

# MADISON COUNTY 2010

COMMUNITY VISIONING RETREAT

NOVEMBER 6, 1997

*WORKSHOP REPORT*

Board of County Commissioners  
Madison County, Florida



Madison County is an Equal Opportunity Employer



UNIVERSITY OF  
FLORIDA

Cooperative Extension Service  
Institute of Food and Agricultural Sciences



*Madison County Chamber  
Of Commerce*



## **PROJECT INDEX**

**Madison County Courthouse Restoration**

**“Old Jail” Restoration –  
Treasures of Madison County Museum**

**Greenville Hills Academy**

**Greenville Community Projects**

**Louis DeMotsis Recreation Park**

**Rev. James C. Miller Recreation Park**



# COMMUNITY VISIONING RETREAT

## *Steering Committee*

Tomye Barnhart

Arden Brown

Diann Douglass

Jim Fletcher

Ed Meggs

Amy McMullen

Ronnie Moore

Gail Primm

Tom Tuckey

Judy Webb

Randy Williams

## *Facilitators*

*(University of Florida Cooperative Extension)*

David Mulkey

Elizabeth Bolton

David Zimet

## *Sponsors*

Capital City National Bank

First Union Bank

Florida Power Corporation



# **VISION**

## ***MADISON COUNTY 2010***

**We are Madison County, best described by the four freedoms: freedom to worship; freedom from want; freedom from fear; and freedom of expression.**

**A cohesive, safe community grounded in its rural heritage and traditional family values providing quality public services and health care, excellent educational, recreational and cultural opportunities for all ages, and economic security and employment opportunities for all residents.**





# **MADISON COUNTY 2010**

## ***A COMMUNITY VISIONING RETREAT***

Following a planning period of several months, the Madison County Visioning Steering Committee conducted a community wide visioning forum focused on the future of Madison County. The retreat was publicized throughout the county through the use of local radio, cable television and print media, flyers were posted around the county, and a mailer was sent to all households. All county residents were invited to attend the retreat.

Approximately 150 residents from a variety of backgrounds attended the visioning retreat held on November 6, 1997 at Camp Cherry Lake. Local arrangements were coordinated by the University of Florida-Madison County Extension Office, faculty from the University of Florida Cooperative Extension Service served as facilitators, and a number of local residents served as small group discussion leaders and reporters.

Following a brief introduction to the community visioning process, participants were randomly assigned to workgroups of fifteen people each. Using worksheets provided, group members were asked to independently compile a list of descriptive community characteristics reflecting their personal vision for Madison County in the year 2010. A group consensus process was used to identify those characteristics which all group members believed representative of the desired future for their community. These characteristics provided the basis for a community vision statement written by the group. Workgroups then used a similar process to identify issues which must be addressed to achieve the vision defined for 2010.

### **Participants envisioned:**

- a safe and caring community with strong traditional rural and family values,**
- a strong economy, an adequate tax base and planned growth,**
- a fiscally sound, responsible government and adequate public infrastructure,**
- quality educational opportunities, health care and public services for all residents, and**
- a clean, safe environment with a variety of recreational, cultural and entertainment opportunities.**

Appendix 1 contains the draft of the vision statements prepared by each of the workgroups, a listing of desirable community characteristics on which those statements are based, and a list of issues identified by the workgroups. Appendix 2 contains a copy of the flyer mailed to all addresses in the county and copies of the worksheets and instructions for workgroups.



## **SUGGESTED COMMITTEE STRUCTURE AND DUTIES**

Following a review of the Vision Retreat by the Steering Committee, **an additional community-wide meeting has been scheduled for March 5, 1998, at 7:00 p.m., in the Court Room of the Madison County Courthouse.** The Steering Committee proposes that a number of committees be established for the purposes of developing goals and action plans for community improvement. Committees suggested are indicated below.

**Education:** The committee will address the education needs of all citizens, focusing on primary, middle and high schools, vocational and adult education.

**Community Information:** The committee will provide a public forum for public issues and information dissemination and will promote civic pride and unity.

**Government:** The committee will work with local, county and state officials to foster better relations between government and citizens and to aid government officials in the prioritization of resource use to maximize the effectiveness of public services.

**Strategic Planning:** The committee will development short term, intermediate and long range goals for the county's growth and development consistent with the community vision statement.

**Recreation:** The committee will work to enhance recreational, cultural and entertainment activities and opportunities for county residents.

**Health Care:** The committee will work with local health care professionals to address the health care needs of the community.

**Housing:** The committee will work with the public and private sectors to enhance the availability of quality, affordable housing in the county.

**Economic Development:** The committee will promote economic activity to increase employment opportunities in the county.



## **APPENDIX 1**

- a) Workgroup draft vision statements**
- b) Listing of desirable community characteristics**
- c) Listing of community issues**



## **Group Reports**

*(Draft Vision Statements)*

We are Madison County, a full-service community with an infrastructure to support controlled growth. We see affordable quality housing, clean industry, a world class school system, and quality medical care, all in a safe, crime-free environment. We want to see our natural resources both available and preserved. We are brought together by our rural culture, agricultural industry, ethnic diversity, religious-based values, and preservation of our history. We see full employment, little if any welfare, and a sound, balanced tax base. Community spirit and multiple recreational and entertainment opportunities are hallmarks of our community.

A safe community which provides educational, economic, cultural, and quality of life opportunity for all. A way of life which promotes family and community harmony by encouraging individual growth and development.

Madison is the place to live your dreams. It is a nature-based community promoting tourism, attracting clean industry and maintaining controlled growth. It provides its citizens with outstanding health care, education, recreation, transportation and overall public services. And still, it is a friendly place to be.

A development of pride in the community in every walk of life, where every citizen feels that it is his or her duty to make this the best community in the South to live in.

Madison County is a place of natural beauty where quality healthcare, comprehensive education opportunities, a clean and safe environment, economic and social opportunities for all citizens are available, making Madison County the best address in Florida.

We envision a unified county with controlled growth, utilizing our agricultural, historical, and environmental assets to the fullest, through superior education and productivity.

Madison County: A planned, economically developed and environmentally sound community that provides quality education, adequate transportation, and housing, health care, recreational activities and assistance for the needy while protecting the rural and family values for all its citizens. **COME JOIN OUR FAMILY!**

A safe, affordable, beautiful, and loving community with model schools and excellent community services, employment and industry.

Madison County keeps the welcome mat out for new arrivals, both people and industry. We support programs relating to crime control and managed growth through personal and financial involvement. Retain the natural beauty and its

environment while continuing to strengthen family and religious values. We take advantage of our location for industrial, recreational, and educational growth. Enhance the provisions for aging and medical needs. Madison County strives for fairness and aggressively thinks community is equal to self.



# **VISIONING 2010**

*(Community Descriptive Characteristics)*

## **COMMUNITY**

Open-minded environment atmosphere conducive to stimulating exchange of ideas  
High community morals and character  
Safe community  
Attitude for the best  
Down home atmosphere  
Community unity  
Clean community (physically and socially)  
Cultural and recreation orientation  
Safe community  
Well planned and growth oriented community  
Nature based community promoting tourism  
Maintain/preserve controlled growth  
Live your dreams in Madison County  
True socialized democracy  
Controlled growth  
Place of racial harmony  
Rural atmosphere with controlled urban growth  
Safe, drug free community with low crime rates

## **EDUCATION**

Quality school system that produces competent, employable graduates  
Four-year higher education opportunities  
Quality schools: basic academics, technical training; facilities and teachers  
Youth enrichment: challenged and motivated  
Local control of schools  
Adequate and diverse manpower base  
Good education system  
Enhance North Florida Community College and technical training  
Academic powerhouse  
Excellent schools, high graduation rate and extra curricular activities  
Community schools  
Advanced educational opportunities; trade schools  
Locally controlled system that incorporates basic academics and technical training and superior teachers and activities that produces an adequate and well trained work force

## **GOVERNMENT/INFRASTRUCTURE**

- Comprehensive communications infrastructure
- Better library services
- Financially sound and fiscally responsible government
- Sound tax base
- Better roads and transportation
- Adequate infrastructure
- Superior public transportation
- Traffic planning
- Advanced criminal justice system
- Town meeting input
- Truly representative government
- I-10 to I-75 bypass
- Distributed public services
- General aviation airport with room to expand to commercial
- Efficient local government/low taxes
- Upgraded infrastructure: water, waste, and roads
- Financially sound government that provides parks, recreation and cultural centers

## **HEALTH CARE**

- Better hospital/quality health care
- Quality local hospital/medical care
- Meet medical needs
- Good health and medical facility

## **RECREATION/ENVIRONMENT**

- Clean environment
- Recreation facilities in each community
- Preserve natural resources/preserve character of county
- Entertainment activities for youth
- Alternative energy sources; using technology to convert waste to energy
- Superior recreation for young and old
- Sportsman's heaven
- Environmentally sound
- Outdoor resources will be developed with well maintained parks and great hunting and fishing
- Clean, beautiful environment
- Wholesome activities for youth
- Cultural activities such as music and literature

## **HOUSING**

Affordable, quality housing  
Superior housing

## **ECONOMIC DEVELOPMENT**

Opportunities for youth  
More quality job opportunities  
More businesses  
Marketing for Madison County  
Clean, high technology industry  
No unemployment/ per capita income equal 90 percent of state  
Diverse economy  
Locally adequate shopping/retail  
Environment that encourages and supports local businesses  
Provide opportunities to retain young people  
Strong agricultural base  
Preserve downtown areas, both economically and historically  
Job opportunities  
Attracting target industries  
Develop I-10 corridor  
Jobs  
Clean industrial development – low unemployment, tax incentives if necessary  
Developed tourism and shopping facilities; new chamber building; develop local attractions



# MADISON 2010

*(Issue Identification)*

## COMMUNITY

Resistance to change  
Lack of communication  
Little public forum opportunity  
Perceived division between leaders/officials/politicians and ordinary citizens  
Concerned citizens stretched too thin; lack of energy  
More pride in a clean community  
Services for the truly needy  
Strong, loving family tradition  
Safe environment: public services and crime prevention  
Community services for elderly and needy  
Increase community involvement and activities  
Better newspaper  
Beautiful and affordable community  
Willingness for Madison County to grow  
Prepare for welfare reform  
Lack of community involvement  
Remove blighted areas  
Family institution/a sense of community  
Crime free environment  
Wet/dry county issue  
Poor home environment/role models  
Lack of involvement by local citizens  
Local citizen apathy  
Welfare elimination  
Plan growth  
Crime prevention  
Address unwed birthrate /single parent households  
Some challenge is necessary to galvanize individuals into a true community  
Preserve the past; retain agriculture, farming, and natural resources  
Maintain high moral values – caring and sensitivity county wide  
Controlled growth  
Unified county  
Progressive rural atmosphere  
Preservation of rural values and traditions  
Community pride and unity  
Rural/cultural values  
Maintain agricultural heritage  
Better use of technology in every phase of Madison County living  
Safe, secure homes, businesses and schools  
Ideal retirement opportunities  
Well planned, growth oriented community  
Good child care facilities

## **EDUCATION**

Need for quality education and job training  
Education  
Parent involvement in schools  
Students passing more k-12 school standard tests (benchmark tests)  
New schools  
Training in parenting/marriage relationships  
Higher quality of education  
Lack of education  
Increased funding for schools  
Restructure education system  
Madison County schools as academic powerhouse  
College to offer training in areas to keep/add new jobs  
Elected school superintendent  
High dropout rates  
Poor educational results  
Lack of vocational training or lack of knowledge about vocational training  
Expand educational programs for all ages and needs  
Improve education  
Out of field teachers and overcrowded classrooms  
Parents not participating  
Low teacher salaries  
Illiteracy programs and parenting skills  
Knowledge of a skill or trade  
Expanded vocational training  
Tax base to support schools  
Restructure job of superintendent and board members  
Improve agricultural knowledge and appreciation  
School facilities, quality education curriculum and sports  
Safe, orderly and drug free school campuses  
Better family management of students  
Smaller classes/more classrooms  
Curriculum guide for each grade level/subject level  
Quality education and newer facilities for adults and children  
Raise literacy level in county – will affect the welfare system

## **GOVERNMENT AND PLANNING**

\$\$\$ to fund necessary improvements  
Collaboration: municipalities, agencies and organizations  
Communication infrastructure  
Regulations to control downtown appearance (architectural standards)  
County manager with vision/authority  
Connect I-10 and I-75 through Madison County  
Airport

Improve transportation and roads through advance planning of growth  
Sewer and water at all interstate exits  
Lack of funds; utilize grants  
Inefficient/ineffective local government  
Infrastructure bang for tax \$\$  
Constitutional government  
Restrictive/regressive government regulations  
Lack of comprehensive long term and short term planning  
Tax base/government spending  
Upgrade infrastructure  
Funding – every issue identified requires funding  
Improve transportation for intra-county travel  
Inter-community cooperation with agencies and business/industry; better usage of resources and funds  
Affordable transportation within the county  
Adequate roads to move people and products  
Tax base equity; utilization of \$ to maximum use  
Adequately dispersed public services (water, roads, fire, police, etc.)  
Cost effective service centers  
Alternate transportation system  
Reasonable and adequate land use plan  
Transportation

## **HEALTH CARE**

Rural health care problem; perhaps partner with other communities  
Medical services  
Improve health care facilities  
Less than desirable medical services  
Improve medical services  
Need for more general/specialized physicians  
Upgrade of medical facility and equipment  
Need for physician's assistants  
Local control of local hospital  
Quality medical facilities  
Better health care  
Medical care

## **RECREATION AND TOURISM**

Enhancement of recreation, cultural, and entertainment  
Preserve county environment  
More youth activities  
More recreational activities for all ages  
Recreation for all  
Clean environment

Youth activities and programs; recreational facilities  
Recreation; involve churches, civic groups and families (bowling, skating, movies)  
Improve cultural opportunities  
Environmentally active program  
Increased cultural events  
Recreation/cultural/entertainment

## **HOUSING**

Improve housing  
Affordable housing  
Adequate and affordable housing

## **ECONOMIC GROWTH**

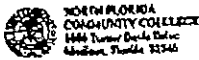
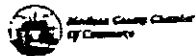
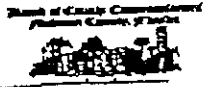
No coordinated marketing effort  
Lack of a diversified economy  
Business/industry growth  
Jobs for young people  
Planned economic growth and development  
New business to increase income  
Incentives to large companies that meet specific requirements (i.e.; more money to spend, increase tax base)  
Service sector and eco-tourism  
Light industry/high tech  
Tax breaks/incentives to bring in industry  
Lack of industry diversification  
Declining agricultural economy  
Attitude towards local business  
Need for new industry and jobs  
Clean industry development  
No high skill/high wage jobs  
Need competitive prices  
Encourage/protect agricultural related industries  
Creating finished products from raw products to create job opportunities  
Promote and use natural resources  
Skilled and unskilled jobs to keep youth here  
Clean jobs: tourism, historical and ecotourism  
Productivity through jobs to increase standard of living  
Tax structure for light industry, businesses and individuals  
Protect existing industries and employers  
Controlled economic development



## **APPENDIX 2**

- a) Flyer mailed to community residents**
- b) Workgroup instruction sheets**



SPONSORS

Capital City National Bank

First Union Bank

Florida Power Corporation

STEERING COMMITTEE

Tommy Barnhart

Arden Brown

Diane Douglas

Jim Fletcher

Ed Meggs

Amy McMullen

Ronnie Moore

Gail Primm

Tom Tuckey

Judy Webb

Randy Williams

The year

**2010**

**What Would You Like Madison County To Be Like?**

**Are you willing to leave the future of your community to chance?**

**How would you describe your community?**

If you are concerned about the future of Madison County, you can be a part of this visioning process. Small groups working together to identify the vision, issues, and plans for achieving our vision.

Plan to attend:

**Visioning Madison County**  
for the year  
2010

A Strategic Vision Planning Retreat

November 6, 1997

Cherry Lake 4-H Camp

3:00 p.m. Until approximately 9 p.m.

Dinner will be provided for registered guests only. To register please contact Judy Webb, Madison County Extension at 973-4138 or Tommy Barnhart, Madison County Chamber of Commerce at 973-2788 before November 4, 1997. Camp Cherry Lake is located approximately 11 miles North of Madison off Hwy 53. Turn right on Hwy. 253 then left on Cherry Lake Drive.



# MADISON COUNTY (VISIONING)

## Group Leader Instructions

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1. Have each member of the group complete the "Visioning" worksheet. The focus is on positive statements that describe the desired characteristics of the community in the future. Issues and problems will be identified later.
2. Ask each member of the group, in turn, to share one item they used to describe Madison County in 2010. Make a list. Go around the group getting one characteristic from each member. Questions at this point from other members of the group should be limited to clarification. All items will be discussed after the list is completed.
3. Repeat the process until no additional characteristics are listed.
4. Combine those characteristics on the list that are duplicates.
5. Start with the first characteristic on the list and determine if there is group consensus on including that characteristic in a vision statement for Madison County in 2010. Allow time for discussion of each issue, but be aware of the need for time to discuss each item on the list. If there is no consensus for a particular item, remove that characteristic from the list and move to the other items on the list.
6. Once you have a list of items for which there is a consensus, go back through the remaining items to determine if consensus could be developed through making changes or modifications to the wording. Make the changes for which consensus exists and add those items to the list.
7. Working with the group, draft a vision statement (preferably one paragraph) that encompasses the characteristics from the consensus list.

8. Designate a spokesperson to make a brief report to the larger group on the important characteristics considered by your group and on the resulting vision statement for Madison County.

**NOTE:** Please designate one group member to assist with taking notes. Provide a copy of the consensus items and vision statement to facilitators for inclusion in the final report.

### (ISSUE IDENTIFICATION)

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1. Ask each group member to complete the worksheet "Issue Identification."
2. Using the same process as before, go around the group making a list of the issues/problems identified.
3. Discuss each issue and prepare a list of consensus items using the same process as before. Include only those items for which there is group consensus.
4. See if members of the group are able to agree on the most important items on the list. An item may be ranked high either because of its overriding importance or because members feel that it represents an issue that can be dealt with quickly.
5. Designate a spokesperson to share the results with the larger group.

**NOTE:** Please designate one group member to assist with taking notes. Provide a copy of the consensus list of issues and rankings to facilitators for inclusion in the final report.

## MADISON COUNTY 2010 (VISIONING)

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Imagine that this is the year 2010.

Your hopes and expectations for Madison County are realized. Significant changes have occurred, but the best of the past has been retained. The quality of life within the local area and the local economy meet the needs and desires of county residents and visitors.

Describe in writing the *most important* characteristics of Madison County.

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**MADISON COUNTY 2010  
(ISSUE IDENTIFICATION)**

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You have completed a vision for Madison County in the year 2010 and it is time for the journey to begin. It is time to identify those issues and problems which require attention in order to realize the community's hopes and expectations for the future.

Describe in writing the *most important* issues and problems in Madison County which require attention to achieve the type of community desired in the future.

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