

2019-2020 Annual Report



Many Cultures, One Bright Future!



Mayor's Welcome Letter



Greetings Friends and Neighbors,

I am pleased to present The Pine Hills Neighborhood Improvement District Annual Report. During my nearly four decades of public service, I've had the pleasure of working alongside the Pine Hills residents and businesses in the community.

My goal for Orange County is to be the "Experimental Prototype Community of Tomorrow" by creating a culture of innovation, collaboration, and inclusion. By working together, we can find new and effective ways to keep the community safe, and continue to strive for prosperity. I applaud the admirable work of The Pine Hills Neighborhood Improvement District (NID) and its role in helping Pine Hills to overcome challenges and obstacles arising from its status as one of our oldest and largest neighborhoods in Orange County.

I encourage residents to learn more about the Pine Hills NID by reading the Neighborhood Improvement Plan, a long-range vision for redevelopment. The plan elaborates on the NID's mission to bring businesses, residents, and government together to build a brighter future. It examines existing conditions in the NID regarding public safety, land use, zoning, housing and transportation, and also clarifies key challenges and opportunities. It establishes a clear implementation strategy comprised of policy, program, and project recommendations.

I hope you take some time to discover how the Pine Hills NID is fulfilling the goals of its long range plan. With all of us working together, Pine Hills can become a place where innovation, collaboration, and inclusion leads to excellence.

Sincerely,

A handwritten signature in black ink that reads "Jerry L. Demings". The signature is fluid and cursive, with a large loop at the beginning of the first name.

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.



Jerry L. Demings

Mayor



Betsy VanderLey

District 1



Christine Moore

District 2



Mayra Uribe

District 3



Maribel Gomez Cordero

District 4



Emily Bonilla

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 and comprised of property owners within the NID. 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



Luis Cordero

Eileen Cordero Trust
Representing Pine Hills Safe
Neighborhood Partnership



Nicole Farquharson, Vice Chair

SVF Insurance
Representing Mayor Demings



Judith Shealey

Lion of Judah Academy
Representing Pine Hills
Community Council



Michael Strayhorn

6001 Silver Star Partners
Representing Mayor Demings



Wanda Phillips

Success Investment Realty
Representing Pine Hills
Community Council



Akbar Allan Ali

AA Ali CPA

About Pine Hills

Many Traditions, One Shared History

Developed in the early 1950s as one of Orlando's first suburbs, Pine Hills has a rich heritage that continues to grow with 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, shopping plazas and worship centers. We are strong. We are family. We are Pine Hills!

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.



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.

By law, a special district can also seek funding from fees, donations, government allocations, and grants. The NID will continue to seek these other funding sources. The revenue raised will fund public safety initiatives, infrastructure improvements, business development, aesthetic enhancements and other projects as detailed in the 2015 Neighborhood Improvement Plan.

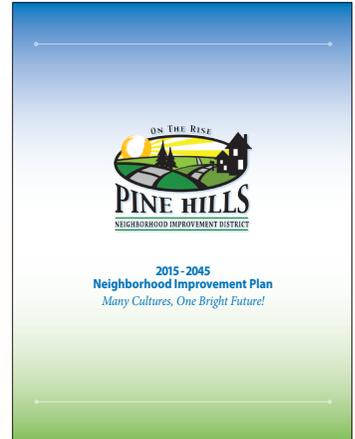
The Pine Hills Neighborhood Improvement District was created in 2011 to promote positive and constructive change to revitalize the local economy.

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 and will serve as the guidebook for all future revitalization efforts in the Pine Hills NID.

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 updated 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.

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 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:** Implement master plans for the Pine Hills Road and Silver Star Road corridors, including a Gateway feature at the intersection of these two roads.
- Objective 2:** Review all county land-use and development policies to determine their suitability for an overlay district.
- 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, particularly in commercial areas.

Goal 5 – Establish effective multi-modal connections.

- Objective 1:** Develop and implement a multi-modal transportation strategy for the district that reduces conflicts between pedestrians and bicyclists with automobiles.
- 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.

2019-2020 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 PHNID 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 fellow property-owners in redevelopment efforts. The advisory council meets the first Wednesday of every month with the exception of a July hiatus. These meetings are open to the public.

Pine Hills Holiday Celebration

For the 4th year in a row, the PHNID collaborated with District 6 Commissioner Victoria P. Siplin to bring a happy holiday season to Pine Hills. Glittering decorations of toy soldiers, candles and Santa adorned light poles along Pine Hills Road. Hundreds of colorful lights illuminated Barnett Park, and the community filled the park December 5, 2019, for a celebration that included caroling, dancing, door prizes and Christmas cookies!

Pine Hills Small Business Appreciation Week/Pillar Award

During the week of September 9-13, 2019, we recognized our dedicated Pine Hills small business owners with a series of events, including a PHNID Advisory Council Open House and a Shop Pine Hills Day. We highlighted the week with our Pine Hills Small Business Appreciation Luncheon, where we recognized Paul Allen (P.A.) Billings, General Manager of 98.5 The Wire, as the 2019 Pine Hills Small Business Pillar. Mr. Billings was recognized for his generous efforts to improve Pine Hills through mentoring and volunteerism.



Pine Hills Coordination Meetings

The PHNID 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 to revitalize Pine Hills. In Fiscal Year 2019-2020, the PHNID coordinated recurring meetings with property owners and stakeholders seeking to improve public safety and redevelop properties in the PHNID.

Community Engagement

PHNID staff routinely attends community meetings and events in an effort 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 and civic organizations. We also attend special events and conferences throughout the year.

MARKETING AND ECONOMIC DEVELOPMENT

In accordance with our Communications Plan, the NID devoted many hours in Fiscal Year 2018-2019 to building and supporting the business community in Pine Hills. This involved a range of activities from networking opportunities to educational events

PHNID Communications Plan

To meet our goal to expand branding and improve the image of Pine Hills, the NID worked with the Orange County Communications office to develop an annual Communications Plan. This plan outlines strategies to:

- Reverse the negative perception of Pine Hills
- Build brand awareness of the NID
- Communicate plans, activities, and successes of the NID



The plan also defines how the NID will share information through:

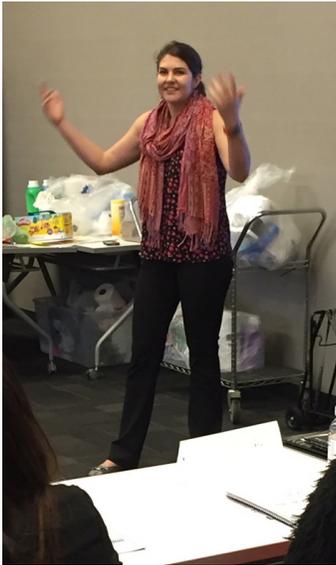
- Local media coverage
- Social Media, Web Sites, and Email Marketing
- Speaking Engagements
- Signature Community Events

Business Recognition and Support

We continue our commitment to support area businesses through networking events, ribbon cuttings and beautification awards. These events help promote a positive perception of the neighborhood and its 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.

Media Outreach

Residents of Pine Hills can hear the latest PHNID updates on the local Pine Hills radio Station, 98.5 The Wire. Through a partnership with the station, PHNID staff, advisory council members and other community groups spread the word about Pine Hills through recorded "shout outs," in-depth interviews, live remote broadcasts and public service announcements. We promoted



our special events through Orange County's social media avenues and our growing PHNID email database. In addition, we have received favorable news coverage from local newspapers and television stations highlighting our successful efforts at revitalizing Pine Hills.

be indirectly associated with the construction industry will also have a positive impact on the Pine Hills community. Jobs in the service industry, (truck) driving jobs, and sales and delivery jobs for construction materials and manufacturing, are examples of indirect jobs that are likely to be associated with this project.

The Hawthorne Park senior affordable housing project will introduce increased pedestrian traffic at the intersection of Pine Hills Road and Silver Star Road. This will be a critical component of the long-term master plan for the development of a town center at this high traffic intersection. The demand for pedestrian and traffic safety initiatives will likely be a catalyst for state and local investments in new traffic and pedestrian signals, and devices that should assist in the development of a pedestrian friendly environment. This is crucial for the surrounding businesses operating within a half-mile radius of this development hoping to capitalize on the growth and new development.

Economic Development

To promote economic development, the PHNID hosted a business planning workshop entitled "From Idea to Profit" for 25 budding entrepreneurs. Local economic development experts spent a day with attendees, teaching best practices for starting and growing a business. We will build on this successful event in the upcoming year by offering a follow on training that provides more in-depth business planning assistance over multiple days.

Hawthorne Park Senior Housing Project

The PHNID continues to communicate and collaborate with Orange County's Housing and Community Development Division, and Wendover Housing Partners, the developer for this senior affordable housing project. Hawthorne Park will introduce 120 new apartment units for seniors that currently live on a fixed income. Amenities will include a pool area, a clubhouse, and several thousand square feet of greenspace. The economic impact derived from the Hawthorne Park senior affordable housing project will be immediate, as new direct jobs within the construction industry will have a net positive impact on the surrounding community. The induced traffic associated with the development of this project will also increase the demand for essential services to support the construction industry. New jobs that will

Pine Hills Opportunity Zones

The 2017 Tax Cuts and Jobs Act established Opportunity Zones across the nation to spur private investment in distressed communities. There are 12 Opportunity Zones (OZ) located in unincorporated Orange County. Of these, 6 contiguous census tracts are in the PHNID. This new federal program will allow investment in the nation's most economically challenged communities through tax incentives. The tax incentives encourage private investment to accelerate economic growth and job creation. The PHNID staff continues to spread awareness for this federally funded program to fund managers, developers and existing business owners within the PHNID.

PUBLIC SAFETY AND SECURITY

Working with the Orange County Sheriff's Office (OCSO) and local businesses, The NID implemented strategies to increase safety and security in and around the NID boundaries. These efforts included:

National Nite Out for Businesses

The PHNID continues to collaborate with community partners including 6001 Silver Star Partners, 98.5 The Wire Radio Station, the Neighborhood Services Division and the Orange County Sheriff's Office to host a National Nite Out for businesses. Attendees receive health and safety information from a variety of vendors and a chance to interact with neighborhood law enforcement officers.

Pine Hills Business Watch/ Trespass Program

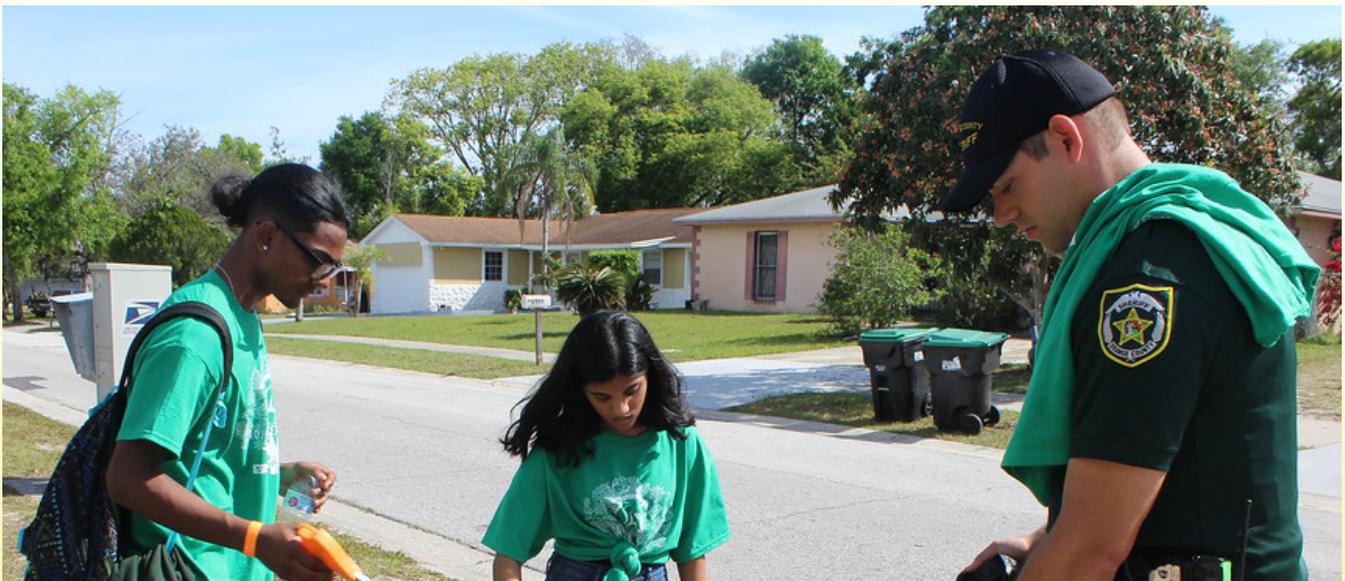
We continue to support the Business Watch program to help reduce crime in targeted areas, eliminate conditions that give rise to crime, and encourage business owners to utilize security measures to the fullest extent in order to deter crime. Working with the Orange County Sheriff's Office, the PHNID assists local business owners in joining the Sheriff's Trespass Program. By joining this program and posting "No Trespassing"

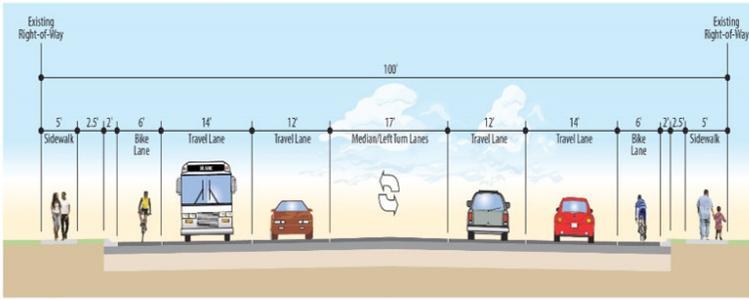
signage on their buildings, local businesses make it easier for the Sheriff's office to control trespassing and loitering after business hours. Interested businesses can obtain a consultation from the Sheriff's Office and a complimentary "No Trespassing" sign from the PHNID.



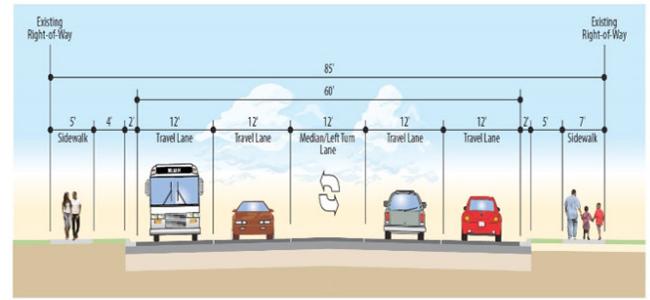
Inaugural Pine Hills 5k

To further cultivate a strong relationship with the Pine Hills community, the PHNID and the Orange County Sheriff's Office held the first Pine Hills 5K Fun Walk and Run, on June 15, 2019. The event was a success with greater than 250 participants. The event's purpose is to raise awareness about personal safety and highlight the Pine Hills Recreation Trail. The route incorporates the Pine Hills Trail and shade pavilion as well as trails in Barnett Park.

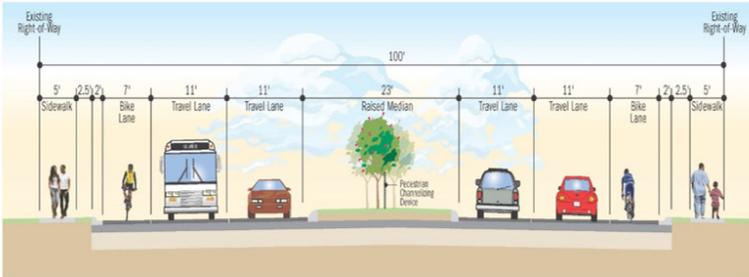




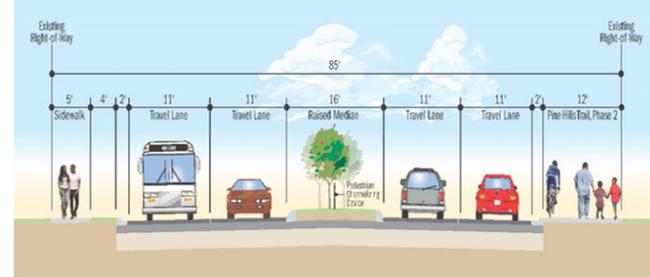
Existing Typical Section Colonial Drive to Silver Star Road



Existing Typical Section Silver Star Road to Bonnie Brae Circle



Proposed Typical Section Colonial Drive to Silver Star Road



Proposed Typical Section Silver Star Road to Bonnie Brae Circle

Safety and Security Patrols

The PHNID continues to implement additional safety measures by allocating \$20,000 annually for the hiring of off-duty deputies to patrol the PHNID corridors and show presence at community events. The deputies patrol the area for 8 hours during various days and times of the week. They perform business checks, respond to calls and assist citizens in the PHNID boundaries as needed.

Pine Hills Road Bike & Pedestrian Improvements

The PHNID continues to communicate and collaborate with Orange County's Public Works Department regarding a bicycle and pedestrian improvement project that is currently in development for Pine Hills Road. The project is currently in the design phase, and is estimated to reach the construction phase either in late 2021 or early 2022. The project will bring a much-needed upgrade to the existing conditions for Pine Hills Road. The improvements include street lighting, landscaped medians, signalized pedestrian crosswalks and general intersection improvements.

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.

Spruce Up Pine Hills Initiative

The PHNID continues to promote a "Spruce Up Pine Hills" campaign to address litter in the community. Through our Business Clean Up program, we enlist local businesses in neighborhood cleanup efforts. Nearly 30 businesses in Pine Hills have signed a pledge to clean up their properties weekly and encourage neighboring property owners to do the same. In return, the PHNID provides the business with supplies such as litter grabbers, heavy-duty gloves and trash bags. In addition to soliciting assistance from local businesses, local youth are encouraged participate. Various education tools are distributed to local schools and community organizations that reinforce the "clean up" message, and help raise awareness about the many benefits of a community free of clutter and blight.

Public Art Efforts

Beautifying the PHNID corridors is a priority for the community. Toward that end, we strive to incorporate public art at every opportunity. We have worked with local artists, schools and community groups to transform ordinary traffic utility boxes and concrete block walls into colorful works of art.

The PHNID continues its ongoing effort to identify traffic boxes that can become a canvas for artistic design. Since 2018, the PHNID has transformed 12 boxes with artwork and an anti-graffiti coating.

These colorful boxes can be found on the corner of each of these intersections:

- West Colonial and Pine Hills
- Balboa and Pine Hills
- Silver Star and Pine Hills (2 boxes)
- Belco and Pine Hills
- Pine Hills and Hernandez
- Silver Star and Hastings
- Silver Star and Powers
- Silver Star and Hiawassee (2 boxes)
- South Hiawassee Road at Pedestrian Crossing
- North Hiawassee at Shopping Plaza

Litter and Graffiti Removal

The PHNID is committed to eliminating litter and graffiti along our business corridors. In addition to removing graffiti and repainting utility boxes and walls, we also restore traffic poles and mast arms covered in illegal signage. Working with a contractor, we clean, repaint and coat the poles 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.

When posters are glued to any structures in the PHNID, our clean-up technician removes the posters. Staff members call the listed phone number when possible, to ask the person posting such litter to refrain from actions. We have experienced how this personal touch curbs the proliferation of this type of litter. We continue

to work closely with the Code Enforcement Division as well to assess community issues and help resolve them thru partnerships with other Orange County Departments. Our efforts have significantly reduced vandalism and improved the appearance of key roadway intersections and neighborhood entryways.



Clean-Up Resources

In addition to addressing visual pollution, we are attacking the proliferation of litter along roadways and rights of way. Since 2015, the NID has employed an on-call cleaning technician to pick up trash and debris along the NID corridors. The NID clean-up technician devotes an average of 16 hours per week to trash collection, often collecting up to 10 bags of trash per shift. He also takes note of possible code violations and debris piles for follow up with appropriate county divisions.

RECENT BANC GRANT RECIPIENTS

Business Name	Project Completed	Award Amount	Project Year
Orlando Treads	Signage	\$5,000	FY 18-19
Studio Glam	Awning	\$5,000	FY 18-19
Law Office of Gail S. Seeram	Awning	\$5,000	FY 18-19
Advance Auto Parts	Garage Doors	\$5,000	FY18-19
Law Office of Gail Seeram	Signage	\$5,000	FY 17-18
First Choice Auto Repair	Signage and Lighting	\$5,000	FY 17-18

School Service Days

For the past six, the PHNID has worked with area schools to engage students to clean up and beautifying the community. These events bring together students and various community stakeholders along with Orange County staff and Districts 2 and 6 County Commissioners for a day of service.

Robinswood Middle School held its 3rd annual Archer Service Day on February 29, 2020. Evans High School celebrated its 5th annual Trojan Service Day on March 30, 2019, with 500 volunteers – the largest group ever! Volunteers mulched flower beds, cleaned the high school and collected trash along with Orange County Sheriff’s Office, Orange County Fire Rescue and District Commissioners Christine Moore (District 2) and Victoria P. Siplin (District 6). Students also engaged in learning opportunities and mentoring from Starbucks executives, and enjoyed lunch compliments of Pizza Hut. The event has grown in size and success each year, and will continue to expand in the future.

Other Beautification Efforts

The PHNID continued support of other improvement programs such as the Business Assistance for Neighborhood Corridors (BANC) façade improvement grant, administered by the Neighborhood Services Division.

Since the BANC program’s inception in 2012, more than \$230,000 has been invested in Pine Hills, helping 56 businesses improve their physical structures or get a Certificate of Occupancy. Pine Hills businesses have obtained 50 percent of all BANC grants awarded since the program began.

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 PHNID serves on the Lynx steering committee to help plan and design a \$6.5 million Pine Hills Bus Transfer Station at Silver Star and Belco Drive. This includes attending planning meetings and charrettes with community stakeholders to plan for 8-10 bus bays and a transit center building. Lynx estimates completion of construction in late 2020. Lynx is committed to working with the PHNID’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 Multi-use Trail System

The Pine Hills NID continues to work with 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.

Trail Construction Phases

We continue to support and work toward the completion of the Pine Hills Trail, which is being developed by Orange County in three phases. Construction on the first phase of the trail is complete. Phase One begins at Alhambra Drive and extends north to Silver Star Road with a spur trail that connects with Barnett Park. The remaining phases are:

- Phase Two 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

The Pine Hills Trail will eventually connect to the Florida Greenways & Trails Foundation's 250-mile Coast to Coast Connector, a trail stretching from Playalinda Beach on Florida's Atlantic coast to St. Petersburg on Florida's Gulf coast. In Orange County, one segment will span Clarcona-Ocoee Road to the West Orange Trail. The second section will cover North Hiawassee Road to north of State Roads 414 and 441.

Pine Hills Road Pedestrian/ Bicycle Safety Study

This safety study concluded in 2018, finding that 71 pedestrian bicycle crashes were recorded along Pine Hills Road from 2014 to 2016, with five resulting in fatalities and 59 causing injuries. This roadway is widely recognized as a dangerous environment for pedestrians, wheel chair users and cyclists. The PHNID is collaborating with the

county's Transportation Planning Division and its transportation and engineering consultant to implement recommendations for the safe integration of pedestrians, wheelchair users and cyclists with other modes of transportation. The project entered the design phase in FY 19-20.

One key study recommendation was creation of a safe, efficient and attractive pedestrian gateway at the intersection of Pine Hills and Silver Star Roads. The PHNID will assist in developing and maintaining this gateway feature once completed.

TOWN CENTER REDEVELOPMENT PROJECT

In 2014, the PHNID 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 PHNID 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. We continue to work toward the vision set forth in this document.

2020-2021 PRIORITIZED WORK PLAN

The Advisory Council has determined that the following tasks are priorities for 2020-2021.

1. **Create economic development incentives program for infrastructure improvements.** Based on increasing requests from the business community in Pine Hills, we will identify potential financial and local government incentives we can offer to facilitate new development and redevelopment projects.
2. **Develop a plan for property acquisition/land banking.** Redevelopment of the district will accelerate with the aggregation of properties. PHNID will attract developers to reinvest in these properties, including surplus Orange County parcels, thereby creating new uses in the district.

3. **Pursue capital improvements at Pine Hills Road and Silver Star Road.** The PHNID seeks to redevelop this corner by improving access to sewer infrastructure, eliminating blighted buildings and signs, and incorporating safety recommendations from the Pine Hills Road Bicycle and Pedestrian Safety Study. The PHNID will collaborate with Public Works on creation and maintenance of a Pine Hills Gateway with upgraded landscaping, lighting and signage.
4. **Continue building support for the PHNID by seeking additional leverage opportunities and funding sources.** The PHNID will obtain additional support to fulfill its goals by seeking out opportunities to leverage partnerships and by applying for public and private grants.
5. **Expand branding and marketing strategy to include banners and signage.** Using a Communications Plan developed in tandem with Orange County Communications Division we will disseminate information to property owners, businesses and the community at large via signage, banners, media partnerships and online channels.
6. **Address land use issues on Pine Hills & Silver Star.** The PHNID will coordinate with the Planning Division to create a suitable Smart Code for Pine Hills, similar to that being developed for the Pine Castle community. This will allow for the type of redevelopment and business expansion necessary to sustain a town center.

Conclusion

As the PHNID 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 PHNID 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.”

A CITIZEN REMEMBERS PINE HILLS

Dear Pine Hills Neighborhood Improvement District,

I just want to let you know I read the article about the improvements you’re helping to bring about in Pine Hills and am very encouraged. My family moved to Orlando in 1971 and my folks settled us in Pine Hills back when a big part of the neighborhood was still orange groves. I graduated from Evans in 1975 and my mom lived in what she called her Florida dream house until she passed away in 2006. My work and life don’t often take me back to Pine Hills but once in a while I drive through to see how the old neighborhood is faring.

Although the area has been through some tough times, I’ve seen that it’s coming back to life — not only the things mentioned in the article, but houses repainted, new roofs, and other improvements large and small that show people care and have the wherewithal to make a practical difference in the place they call home. Pine Hills should thrive and be a vibrant community — and I’m happy to read about a couple of people who are actively working to make that happen.

All the best to you,

Sylvia Kirkendoll Mercer



NID Staff

Sam Weekley
Executive Director

Ramil Celestin
On-Call Technician

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