

# Parramore Heritage Renovation Project

## ANNUAL REPORT

July 6, 1994

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## CITY OF ORLANDO

Mayor Glenda E. Hood	
Commissioner Don Ammerman	District 1
Commissioner Betty T. Wyman	District 2
Commissioner Jeff B. Clark	District 3
Commissioner Frankee Hellinger	District 4
Commissioner Nap Ford *	District 5
Commissioner Sheldon Watson	District 6

\* PHR District Commissioner

## PHR STEERING COMMITTEE

### *Executive Committee:*

Mercerdes R. Clark, Chairwoman  
Ralph Armstead, Vice Chairman  
Gloria Murray, Secretary  
Charlie Jean Salter, Member-at-Large  
Jonathan Sebastian, Member-at-Large

### *Members:*

Shirley Boykin  
Martha Brown  
Larry Colleton  
Philip Cowherd  
Jacquelin Daquin  
Lynn Hill  
Marvin Jones  
Inez Long  
Jean Claude Picard  
James W. Ross, Jr.  
Larry Simmons  
Otis Smith  
Mae O. Steger  
Bettye Williams  
Jerome Williams

### *Ex-Officio City Representatives:*

Mayor Glenda E. Hood  
Commissioner Nap Ford  
Brenda C. Robinson  
Isiah White  
Jeff Odell  
Brenda March

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## INTRODUCTION

In 1992 Nap Ford, City Commissioner for District 5 asked City planners to define an area in the African-American community to develop a model project for community improvements. The area bounded by Colonial Drive, Gore Street, Orange Blossom Trail and I-4 was selected based on income levels and poverty, crime statistics, educational achievement, housing and social service needs. City Staff worked for over one year with community task forces to identify their problems and needs.

In April 1993, Mayor Glenda E. Hood asked the Parramore Heritage community to select a steering committee to use the task force findings and to make recommendations to City Council for community improvements. The committee members represented homeowners, tenants, landlords, businesses, home owners' associations and social services agencies working or providing services in the area. The Parramore Heritage Renovation (PHR) Steering Committee elected officers and established five sub-committees to begin their work:

- Social Services and Crime Prevention
- Housing and Urban Design
- Communications
- Education
- Economic Development

The Steering Committee worked almost a full year evaluating the neighborhood task force findings from the previous year, assessing other needs and defining solutions for existing conditions.

Simultaneously, the City contracted urban design architects to develop design standards and an image for the PHR area. They worked with the community over nine months, including three weekend "charettes" to understand their needs and ideas and to develop a plan that represented the PHR community.

The Steering Committee then merged these plans with their own and prioritized the final recommendations. (The complete list is attached as an appendix to this report along with a map of the area and socio-economic data from the 1990 census.)

In addition to the Steering Committee and the City of Orlando, many people and agencies have been partners in the accomplishments over the past year, as shown on the following page. A discussion of significant accomplishments since last April and a list of those activities follow.

As a final act, the Steering Committee dissolved itself in April 1994, formed a corporation, called the Parramore Heritage Renovation Foundation, Inc., and has filed with the IRS for tax-exempt status as a non-profit agency. An Executive Director has been hired to manage the work of the Foundation and the Community Resource Center, which will be housed in a recently renovated, City-owned building and will be ready for occupancy in August 1994. The Foundation has set goals and objectives for its first year of operation which should officially begin in August. Those are also included as a part of this report.

# Parramore Heritage Renovation Project

## ANNUAL REPORT

### July 6, 1994

#### PRESENTED BY:

Parramore Heritage Renovation Steering Committee  
AND  
City of Orlando

#### IN PARTNERSHIP WITH:

American Society of Landscape Architects	National Council for Urban and Economic Development
Black Business Investment Fund	NationsBank
C. A. Meyer Paving and Construction Co.	Orange Blossom Trail Development Board
Callahan Neighborhood Association	Orange County Community Alternative Services Program
Carter Street Neighborhood Association	Orange County Distribution Center
Carver Court Homeowner's Association	Orlando Fights Back
Center for Drug Free Living	Orlando Housing Authority
Central Florida HANDS	Orlando Magic
Classic Construction by Navidomskis	Orlando Minority Business Dev. Ctr. Center
Coalition for the Homeless	Orlando Utilities Commission
Color Wheel Paints and Coatings	Orlando Neighborhood Improvement Corporation
Community Redevelopment Agency	Orlando Paving Company
Devoe Paint	Parramore Village Neighborhood Association
Duron Paints and Wall Coverings	PHR Foundation, Inc.
FDOT Beautification Council	Private Industry Council
First Union Bank	Representative Alzo Reddick
Greater Orlando Chamber of Commerce	Southwest Orlando Boys and Girls Club
Greater Parramore Business Association	State of Florida
Habitat for Humanity	SunBank
HACODI	Telephone Pioneers of America
Haitian Refugee Services	UCF McKnight Center for Excellence
Ivey, Harris & Walls	United Trophy Manufacturing, Inc.
Jacinta Mathis, Esquire	Universal Painting and Waterproofing
Keep Orlando Beautiful Board Members	University of Central Florida
Mayor's Consortium for Minority Business Development, Inc.	Urban Service Corps
Metropolitan Orlando Urban League	U.S. Department of Justice
Mothers Against Crack Cocaine	World Changers
NAACP	
National Association of Neighborhoods	

## SIGNIFICANT ACCOMPLISHMENTS

The following charts show a wide variety of achievements over the past year in the PHR area along with projects in the planning or construction stages. The total value of these accomplishments is over \$7,000,000. In addition, the City has applied for non-entitlement grants for almost \$9,750,000.

Several projects deserve special mention because of their significance in meeting community goals.

### *COMMUNITY RESOURCE CENTER*

In August 1994 the PHR Community Resource Center will open with a full time Executive Director to assist residents and business people with their lifestyle needs. In addition to a Resource Directory, information and referral services will be available. Many social service agencies have already been contacted by the Board of Directors of the PHR Foundation to provide staff outreach to the community.

The Director will assist in the coordination of services and develop training classes and seminars to assist with home-ownership and housing needs, crime prevention, drug abuse, parenting skills, and special programs as determined by the Board. The Director will work closely with the City to access programs and grant funds for activities for children, teenagers and senior citizens.

The Director will also work with the Mayor's Consortium for Minority Business Development, the Business Resource Center and the SkillLink Center to coordinate needs for job training, job placement, business loans and other needs of the business community. The Director will be the community's link to City Hall and the business community in Orlando.

The City is providing grant funds for the first year of operation as well as the facility for the Center. The City's "Keep America Beautiful" program has solicited donations in addition to City funds for the renovation and equipment for the building.

### *HOUSING AND URBAN DESIGN*

Mayor Hood's emphasis on the restoration and preservation of neighborhoods is evident in the Parramore Heritage community. At her direction, the City has dedicated a majority of its housing funds in the past year to the PHR area, providing funds for housing rehabilitation, new construction and down-payment assistance. The current budget includes \$1,000,000 to begin work on the model projects described in the appendix. Design for these improvements has already begun and construction should begin early in 1995. Another \$250,000 has been designated by the Citizens' Advisory Committee and the Municipal Planning Board for next year's budget to continue these important projects. The City has provided \$90,000 in subsidies for eight new homes to begin construction in July. In the past year, ten new homes were constructed, 32 homes renovated and a 26-unit apartment complex was renovated.

Plans are being developed to increase home ownership in the area by providing vacant lots to builders who will offer incentives for new home owners. This program should be in place by fall of 1994.

### ***CRIME PREVENTION***

The City has added 24 new police officers to the PHR area in the past year. Enhanced patrol and community-oriented policing have reduced crime significantly in the area. The Orlando Police Department has adopted a policy of "zero tolerance" in the area to continue to remove unwanted criminal elements in neighborhoods and business districts. Street light upgrades and other design elements have been implemented to provide safe streets and neighborhoods. The City is also working with homeowners' associations to establish "Neighborhood Watch" areas and home and personal safety classes.

### ***ECONOMIC DEVELOPMENT***

In addition to the micro-loan program which will have generated 51 new jobs through nine loans totaling \$251,000 by the end of the year, the City and the Community Redevelopment Agency (CRA) have several initiatives to enhance the economic development opportunities in the PHR area.

### ***ECONOMIC DEVELOPMENT INCENTIVES***

The City is developing a program to provide incentives for new business development and expansion. This initiative will include grants and loans for impact fees, building permits and waivers of special requirements when new jobs are created. Over 100 jobs have already been created in the community through various programs and activities.

### ***AFRICAN QUARTER***

One of the most significant recommendations from the community was the development of the "African Quarter." The vision for the Quarter is to develop an African-American owned and operated tourist district beginning on West Church Street at Interstate 4 and extending to Parramore Avenue, one of the major thoroughfares through the district. It would include upscale restaurants with ethnic foods, nightclubs, art galleries, gift shops and other specialty shops that cater to tourists as well as residents of Central Florida. In addition to creating new and expanded business opportunities, the Quarter will provide over 200 new jobs for local residents. The City has already had over 30 inquiries from individuals wishing to open or relocate a business to the quarter.

A feasibility study is currently being conducted to confirm the viability of the project, as well as to recommend the market mix, transportation and parking options, and other strategies for a successful development. The report is expected to be completed before the end of July 1994.

The Community Redevelopment Agency (CRA) is acquiring the block on the south side of Church Street just west of I-4 for the initial development of the Quarter. The City and the CRA will begin recruiting for a minority developer in the fall of 1994 to get the project started and has applied for federal grant funds for the renovation of the property.

The City owns the parking garage on the north side of Church Street and all the ground floor spaces will be converted to retail operations as they become available to support the project. The project will take several years to fully develop.

### ***TASTE OF SOUL***

In conjunction with the World Cup games, the City sponsored the first annual "Taste of Soul" street party to support the African American community. The event was held on July 3 on West Church Street, the site of the African Quarter. Over 30 vendors participated in a full day of entertainment, food and fun. Attendance was estimated at over 3,000 people and set the stage for successful future events in the Quarter.

### ***SKILLINK CENTER AND JOB LINKAGE PROGRAM***

The Private Industry Council of Central Florida has received a U.S. Department of Labor grant to provide technical assistance in a newly created Center for Employment and Training. The Center, a 61,000 square foot building, is located in the PHR area and will be the first center of its kind in Florida. The Center is designed to meet the needs of the hard-to-serve and the at-risk population living in the PHR area as well as in other Orlando Metro area communities. The project takes a holistic approach to training the hard-to-serve client, with occupational and remedial skills training. To take part in the program, applicants must show a desire to learn during an initial five day assessment period. Eight training programs have been designed to complement Orlando's target growth industries. Additionally, the Center will offer a child development center, counseling, GED instruction, basic skills training and services of other social service agencies such as Project Independence and Job Service of Florida. Approximately 300 clients will be trained annually. Clients will graduate upon receiving permanent jobs.

### ***URBAN PARTNERSHIP INITIATIVE***

The City of Orlando is one of five cities in Florida to be designated by Governor Lawton Chiles as an "Urban Partner" with the State. The Governor has created a State Action Team whose mission is to: "be a committed partner with communities, by innovatively delivering a wide range of resources and services in order to empower residents to realize their own vision of their community."

The Action Team is responsible for providing resources and guidance to local communities as well as assist in accessing state government, eliminating red tape and barriers to development and progress. More specifically their goals are to:

- Improve the economic climate of the community
- Improve the resources to meet the personal needs of the community residents
- Improve the physical surroundings of the community
- Improve the infrastructure of the community.

The City has applied for Urban Enterprise Community Designation, which would provide a grant of \$2,945,000.

Participation in this partnership should create new and exciting opportunities for the community.

## Completed Projects

Project	Activity	Completion Date	Cost
<i>Housing</i>			
Homeless Shelter	Funding for construction of a 500 bed pavilion and renovation of 8 units of transitional housing	1992	\$350,000
Jackson Court	58 low income elderly units, new construction	Phase I - 1988 Phase II - 1991	\$3,573,575
Division Oaks	17 low income family units rehabilitated	1991	\$812,884
Callahan Oaks	40 low income apartments, new construction	1989	\$1,488,000
Habitat for Humanity New Home Construction	10 new homes constructed in the PHR area	1994	\$470,000
Sunview Terrace Apartments	Rehabilitation of 26 multi-family units	1993	\$965,000
<i>Commercial Rehabilitation</i>			
Hankins Building	Facade renovation of businesses in a commercial building	1988	\$20,000
Solomon Vaught Buildings	Facade renovation of two commercial buildings, municipal parking lot and "mini-park" and mural	1988	\$25,000

## Completed Projects

Project	Activity	Completion Date	Cost
<i>Beautification</i>			
Hughey Streetscape	Streetscape on Hughey from Pittman to Robinson	1993	\$100,000
Railroadscape	Clean up and beautification of railroad ROW from Hughey to Westmoreland	1993	\$268,122
Westmoreland Treescape	Construction and landscaping of raised medians on Westmoreland from Church to Conley	1993	\$152,775
Arlington Street - Medians and Sidewalks	Four medians reconstructed and landscaped and sidewalks repaired	1992	\$37,582
Callahan Intersection Improvements	New mast arms, signals and brick treatment at four intersections in Callahan neighborhood	1993	\$309,998
Orange Blossom Trail Streetscape	Street trees, sidewalks, and intersection plantings on OBT from Gore to Church Street	1993	\$300,000
West Church Street Streetscape	Street trees and sidewalks on West Church Street ( I-4 to Division)	1993	\$381,620
Parramore Avenue Streetscape	Streetscape of Parramore Ave. from South to Church Street	1987	\$1,000,000
Mt. Pleasant Baptist Church	Cleanup, painting, landscaping of historic church	1993	\$50,000

## Completed Projects

Project	Activity	Completion Date	Cost
Private Industry Council Paint Up Program	Summer youth to paint 5 homes in the PHR area	1993	Funded by Private Industry Council
<i>Public Safety</i>			
Streetlight Upgrade	OUC upgraded existing and new streetlights in the PHR area	1993	\$81,274
<i>Infrastructure</i>			
Infrastructure improvements in Callahan, Holden and Parramore	Street Pavings, drainage water & sewer facilities sidewalks and curbs	1974-1991	\$2,215,097
Buck Alley	Paving and drainage improvements for Buck Alley; Parramore surface parking	1989	\$139,560
Boston Avenue Improvements	Paving of Boston Ave. from Carter to America Street	1990	\$4,497
Lake Dot	Drainage improvements	1981	\$837,000
Charles Court Paving Project	Paving of Charles Court; this is now a dirt road.	1994	\$65,000
<i>Community/City Services</i>			
Callahan Neighborhood Center	Purchase, design, and construction of neighborhood facility	1986	\$698,000
Callahan Park	Design and construction of park facility	1985	\$119,495

## Completed Projects

Project	Activity	Completion Date	Cost
Z.L. Riley Park	Construction of passive park	1981	\$8,000
Parramore Avenue Mini Mall	Mural and passive pocket park constructed on Parramore Ave. just north of Anderson St.	1988	Donations
<i>Education</i>			
BASE (Basic Academic Skills Enrichment) Program	Project in PHR area with 10 students at downtown recreation center. Included classroom instruction, lunch, and tennis	1993	\$2,000

## Current Projects

Project	Activity	Status	Cost
<i>Housing</i>			
Single Family Housing in CRA Target Areas	Single family housing rehabilitation and new construction	Phased renovation and construction from 1992-1997	\$1,100,000
Downpayment assistance in CRA Target Areas	Downpayment and closing assistance up to \$3,500 for CRA homes	Funding available 1993 and 1994	\$100,000
Habitat for Humanity Lot Acquisition/New Home Construction	Grant to Habitat to acquire vacant lots and construct new Habitat for Humanity homes	Lot acquisition and site improvement - 7 homes completed to date	\$470,000
City Downpayment Assistance Program	Downpayment assistance up to \$3,500 matching	Ongoing	\$50,000
Studio Concord Apartments	26 studio apartments will be rehabilitated through City of Orlando Rental Rehab Program	To be completed December 1994	\$575,000
State Housing Initiatives Partnership (SHIP) Program	State funds used for new construction, rehabilitation, and downpayment assistance	Funds contributed towards 8 new single family homes in FY 93. Also 1 multi-family and 17 single family rehabs	\$1,232,193
HOME Program	Program provides funds for new construction, rehabilitation, and downpayment assistance	13 underway. 1 city-owned unit for sale. 13 other units ready for rehab. - 2 new rental properties under construction	\$632,000

## Current Projects

Project	Activity	Status	Cost
World Changers	Youth mission group to provide free labor to weatherize and paint 30 owner occupied units in Parramore Village	Completed 6/94	\$25,000
<i>Infrastructure</i>			
Hicks Avenue Paving Project	Paving and drainage of Hicks Avenue	To be completed in FY 95-96	\$36,064
<i>Community Building</i>			
Leadership Training Institute (LTI)	LTI is a resident empowerment program which provides building blocks for neighborhood problem solving	Program runs through 6/94	\$20,000
Callahan Computer Learning Center (LTI neighborhood project)	Computer learning laboratory to improve academic skills of students - to be located in the Callahan Neighborhood Center	Ongoing since 8/93	\$4,000
Youth Enrichment Program (LTI neighborhood project)	Parramore Village residents creating program to work with youth in Parramore Village to expose them to positive learning experiences	Ongoing since summer 1993	\$2,000
The Heritage	Quarterly newsletter to residents and businesses in the PHR area	Ongoing since 9/93	\$1,800

## Current Projects

Project	Activity	Status	Cost
Trash Busters	Clean up club for middle and upper elementary school children in the Parramore Village area. Purpose is to iteach children responsibility, self awareness, and self esteem	Ongoing	\$2,500
Tenant Screening Program	Screening of Prospective tenants for landlords for a nominal fee	Ongoing since 2/92	\$25,000
PHR Community Resource Center	Building renovation and programs for community resource center	Will be open 7/94	\$90,000
Center for Drug Free Living	Drug awareness, prevention and treatment program	Ongoing	Unknown
Community Resource Directory	Directory of community services in the PHR area	Will be completed on 10/94	\$10,000
Parramore Heritage Renovation Foundation	New nonprofit organization to oversee the rebuilding of PHR area.	Ongoing since 4/94	\$90,000
Well'sbuilt Renovation	Renovation of Well's-built Hotel into Performing art museum	Awaiting funding	Unknown
<i>Beautification</i>			
PHR Housing and Beautification Target Areas	General clean up, landscaping and beautification of target area in sub-area of Parramore/ Holden neighborhood	Clean up/landscape kickoff 4/30/9, Green up 5/15/93 Future improvements planned in model project areas	Donations

## Current Projects

Project	Activity	Status	Cost
Operation Clean Sweep	Clean up along Parramore Avenue, Code Sweep of Entire Area	Ongoing since 5/93	Donations
Dumpster Enclosure Match Program	50% matching grant program for enclosing dumpsters in the PHR area	Ongoing	\$50,000
<i>Public Safety</i>			
Community Oriented Policing	Policing with more personal interaction between officers and the Griffin Park	Ongoing since 6/92	Funded by OPD
Parramore Storefront OPD Operations	Two OPD officers (bike patrol) cover Parramore Avenue area	Ongoing	Funded by OPD
Midnight Basketball League (Downtown Recreation Center)	Saturday night program for youth. Friday program starts in 7/94	Ongoing	Funded by City of Orlando and Center for Drug Free Living
<i>City Services</i>			
Parramore Village Improvements	Beautification, recreation and safety improvements in Parramore Village	Ongoing since 1990	\$90,000
Solid Waste Pilot Project	Pilot project to improve solid waste services in the PHR area.	Ongoing since 1993	Funded through City Solid Waste
John Jackson Recreation Center	Building renovation and site improvements	Construction to be completed 1/95	\$1,250,000
Dixie Doodle Alternative Uses	Acquisition of property and redesign for community support use	Current Project	Unknown

## Current Projects

Project	Activity	Status	Cost
<i>Economic Development</i>			
Orlando Micro Loan Program and OMBDC Technical Assistance	Micro loans to minority businesses, up to \$50,000 each. Packaging provided by the OMBDC	Ongoing	\$524,000
Urban Service Corps Program	Summer youth employment program for 50 youths	Ongoing	\$850,000
Business Resource Center - Renovation of 1200 West Colonial Drive	Center for providing technical, marketing, and professional assistance to businesses	Center scheduled to open by Fall 1994	Unknown
Interim Technical Assistance Program	Orlando Chamber of Commerce Leadership Alumni Program and NationsBank volunteers will provide technical assistance and support	Current project	Orlando Chamber of Commerce; NationsBank City of Orlando
PIC/Compact Summer Youth Employment Program	Providing summer jobs to youth in the PHR area	Summer project	Funded by PIC, Compact, and the private sector
Facade Improvement Program	Up to \$5,000 grants to improve business facades	Starts 6/94	\$50,000
African Quarter Redevelopment Project	Completing a feasibility study, and redevelopment plan, and applied for a \$2 million federal grant	Current project	\$2,750,000
State Enterprise Zone Program	Offering financial incentives for businesses to locate in or hire from area designated as an Enterprise Zone	State revised current program in last legislative session - new program will begin 1/95	State of Florida

## Current Projects

Project	Activity	Status	Cost
PIC Skillink Center	Opening of a new PIC job training center adjacent to the PHR area	Center scheduled to open on 8/94	Over \$1,000,000
<i>Education</i>			
University of Central Florida McKnight Center of Excellence	Elementary, middle, and precollegiate educational programs at the Callahan Center - tutoring for 40 students per week	Ongoing	Private donations

## PARRAMORE HERITAGE RENOVATION GRANT PROPOSALS

• <b>Enterprise Communities Grant</b> Grant for revitalization through: economic development, sustainable community development, and community based partnerships.	\$5,900,000
• <b>Enterprise Zone Demonstration Project Grant</b> Education and training for residents/businesses within the Enterprise Zone.	\$500,000
• <b>Economic Development Public Works Impact Project Grant</b> Capital funds for development of the African Quarter.	\$2,330,000
• <b>Business Mentoring Program (SBA) Grant</b> Matching Grant to administer a new mentoring program.	\$15,000
• <b>UPARR Grant (Urban Park and Recreation Recovery Act)</b> Renovate building, playground and enlarge parking lot at Callahan Neighborhood Center.	\$250,000
• <b>Florida Recreation Development Assistance Program Grant</b> Renovation of outdoor athletic amenities at the Jackson Center.	\$100,000
• <b>Weed &amp; Seed Crime Prevention Grant</b> Grant to reduce crime and drug trafficking.	\$625,000
• <b>Orlando Sentinel Robert T. McCormick Grant</b> An Education and Cultural Arts Grant to produce a traveling art exhibit and Community Directory	\$30,000
<b>Total</b>	<b>\$9,750,000</b>

**PARRAMORE HERITAGE RENOVATION FOUNDATION, INC.**

Mercerdese R. Clark, President  
James Ross, Jr. Vice President  
Ralph Armstead, Treasurer  
Gloria Murray, Secretary  
Betty Gelzer, Member  
W. D. Morris, Member  
Otis Smith, Member

Parramore Heritage Renovation Foundation, Inc.  
GOALS AND OBJECTIVES  
Fiscal Year 1994-1995

## GOAL

TO PRESERVE, DEVELOP AND IMPROVE THE ECONOMICS OF THE AREA, IMPROVE THE EDUCATIONAL LEVEL OF THE RESIDENTS AND PRESERVE THE CULTURAL HERITAGE OF THE COMMUNITY.

### OBJECTIVE I

Through improved communication, promote and improve community understanding and participation in the Parramore Heritage Renovation Project, its mission and purpose. Additionally, and more specifically, improve the quality of the *Heritage Newsletter* and to diversify and increase its distribution; develop an annual directory to include all businesses located within the PHR area; establish effective networking to enhance the understanding of the purpose, goal and objectives of the Foundation and to invite suggestions, assistance and participation from the residents, business entrepreneurs, government and others within and outside of the area.

### OBJECTIVE II

Enrich the lives of the Parramore Heritage residents by providing a variety of social services, educational opportunities and programs designed to reduce criminal activities to include, but not limited to:

- a. Assuring the knowledge of the existence and availability of social and educational resources, both at the resource center and at their parent sites;
- b. Develop a program of participation between the residents and law enforcement authorities to reduce criminal activity within the area via new and/or improved neighborhood watch programs; membership and participation on the Nuisance Abatement Board; and to emphasize and assist in zero tolerance of not only underage drinking and drug related criminal activity, but in all facets of criminal activity.

### OBJECTIVE III

To improve the visual image and residential quality of life in the Parramore Heritage Renovation area in order to create an economically diverse community by working towards a pre-determined percent of owner-occupied residency, renovations of existing structures and public properties and by accomplishing the PHR Steering Committee Model Project Priority Number 1, to wit:

"... infill new houses (as larger, single-family homes), increase landscaping, design transition from OBT to Easy Avenue, infill w/boulevard-type buildings on OBT, restore 10 historic homes, replace public housing on Westmoreland with rowhouses."

To solicit membership on boards, committees, and other such organizations tasked with the evaluation and the determination of funding and other assistance in enhancing this objective; and

To diligently work towards the accomplishment of other objectives listed in the PHR Steering Committee Model Project Priorities during this and subsequent fiscal years.

### OBJECTIVE IV

To enhance economic opportunities of the PHR area residents through training, out-reach programs and partnerships with internal and external organizations by:

- a. Identifying and establishing job training programs at the community center, at the parent sites of occupational organizations and other locations deemed reasonable and appropriate, including work sites;
- b. Establishing repore and tapping into programs at the Private Industry Council, the Metropolitan Orlando Urban League, the construction industry, and any other economically enhancing institutions;
- c. Increasing the awareness and participation in programs at vocational and apprenticeship programs; and
- d. Ensuring that a large percentage of the new and renovation projects of the PHR area is awarded to minority contractors and/or sub-contractors, preferably within the PHR area, while emphasizing permanent employment of PHR area residents.

## PHR Steering Committee Model Project Priorities

### Funding Required

<u>PRIORITY</u>	<u>OBJECTIVE</u>
1	Easy-Woods - Infill new houses (as larger, single-family homes), increase landscaping, design transition from OBT to Easy Ave., infill w/boulevard-type buildings on OBT, restore 10 historic homes, replace public housing on Westmoreland with rowhouses.
2	Parramore Plaza - Rehab Soul Bay and Hankins buildings, build new infill buildings to form plaza on SE corner of intersection with South St., extend plaza paving across streets, make centerpiece of large tree.
3	Harmon's Cove - Restore Wells'built Hotel, infill new building at intersection, do streetscape at intersection, restore historic Casino as a performance place.
4	Public Housing Projects - Reintroduce traditional street grid, use fences to delineate yards, screen dumpsters from view, install outbuildings, paint fresh new colors, install AC, improve landscaping, plant street trees.
5	Livingston Street - build new north-south avenue from Livingston to Amelia, establish new church or civic building, build 10 rowhouses, rehab 14 existing houses.
6	Quill Avenue from Carter to Conley - Divide block into two re-oriented blocks, create community garden at intersection with America St. (new extension), traffic calming at Conley St., buildings might be senior housing or houses.
7	Hicks Quarters Project - Build 18 new single family houses, restore/rehab nine existing structures, create small green space at center, connect new brick street to Parramore Ave., improve Hicks Ave., plant street trees, improve lighting, assist with facade enhancement of Habitat homes, provide for fences and landscaping in yards.
8	Dewitt/Washington/Polk St. - Divide into small blocks, build 24 single family homes (houses should face each other), rehab 12 houses, reserve civic building site
9	Colonial Drive & Arlington Street - Continue revitalization, reestablish western block end with single family infill and mixed-use boulevard-type buildings, create organized midblock parking areas.

- 10 West Washington St. and South Lee Ave. (design intervention) - Create new square at corner, connect Lee with Washington St., new north/south street, new lots orient east/west, new single family houses with outbuildings.
- 11 Parramore Ave./Dixie Doodle - Build new civic buildings, reorganize Suncharm apts. as townhouses, build new shopfront building, rehab 2 existing buildings; install traffic calming devices.
- 12 Church St. at Division - Revitalize businesses on Church St. just west of I-4; use lighting & architecture to make a statement visible from I-4; infill new building on CRA property; rehab buildings adjacent & across street; brick street.
- 13 South St. & S. Lee Ave. (design intervention) - New green adjacent to South St., new east/west street, new lots orient to green, Glenn Alley in new "T" configuration, new civic building on green.
- 14 Parramore Ave. from Concord to Colonial - Continue revitalization on west side of Parramore, reorganize Putnam/Parramore block to create sites for Main Street "gateway" buildings, emphasize proximity to Arena, all uses.
- 15 Amelia St. infill site - Build combination of mixed-use buildings (Westmoreland side) & 50 varied rowhouses, reserve civic building site.
- 16 Chapman Court and Hughey Place (design intervention) - New green with Hughey Place circling it, Chapman Court connection to Anderson, new lots face green, plant new street trees.

## **PHR Steering Committee Strategies**

### **Funding Required**

#### **Communications**

**Goal: To promote and improve community understanding and participation in the Parramore Heritage Renovation Project, its mission and purpose.**

**PRIORITY**

**OBJECTIVE**

tie To publish a quarterly newsletter.

tie To develop a community resource directory.

## Education, Social Services & Crime Prevention

**Goal: To enrich the lives of the Parramore Heritage residents by providing a variety of social services, educational opportunities and programs designed to reduce criminal activities.**

<u>PRIORITY</u>	<u>OBJECTIVE</u>
1	To develop a 24-hour recreation center which will provide adult and youth programs and support the development of a performing arts center to enhance talents and skills of youth and seniors, particularly in the PHR community, and thereby promote a sense of pride and improved self esteem.
2	To provide comprehensive health care for all citizens, as well as substance abuse treatment and prevention services. (Combination of two previous Social Service/Crime Prevention/Education Objectives to provide comprehensive health care and provide substance abuse services)
3	To improve effective utilization of solid waste services.
4	To enforce underage drinking laws with the Orlando Police Department.
5	To assist students with special needs.
6	To make job training more accessible for at-risk youth, ex-offenders and the homeless in order to increase skill levels, awareness of job opportunities and self sufficiency.
7	To educate the public concerning the availability of local, state, and federal funds for community development and enhancement.
8	To identify and repair substandard housing.
9	To encourage area churches to do outreach programs and promote the awareness of facilities and services available in the PHR area.
10	To establish multi-purpose resource centers by renovating and equipping older buildings and seized drug properties.
11	To develop and strengthen neighborhood watch programs via neighborhood associations.
12	To use offenders to carry out community service projects.
13	To encourage a respect for and an understanding of cultural diversity issues through workshops and seminars.

- 14 To establish a "Future Homeowners Club" to increase home ownership opportunities and thereby provide seminars and workshops for first time home buyers on personal property care.

### **Urban Design & Housing**

**Goal: To improve the visual image and residential quality of life in the Parramore Heritage Renovation area in order to create an economically diverse community.**

#### **PRIORITY**

#### **OBJECTIVE**

- |   |  |
|---|--|
| 1 | To implement the design plans for three or four of the top-priority model projects.                                      |
| 2 | To assist residents in acquiring and maintaining homes.  |
| 3 | To develop & implement a program for the training and employment of neighborhood residents in PHR construction projects. |
| 4 | To promote the PHR area as a safe and desirable place in which to work and live.   |
| 5 | To provide for monitoring & training programs at the PHR Resource Center so that residents can carry out PHR projects.   |
| 6 | To improve the image of public rights-of-way.  |
| 7 | To eliminate structurally unsound buildings and to improve the quality of residential life.                              |
| 8 | To recommend a screening and landscaping program for residential adjacent to industrial.                                 |
| 9 | To expand the Trash Busters Program in the PHR area.   |

## **PHR Steering Committee Strategies**

### **Funding Not Required**

### **Urban Design & Housing**

**Goal: To improve the visual image and residential quality of life in the Parramore Heritage Renovation area in order to create an economically diverse community.**

<i><u>PRIORITY</u></i>	<i><u>OBJECTIVE</u></i>
1	To make available a list of vacant sites to be used for infill housing.
2	To select & prioritize model project areas, based upon the PHR Urban Design Plan recommendations.
3	To recommend to City Council policies for appropriate land use and zoning based upon the PHR Urban Design Plan.
4	To assist residents in acquiring and maintaining homes.
5	To recommend to City Council appropriate zoning regulations and design standards based upon the PHR Urban Design Plan.
6	To monitor and track implementation of PHR urban design and housing projects.
7	To maintain positive dialogue and to share efforts for the continued improvement of the PHR image.
8	To improve communication about City Code Enforcement.
9	To establish and sponsor a PHR Beautification Recognition Program.

### **Communications**

**Goal: To promote and improve community understanding and participation in the Parramore Heritage Renovation Project, its mission and purpose.**

#### *Priority Objective*

1	To promote a positive image of the community and the PHR Project.
2	To improve participation in the PHR Project.
3	To form a history group that will coordinate the history of Parramore.
4	To enhance the existing history of Parramore and the entire African-American community through existing resources and further research.
5	To distribute PHR print materials.

**PARRAMORE HERITAGE RENOVATION PROJECT  
SOCIOECONOMIC DATA**

<b>PARRAMORE HERITAGE RENOVATION AREA</b>	<b>CITY OF ORLANDO</b>
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**TOTAL POPULATION**

Total Population	8,344	164,693
Percent of City	5.07%	100.00%
Male/Female	50/50	50/50
Average Age	33.4	34.2
Less Than 18 Years Old	29%	21%
18 To 24 Years Old	9%	16%
25 To 64 Years Old	50%	52%
65 Years and Older	11%	12%

**RACE OF POPULATION**

White (Number/Percent)	974	12.00%	112,933	69.00%
Black (Number/Percent)	7,292	87.00%	44,342	27.00%
Other Races (Number/Percent)	78	0.93%	7,418	4.50%
Hispanic Origin (Number/Percent)	196	2.00%	14,121	9.00%

**INCOME AND POVERTY**

Average Household Income	\$14,561	\$33,136
Income Less than \$20,000	77%	36%
Income Less than \$35,000	93%	65%
% Public Assistance Income	6.00%	0.69%
Percent Below Poverty Level	51.30%	15.80%
% <18 Yrs. Below Pov. Level	68%	27%

**EDUCATIONAL ATTAINMENT**

Less Than 9th Grade	22%	8%
High School, No Diploma	35%	14%
High School Graduate	26%	27%
Some College, No Degree	11%	21%
Associates Degree	2%	7%
Bachelor's Degree	2%	16%
Graduate/Professional Degree	1%	6%

**HOUSING**

Total Housing Units	3,178	73,425	
Owner Occupied (# / %)	338	27,003	37.00%
Renter Occupied (# / %)	2,514	38,700	53.00%
Vacant (# / %)	326	7,722	11.00%
Average Owned Home Value	\$44,637	\$88,851	
Average Monthly Rent	\$324	\$504	

**EMPLOYMENT**

Labor Force (16+ Yrs & Older)	3,583	86,606
Participation Rate	58.8%	70.3%
Employed	3,148	82,176
Unemployment Rate	12.1%	5.1%
Females w children < 18	27.9%	14.4%
Employment By Industry		
Construction	14%	7%
Personal Services	17%	8%
F.I.R.E.	1%	8%
Professional Services	11%	19%

**TRANSPORTATION TO WORK**

Car, Truck or Van	58%	81%
Carpooled	23%	13%
Household Vehicle Availability	50%	88%
Public Transportation (Bus)	25%	3%

Source: 1990 U.S. Census of Population and Housing.

# URBAN PARTNERSHIP INITIATIVE

The Governor and Lieutenant Governor of the State of Florida  
are pleased to recognize


*Paramore Heritage Neighborhood*

as an Urban Partnership Community.

This presentation is made to the *City of Orlando* as formal recognition of its commitment  
and continuing efforts to work in a new partnership with *Paramore Heritage  
Renovation Steering Committee* and the *State of Florida* to revitalize  
the *Paramore Heritage Neighborhood*  
and to enhance the quality of life of all of its residents.

  
Lawton Chiles, Governor



  
Buddy Mackay, Lieutenant Governor  
Office of the Governor, Departments of:  
Community Affairs, Commerce,  
Environmental Protection,  
Health & Rehabilitative Services,  
Labor & Employment Security,  
Law Enforcement, State, and Transportation.

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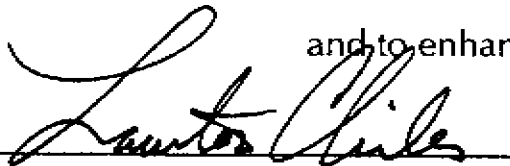
*Paramore Heritage Renovation Steering Committee* as formal

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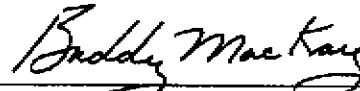
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