Greetings,

Like all citizens in Orange County, I am proud to call our community my Home for Life. As Mayor of Orange County, I continue to draw my inspiration from citizens who generously give so much of their time, talent and resources to make our home the best place in the world to live, work and raise a family. Nowhere is this more evident than in the Pine Hills neighborhood.

This vibrant community is one of the oldest, largest, and most diverse in Orange County. When it began to show signs of aging and neglect, the industrious citizens of Pine Hills collaborated with each other and Orange County to identify an innovative approach to neighborhood revitalization. This collaboration resulted in the Pine Hills Neighborhood Improvement District (NID).

In December 2011, the Board of County Commissioners approved the creation of the Pine Hills NID to spark positive changes in Pine Hills. The past year, the NID, with the leadership of its property owner advisory council, has continued making great strides toward a brighter future by guiding infrastructure improvements, funding safety initiatives, cultivating a business-friendly environment, and encouraging property improvements and beautification.

This year, the NID reached a milestone with adoption of the first Pine Hills Neighborhood Improvement Plan. This plan illuminates the NID vision and mission to bring businesses, citizens and government together to build a brighter future. It examines existing conditions in the NID regarding crime, land use, zoning, housing and transportation; clarifies key challenges and opportunities; and establishes a clear implementation strategy comprised of policy, program and project recommendations.

On behalf of Orange County, I wish to thank all of our citizen champions who have worked to make Pine Hills a shining example of community collaboration and revitalization. Please enjoy this annual report and may it inspire us all to keep moving forward.

Sincerely,

Teresa Jacobs
Orange County Mayor
Pine Hills Neighborhood Improvement District
Board of Directors
The Orange County Board of County Commissioners serves as the Board of Directors for the Pine Hills Local Government Neighborhood Improvement District.

Teresa Jacobs
Mayor

Scott Boyd
District 1

Bryan Nelson
District 2

Pete Clarke
District 3

Jennifer Thompson
District 4

Ted Edwards
District 5

Victoria P. Siplin
District 6
Pine Hills Neighborhood Improvement District Advisory Council

The Pine Hills Local Government Advisory Council is appointed by the Orange County Board of Commissioners. The seven member Advisory Council is specifically tasked by local ordinance to develop and implement the Pine Hills Neighborhood Improvement Plan for the District.

Tim Haberkamp, Chair
Haberkamp Fast Food Services, Inc. (a.k.a., Hardees)
Representing District 2

Nicole Farquharson, Vice Chair
SVF Insurance
Representing Mayor Jacobs

Shabana Nadia Khublal
Soiree Conference Center
Representing Mayor Jacobs

Florence Polynice
J & J Healthcare Institute
Representing Pine Hills Community Council

Luis Cordero
Eileen Cordero Trust
Representing Pine Hills Safe Neighborhood Partnership

Augustina Peasah
Blessed Academy, Inc.
Representing Pine Hills Community Council

Carolyn Wilson
J.L. Wilson Concrete
Representing District 6
Developed in the early 1950’s as one of Orlando’s first suburbs, Pine Hills has a rich heritage that continues to grow each passing year. We are a uniquely diverse population representing people from all walks of life. We are a true multi-cultural community that embraces all religions, ethnicities, nationalities, and cultures. Our citizens enjoy a life that is defined by family, faith, pride and resiliency. Although we face many challenges, we strive to make a better life for each new generation that calls Pine Hills home. We nurture our youth so they can thrive and succeed in a global economy and a diverse world. This can be seen in the halls of Maynard Evans High School, where Trojan Pride has become the heart and soul of our community, and the anchor of our neighborhoods.

**We are strong. We are family. We are Pine Hills!**
What is the Pine Hills NID?

The Pine Hills Neighborhood Improvement District is a special district created by the Orange County Board of Commissioners in December 2011 to serve as a catalyst for promoting positive and constructive change in the Pine Hills community. We are charged with revitalizing the local economy by strengthening local businesses, working to reduce and eliminate impediments to commerce, and improving the overall public image and marketability of the community in order to enhance economic development opportunities.

We are the entity responsible for implementing the recommendations of the 2010 Pine Hills Business Redevelopment Task Force.

Our Vision is for Pine Hills to remain a diverse, multi-cultural community that seeks to preserve its rich history as a family-oriented community, create a safe, business-friendly environment, and offer our citizens a place to live, work, play and learn.

Our Mission is to strengthen our community through partnerships with local business leaders, citizens, government institutions and non-profit organizations with a focus on expanding local community commerce, improving business infrastructure, removing business impediments, and controlling messaging and communications in social and traditional media.

Funding

The FY 2014-15 budget allocation for the Pine Hills NID was $250,197. The BCC has authorized the Pine Hills NID to receive an annual allocation of funding from the Crime Prevention Fund in the amount of $125,000 until 2022. In addition to Crime Prevention Funding, the Pine Hills NID also pursues grants from state and federal agencies to help further its mission.

The NID has initiated conversations with local business owners about the possibility of either a special assessment or ad valorem tax for all commercial properties in the district. The revenue would go toward crime prevention, infrastructure, business assistance and beautification. Either option would first require a unanimous vote of the Board of County Commissioners and then presentation as a referendum to be approved by property owners in the district.

The Pine Hills Neighborhood Improvement District was created in 2011 to promote positive and constructive change to revitalize the local economy.
NEIGHBORHOOD IMPROVEMENT PLAN (NIP)

The Pine Hills NID was established by local ordinance on December 20, 2011. Per Section 163.516 of the Florida Statutes, the NID is required to develop a Local Government Neighborhood Improvement Plan (NIP); which serves to meet the requirements and intent of Orange County Ordinance 2011-21 and the Safe Neighborhoods Act of Florida. Subsection 163.516(4) of the law requires that this document be consistent with Orange County’s Comprehensive Plan. It is essential that the plan be prepared in compliance with these rules and guidelines in order for the District to maintain its status. The plan was completed and approved by the Board of Directors/Board of County Commissioners in 2015.

The purpose of NIP is to assess existing conditions within the district and provide a framework for bringing positive and constructive change to the area. This framework includes the following goals and objectives.

Goal 1 – Effectively organize businesses, citizens, property owners and stakeholders to support the NID.

Objective 1: Establish and maintain an active network of community partners that includes businesses, property owners, community stakeholders and government.

Objective 2: Create opportunities for businesses, citizens and key stakeholders to actively participate in all NID activities, events, meetings, programs and projects.

Objective 3: Actively engage businesses, property owners, citizens and other key stakeholders to educate them about the facts regarding the tax referendum.

Goal 2 – Improve the public image and marketability of Pine Hills while enhancing economic development opportunities within the district and community.

Objective 1: Develop and actively promote the next phase of marketing and branding for Pine Hills

Objective 2: Document and report out positive and constructive change as it occurs within the community and tell the story of the work-in-progress.

Objective 3: Actively promote Pine Hills for investment and redevelopment.

Objective 4: Promote policies and programs that encourage property owners, developers and builders to invest in the community and, where appropriate, redevelop existing properties.
Goal 3 – Improve public safety and security within the district.

Objective 1: Actively work in coordination with the Orange County Sheriff’s Office to develop and implement new outreach programs that strengthen relationships between law enforcement and the business community and create a working partnership to combat public safety and security problems in the district.

Objective 2: Work in conjunction with Orange County Sheriff’s Office to develop and implement a public safety strategy that is designed to significantly increase public safety opportunities within the district.

Goal 4 – Develop attractive and functional community corridors

Objective 1: Develop and implement master plans for the Pine Hills Road and Silver Star Road corridors.

Objective 2: Review all county land use and development policies to determine their suitability for sustaining vibrant, attractive and functional corridors.

Objective 3: Make recommendations for appropriate policy changes to ensure the sustainability of vibrant, attractive and functional corridors and encourage streamlining of the development process.

Objective 4: Invest in public infrastructure to improve and enhance aesthetics within the district.

Objective 5: Encourage property owners to improve and enhance aesthetics of private properties by creating streamlined opportunities that facilitate such investment within the district.

Objective 6: Enhance effective and efficient code enforcement within the community.

Goal 5 – Establish effective multi-modal connections.

Objective 1: Develop and implement a multi-modal transportation strategy for the district.

Objective 2: Invest in public infrastructure to improve and enhance multi-modal mobility including access and signage within the district.

Goal 6 – Develop a vibrant mixed-use Town Center for Pine Hills.

Objective 1: Develop and implement a master plan for the four quadrants of the Silver Star Road and Pine Hills intersection and develop into a sustainable mixed-use town center environment.

Objective 2: Review all county land use and development policies to determine their suitability for sustaining a vibrant mixed-use town center.

Objective 3: Make recommendations for appropriate policy changes to ensure the sustainability of a vibrant mixed-use town center and encourage streamlining of the development process.
2014-2015 ACCOMPLISHMENTS
ORGANIZING SUPPORT FOR THE NID

The NID staff and board members continued building support for the organization by engaging Pine Hills businesses, residents, governmental agencies and community organizations. These activities included:

Pine Hills Pillars Initiative
We continued expansion of this program, which invites businesses and citizens to take a pledge that embraces three key principals necessary to our success: inspiration, education and dedication. We now have 285 pillars of the community serving as ambassadors and helping to build grassroots support.

Pine Hills Coordination Meeting
The NID sponsored the first coordination meeting in July 2015, bringing together 19 representatives from various state and county departments that have ongoing or upcoming projects in Pine Hills. The purpose was for each department or agency to explain its Pine Hills projects and help us understand and coordinate these various improvement efforts. Future coordination meetings will be held as needed.

Community Meeting Involvement
NID staff routinely attends 1 to 2 community meetings each week to stay in touch with the needs of the community. These include Pine Hills Community Council, Pine Hills Safe Neighborhood Partnership, Evans Community School Leadership Council and many homeowners’ groups.

2014-2015 ACCOMPLISHMENTS
MARKETING AND ECONOMIC DEVELOPMENT

The NID devoted many hours in 2015 to cultivating the business community in Pine Hills. This involved a range of activities from networking opportunities to creation of resources.

Pine Hills Business Association
We continue our commitment to create opportunities for area businesses to succeed in today’s economy. Throughout 2014-15, the Pine Hills NID continued efforts to build a Business Association for the 300 plus businesses in and around the Pine Hills NID. The NID hosts these events every other month and averages attendance of 30 or more participants. The Business Association serves as a place for area businesses to learn about valuable resources, network with business professionals, and provide a forum for business leaders to discuss issues important to the business community. The PHNID remains committed to our goal of strengthening the local economy by growing area businesses and encouraging our community to shop and do business with area merchants first.

Pine Hills Business Resource Fair
On January 15, 2015, the Pine Hills Neighborhood Improvement District (Pine Hills NID) hosted the first annual “Pine Hills Small Business & Entrepreneurship Resource Fair” at the Soiree Event and Convention Center. Area business owners attended to expand their professional networks and learn about services available
to grow their businesses. The event served as a one-stop-shop for owners to learn business “Best Practices” from the industry’s brightest. Attendees were also able to access Orange County services, meet area financial lenders, and receive counseling from professional and non-profit service providers. In its first year, the event drew 40 exhibitors and more than 50 attendees. Participating partners included the Hispanic Business Initiative Fund, Black Business Investment Fund, Score Orlando, BB&T Bank, West Orange Chamber of Commerce, and UCF Business Incubation Program just to name a few.

Pine Hills Business Directory
The NID printed and began distribution of 2500 copies of the Pine Hills Business Directory. This directory contains contact information for more than 425 businesses and government offices serving the Pine Hills area.

2014-2015 ACCOMPLISHMENTS
PUBLIC SAFETY AND SECURITY
Working with the Orange County Sheriff’s Office and local businesses, The NID implemented strategies to increase safety and security in and around the NID boundaries.

Pine Hills Business Watch
We expanded the Business Watch program to help reduce crime in targeted areas, eliminate conditions that give rise to crime, and encourage business owners to utilize security measures to the fullest extent in order to deter crime.
Safety and Security Patrols
The NID implemented additional safety measures by engaging two off-duty deputies to patrol the NID corridors. Deputies also help businesses reduce trespassing problems by helping them join the OCSO Trespass Program.

2014-2015 ACCOMPLISHMENTS
ATTRACTIVE AND FUNCTIONAL CORRIDORS
The NID remains committed to improving aesthetics and functionality of the physical landscape by encouraging businesses and community members to work together with us on various initiatives.

Business Beautification Award
The advisory council has continued the Bi-monthly Commercial Beautification Award as a tool to acknowledge the hard work and dedication of those who care enough to improve and maintain their property. Six deserving businesses receive this recognition each year.

Clean Sweep Challenge
On May 9, 2015, Orange County Commissioners Bryan Nelson and Victoria Siplin joined the NID and 400 community volunteers for a community clean up. The cleanup resulted in collection of nearly 7 tons of trash, including bulky items, tires, yard waste and household hazardous waste. In addition, the event brought positive media attention to Pine Hills.
Other Beautification Efforts
The NID continued support of other improvement efforts such as the Business Assistance for Neighborhood Corridors (BANC) grant program and the St.art Something initiative.
To date, 17 property owners and businesses in Pine Hills have received a BANC grant or completed a project to improve their facades, landscaping or signage. In addition four traffic utility boxes were targeted for a colorful makeover with the St.art Something program, with the goal of reducing vandalism to the boxes.

St.art Something Program makesover traffic utility boxes.

Median Improvement.
2014-2015 ACCOMPLISHMENTS
EFFECTIVE MULTI-MODAL CONNECTIVITY
We will continue efforts to promote the construction of a Silver Star Road pedestrian bridge and the development of the Pine Hills multi-use trail system.

2014-2015 ACCOMPLISHMENTS
TOWN CENTER REDEVELOPMENT PROJECT
In 2014, the Pine Hills NID took steps to permanently change the future of Pine Hills. In partnership with Orange County’s Planning Division and the American Planning Association, the PHNID laid the foundation for future development at the intersection of Pine Hills and Silver Star Roads into a true Town Center. The PHNID followed-up those efforts with the development of the Pine Hills Neighborhood Improvement Plan, a 30-year horizon planning document designed to ensure a bright new future for our community.

2015-2016 PRIORITIZED WORK PLAN
The Advisory Council has determined that the following tasks are priorities for 2015-2016.

1. Develop a marketing campaign to educate property owners about the benefits of a referendum to raise revenue for the district. The PHNID must educate property owners regarding the projects and programs that are planned for the district. Property owners can invest in the district by supporting a referendum to raise revenue that will fund projects and programs designed to enhance the physical conditions in the district.

2. Pursue capital improvements on Pine Hills Road and the northeast corner of Pine Hills Road and Silver Star Road. This corner is the anchor for the Town Center as it fronts the beautiful Maynard Evans High School. The PHNID seeks to redevelop the corner by eliminating blighted buildings and signs.

3. Develop Urban Design Guidelines for properties in the district. Currently, the district has a hodgepodge of colors, designs, and landscaping. The PHNID will bring uniformity to the district giving the district a distinct identity.

4. Develop a plan for property acquisition/land banking. Redevelopment of the district will begin with aggregating properties. PHNID will attract developers to reinvest in these properties creating new uses in the district.

5. Develop a branding and marketing strategy. PHNID will provide information to the community about its businesses. The goal is to make Pine Hills a destination for cultural and ethnic goods, groceries, restaurants and services.

6. Implement Business Watch Program. Safety and security is a number one concern for the district. The business watch will increase communication among businesses in the district and the Sheriff’s Office.

7. Host a Tradeshows and Luncheon. This is an event that will help to highlight district businesses and attract new businesses and services to the area.

8. Create a vacant properties database for Economic Development Commission and realtors to attract new businesses to the area. The district needs to reduce vacancies and turnover of businesses. Viable businesses help to stabilize the district and reduce the blight that comes from prolonged vacancy.

9. Develop and implement Crime Prevention through Environmental Design (CPTED) Plan. CPTED will reduce the district’s vulnerability to crime by recommending changes to the physical layout of the district.
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