

2015-2016 Annual Report



Many Cultures, One Bright Future!



Orange County Board of Commissioners
June 28, 2016

Mayor's Welcome Letter

Neighborhood Preservation & Revitalization Division



Pine Hills Neighborhood Improvement District Annual Report

Greetings Friends and Neighbors,

As Mayor of Orange County, I am so proud of how our citizens and government consistently work together to build a strong and prosperous community for everyone to enjoy. Our rich history and unique mix of cultural and ethnic diversity, combined with business friendly and family oriented community make it easy to see why our County is such a great place to live.

As one of the first suburbs in Orlando, Pine Hills has become the melting pot of West Orange County, where anyone can enjoy cuisine and culture from around the globe. With unique places such as the recently expanded China Town shopping center, Caribbean restaurants and Florida's first community school at Evans High School, I'm confident the motto for this neighborhood, "Many Cultures, One Bright Future!" will reign true.

The Pine Hills Neighborhood Improvement District (NID) is working hard to ensure this bright future. Since its inception in 2011, the NID has worked with business and neighborhood leaders to position Pine Hills as a desirable business community with strong neighborhoods. The Pine Hills NID spent much of 2015-2016 engaging businesses to support development opportunities in the corridor. Orange County has also shown its commitment to revitalizing this community by providing grants to assist Pine Hills businesses with physical improvements, as well as funding for public safety initiatives and corridor beautification projects.

With the adoption of the Neighborhood Improvement Plan in 2015, Orange County and the Pine Hills NID will continue to implement initiatives that reflect the vision and mission of the NID. On behalf of Orange County, I would like thank everyone who is working tirelessly to preserve the rich history and culture of Pine Hills and ensure its bright future.

Sincerely,

A handwritten signature in blue ink that reads "Teresa Jacobs". The signature is fluid and cursive.

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



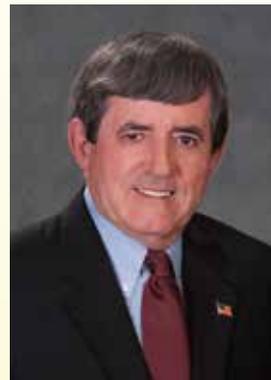
Scott Boyd

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



Florence Polynice

J & J Healthcare Institute
Representing Pine Hills
Community Council



Nicole Farquharson, Vice Chair

SVF Insurance
Representing Mayor Jacobs



Luis Cordero

Eileen Cordero Trust
Representing Pine Hills Safe
Neighborhood Partnership



Shabana Nadia Khublal

Soiree Conference Center
Representing Mayor Jacobs



Augustina Peasah

Blessed Academy, Inc.
Representing Pine Hills
Community Council



Carolyn Wilson

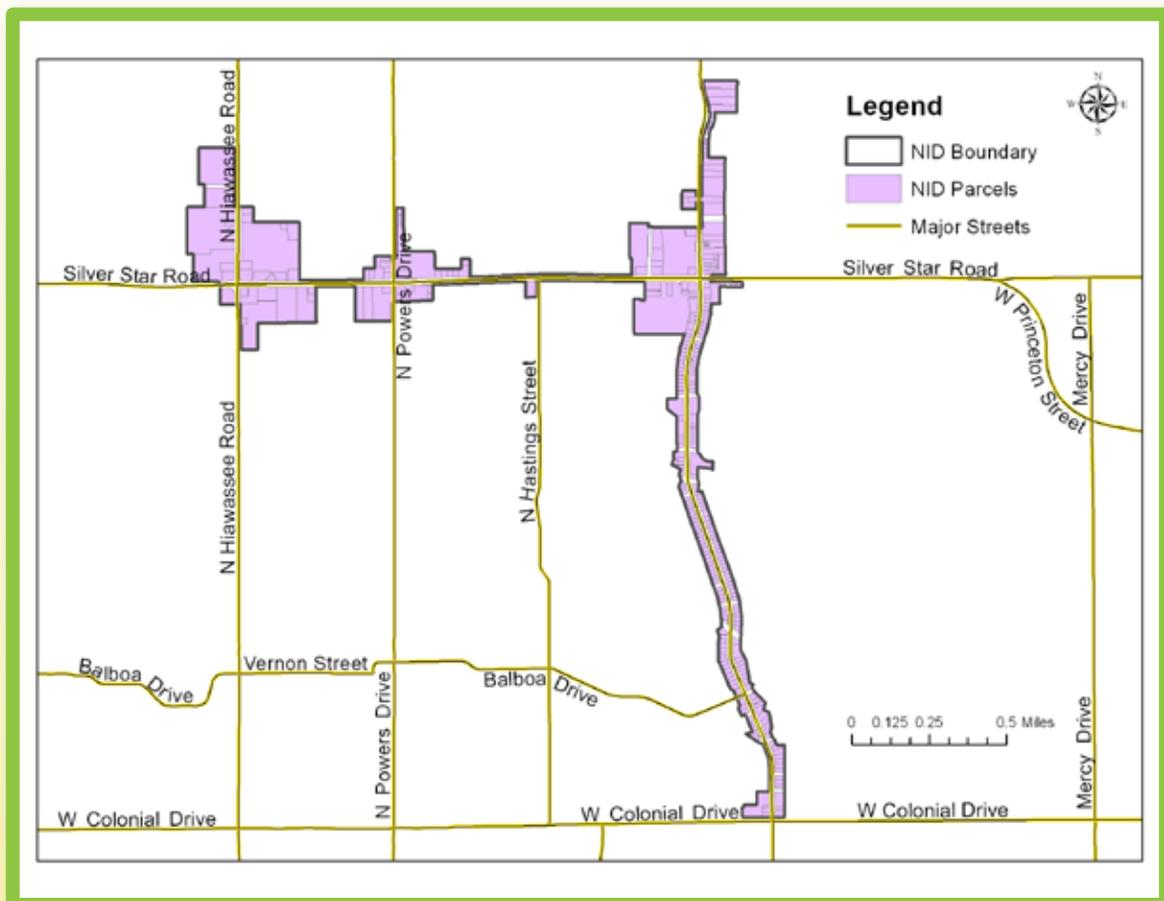
J.L. Wilson Concrete
Representing District 6

About Pine Hills

Many Traditions, One Shared History

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!



ABOUT THE PINE HILLS NEIGHBORHOOD IMPROVEMENT DISTRICT

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 businesses, reducing and eliminating 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.

The Pine Hills Neighborhood Improvement District was created in 2011 to promote positive and constructive change to revitalize the local economy.



Funding

The Orange County Board of Commissioners has authorized an annual allocation of \$125,000 for the Pine Hills NID until 2022. This funding comes from the Crime Prevention Fund, a fund authorized by Chapter 775.033, Florida Statutes which allows the County to place revenue derived from criminal court fines into a special account for community safety and improvement purposes.

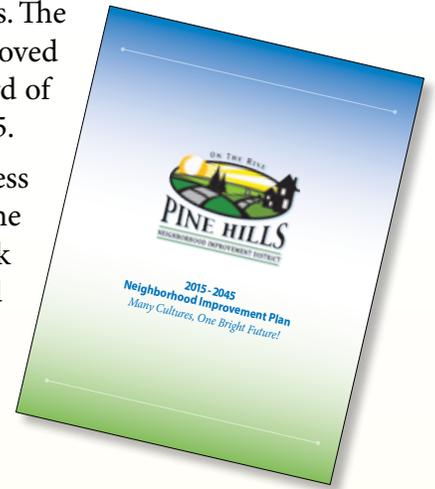
The NID continues to seek other funding sources also, including a special assessment up to \$500 for all commercial properties in the district. Commercial property owners within the NID boundaries will have a chance in Fall 2016 to vote via referendum whether or not they would like to adopt this special assessment for continued economic revitalization efforts. The revenue from this assessment will go toward public safety initiatives, infrastructure improvements, business development, aesthetic enhancements and other projects as detailed in the 2015 Neighborhood Improvement Plan.

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.

2015-2016 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 NID Advisory Council

Meetings

The Pine Hills NID Advisory council is a panel of seven property owners who work to uphold the mission and vision of the organization identify and prioritize projects based on organization goals and objectives and make recommendations to the Orange County Board of County Commissioners. They also serve as ambassadors, helping to engage their fellow property-owners in the redevelopment efforts in Pine Hills. The advisory council meets the first Tuesday of every month with the exception of a July hiatus. These meetings are open to the public.

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. Nearly 300 pillars of the community now serve as Pine Hills ambassadors – helping to build grassroots support of our vision and mission. In FY 2015-16, the Pine Hills NID partnered with VITAS to host the first annual VITAS Healthcare Community Expo in the Park “Taste of Pine Hills.” Hundreds



of residents gathered at Barnett Park to celebrate the talent, tradition and culture of Pine Hills. During the event Noel and Bertina Busch were recognized with the 2016 Pine Hills Pillar Award for their dedication to improving the residential and business community of Pine Hills. Additional awards were given out to various community partners that supported the event. The \$1,200 raised through vendor registrations was donated to support the Jo Jo Oneal ‘Let’s Kick Asthma’ foundation.

The event included a kid’s zone, 26 resource vendors, performances by local talent and a free food tasting. Local restaurants donated the food, which represented the culturally diverse cuisine available in Pine Hills. The event brought out residents of all ages and we look forward to making this an annual event in which the Pine Hills NID can continue to promote the rich history of Pine Hills.

Pine Hills Coordination Meeting

The NID continues to facilitate coordination meetings among various private, state and county agencies and individuals that have ongoing or upcoming projects in Pine Hills. The purpose of these



meetings is to guide change in accordance with the community’s vision, promote partnerships, keep businesses and residents informed and identify innovative solutions for revitalizing Pine Hills. In Fiscal Year 2015-2016, the NID coordinated recurring meetings with several property owners interested in redeveloping their large parcels, as well as meetings with property owners of smaller lots seeking to rezone or improve their properties.

Community Meeting Involvement

NID staff routinely attends 1 to 2 community meetings and events 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. In Fiscal Year 2015-2016, the NID's two-person staff attended more than 60 community organization meetings.



2015-2016 ACCOMPLISHMENTS MARKETING AND ECONOMIC DEVELOPMENT

The NID devoted many hours in Fiscal Year 2015-2016 to building and supporting the business community in Pine Hills. This involved a range of activities from networking opportunities to educational events.

Pine Hills Business Association

We continue our commitment to create opportunities for area businesses to succeed in today's economy. Throughout 2015-16, 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 for up to 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 March 8, 2015, more than 20 exhibitors

and 40 local entrepreneurs attended our second 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 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.



Participating partners included the Hispanic Business Initiative Fund, Black Business Investment Fund, Score Orlando, BB&T Bank, PNC Bank, West Orange Chamber of Commerce, Caribbean Chamber of Commerce, Pine Hills Community Council and UCF Business Incubation Program just to name a few.

Rebranding Pine Hills

As the Pine Hills NID has grown and matured, the advisory board identified a need to have its message evolve as well. In 2015-16, the advisory council update motto progress The “Many Bright represent diverse



voted to its logo and to reflect the being made. new motto, Cultures, One Future,” aims to the many residents

and businesses located in Pine Hills. The logo, a depiction of hands in various colors holding up a sunny neighborhood, aims to reinforce the logo.

2015-2016 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.

Pedestrian Safety Day

In November 2015, the Pine Hills community mourned the death of a nine-year old girl hit by a car while crossing Pine Hills Road with her siblings as they left the Boys & Girls Club. In response to this tragic event,

the NID collaborated with the Boys and Girls Club, Best Foot Forward, Orange County Transportation Planning,

Orange County Neighborhood Preservation and Revitalization Division and Orange County



Sheriff’s Office to hold “Pedestrian Safety Day.” During the event, held April 28, 2016 at the Boys and Girls Club, more than 150 youth were properly fitted with bicycle helmets and taught the proper way to cross a street.



Pine Hills Business Watch/Trespass Program

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. Working with the Orange County Sheriff’s Office the NID has encouraged local business owners to join the sheriff’s Trespass Program. By joining this program and posting “No Trespassing” signage on their buildings, local businesses make it easier for the sheriff’s office to control trespassing and loitering. Interested businesses can obtain a consultation from the sheriff’s office and a free “No Trespassing” sign from the NID. In Fiscal Year 2015-2016, the NID enrolled and provided signage to six businesses.

Safety and Security Patrols

The NID continues to implement additional safety measures by engaging two off-duty deputies to patrol the NID corridors. The deputies are on patrol for 8 hours during various days and times of the week. They perform business checks, respond to calls and assist citizens in the NID boundaries as needed.

2015-2016 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.

Litter and Graffiti Control

The NID is committed to eliminating litter and graffiti along our business corridors. In FY 2015-16, we

began repainting utility boxes, traffic poles and mast arms with a patented coating that resists spray paint, poster glue and other adhesives. These efforts have



dramatically curbed the proliferation of visual pollution that detracts from the community. Our goal is to coat every pole and traffic box within the NID boundaries.

In addition to addressing the visual pollution, we are attacking the proliferation of litter along roadways and rights of ways. In Fiscal Year 2015-2016, the NID hired an on-call cleaning technician to pick up trash and debris along the NID corridors. This clean-up technician devotes an average of 10 hours per week to trash collection and collects about 20 large bags of trash during that time.

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.

To date, Fiscal Year

2015-2016 winners include:

- Radio Classique International,
1001 North Pine Hills Road
- Nails First Salon,
901 Pine Hills Road
- Pine Dental Health,
1429 North Pine Hills Road
- Wendy's Restaurant,
2608 North Hiawassee Road
- Mauricio Chiropractic,
1050 North Pine Hills Road



Business Beautification Award to Pine Dental

Trojan Service Day

On April 2, 2016 more than 200 students along with County staff participated in the 2nd annual Trojan Service Day. As a co-sponsor the Pine Hills NID was happy to promote the continued beautification of Silver Star and Pine Hills Rd. During this year's event juniors and seniors participating received career development training from Starbucks. Along with beautification projects students also assisted staff at the Second Harvest Food Bank and Pine Hills campus of UCP of Central Florida with various service projects.

Other Beautification Efforts

The NID continued support of other improvement programs such as the Business Assistance for Neighborhood Corridors (BANC) grant and the St.art Something initiative.

In Fiscal Year 2015-2016, nine property owners and businesses in Pine Hills have received just over \$31,000 to improve their facades, grounds, landscaping or signage. In addition, four traffic utility boxes have transformed into public art with Orange County's St.art Something program. Colorful murals are being painted on these boxes to reduce vandalism and improve the appearance of key roadway intersections where these boxes are located.



2015-2016 ACCOMPLISHMENTS

EFFECTIVE MULTI-MODAL CONNECTIVITY

We will continue efforts to promote pedestrian and bicycle safety, the development of the Pine Hills Multi-Use trail system and more efficient mass transit options so that Pine Hills residents and business owners can benefit from a variety of transportation options

Lynx Bus Transfer Station

The Pine Hills NID is engaged in the public participation process conducted by LYNX to construct a \$4 million dollar Pine Hills Bus Transfer Station at Silver Star and Belco Road. Lynx is committed to working with the NID's vision to create a vibrant Town Center at the intersection of Silver Star and Pine Hills Roads. By routing buses through Pine Hills, Lynx will bring an infusion of people to the community that can help our businesses thrive.

Lynx affirms that this transfer center will serve as the prototype for future Lynx Transfer centers and a pillar of civic infrastructure for Pine Hills.

Pine Hills Road Pedestrian/Bicycle Safety Study

With three pedestrian deaths along Pine Hills Road in 2015, this roadway is widely recognized as a dangerous environment for pedestrians and cyclists. Orange County approved the Pine Hills Road Pedestrian/Bicycle Safety Study in May 2016. The NID is collaborating with the county's Transportation Division and its transportation and engineering consultant to conduct a comprehensive review of this dangerous corridor and provide recommendations for the safe integration of pedestrians and cyclists with other modes of transportation.

The scope of services for this project requires "special emphasis on the Silver Star and Pine Hills intersection, consistent with the Pine Hills Neighborhood Improvement District." The study will make recommendations for a safe, efficient and attractive pedestrian gateway with associated amenities at this intersection – site of the NID's proposed Town Center concept.



Pine Hills Multi-use Trail System

The Pine Hills NID continues to support Orange County Parks and Recreation in the development of a multi-use trail that will enhance the ability of pedestrians and cyclists to safely travel the community, including the area designated for redevelopment as a Town Center. Construction on the first phase of the trail begins July 2016 and concludes February 2017. The Pine Hills Trail is being developed in three phases: phase one will begin at Alhambra Drive and extend north to Silver Star Road with a spur trail

that connects with Barnett Park. The second phase will begin at Silver Star Road and extend north to the Clarcona-Ocoee Road, Phase three will begin at Clarcona-Ocoee Road and extend north to the Seminole-Wekiva Trail at the Orange-Seminole County line.

2015-2016 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 (APA), the NID laid the foundation for future development of the intersection of Pine Hills and Silver Star Roads into a vibrant Town Center. After gathering detailed community input, the APA created a Town Center Master Plan to guide future development at this key intersection.

In Fiscal Year 2015-2016, the NID took several steps to facilitate development of the town center concept into a reality. These steps include:

- Meeting with new owners of Silver Pines Shopping Plaza at the southwest corner of the targeted



intersection to identify redevelopment needs and opportunities.

- Creation of a working group to coordinate with multiple property owners interested in a public/private partnership to redevelop the northeast corner of the targeted intersection near Evans High School. This working group includes representatives from various Orange County Departments, the Orange County School Board, property owners and the NID.
- Continuous engagement with Lynx during the planning and design phases for the \$4 million Bus Transfer Center planned for the northwest quadrant of the targeted intersection.

2016-2017 PRIORITIZED WORK PLAN

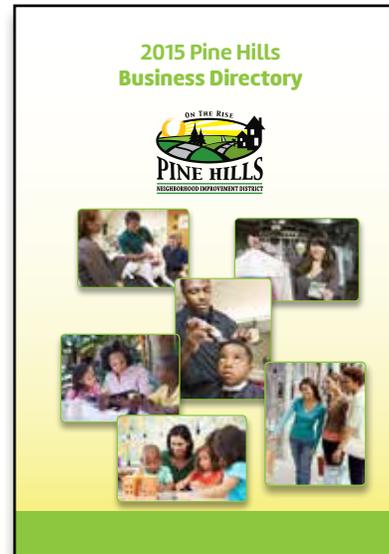
The Advisory Council has determined that the following tasks are priorities for 2016-2017.

1. **Implement a marketing and outreach 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 Tradeshow 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.

Pine Hills Business Directory

The NID continues 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.



Conclusion

As the Pine Hills NID continues to grow and expand its reach through programs, projects and services in the coming year, the community will see marked improvements in the physical landscape, the public image and the economic climate of Pine Hills. Through our collaborations with Orange County Government, neighborhood organizations, business groups and civic clubs, the Pine Hills NID is making vast strides toward positive change. As keepers of the community vision we ensure that Pine Hills is and will always be a community of “Many Cultures One Bright Future.”





NID Staff

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