

- Draft for Discussion Purposes Only -

Community Vision Matrix

City of Miami Gardens, Florida

September 2005

Introduction

In early 2005 the City undertook a process to develop a consensus vision for the newly formed City of Miami Gardens. The Vision would provide direction for the Comprehensive Development Master Plan (CDMP). Utilizing its most valued and renewing resource, a representative group of almost 40 citizens and community leaders, including the Mayor and City Council, residents, business owners, and representatives of key organizations and agencies, each person filled out a “baseline” questionnaire and then was interviewed for their best ideas. A summary of responses to the questionnaire is included as well as interview highlights. After compiling responses, a vision of the city began to take shape.

Additionally, the City Council decided to hold public facilitated worksessions or charrettes that would open up the



visioning process to the public. This process was facilitated by Dr. Jerry Kolo of Florida Atlantic University. While the vision does not specify exact dates, these general time frames coincide with the Comprehensive Development Master Plan timeframes. What would the City be like when the dreams, ideas and projects expressed by its citizens are realized? To

the greatest extent possible, the words, expressions and ideas of these citizens and leaders are directly quoted in the below scenario of the not-to-distant future of Miami Gardens.



Additionally, the City has considered the recently adopted amendments to the state’s Growth Management Act that provide the basis for smart growth principles and sustainable development.

Conclusion

The City’s Vision combines the commitment and determination generated by the founders, leaders and residents of the City. The ideas articulated in the Vision Matrix set forth below articulate the community’s concerns and what the community wants to see. The Comprehensive Development Master Plan provides but one, albeit important key to realizing the vision. The direction for the CDMP’s plan elements are driven by this vision. The CDMP’s goals, objectives and policies will lead to the development of high quality public and private amenities as well as the provision of excellent services articulated in the vision. Visioning or strategic planning is not static and should be accomplished every few years, especially to evaluate performance and new conditions. Consistent with the City of Miami Gardens’ motto, “Striving to the best,” the City’s vision must be kept alive and dynamic.

**Community Vision Matrix
City of Miami Gardens
2005**

Overall Rating (1)	Political Empowerment (2)	Suggested Modified Implementation Priority/Statements (3)		
		High	Medium	Low
High	4a. Need more political activism by residents	<p>Accountability. A guiding principle expressed by all participants regards accountability to the public. Public accountability requires the city to maintain ongoing communication with the tax-paying public, and keep the public fully abreast of the city's plans, decisions and follow up on the recommendations. This is a multifaceted, ongoing principle that involves every level of the city. Its implementation priority is High.</p>		
High	4b. Need to improve methods and frequency of dialogue and communication between the city and the community	<p>Emphasize Cultural Diversity. We won't forget the reason that we incorporated in 2003. That effort required involvement and we strive to involve and inform our citizenry.</p> <p>Miami Gardens as the heart of Black Miami. For many years the older black areas of Liberty City and Overtown have received funding resources out of proportion to their significance. The City of Miami Garden and its immediate environs should receive more benefit from areawide and county resources.</p>		
High	4c. Youth empowerment programs	<p>Hispanics. The City's growing Hispanic population has unique needs, especially regarding recent immigrants. Hispanics vote in high numbers. While the majority of residents are Afro-American, the City must promote the image of a multi-ethnic community and take more action to promote inclusiveness.</p>		
High	4d. Need accountable political and civic leaders			

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(2) Subjects chosen by residents during charrettes; bulleted statements correspond to FS Growth Management Act requirements for Vision Statements per 2005 legislation

(3) Includes prioritization from charrettes plus statements from questionnaires, interviews and community leader comments.

Overall Rating (1)	Physical Development and Improvement (2)	Suggested Modified Implementation Priority and Statements (3)		
		High	Medium	Low
High	1a. Develop better parks and green areas, and maintain public facilities 1g. Build facilities for culture-related recreation (soccer, cricket, etc.) (Low)	Develop and Redevelopment State-of-the-Art Recreation Facilities and Services. Upon incorporation the City inherited sixteen neighborhood and community parks with facilities that were in deplorable condition. Virtually all of these facilities must be rehabilitated, expanded or otherwise developed into a state of the art system that provides the venue for an award-winning year-round recreation program. The City desires a 100-plus acre regional park site that will bring to fruition the City's goal to reserve major green space.		
High	1b. Clean up all areas in the city to avoid slum and blight conditions. Maintain common areas.	✓ Enforcement	✓ Citizen education campaign	
		Strip Commercial. Clean up the City's commercial strip centers. Numerous commercial corners must be enhanced with landscape. Many corners that lack landscape should be beautified with corner planters and other amenities. The City should enforce original plans for development to insure compliance with all conditions, especially landscape. The City must assist in both financial and technical ways to restore and enhance business facades, especially through the use of CDBG funds.		
Low	1c. Prevent and eliminate residences used for illegal multiple rentals	Rental Housing. There is a perception that there is too much rental housing in Miami Gardens and that the residents of such housing creates problems in neighborhoods because they do not properly maintain their housing. A perception that certain "problem" rental housing units are government subsidized must be dealt with by housing administrators who can help the City improve rental housing, whether or not such units are subsidized or not. Historically, Miami Gardens has received many families who were displaced by Hurricane Andrew as well as the Hope VI projects to the south. The City's Rental Housing Code provides for systematic inspections and licensing aimed at insuring good upkeep. This program utilizes an annual inspection process that insures that each unit is up to code.		
Medium	1d. Prevent unsightly chain fences and structures	Color Palette. The City should establish standards for building color in order to prevent incompatible and tasteless facade treatments. Neighborhoods look better when there is a coordinated and compatible color palette. Notwithstanding an overall color palette, a diversity of color should remain a prominent feature of the City.		

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Low	1e. Provide bike paths and walkways	Waterways. The City should capitalize on its waterways. In addition to the water-oriented commercial development at the stadium, the Snake Creek Greenway should provide a premier facility for bicyclists and joggers.		
Medium	1f. Need tasteful affordable housing and limit low-income housing <ul style="list-style-type: none"> Provisions for Workforce Housing 	<p>Attainable Housing. The City has more than its share of affordable housing and does not need additional affordable housing. A county study confirmed this. Some now use the term “attainable housing” to describe affordable housing.</p> <p>Stability vs Affordability. One of the City’s assets has always been its neighborhood stability. That stability needs to be insured through many programs ranging from Keep Miami Gardens Beautiful to code enforcement. At its heart, Miami Gardens is a residential community. Many homeowners have paid off their homes and have permanent roots in the City. New developments characterized by upscale single family executive homes as well as quality townhomes and condominiums with attractive amenities need to be balanced with neighborhood conservation and affordability.</p>		
High	1h. Need inventory and clean up of city canals and lakes	Stormwater Master Plan and Stormwater Utility. The City should take over maintenance of stormwater facilities through the stormwater utility. The stormwater master planning effort will inventory the City’s canals and lakes.		
Medium	1i. Need better signage citywide and on major routes	Signage. Freestanding signage should be eliminated in favor of small monument signs coordinated with building architecture. Marquis should be uniform on strip malls. Old marquis should comply with a height limit and not be “grandfathered in.” Larger shopping centers should be limited to one directory per center. In addition, unsightly display of multiple US flags should not be allowed on commercial sites.		
High	1j. Create community identity: <ul style="list-style-type: none"> Build on our name: Miami Gardens 	<p>Miami – “Miami” identifies the City’s location as being in South Florida. Emphasize the name Miami Gardens to be synonymous as central in the Miami-Dade/Broward area with excellent access.</p> <p>Gardens – Strive to have lush foliage, a city of gardens. Encourage many types of gardens -- religious, tea, vegetable, tropical, cactus, rock, etc.</p> <p>Facelift - Expand upon “gardens” as a theme, promote awareness of an environmentally conscientious city. Continue community involvement in planting, working the earth with the City’s Keep Miami Gardens Beautiful Program (KMGB).</p>		

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Overall Rating (1)	Physical Development and Improvement (2)	Suggested Modified Implementation Priority and Statements (3)		
		High	Medium	Low
High	1j. Create community identity: <ul style="list-style-type: none"> Creating a Sense of Place 	<p>Sense of Place. When it was founded in 2003, Miami Gardens had very little sense of place or character. It was a typical bedroom community built in the “60’s. Immediately, the City implemented the Keep Miami Gardens Beautiful program which included several key grants for streetscape and landscape of major streets. Awards to homeowners and businesses recognized outstanding landscape and maintenance and instilled a sense of pride that spread throughout the City. A new City Seal was developed and placed on attractive highway entrance features that now identify the City’s gateways.</p>		
High	1j. Create community identity: <ul style="list-style-type: none"> Creating a Sense of Place 	<p>Miami Modern Architecture Rediscovered. Much of Miami Gardens was built during the post World War II era of the 50’s and 60’s. Many prominent buildings were designed in a diverse architectural style now known as Miami Modern or “MiMo.” These usually high quality, modernistic, often flamboyant structures have been rediscovered. The Arch leading into the Sunshine State International Park provides a most dramatic example. The Park itself exhibits the most significant grouping of MiMo industrial architecture in existence. Many, many residences as well as commercial and religious buildings exhibit MiMo-style fenestration and design elements. The City has embraced this architectural identity. Residents see their homes and businesses in a new light. The City has encouraged retention of significant MiMo structures. Many new buildings have adopted similar though updated elements of the MiMo style. The result is groupings of interesting, somewhat retro and eclectic structures that are establishing an exciting, innovative new identity for the City.</p>		
Low	1k. Too many churches	<p>✓ Restrict permits: Churches continue to provide an important and essential function in the community. However, the City recognizes that churches often occupy strategically located properties that should be reserved for economic development activities. The City should discourage the location or expansion of churches on properties that should be utilized for commercial and industrial uses.</p>		
Unrated	1o. Increase tree requirements	<p>Tree-lined Streets – Maintain dense foliage in order to contribute to the “garden” look desired by the community. Ensure commitment to tree-lined streets via proper irrigation and maintenance.</p>		

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Overall Rating (1)	Physical Development and Improvement (2)	Suggested Modified Implementation Priority and Statements (3)		
		High	Medium	Low
		<p>Landscape Standards. The City recognizes that it is not enough to just require lots of landscape. In addition to high quality trees and shrubs, the City should develop a Comprehensive Streetscape Plan for major roadways includes a palette of amenities that includes lighting, sidewalks, pavers, signage, street furniture and similar features. These high quality features should be incorporated into the City's new based land development code.</p> <p>More than Tree-Lined Streets. The City has embarked upon an extensive street landscaping and streetscape program. These projects should be systematized including a prioritized list that targets each major street, the type of landscape/trees, pavers, street lights, signage, anticipated costs and anticipated installation. All green spaces must be irrigated. The City should utilize a portion of its share of the ½ cent sales tax to accomplish this program.</p>		
Other unrated physical improvement suggestions	1m. Need covered benches at bus stops 1n. Need trash cans/receptacles in community 1p. Need to add/increase fire hydrants 1q. Improve physical appearance of facilities (e.g., post office) 1r. Calibrate growth	<p>City Bus Benches. Continue the City's program to provide shelters, benches and trash receptacles maintained by the City.</p> <p>Façade Improvements. Provide incentives and grants to improve the physical appearance of public and private facilities.</p>		

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Overall Rating (1)	Residents' Ideas for Psycho-Social and Human Development (2)	Suggested Modified Implementation Priority and Statements (3)		
		High	Medium	Low
High	2a. Develop programs to become a more business-friendly city <ul style="list-style-type: none"> • Priorities for Economic Development • Appropriate Areas and Standards for High-Density Commercial and Residential Development • Appropriate Areas and Standards for Economic-Development Opportunities and Employment Centers 	<p>The City's nodes, corridors and activity areas should be emphasized for mixed uses, especially retail commercial. Transit Oriented Development and Highway Corridor Overlay Design Guidelines should provide the basis, with a healthy economy, to revitalize the area's major highways. The result will be a clean and attractive environment known for lush, tree-lined streets and rising property values. An ongoing beautification effort will give the City a facelift. Abandoned cars and debris along the roadways will be things of the past.</p> <p>The Palmetto Expressway/SR 826. Representing the City's most visible commercial/industrial business corridor, the City must make a special effort to highlight this heavily traveled "main street" that needs an enhanced identity. The Keep Miami Gardens Beautiful landscape improvements to the right-of-way and interchanges promise to give an upscale feel to the area. The Sunshine State International Park and the Palmetto Lakes Industrial Park need to be redeveloped and renovated.</p>		
High	2b. Attract national chains, franchises, hotels and Key industries. Market city worldwide <ul style="list-style-type: none"> • Priorities for Economic Development 	<p>Balanced Development. The City seeks balanced development, both commercial services and residential development. With over 110,000 people, we need sufficient commercial retail services in close proximity to residents; this minimizes traffic. With careful planning and proactive marketing, the City will attract new facilities in the form of recreational and entertainment venues as well as better restaurants and movie theaters.</p>		
High	2c. Plan mixed-use and smart growth projects <ul style="list-style-type: none"> • Appropriate Areas and Standards for Mixed-Use Development • Appropriate areas Areas and Standards for High-Density Commercial and Residential Development 	<p>Town Center. Shortly after becoming a City, two Super WalMarts stand to revitalize convenient and high quality shopping in Miami Gardens. The WalMart at Dolphin Stadium will spur redevelopment of NW 27th Avenue Corridor including the City Shopping Center at NW 183rd Street. The City envisions a mixed use town center area with commercial and residential uses including condominiums, townhouses, restaurants and shops. The concepts of New Urbanism and Transit Oriented Development should be pursued for the area. The North Rail Extension of Miami Dade's MetroRail must be integrated into the redevelopment of the area.</p>		

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Overall Rating (1)	Residents' Ideas for Psycho-Social and Human Development (2)	Suggested Modified Implementation Priority and Statements (3)		
		High	Medium	Low
		<p>City Hall. A modern civic complex including a City Hall might be integrated with the Police Station and the North Dade Library.</p> <p>Multi-storied buildings in this area, while taller than the surrounding single family neighborhoods, should be stepped back from existing homes to maintain a “small town” feel which includes lush landscaped streets, brick pavers in the streetscape, and modern street lighting.</p>		
High	2d. Develop travel and tourism plan	<p>The Dolphins Stadium and Calder Race Track provide great opportunities to sell Miami Gardens and identify where we are. Miami Gardens has become a central location, both to and from the City, due to excellent highway access as well as significant transit. We serve as a gateway to Broward County.</p> <p>The Dolphins Stadium. The Dolphins Stadium should be expanded into a family entertainment/tourist attraction complex that is been integrated into the City’s vision; retail and commercial uses should provide a popular destination for both residents and visitors. The stadium should pick up its fair share of contributions to the community and become a significant, more full-time “economic engine” for the area. Renovations and expansions should turn the stadium into a year-round venue for conventions as well as sport events. A hotel plus parking garages should enhance the project’s mixed use character.</p> <p>Calder Race Track. Calder Race Track will continue to be a venue for gambling and entertainment. The complex’s excellent accessibility from the Turnpike and MetroRail keeps significant traffic off the City’s local streets.</p>		

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		High	Medium	Low
High	3a. Build a hospital for MG residents Note: -Currently have community health care services, but in need of a hospital - Operating hours of community health centers inadequate. - The ultimate goal is to build a hospital, but need an "Urgent Care Center" with quality services to address after-hour needs.	✓ Urgent care center		✓ Full-service hospital
High	3b. Upgrade substandard schools. Improve letter grade of schools (i.e. from D-F to A-B).	Emphasizing Schools and Education. All agree that schools in Miami Gardens must turn around. The two 40+-year-old high schools should be rebuilt as modern educational campuses. Miami Gardens needs its own Charter School. Partnering with corporate sponsors should further encourage support of the schools. City government should play an active role with the School Board to take the student/classroom ratio formula seriously. The City must carefully review each new development for impact on schools.		
High	3c. Need better elderly services and facilities Utilize orgs. Like AARP to educate citizens of existing services. 3p. Establish daycare facilities for low-income elderly	Seniors. The City should utilize a "senior center" approach for elderly senior citizens. They need a place to go that is also coordinated with youth activities. Elderly. The City should utilize Entitlement Community Development Block Grant (CDBG) funding to assist our elderly population that needs help in maintaining their residences.		
Medium	3d. Establish or encourage 'signature' community events	Special Events. Annual activities and special events such as the Martin Luther King Day Celebration, Miami Gardens Community Day, Jazz Festivals and the Christmas Caroling Celebration bring the community together. Such events help develop a positive identity for the community and should be encouraged.		
High	3e. Establish full-service MG police department with professional standards of efficiency and effectiveness	Safety Always - Safety is paramount. It follows that a better way of living allows people to be out and not be afraid. Businesses also need safety to succeed. While most of our City has been safe for many years, several neighborhoods must overcome an image of crime. For example, the Carol City area has a tough street image. Through redevelopment and a police force solely dedicated to serving City		

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Overall Rating (1)	Residents' Ideas for Psycho-Social and Human Development (2)	Suggested Modified Implementation Priority (3)		
		High	Medium	Low
		residents and businesses, our neighborhoods and commercial/industrial areas will become safe.		
Low	3f. Establish Sister City Program			
High	3g. Coordinate programs with local colleges	Education Zone. Establish an "Education Zone" for Florida Memorial University, St. Thomas University and the area's adjacent two schools. The collegiate atmosphere in this area should strengthen the educational institutions and create synergy towards a higher level of advanced education. Additionally, laboratory schools from elementary through high school should be established at the universities to the benefit of new teachers as well as local primary grade students.		
High	3h. Need youth development programs	Leadership. Further, work with St. Thomas University, Florida Memorial University and the Miami Dade School System to establish youth leadership programs and opportunities for young people from K through 12.		
High	3i. Strengthen Home Owners' Associations (HOAs)	Homeowners Associations. Through its community development block grant program, the City should assist in the reactivation of several defunct property owners associations. While a difficult process, reactivation of HOA's is necessary to revitalize and turn substandard, deteriorated housing and associated common but private facilities such as streets and drainage improvements into standard neighborhoods.		
High	3j. Compile a social service directory and an emergency hotline			
High	3k. Make city services more efficient	Street Lights. Many street lights are covered with trees. The lamps are old and worn out. The old lighting should be replaced. Conflicts with trees and street will be corrected.		
High	3l. Encourage mass transit <ul style="list-style-type: none"> An Efficient, Interconnected Multimodal Transportation System 	Enhancing Traffic Circulation and Public Transportation. The City will integrate Transit Oriented Development (TOD) into its Comprehensive Master Development Plan for the MetroRail Extension up NW 27th Avenue. Successful implementation of TOD standards will help Miami-Dade County justify and ultimately secure funding for the North MetroRail Extension. Four planned transit stations will be built and the NW 27th Avenue Corridor can become a recognized example of TOD standards, especially the Town Center area. Careful planning must insure that pedestrians and vehicles coexist.		

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		High	Medium	Low
		<p>A City Circulator should connect activity areas and neighborhoods. The Circulator should provide free service to the large and growing elderly population. Frequency of transit service also needs to increase with better connections to workplaces. For example, college students should be able to easily connect from TriRail at Golden Glades to St. Thomas University and Florida Memorial University.</p>		
High	3m. Clamp down on adult entertainment near schools and residences	<p>Adult Entertainment. The City should rigorously enforce its sex offender ordinance.</p>		
High	3m. Implement noise pollution laws	<p>Noise. The City should rigorously enforce its noise ordinance.</p>		
Other unrated psycho-social suggestions	3n. Encourage Citizens Crime Watch programs 3o. Create Youth Job Skills Center	<p>Crime Watch. Establish neighborhood crime watches throughout the city.</p> <p>Youth and Jobs. Work with job and employment agencies to enhance opportunities to learn and intern for youth.</p>		

Overall Rating (1)	Residents' Ideas for Strategies for Growth Management (2)	Suggested Modified Implementation Priority and Statements (3)		
		High	Medium	Low
	<p>Redevelop State Road 7/U.S. Highway 441/NW 2nd Avenue into a pedestrian-friendly urban corridor with high quality transit.</p> <ul style="list-style-type: none"> Appropriate Areas and Standards for High-Density Commercial and Residential Development 	<p>State Road 7. The US 441/SR 7/2nd Avenue Corridor is now a revitalized business area with premium transit and redeveloped commercial centers. After completing the State Road 7 Livable Community Master Plan in 2005/6, the City implemented special corridor design standards and coordinated county, state and regional transportation providers. The City plays an active intergovernmental role on the SR 7 – U.S. 441 Collaborative sponsored by the South Florida Regional Planning Council. The Golden Glades WalMart Superstore spurred additional commercial redevelopment of the entire corridor. Several new townhouse developments attracted new residents; an upscale condominium project is under construction. In addition, drainage problems have been corrected through implementation of the City's Stormwater Master Plan plus federal grant programs and FDOT funding.</p>		
	<ul style="list-style-type: none"> Strategies to Preserve Open Space and Environmentally Sensitive Lands 	<p>The City was developed in the 1950's and 1960's and is essentially built out with infill and redevelopment opportunities. All environmentally lands will be designated for preservation and conservation including but not limited to canals and waterways, lakes, wetlands and public parks. There are no significant agricultural lands in the</p>		

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		High	Medium	Low
		city.		
	<ul style="list-style-type: none"> <i>Incentives for Mixed-Use Development</i> 	The City should consider incentives for mixed-use development, including increased height and intensity standards for buildings that provide residential use in combination with office and commercial space.		
	<ul style="list-style-type: none"> <i>Incentives for Workforce Housing</i> 	The City recognizes the need for workforce housing. A mixture of housing types with rental and ownership is essential for a viable community in order to retain and attract young residents who are new to the work force. The City should adopt land development regulations which provide incentives for developers to develop and otherwise provide housing that is affordable to workers including but not limited to teachers.		
	<ul style="list-style-type: none"> <i>Designation of an Urban Service Area Boundary</i> 	The City of Miami Gardens is wholly within the Miami-Dade County Urban Service Area Boundary and will be for the foreseeable future. All lands within the city are currently served or planned to be served by central services and public facilities.		

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