



## AGENDA ITEM

July 20, 2017

TO: Mayor Teresa Jacobs  
-AND-  
Board of County Commissioners

THRU: Lonnie C. Bell, Jr., Director *DC for LCB*  
Family Services Department

FROM: Lavon B. Williams, Esq., AICP, Manager *LBW*  
Community Action Division

SUBJECT: Discussion Agenda Item – August 1, 2017  
Pine Hills Neighborhood Improvement District Update

On December 2, 2011, the Board created the Pine Hills Neighborhood Improvement District (NID) and an Advisory Council to oversee the activities of the district. The Advisory Council has completed the 2016-17 annual report, including the 2016-2017 prioritized work plan.

In addition, the NID has developed a Communications Plan to outline education and outreach activities for 2017-18.

Should you have questions or need additional information, please contact me at extension 65614.

**REQUESTED ACTION:**      **Acceptance of the 2016-2017 Pine Hills Neighborhood Improvement District Annual Report and the 2017-18 Communications Plan for the Pine Hills Neighborhood Improvement District.**

LBW/ydl

c: Michelle A. Owens, Executive Director, Pine Hills NID  
Tim Haberkamp, Chairman, Pine Hills NID Advisory Council

# 2016-2017 Annual Report



## Many Cultures, One Bright Future!



# Mayor's Welcome Letter Neighborhood Preservation & Revitalization Division



## **Pine Hills Neighborhood Improvement District Annual Report**

Greetings Friends and Neighbors,

Throughout the past year our community has experienced incredible highs and heartbreaking lows, including the Pulse nightclub tragedy that took place nearly one year ago and the loss of two law enforcements officers this past January. Our community's response was the greatest example of compassion and unity that I have ever witnessed. Leaders, elected officials, organizations, businesses and citizens came together like never before, proving that love always prevails. We served as an example for the world to learn from, as well as emulate.

I continue to witness this healing spirit of community throughout Orange County and especially in Pine Hills, where residents and businesses are devoting countless hours to improving the neighborhood by mentoring youth, reducing litter and graffiti and strengthening community ties.

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 fifth 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 crime, 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 2016 – 2017 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 dark ink, which appears to read "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



**Bryan Nelson**  
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



**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



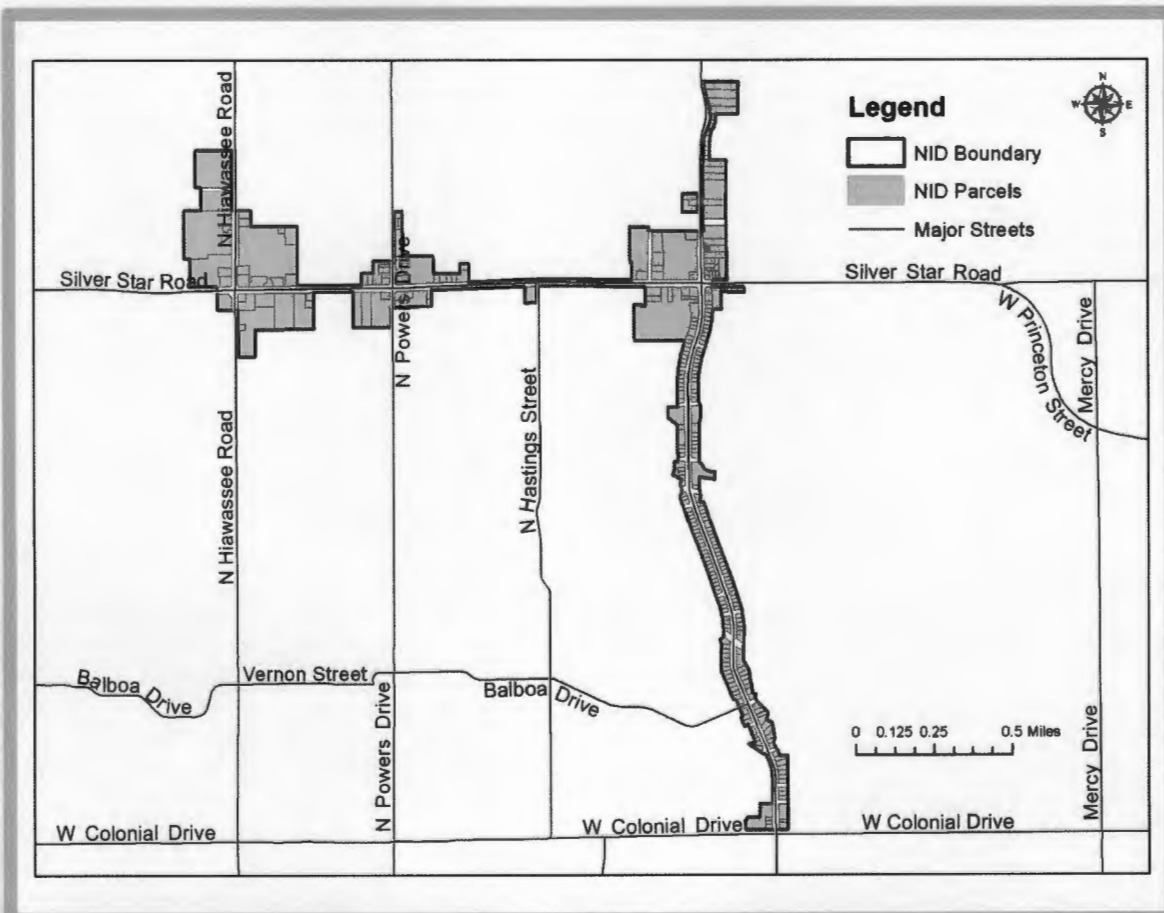
**Carolyn Wilson**  
J.L. Wilson Concrete  
Representing District 6

# About Pine Hills

## Many Traditions, One Shared History

Developed in the early 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.

**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.

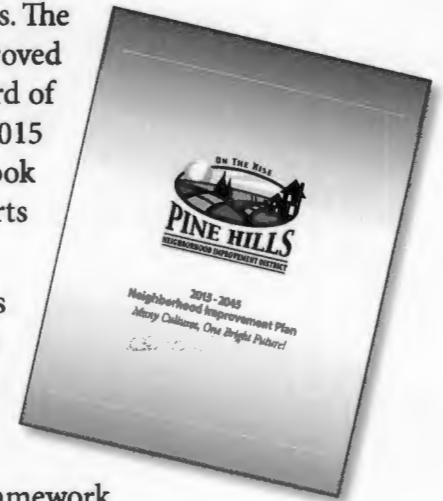
The NID continues to seek other funding sources also, including public and private grant funds. In Fall of 2016, property owners in the NID voted against a special assessment up to \$500 for all commercial properties in the district. The revenue from this assessment would have funded public safety initiatives, infrastructure improvements, business development, aesthetic enhancements and other projects as detailed in the 2015 Neighborhood Improvement Plan. By law, a special district can also seek funding from fees, donations, government allocations, grants.

# 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.

## 2016-2017 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 Holiday Celebration



The NID collaborated with District 6 Commissioner Victoria Siplin to bring a happy holiday season to Pine Hills in December. For the first time ever, glittering decorations of toy soldiers, candles and Santa adorned light poles along Pine Hills Road. Hundreds of white lights illuminated Barnett Park, and the community filled

the park Dec. 1 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 2016-17, the Pine Hills NID partnered with the Pine Hills Performing Arts Center to host the Second Annual “Taste of Pine Hills,” a community event to celebrate the diverse talents, traditions and cultures of Pine Hills. During the event on Dec. 3, Pine Hills resident Mr. Dennis Hall was recognized with a Pine Hills Pillar Award for his dedication to improving the residential and business community of Pine Hills. Wellcare Healthcare Services also received an award for its ongoing community partnerships. 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 2016-2017, the NID coordinated recurring meetings with various property owners seeking to redevelop their properties.

## **Community Engagement**

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 2016-2017, the NID's two-person staff attended more than 65 community organization meetings and events.

## **2016-2017 ACCOMPLISHMENTS MARKETING AND ECONOMIC DEVELOPMENT**

The NID devoted many hours in Fiscal Year 2016-2017 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

## **Pine Hills Business Association**



We continue our commitment to create opportunities for area businesses to succeed in today's economy. Throughout 2016-17, 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**

In March 2016, more than 20 exhibitors and 40 local entrepreneurs attended the "Pine Hills Small Business & Entrepreneurship Resource Fair" at the Soiree Event 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.

## **2016 - 2017 ACCOMPLISHMENTS 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.

### **Pine Hills Town Hall Meeting on Public Safety**



December 2016 was a challenging month for residents and businesses alike. The shooting of two law enforcement officers and a massive manhunt in the area raised concerns about neighborhood safety and security. The NID worked with District

2 County Commissioner Bryan Nelson and District 6 County Commissioner Victoria Siplin – whose districts encompass Pine Hills – to host a Town Hall meeting and hear citizen concerns and reassure the community. More than 100 residents turned out December 21 to discuss neighborhood safety with the NID, both county commissioners, the Orange County Sheriff’s Office and the Orlando Police Department.

### **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” 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.

## **2016-2017 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.



## Spruce Up Pine Hills Initiative

Clean Up, Green Up,

**Spruce Up  
PineHills**



In January 2017, the NID launched its Spruce Up Pine Hills initiative to address litter in the community. We've worked with Lynx to identify areas where trashcans needed to be repaired or replaced, or placed along Lynx bus routes. This resulted in the addition of 17 new trashcans along Pine Hills Road and Silver Star Road.

We also launched a Business Clean Up program 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. 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 coloring books.

## Litter and Graffiti Control



The NID is committed to eliminating litter and graffiti along our business corridors. In FY 2016-17, we continued 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 with in the NID boundaries.

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



**BEFORE**



**AFTER**

colorful murals that are then wrapped or painted on the utility boxes. To date, we have transformed nine of the 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 accolades, 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. This clean-up technician now devotes an average of 12 hours per week to trash collection and collects up to 20 large bags of trash and debris during each shift. 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 Award



The advisory council has continued to give a Commercial Beautification Award to a deserving business, as a tool to acknowledge the hard work

and dedication of those who care enough to improve and maintain their property. The winning businesses receive a plaque and a recognition signage to temporarily display outside the business.

### Fiscal Year 2016-2017 winners include:

- Negril Jamaican Restaurant, 6301 Silver Star Road
- 6001 Silver Star Partners, 6001 Silver Star Road
- Quantum Electric, 1237 North Pine Hills Road
- Seafood Station, 5107 Silver Star Road

## Trojan Service Day



On April 2, 2016 more than 400 students from Evans High School along with County staff and Districts 2 and 6 county commissioners, participated in the 3rd 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 volunteers collected 22,140 lbs. of junk, trash, debris, tires and household hazardous waste weighing 11.07 tons. This year's supporters included Americorps Vista, City Year, Progressive Black Men, The Experience Christian Center and New Church of Faith.

## Other Beautification Efforts

The NID continued support of other improvement programs such as the Business Assistance for Neighborhood Corridors (BANC) grant. In Fiscal Year 2016-2017, five grants totaling \$25,000 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 32 businesses improve their physical structures or obtain a Certificate of Occupancy.

## **2016-2017 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 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 concludes this year. 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.

### **Pine Hills Road Pedestrian/Bicycle Safety Study**

This safety study is currently underway and has found that 71 pedestrian bicycle crashes were recorded along Pine Hills Road from 2014 to 2016, with 5 resulting in fatalities and 59 in injuries. 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.

## 2016-2017 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 2016-2017, 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. This resulted in the property receiving a \$5,000 BANC grant to improve the its parking lot.

- Meeting with representatives of the McDonald’s Restaurant on Silver Star Road to discuss how the restaurant’s upcoming renovation could fit into the overall community vision for a town center.
- 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. **Create economic development incentives program for infrastructure improvements.** Identify and adopt financial and local government incentives to facilitate development and redevelopment projects.
2. **Build support for the PHNID by seeking additional funding sources.** The PHNID will obtain additional support to fulfill its goals by seeking out and applying for public and private grants.
3. **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 encourage redevelopment of the corner by eliminating blighted buildings and signs, and incorporating recommendations from the Pine Hills Road Bicycle and Pedestrian Safety Study.



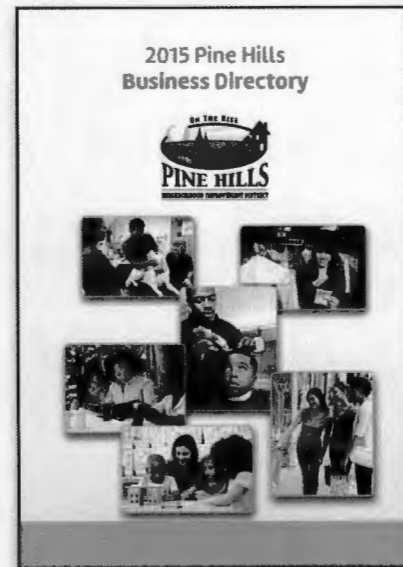
4. **Develop Urban Design Guidelines for properties in the district.** Currently, the district has a hodgepodge of colors, designs, and landscaping. The PHNID will bring uniformity to the district giving the district a distinct identity.
5. **Implement branding and marketing strategy.** Using the recently 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 the Business Watch and Trespass Programs.** Safety and security is a number one concern for the district. The business watch and trespass programs will 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 St.Art Something public art program.
8. **Address land use issues on Pine Hills & Silver Star.** Approximately 30 properties on Pine Hills Road are 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. **Host and support community building events including a Business Appreciation Week.** This week will include workshops, award presentations and special events to highlight neighborhood businesses and attract new businesses and services 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."

## 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.



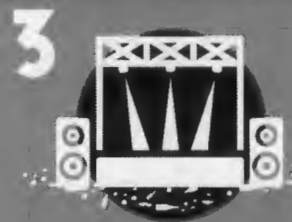
# 8 Simple Steps to a Clean and Safe Neighborhood



1 Recycle newspaper, glass, aluminum and plastic



2 Never throw trash from your automobile window



3 Clean up after your community events or sports activities



4 Make sure your trash is in a secure container on trash collection day



5 Be sure your trash goes in a trash can and not just near it



6 Pick up after yourself if you eat outdoors or at a fast food restaurant



7 If you see trash around your home, school or business, pick it up



8 Always schedule a pick up for your bulk trash items



Clean Up, Green Up,  
**Spruce Up**  
**PineHills**



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



**NID Staff**

Michelle A. Owens  
Executive Director

**Kea Cherfrere**

Project Coordinator

**Ramil Celestin**

On-Call Technician

**Office Location**

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**Mailing Address**

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**Contact Information**

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[www.ocfl.net](http://www.ocfl.net)







## **2017-18 COMMUNICATIONS PLAN FOR THE PINE HILLS NEIGHBORHOOD IMPROVEMENT DISTRICT**

### **BACKGROUND/SITUATION ANALYSIS**

The Pine Hills Neighborhood Improvement District (PHNID) is a special district under Florida Statutes that was established in 2011 by Orange County Government. The PHNID is housed in the Neighborhood Preservation and Revitalization Division (NPRD), but maintains separate offices in Pine Hills.

The PHNID is guided by a seven-member advisory council that works with NPRD and NID staff to fulfill the district's mission and goals. The PHNID aims to revitalize key business corridors in Pine Hills by improving the physical environment, galvanizing citizen support and improving the community's image.

The PHNID aims to increase its public relations and marketing efforts to help build brand awareness and highlight the "good news" stories that come from the District. The following plan addresses the overall branding strategy and focuses on a one-year implementation plan (Oct. 2017 – Oct. 2018). The plan can be updated and adjusted as necessary to accommodate PHNID's needs and budget.

### **CHALLENGES**

**Negative perception.** According to a recent Pine Hills property owner survey, 75 percent of respondents noted that the negative perception of Pine Hills hurt businesses the most in the area. For example, local media were invited to the Pine Hills Business Expo and the focus of the reports highlighted crime in the area and how business owners felt about it. PHNID aims to showcase the positive stories, but must also balance media questions of this nature. Working to prep all subject matter experts and having case studies and statistics readily available may help overcome these challenges.

**Small staff.** Executive Director Michelle Owens works with just one full-time staff member. Therefore, it is imperative to focus on attainable tactics that deliver the "best bang for the buck (and time)." PHNID has the opportunity for a marketing consultant and must be very strategic in how those monetary resources are allocated. The



Communications Office may also help with some efforts.

**Diverse audience.** Pine Hills has a rich cultural history and its target audience includes African-Americans, Asian, Hispanic, Caribbean population, etc. Messages need to be clear and targeted to these particular populations. Translations of press and/or marketing materials should be provided on an as needed basis.

## **OBJECTIVE/GOALS**

**Long-term Goal:** To build the PHNID's brand awareness and communicate effectively the plans, activities and successes of the Pine Hills Neighborhood Improvement District to target audiences.

### **Objectives: Between October 2017 and October 2018**

#### ***Public Relations***

1. Develop a press kit with information about PHNID and draft at least six case study success stories.
2. Generate at least 15 placements of positive publicity for PHNID and publish at least five by-lined articles about PHNID in targeted publications.
3. Secure at least four speaking engagements at targeted organizations.
4. Contribute at least two social media posts per month to Orange County's social media outlets and contribute at least three OCFL newsroom stories in the fiscal year 2017-2018.

#### ***Marketing***

1. Design and produce copy for PHNID independent website that links to Orange County's landing page for PHNID.
2. Partner with a local non-profit and Increase attendance by 20 percent (over 2016) for the Annual Taste of Pine Hills event.
3. Develop a Quarterly Newsletter for promoting programs, services and progress of the district and share through e-mail marketing, the website and various social media platforms.
4. Grow online database (through email marketing) by 25 percent. (This can be done by collecting names and email addresses at events and other gatherings.)
5. Distribute survey to Pine Hills property owners that will help shape PR/marketing efforts.

## AUDIENCE(S)

### External

- The 314 Pine Hills Commercial Property Owners
- Pine Hills Business Owners
- Pine Hills Pillars Member (currently 350 members)
- Various Chambers of Commerce in Pine Hills & West Orlando
- Pine Hills Civic Groups
- Pine Hills Neighborhood Organizations
- Local Media

### Internal

- County Divisions with projects impacting Pine Hills
- District 2 & 6 Commissioners
- Other District Commissioners
- Mayor's Office
- Private consultants contracted with Orange County for projects impacting Pine Hills
- Orange County Employees

### ***The Importance of the PHNID Brand***

Branding is vital to any entity for a number of reasons. For the PHNID, the need for a concerted branding effort is critical as the District works to expand its reach – specifically outside the Pine Hills area. Keep in mind that:

- By definition, a brand is the perception formed by your audience about your organization.
- A brand is not a logo, a tagline or a line of collateral materials; those just convey and describe your brand.
- A brand is the relationship you have with your “stakeholders” at every touch point.
- A brand is “who and what you are” ... the qualities and “experiences” people associate with you.
- Brand “encounters” create memory links – and memory links can generate *community support and awareness*.
- Brands secure preference and loyalty, *enhancing relationships with your stakeholders and supporting organizational goals*.

That said, Communications recommends putting together case studies that showcase success stories (See Appendix A for template). These can help build brand awareness.

## **Key Messages for the PHNID**

It's important that all key messages have "proof points" to back up the statements. These proof points can help shape PR/marketing efforts and help fuel positive media coverage.

- ***Pine Hills is Many Cultures, One Bright Future***

*Proof Point:* The 317 Pine Hills property owners represent X different cultures from X different countries, including \_\_\_\_\_.

- ***Pine Hills is a quickly revitalizing community.***

*Proof Point:* Since its inception in 2011, Pine Hills has worked on nearly X projects with Pine Hills business owners that have directly helped neighborhood improvement efforts. More than \$X has been infused into the economy through grants and other funding.

- ***Pine Hills is the place to go for multicultural dining, entertainment and shopping experiences.***

*Proof Point:* Pine Hills has X of multicultural dining experiences that feature cultural cuisine from \_\_\_\_\_. Experience Pine Hills' multicultural dining at the annual Taste of Pine Hills every Fall season.

- ***Pine Hills has an abundance of sturdy, mid-century modern homes that are popular with younger generations and downsizing baby boomers.***

*Proof Point:* Showcase stats and neighborhood examples and/or testimonials that back-up this key message.

## IMPLEMENTATION

The primary objective of the PHNID marketing and public relations plan is to raise brand awareness of the PHNID offerings among key markets. To this end, Communications has developed a comprehensive outline of strategies and tactics designed to communicate the value of the PHNID to its major constituents.

### TACTICS BY OBJECTIVE

**Note:** In the “Tactics by Objective” section, there are colored boxes next to each tactic, which suggests what entity can help with this objective. **Blue** box is PHNID staff, **Red** is Communications staff and **Yellow** is marketing consultant or outside vendor.

#### Public Relations

1. **Develop press kit with information about PHNID and draft at least six case studies.**



Press kit materials can be used for the website and other collateral materials – not just for media. Press kit material may entail:

- Background/history of the PHNID
- PHNID fact sheet and/or FAQ
- Five-year anniversary news release
- Brief bio materials for NID seven-member Advisory Board
- List of Pine Hills Pillars members
- Case studies (see Appendix A) – Communications can help draft first couple of case studies
- Testimonials/quotes from citizens involved in the PHNID
- List of ways community members and businesses can help the PHNID (be specific in needs)
- List of upcoming events in Pine Hills for the year

For case studies (see template Appendix A), they can be cross purposed for website, newsroom content, story pitches etc. Think of case studies as a key way of spreading the “good news” stories in Pine Hills. Possible case study topics entail:

- How a local Pine Hills electrician redid the electric wiring at a run-down building to open his new business
- Revitalization and renovation efforts for the Silver Pine Shopping Center.
- Walk-Ride-Thrive! pedestrian safety efforts

- Feature of some of the Pine Hills Pillars and their success in helping to promote PHNID's mission
- Graffiti and poster eradication efforts

**2. Generate at least 15 placements of positive publicity for PHNID and publish at least five by-lined articles about PHNID in targeted publications.**



- Create and maintain an updated list (see Appendix B) of targeted local media.
- Develop storylines to pique reporters' interest. Suggested storylines include:
  - **"Pine Hills Neighborhood Improvement District Celebrates 5-Year Anniversary"** – Pine Hills is one of Orange County's oldest and largest neighborhoods. The PHNID was founded in 2011 to work with businesses, property owners, citizens and government leaders to address challenges in Pine Hills and create a place where citizens can live, work, play and learn in a safe, family-oriented, pro-business community. Learn about all the success that PHNID has brought to the community in the past five years.
  - **"Meet the People Behind PHNID's Advisory Board"** – pitch stories about the citizens involved in the seven-member advisory board and what their contribution to PHNID has been and how they are making a difference. In addition, pitch some of the "Pine Hills Pillars" and how they are improving the community.
  - **"Pedestrian Safety Day"** – showcase the pedestrian safety initiatives in Pine Hills and partnership with Best Foot Forward and Walk-Ride-Thrive!
  - **"Pine Hills ... Success Stories through PHNID"** – pitch the examples in case studies (see above information on case studies) to showcase good news items in Pine Hills.
  - **Other stories to pitch, include:**
    - Taste of Pine Hills – distribute press releases and calendar of events (at least six weeks before event). Consider inviting food bloggers to review some of the cuisine. You could even host a preview event for some food reviewers.
    - Pine Hills Business Expo – invite media and have businesses selected that you want to speak to media. Prepare them ahead of time to get over the hurdle of negative crime questions.
    - PHNID ballot initiative – highlight how the assessment fee will help the community and let media speak to Pine Hills business owners who are marking "yes" on the ballot.

- Send announcements and updates to Central Florida media – such as the *Orlando Sentinel* and the *Orlando Business Journal* – as well as *Florida Trend*. These announcements should include:
  - Awards and accolades
  - Grants
  - New hires and promotions
  - Appointments to boards or committees
  - Donations/community service work
  - Milestones/anniversaries
  - Speaking engagements
- Work with the Communications team to arrange brief one-on-one meetings with key reporters and editors to discuss PHNID. Also, offer to be available as an expert to comment on relevant issues for upcoming stories. Leave a media kit for the reporter to use as a resource.
- Monitor national trends and topics – for example, neighborhood revitalization efforts or how neighborhoods deal with the stereotype of crime – then provide a local angle to national stories.
- Work with Communications to write op-eds and letters to the editor, which are an excellent way to weigh in on timely topics in target markets. For example, if there has been negative news about Pine Hills, it's a good opportunity to write a letter to the editor and highlight stories that the media has not been as vigilant in covering.
- Consider reworking case studies as bylined articles for local publications.
- Visit Orlando Sentinel editorial board to discuss the PHNID special assessment.
- Not every event or news pitch needs a press release. Sometimes a well-crafted email pitch to targeted media works better or you can put together a media alert (see Appendix C for example).
- Understand that media relations can also translate into marketing. When a good news story hits about PHNID, share it in an email to the NID Advisory Board and other stakeholders. Use media stories in Quarterly Newsletter, include links on your website and share on social media. Remember to cross purpose media stories for marketing initiatives.

**3. Secure at least four speaking engagements at targeted organizations.**

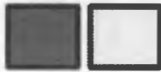




- Securing key speaking engagements are an excellent way to help build awareness about PHNID and garner support. Topics could be customized for audiences, but a general presentation could be made about PHNID and its work and success stories (i.e., case studies). Make sure to include a call to action to audience, whether it is to get involved, attend events, etc. Speaking engagements could be to organizations including:

- Local Rotaries
- Kiwanis Clubs
- Women's Clubs
- Chamber of Commerce organizations
- PTAs and schools

**4. Contribute at least two social media posts per month to Orange County's social media outlets and contribute at least three OCFL newsroom stories.**



*\*Note: Communications can help with social media strategy and newsroom story editing*

- Social media is a way to reach more of your target audiences and share your stories. Utilize Orange County's existing social media, including Orange County's Facebook page and Twitter (@OrangeCoFL). Whitney Ramirez and Katarina Dos Santos on the Communications staff can provide guidance on posts and reach.
- Develop a timeline to plan posts. For example, you will want to plug Taste of Pine Hills in mid-October.
- Being successful on social media requires more than just posting links and writing tweets. It's about creating and sharing original, high-quality content. According to the Content Marketing Institute, 25 percent of nonprofit professionals have a content marketing strategy in place, and 65 percent of nonprofits are producing more content than they were a year ago. Case studies are an excellent way to help build content and you can adapt them for social media posts that link to your website.
- Organizing your content on a consistent schedule will help you focus on the needs of your audience, integrate content across platforms and streamline resources. Consider creating an editorial calendar, color-coded by topic and broken down by week. Topic areas could include:
  - Pine Hills Pillar spotlights
  - Before and after photos of PHNID projects
  - Event-based posts
- Obtain high-quality photos. Photo and video are essential to high-traffic social media posts. Therefore, work with Communications to schedule staff photographer for some key PHNID shots. Also, make sure current headshots are on file.

- For submission of OCFL newsroom stories, Communications has a Standard Operating Procedure for submission, which includes guidelines.

## **Marketing**

### **1. Design and produce copy for PHNID independent website that links to Orange County's landing page for PHNID.**



**(also for marketing objectives 3 &4)**

- PHNID would like to follow the lead of the History Center and have an independent website that links to the Orange County page. According to Michael Perkins at the History Center, website investment was around \$3,500. This did NOT include content.
- Make sure that website can be easily updatable and does not require an outside vendor once it is set up.
- It's important to map out an outline for the site and have high-quality photos to include. It's recommended to draft all the content first.
- PHNID also expressed interest in having a blog. A website can have "recent news" tab and this is where stories and case studies can be featured. A blog would require constant updating and due to limited staffing a news tab like Orlando's Mainstreet would be advisable.

### **2. Partner with a local non-profit and increase attendance by 20 percent over 2016 for the annual Taste of Pine Hills.**



- Distribute calendar of events information about the event. Include online calendars (Communications can provide PHNID with list).
- Pique media's interest by featuring some of the food that will be featured and deliver to news stations.
- Invite food bloggers and reviewers to event or preview event.
- Have a Pine Hills Pillar member experience the event and write a story about it to be included in newsletter, website or other marketing materials.
- Have participants include some recipes and share with the media to include to promote the event.

- Coordinate a TV morning show cooking segment with one of the chefs involved for Taste of Pine Hills.
- 3. *Develop a Quarterly Newsletter for promoting programs, services and progress of the district and share thru e-mail marketing, the website and various social media platforms.***
- Plan editorial calendar for Quarterly Newsletter. Enriching and timely content is important. Pull information from case studies.
- 4. *Distribute survey to Pine Hills property owners that will help shape PR/marketing efforts.***
- Put together brief survey that can go to property owners that will help PHNID target PR/marketing efforts. Ideally, you should do a survey that goes out around November or December 2016 and another survey that goes out in October 2017. That way, you can gauge measurable progress.

## TOOLS

Communication materials that will be used to communicate PHNID mission, vision and goals and objectives include:

- **PRINTED**
  - Neighborhood Improvement Plan
  - Annual Report
  - Brochure
  - Press Releases
  - Case Studies
- **DIGITAL**
  - E-mail marketing and Quarterly Newsletter
  - Independent website

## METRICS/MEASURES OF SUCCESS

The plan's success will be measured with the following metrics.

- Measurable objectives being met (see above)
- Survey results (before and after)

## DIGITAL

- Number of unique website visits
- Number of email opens
- Number of newsletter opens
- Amount of engagement on social media posts
- Number of website click-thrus

- Number of newsletter click-thrus
- Number of email click-thrus

## **ANNUAL BUDGET**

Annual Budget – FY 2017-18

<b>Items Needed</b>	<b>Costs</b>
Annual Email Marketing Subscription	\$0
Printing Costs	\$ 2,500
Website Development	\$ 3,500*
Marketing Consultant	\$ 24,000
Branding Outreach	\$960
Radio Outreach	\$4,800

*\*Content writing not included*

## APPENDIX A – Case Study Template

**Scenario/Challenge:** Briefly explain situation. For example, discuss how the utility poles in the Pine Hills areas were being vandalized or how a business owner wanted to revamp a Pine Hills shop and was able to do so through a CRA grant. Make sure to highlight the role and involvement of the PHNID. Questions to address:

- When was the time period of occurrence?
- What are the names and titles of individuals involved and how long have they been involved in the Pine Hills community?
- What is the connection to the PHNID?

**PHNID Solution:** Explain how PHNID worked on helping the situation to improve and what the ultimate outcome was and how it helped improve the Pine Hills community. Questions to address:

- How did this solution help?
- What role did PHNID play?
- How does this solution complement PHNID's mission?



Feature high-res and quality photo. Ideally, showcase before and after photos.

**Provide Testimonial Quote:** Include one or two testimonial pull quotes in the case study from the people who were involved and how PHNID made a difference.

## APPENDIX C

### MEDIA ALERT --- SAMPLE

You do not have to write a news release for every event to which you would like to invite the media. Sometimes a media alert works better for an event to attract coverage because it simply states NEWS ANGLE (WHAT), WHEN and WHERE. Make sure to also include visual opportunities and interview opportunities. This is especially important in attracting local television.

\* Note: This format can also be used for calendar of event releases.

#### \*\*\*MEDIA ALERT\*\*\*

### EVANS HIGH SCHOOL TO RAISE MONEY FOR THE MARCH OF DIMES

**NEWS ANGLE:** Orange County's Evans High School will host "Bounce for Babies," a bouncing contest to raise money for The March of Dimes of Central Florida.

Former Orlando Magic player Dwight Howard will be there to cheer on students and faculty sponsored by community members to bounce on the giant moonwalk to benefit The March of Dimes.

**WHEN:** **Saturday, February 15, 2018**  
**9:30 a.m. – 11 a.m.**

**WHERE:** Evans High Schools  
Address of School  
Orlando

**VISUAL OPPS:** Evan students and faculty dressed up as babies bouncing on moonwalk.

**INTERVIEW OPPS:** March of Dimes representatives and Evans High School principal Principal Sam Momary.

**CONTACT:** NAME  
Evans High School Media Representative  
Phone number  
Cell phone number  
Email address