

2017-2018 Annual Report



Many Cultures, One Bright Future!



Orange County Board of Commissioners
June 2018

Mayor's Welcome Letter

Community Action Division



Pine Hills Neighborhood Improvement District Annual Report

Greetings Friends and Neighbors,

The Pine Hills Neighborhood Improvement District (NID) has played an integral role in helping the Pine Hills community overcome challenges and obstacles. Now in its sixth year of operation, the NID remains a strong advocate and voice for redevelopment and revitalization. I encourage all citizens to learn more about this neighborhood champion by reading the Pine Hills Neighborhood Improvement Plan.

This plan illuminates the NID vision and mission to bring businesses, citizens and government together, with the goal of building a brighter future. It not only examines existing conditions in the NID regarding public safety, land use, zoning, housing and transportation, but also clarifies key challenges and opportunities, and establishes a clear implementation strategy comprised of policy, program and project recommendations.

Please take some time to read through this 2017 – 2018 annual report, as well as learn about the valuable work the Pine Hills Neighborhood Improvement District has completed. With all of us working together, we can continue to serve as a shining example and ensure that Orange County remains the best place in the world to live, work and raise family.

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



Betsy VanderLey

District 1



Rod A. Love

District 2



Pete Clarke

District 3



Jennifer Thompson

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



Wanda Phillips

Success Investment Realty
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

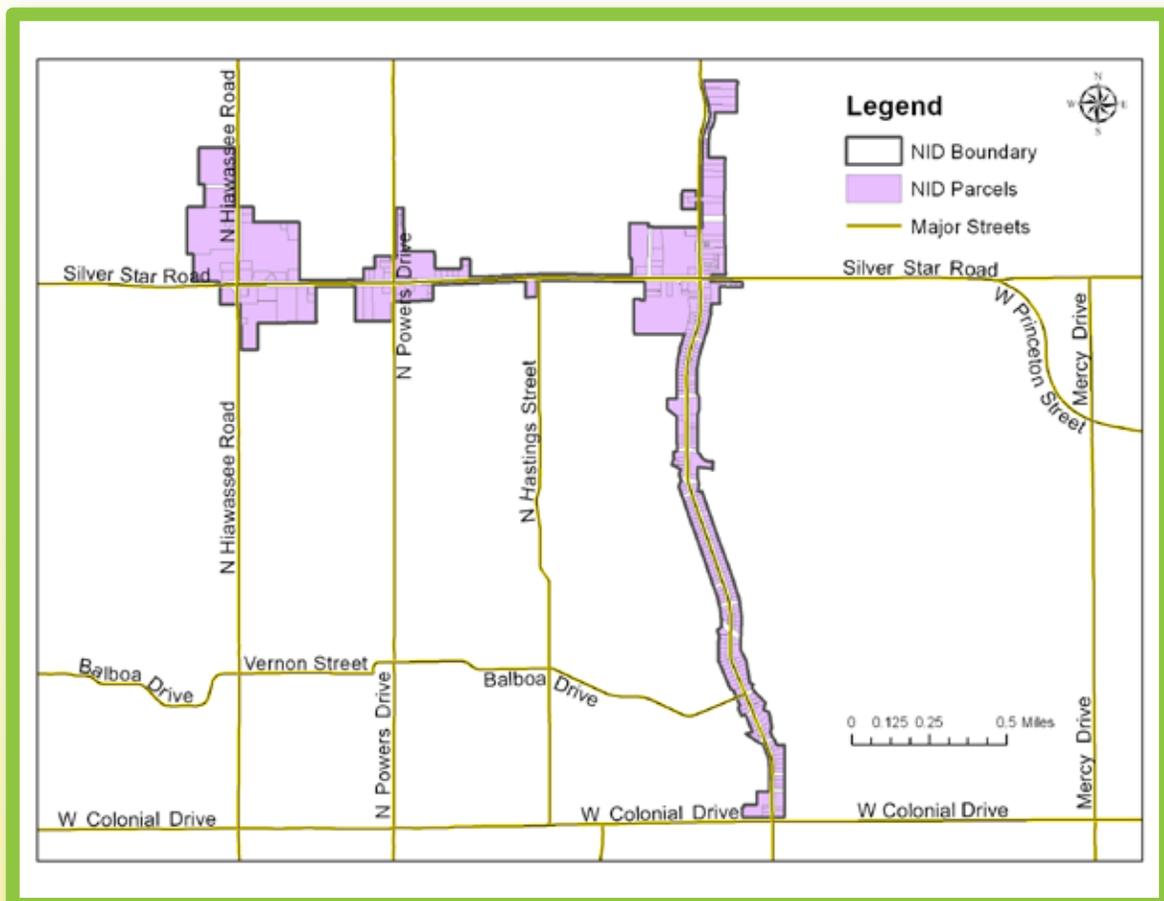
J.L. Wilson Concrete
Representing District 6

About Pine Hills

Many Traditions, One Shared History

Developed in the early 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.

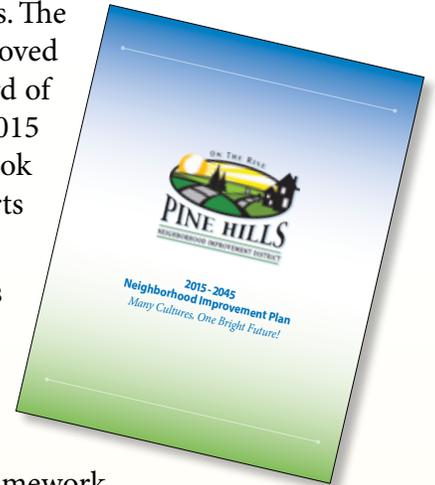
The Pine Hills Neighborhood Improvement District was created in 2011 to promote positive and constructive change to revitalize the local economy.

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 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:** 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.

2017-2018 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 redevelopment efforts in Pine Hills. 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

The NID collaborated with District 6



Commissioner Victoria Siplin to bring a happy holiday season to Pine Hills in December. 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 Nov. 30 for a

celebration that included caroling, dancing and Christmas cookies.

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. More than 300 pillars of the community now



serve as Pine Hills ambassadors – helping to build grassroots support of our vision and mission.

In FY 2017-18, the Pine Hills NID partnered with the United Foundation of Central Florida to host the Third Annual “Taste of Pine Hills,” a community event to celebrate these pillars, and the diverse talents, traditions and cultures of Pine Hills. During the event on Dec. 3, Pine Hills resident Mr. Tim Haberkamp and Mr. Michael Strayhorn were recognized with a Pine Hills Pillar Award for their generous efforts to improve

Pine Hills. The event included a kid’s zone, 26 resource vendors, performances by local talent, and a free food tasting. Local restaurants provided food, which represented the culturally diverse cuisine available in 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 2017-2018, the NID coordinated recurring meetings with various property owners and other stakeholders seeking to redevelop properties in the NID.

Community Engagement

NID staff routinely attends 2 to 3 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 and civic organizations. We also attend events such as this year's dedication ceremony to rename a section of Pine Hills Road after Deputy Norman Lewis, who was killed in the line of duty on this road in 2016. In Fiscal Year 2017-2018, the NID's two-person staff attended 71 community organization meetings and events at the time of this report and on tract to attend nearly 90 by the end of this fiscal year.

Community Partnerships

The Pine Hills NID was recognized this year by Evans High School and Mutual of America for its partnership with Evans High School, which is located in the heart of our developing Town Center. Evans was selected the winner of the 2017 Mutual of America Community Partnership Award. As part of the award, Evans and its partners were the subject of a documentary, and special guests at a community awards presentation.



MARKETING AND ECONOMIC DEVELOPMENT

In accordance with our Communications Plan, the NID devoted many hours in Fiscal Year 2017-2018 to building and supporting the business community in Pine Hills. This involved a range of activities from networking opportunities to educational events.

Pine Hills NID 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

Networking Events and Ribbon Cuttings

We continue our commitment to create opportunities for area businesses to succeed in today's economy. Throughout 2017-18, the Pine Hills NID sponsored after hours networking events for the 300 plus businesses in and around the area. In FY 2017-18, we implemented a new program to offer ribbon cuttings to help gain recognition for new businesses and new initiatives in the NID. In



the first year, we sponsored three ribbon cutting events. 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 NID updates on the local Pine Hills radio Station, 98.5 The Wire. Through a partnership with the station, NID staff, advisory council members and other community groups spread the word about Pine Hills through recorded "shout outs," in-depth interviews and public service announcements. We also advertised in the local newspaper, The Pine Hills Press, as well as Orange County's social media avenues. In addition, we have received favorable news coverage from local newspapers and television stations, including a front page article in the Orlando Sentinel newspaper, highlighting our successful efforts at revitalizing Pine Hills.

Pine Hills Small Business Appreciation Week

The NID celebrated National Small Business Appreciation week April 29-May 5. We kicked off the week with a resolution from Mayor Teresa Jacobs proclaiming the week's recognition. Area business owners attended an NID open house and presentation that focused on Faith-Based Neighborhood Revitalization efforts by local churches. In addition, the NID sponsored a sold



out appreciation luncheon with a panel discussion on Financing Your Small Business. A vendor expo was held in conjunction with the luncheon to help local businesses expand their professional networks and learn about services available to grow their businesses. During this week we also took time to encourage residents to "Shop Pine Hills." This was a chance to honor our local small businesses and renew our commitment to fostering the entrepreneurial spirit that is central to the redevelopment and revitalization of Pine Hills.



Pine Hills Opportunity Zones

The 2017 Tax Cuts and Jobs Act established Opportunity Zones across the nation to spur private investment in distressed communities. Five of the census tracts in the Pine Hills area were designated as eligible area. 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 will continue to learn more about this developing initiative and work to implement it in Pine Hills.

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:

Pine Hills Town Hall Meeting with Mayor Jacobs

On October 18, 2017, Mayor Teresa Jacobs participated in a Town Hall meeting to discuss the growth and revitalization of Pine Hills. The NID collaborated with Mayor Jacobs, District 2 County Commissioner Bryan Nelson and District 6 County Commissioner Victoria Siplin – whose districts encompass Pine Hills. Town Hall participants discussed topics ranging from public safety and disaster preparedness to youth programs and small business development. More than 50 residents participated in these conversations with their elected officials, NID staff, Orange County Sheriff's Office and Orlando Police Department.

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 NID encourages 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 complimentary "No Trespassing" sign from the NID.

Safety and Security Patrols

The NID continues to implement additional safety measures by allocating \$10,000 annually for the hiring of off-duty deputies to patrol the NID corridors. 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 NID boundaries as needed.

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.

Pine Hills Zoning Overlay

The Pine Hills community has long voiced their concerns about the over representation of certain land uses in the area such as package stores, pawn shops and check cashing establishments. To diversify the types of businesses in the community and improve the neighborhood image, the community has supported creation of a zoning overlay to run concurrent to the boundaries of the Pine Hills NID. The overlay includes the prohibition of certain uses, as well as additional standards placed on allowed uses. The proposed overlay, if adopted by the Board of County Commissioners following public hearings, will include the following:

Proposed Prohibited Uses

- Car-title loans businesses
- Check cashing/payday loans/pay day advance

- Pawnshops
- Bail bond agencies
- Open air markets
- Bottle clubs
- Package Stores
- New and used automobile sales
- Outdoor display or storage

Permitted Uses with Proposed Additional Standards

- Labor pools and labor halls (No waiting outdoors)

Spruce Up Pine Hills Initiative

In January 2017, the NID launched its Spruce Up Pine Hills initiative to address litter in the community, and we continue to support this initiative. Since then, we've worked with many business partners to implement the program.

In FY 2017-18, Clear Channel Communications donated 12 billboards to spread the Spruce Up Pine Hills message along key roads and intersections in the greater Pine Hills area.

We worked with Lynx to identify areas where trashcans needed to be repaired, replaced or added along Lynx bus routes. This resulted in the addition of 17 new trashcans along Pine Hills Road and Silver Star Road.

Additionally, the NID continued the Business Clean Up program launched last year to enlist the aid of local businesses in cleaning up the neighborhood. More than 20 businesses in Pine Hills have signed a pledge to clean up their properties weekly and encourage neighboring property



owners to do the same. We continue to recruit more businesses each month. Businesses that sign the pledge receive clean up supplies such as litter grabbers, heavy duty gloves and trash bags.



Clean Up, Green Up,
Spruce Up
PineHills



Dial **311** to report littering or to request a pick up in your area.

To engage youth of all ages in the initiative, we also purchased various tools that reinforce the “clean up” message to help raise awareness and educate. These include t-shirts and visors for community clean ups, reusable car litter trash bags, a tip sheet on 8 Simple steps to a clean and safe neighborhood, and children’s coloring books with an anti-litter message.

Litter and Graffiti Removal

The NID is committed to eliminating litter and graffiti along our business corridors. We continue 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. When posters are glued to any structures in the NID, staff will immediately remove the posters and call the listed phone number when possible to ask that the person posting the litter refrain from such actions in the future. We anticipate that this personal touch will help curb the proliferation of this type of litter.

We’ve worked with Code Enforcement to assess community issues and help resolve them thru partnerships with other Orange County Departments.

In addition, we continue to collaborate with Pine Hills schools and community groups such as the Pine Hills Safe Neighborhood Partnership, to transform traffic utility boxes into public art

utilizing Orange County's St.art Something program. This program allows local artists, including Evans High School students, to create colorful murals that are then wrapped or painted on the utility boxes. This year we are on track to complete the transformation all 11 boxes located within NID boundaries. Pine Hills neighborhood associations such as Hiawassee Oaks Homeowners Association have also worked with St.art Something to decorate boxes adjacent to their neighborhood entrances.

These efforts have significantly reduced vandalism and improved the appearance of key roadway intersections and neighborhood entryways where the boxes are located. The success of the program garnered widespread media attention, including a front page story in the Orlando Sentinel newspaper.



Clean Up Resources

In addition to addressing the visual pollution, we are attacking the proliferation of litter along roadways and rights of ways. Since 2015, NID has employed an on-call cleaning technician to pick up trash and debris along the NID corridors. In FY 2017-18, we increased by four hours the time our cleaning staff person spends in the field cleaning up. This clean-up technician now devotes an average of 16 hours per week to trash collection. He also takes note of possible code violations and large "move out piles" of household trash and debris, for follow up with appropriate county divisions.

Business Beautification Awards

The advisory council has continued to give a Commercial Beautification Award to deserving businesses to acknowledge the hard work and dedication of those who care enough to improve and maintain their properties. The winning businesses receive a plaque and a recognition signage to temporarily display outside the business.

Fiscal Year 2017-2018 winners include:

- Seafood Station, 5107 Silver Star Road
- Beauty Nails and Spa, 1040 North Pine Hills Road
- CMJ Resources, 1316 North Pine Hills Road
- Powell Fire Sprinkler Systems Inc. 1316 North Pine Hills Road



School Service Days

For the past few years, the NID has worked with area schools to engage students in cleaning 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 second annual Archer Service Day, with over 100 volunteers from the school and community. Meadowbrook Middle School held its first ever Mustang Service Day this year and Evans High School celebrated its 3rd annual Trojan Service clean up. The Trojans hosted 300 volunteers who weeded, mulched, cleaned

and collected 45 large bags of trash. Students also learned hands on CPR techniques. This year's supporters included Americorps Vista, City Year, The Experience Christian Center, Starbucks and Pizza Hut. Work has already begun to recruit an elementary school to participate in the future.



It is our hope that these service days will not only promote a sense of pride and ownership for students, but will reverse negative stereotypes that have plagued the community for years.

Other Beautification Efforts

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

In Fiscal Year 2017-2018, seven grants totaling \$29,000 were awarded to businesses to improve their facades, grounds, landscaping or signage. Since the BANC program's inception in 2012, more than \$200,000 has been invested in Pine Hills, helping 36 businesses improve their physical structures or obtain a Certificate of Occupancy.

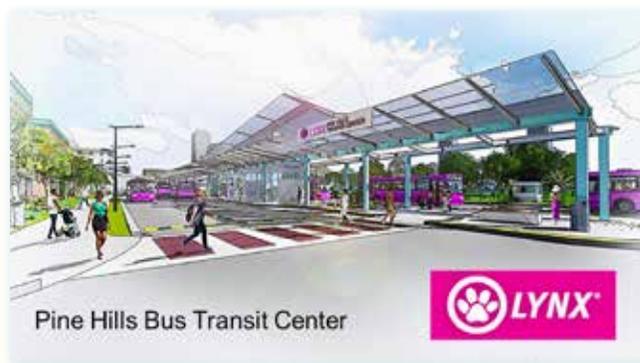
EFFECTIVE MULTI-MODAL CONNECTIVITY

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 serves on the Lynx steering

committee to help plan and design a \$4 million dollar Pine Hills Bus Transfer Station at Silver Star and Belco Road. This includes attending regular planning meetings and participating in planning charrettes with the community stakeholders to plan for 8-10 bus bays as well as a transit center building that will also serve as a community space. Lynx estimates completion of construction in early 2020. 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 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 began July 2016 and concluded with a ribbon cutting October 18, 2017. The Pine Hills Trail is being developed in three phases:

- Phase One begins at Alhambra Drive and extends north to Silver Star Road with a spur trail that connects with Barnett Park
- 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 Hiawasse 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 5 resulting in



fatalities and 59 causing injuries. This roadway is widely recognized as a dangerous environment for pedestrians, wheel chair users and cyclists. The NID is collaborating with the county's Transportation 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.

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 NID will assist in developing and maintaining this gateway feature at the site of the Pine Hills Town Center.

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. We continue to work toward the vision set forth in this document.

In Fiscal Year 2017-2018, the NID took several steps to facilitate development of the town center concept into a reality. These steps include:

- Educating the community about small scale development by hosting an Incremental Development workshop. This workshop brought in development experts who have successfully

completed small projects that spur redevelopment. Participants learned how the very residents who live in a neighborhood can be the ones to physically revitalize old homes and commercial buildings using their own resources and determination.

- Meetings with Silver Pines Shopping Plaza representatives at the southwest corner of the targeted intersection to identify redevelopment needs and opportunities related to signage, leasing, safety, and property access.
- Creation of a working group to coordinate with multiple property owners interested in public/private partnerships to redevelop Pine Hills.
- 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.
- Partnering with Orange County Public Works to realize the vision of a gateway feature at the intersection of Pine Hills and Silver Star Roads.



2018-2019 PRIORITIZED WORK PLAN

The Advisory Council has determined that the following tasks are priorities for 2017-2018.

1. **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.

2. **Implement the Pine Hills Zoning Overlay and Urban Design Guidelines for properties in the district.** Currently, the district has an over representation of certain land uses and a hodgepodge of colors, designs, and landscaping. The PHNID will bring uniformity to the district giving the district a distinct identity.
3. **Pursue capital improvements at Pine Hills Road and Silver Star Road.** The PHNID seeks to encourage redevelopment of the corner by eliminating blighted buildings and signs, and incorporating recommendations from the Pine Hills Road Bicycle and Pedestrian Safety Study. The PHNID will collaborate with Public Works on the Pine Hills Gateway Project and take ownership for future maintenance of the gateway planned for the intersection of Pine Hills and Silver Star Roads.
4. **Create more community spaces.** The PHNID will work with Parks and Recreation and Public Works to transform an underutilized wedge of land where the Pine Hills Trail passes Silver Star Road and Country Club Parkway. This transformation will include installation of trash cans, bicycle racks, seating, landscaping and a community message board.
5. **Implement branding and marketing strategy.** Using the recently developed Communications Plan, PHNID will share positive information with property owners, businesses and the community at large about its projects, programs and services that are helping to revitalize the area. The goal is to make Pine Hills a destination for cultural and ethnic goods, groceries, restaurants and services.
6. **Expand Safety Outreach to Businesses.** We will work with the business watch and trespass programs to increase communication among businesses in the district and the Sheriff's Office.
7. **Expand graffiti abatement and litter control measures.** The NID will build on its successful efforts to eliminate pollution, vandalism and blight with its "*Spruce Up Pine Hills*" initiative and the *Start Something* public art program.

8. **Address land use issues on Pine Hills & Silver Star.** Approximately 30 properties on Pine Hills Road are still zoned residential in spite of their commercial use. The NID will coordinate an administrative rezoning for all property owners who want to voluntarily rezone their businesses locations from Residential to Professional Office to be consistent with their existing use.

9. **Create economic development incentives program for infrastructure improvements.** Identify incentives to facilitate development and redevelopment projects, including the new federal Opportunity Zones Program.

10. **Host and support community building events.** We will continue to host educational workshops, commercial beautification awards, ribbon cuttings, networking mixers and special events to highlight existing neighborhood businesses and attract new businesses to the 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.”





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