications in RGB, CMYK and Pantone, a copyright release allowing the client to modify and use the system as needs evolve. Finally, a complete file system with all logos, ad templates, typefaces, and support graphics is included as part of the deliverables for this effort.

B. Recommendation: Host a brand forum with Pine Hills partner agencies.

This can be in the form of a soft “brand launch event”, although the primary purpose of the forum will be to outline the management of the brand and determine responsibilities. Pine Hills is unique in that it is not a governmental entity. As such, it does not need to communicate the functions of an official body, but rather promote the character and identity of Pine Hills inside and outside of the community. Because of this, there are a number of important stakeholders in marketing Pine Hills. It is anticipated that the Pine Hills Neighborhood Improvement District will be the official manager of the brand, but partner agencies like the Pine Hill Community Council, Pine Hill Safe Neighborhoods Partnership, and even Orange County should have clear responsibilities and cooperatively work to promote the community.

C. Recommendation: Extend the brand identity to partner agencies.

It is critical that each entity is on the same page in terms of message, but also graphics. An effective community brand builds equity when the messages are connected. Graphic elements of the primary Pine Hills logo were extended to the Pine Hills Neighborhood Improvement District and other entities.
D. **Recommendation:** Create opportunities for residents to display their community pride.

The anchor of Pine Hills is Evans High School, and students show their pride by wearing green and white Trojan gear at games, in the school’s halls, and around town. Similarly, Pine Hills residents should be able to show the new logo on hats, t-shirts, and other items. These items can be given away at community events, or even sold by local businesses.
E. **Recommendation:** Create banners and install along Silver Star and Pine Hills Road.

Banners can be installed throughout the community as a way to showcase the brand and delineate the Pine Hills neighborhood. Banners are attractive and can add color to the streetscape within the neighborhood, but also improve safety. Installed along Silver Star and Pine Hills Road, banners can help slow down traffic and make motorists more generally aware of the pedestrian character of the neighborhood. Along Silver Star in particular, they can be strategically placed to identify safe crossing zones.

Next Steps

F. **Recommendation:** Create Ads with the Brand Statement.

Advertisements showcasing the brand statement and Pine Hills’ Neighborhood values can be used to promote the positive elements of the community. These “ads” can be placed in the windows of area businesses, along the halls of Evans High School, and in the area community centers and parks. On occasion, they can be placed in area media to highlight a particular event or business.
G. Recommendation: **Create the Shop Pine Hills card.**

The Pine Hills Community Council has already established a local loyalty program whereby shoppers can save at participating neighborhood businesses and services. This program should continue, but utilize new cards that include the new brand identity.

![Shop Pine Hills Card Image]

H. Recommendation: **Install new gateway signs at entrances to the neighborhood.**

The existing gateway sign into Pine Hills actually has a deciduous tree on it as opposed to a pine tree. More importantly, the sign is old and weathered. The Pine Hills NID and Orange County should install new gateway signs utilizing the new brand identity.

![Pine Hills Gateway Sign Image]
I. **Recommendation:** Establish a regular event to celebrate the community.

Pine Hills biggest asset is its cultural diversity. The community can celebrate this heritage but also introduce them to the greater Orlando area with a regular event. We recommend the Pine Hills International Bazaar, a monthly multicultural event that showcases the neighborhood’s ethnic foods, products, music and art. The event would be similar in scale to farmers markets seen in other places, but provide an opportunity for area businesses to sell their goods and services.

Ongoing Long-Term

J. **Recommendation:** Expand wayfinding signage system.

Directional and destination signs for parks, community centers, and the high school can be created as part of a unified system. This would include signs for the new Pine Hills Trail, and perhaps even at bus kiosks.
K. Recommendation: Host an ongoing annual marketing summit.

The various community partners should continue to explore ways to refine and enhance the brand identity of the community through an annual marketing summit.

All branding elements found within this report, as well as others not included here, along with the community image style guide for Pine Hills, were created by team member, Aaron Arnett, AICP, in coordination with his partner, Ben Muldrow, of Arnett Muldrow & Associates, and supplied in digital format to the Orange County Planning Division and the Pine Hills Neighborhood Improvement District. Any requests for that information should be made to those entities.
CONCLUSIONS
The intersection of Pine Hills Road and Silver Star Road has potential for significant change creating a focal point for the Pine Hills community, and adding value as well. The timing for redevelopment is very good with two large properties ready for redevelopment. The location and size enable a good mixture of uses on the southwest and northwest quadrants of that intersection.

Organize around the goal
The overarching goal of redevelopment should be the focus. A number of elements have to occur for that to be successful so any proposals for the area should be examined to determine how they advance that larger goal.

Advocate for redevelopment
The Pine Hills community and the County should advocate, market, and publicize the goals of the plan. Property owners who were not part of the planning process should be approached and educated about the plan, and how it can enable them to grow their businesses and property values. There is an image of Pine Hills that is not reality. The potential of a community population of 60,000+ is a tremendous resource that supports a market for expansion of existing uses and development of new uses.

Evans High School, the traffic volumes coming through the intersection, the potential for a major transit hub, the trail, and the existing high volume of pedestrian traffic in and through the intersection are attributes to publicize and build on.

Create some quick wins
There are several easy, inexpensive efforts to start: (a) organization of a strategy by the Pine Hills Neighborhood Improvement District and the County; (b) the image work, including branding, and the crosswalk painting; and (c) conversations with the property and business owners.

Don't take no for an answer
There will be some people who will be difficult to convince. That is normal. Do not let that interfere with steady progress toward the goal. As mentioned, a number of things can be done immediately to get momentum, but the strategy should look at short and long term actions so there is continuity of effort, and a show of progress. The ultimate redevelopment may take 10 to 15 to 20 years and will depend heavily on continued progress.
Graham Billingsley, FAICP
Graham Billingsley has significant experience covering more than 30 years of practice. Educated in planning, landscape architecture, and architecture — and with experience in all three fields — he is able to develop solutions designed to solve a problem specifically for a community. For 23 years, Billingsley was in the public sector, first in Dallas then for 18 years in Boulder County, Colorado. He has developed land use codes and conducted studies or projects in comprehensive planning, housing, economic development, downtown revitalization, demographic and economic analysis, opinion surveying, landscape architecture, architecture, historic preservation, urban design, and process management.

Aaron Arnett, AICP
Aaron Arnett is a principal in the firm Arnett Muldrow & Associates in Greenville, South Carolina. He has Bachelor of Architecture and Master of City and Regional Planning degrees, both from Clemson University. Arnett has worked in all areas of urban planning and for the past 12 years has worked in the private sector focusing on small town and downtown revitalization. Arnett Muldrow and Associates specializes in downtown economic development, historic preservation, and community branding. The firm was created to help communities that want to rebuild their aging downtown, reinvigorate their urban neighborhoods, and create economic development opportunities. To date, the firm has completed projects in over 300 communities in 32 states.

Claire Hempel, AICP
Claire Hempel is project manager/associate and operations manager for Design Workshop’s Austin, Texas office overseeing a wide range of projects currently including streetscapes, community planning efforts and urban design efforts. Hempel holds a master’s degree in Community and Regional Planning from the University of Texas at Austin and a Landscape Architecture bachelor’s degree from Louisiana State University. She has eight years of landscape architecture practice working in both the private and public sectors in Houston and the greater Dallas-Fort Worth metroplex area. Hempel has been a task leader for projects that include urban and regional parks, resort and high-rise design, and comprehensive community and environmental planning. Her professional interests include public engagement, planning on multiple scales and empowering smaller communities.
Robert Lewis, AICP
Bob Lewis directs economic research and planning projects at Development Strategies, based in St. Louis. He was part of the team that created Development Strategies in 1988 after 10 years with Team Four and two years with the St. Louis County Department of Planning. He was named president in 2000. The focus of his professional work is analyzing the market, economic, and organizational forces that influence urban planning, economic growth, and real estate development. His consulting services yield strategic recommendations for clients seeking to maximize economic value. Clients include local governments, private property owners, corporations, government agencies, nonprofits, and institutions all around the USA.

Ryan Scherzinger | APA Staff
Ryan Scherzinger is Senior Outreach Associate for the American Planning Association. He joined APA in 2007 and has worked with allied organizations and government agencies at the federal, state, county and municipal levels on a wide variety of projects. He’s worked extensively on APA’s Community Planning Assistance Teams (CPAT) Program providing direct technical assistance to communities around the country with multi-disciplinary teams of experts. He’s managed myriad programs and special projects, including community workshops, case studies, symposia and lecture series, study tours, international events, and the design and build of interactive public exhibits. Ryan holds a master’s degree in Public Anthropology from American University where he specialized in urban studies and a bachelor’s degree in Cultural Anthropology from the University of Louisville.
PICTURE GALLERY
The following are select photographs from the CPAT visit to Pine Hills, Orlando, Florida. Each picture is followed by a brief caption.

Graham Billingsley, FAICP met with the Pine Hills Neighborhood Improvement District (NID) during the preliminary visit in November 2013 ahead of the full team’s visit. NID members shared their experiences as residents and business and property owners in Pine Hills. They expressed the need for a larger diversity of types of businesses in Pine Hills and a desire to create an identity for the area’s corridors and sub-focus areas or nodes of interest. They discussed ideas to reduce crime with design features. Businesses along Pine Hills Road are not connected to the sewer making it difficult for redevelopment efforts in the area and some spoke of the need for incentives for property owners to help alleviate that burden. NID members also talked about the importance of getting Evans High School students involved in the conversation. The meeting helped Billingsley and APA staff member, Ryan Scherzinger, pull together the right mix of expertise for the CPAT. Photo by Ryan Scherzinger

The team pictured above ahead of one of the workshops held at the Pine Hills Community Center. From the left: Claire Hempel, AICP; Ryan Scherzinger (APA staff); Graham Billingsley, FAICP; Aaron Arnett, AICP; and Bob Lewis, AICP. Photo by Karen McGuire, AICP
Many pedestrians, here a woman and child attempting to catch a bus, cross the busy roads near the intersection of Silver Star/N. Pine Hills Road at undesignated crossings. Pedestrian safety and increased walkability will be important considerations for a new town center. Lynx, the public bus transportation system, is well used by residents and has many stops within Pine Hills. A new transit hub near the new town center would serve many nearby residents, including Evans High School students, and attract other riders to the neighboring town center retail stores. Photos by Ryan Scherzinger

Silver Pines Village is just south of the Silver Star/N. Pine Hills Road intersection. The original anchor store is no longer there. While a few stores are still open for business, the space is an excellent opportunity for redevelopment with a mix of uses. Photo by Ryan Scherzinger
The team began drafting concepts following the community tour, the first public meeting and a full day of stakeholder meetings. Those concepts were discussed during the second public meeting at the Pine Hills Community Center where residents and stakeholders shared more ideas and visions for the area. Photo by Ryan Scherzinger

Team member, Aaron Arnett, AICP, discussed the specifics of the Pine Hills community image style guide that he and his partner, Ben Muldrow (working remotely from Greenville, SC), created during the project. The brand statement and other elements were developed through targeted discussions with a wide range of community members, including high school students, a review of historical materials, and other considerations uncovered through the CPAT process. Photo by Ryan Scherzinger