

# ECONOMIC DIVERSIFICATION OF CAMDEN COUNTY, GEORGIA

## Summary of Interviews With Community Stakeholders

*Prepared for*

The Camden Partnership  
Camden County Public Service Authority

*Prepared by*

Georgia Tech's Office of Economic Development & Technology Ventures

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## OVERVIEW<sup>1</sup>

During May and June of 2005, Georgia Tech conducted interviews on a one-on-one confidential basis with 93 stakeholders from Camden County who have a vested interest in the community's future economic development. These stakeholders shared diverse perspectives on Camden County's growth potential, expectations, and goals overall. Stakeholders were asked questions relating to Camden County's strengths, weaknesses, opportunities, and threats for economic development as well as their thoughts concerning key economic development strategies and various support mechanisms relating to the community's future potential.

The interview team would like to thank each and every stakeholder for taking the time to share their thoughts, insights, and ideas relating to the economic diversification and quality growth potential of Camden County. Following is a summary of that input.

### Participating Stakeholders

The Camden County stakeholders who participated in the interviews were identified by representatives of The Camden Partnership.

- Stakeholders represented several key organizations and interests in Camden County, such as:

- Camden County Board of Commissioners
- Camden County Children's Alliance & Resources, Inc.
- Camden County High School
- Camden County Joint Development Authority
- Camden County Planning Department
- Camden County Public Service Authority
- Camden County School System
- Camden County Solid Waste
- Camden County Tribune & Georgian
- Camden-Kings Bay Area Chamber of Commerce
- Citizen Action Group (CAG)
- City of Kingsland
- City of St. Marys
- City of Woodbine
- Citizenry
- Coastal Georgia Community College
- Cumberland Harbors
- Destination Camden
- Entrepreneur and Small Business
- Habitat for Humanity
- Kingsland Convention & Visitors Board
- Kingsland Downtown Development Authority
- Kingsland Planning Department
- Local Attorneys
- Local Banks
- Local Business & Industry
- Local Construction / Contractors
- Local Hospital
- Local Media
- Local Real Estate Developers
- Local Realtors
- Local Telecommunications Utility
- Ministerial Alliance of Camden County
- Naval Submarine Base Kings Bay
- Navy League of the United States

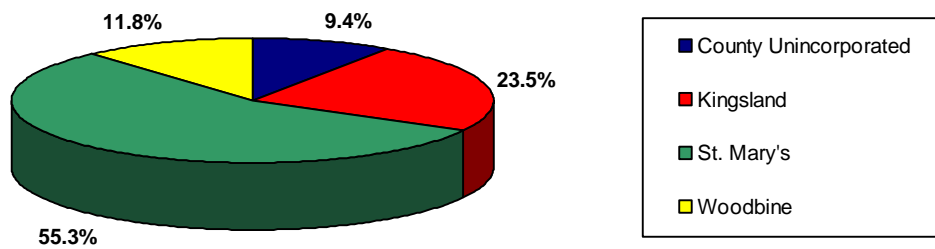
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<sup>1</sup> This report is part of the "Economic Diversification of Camden County, Georgia" series of reports that were completed by Georgia Tech in October 2005. For information on other reports in the series, please contact The Camden Partnership.

Southeast Georgia Health Systems  
 St. Marys Administration  
 St. Marys Aviation  
 St. Marys Convention and Visitors Bureau  
 St. Marys Downtown Development Authority  
 St. Marys Hospital Authority  
 St. Marys Planning Department  
 St. Marys United Methodist Foundation  
 The Camden Partnership  
 United Way Camden  
 Woodbine Administration  
 Woodbine Better Hometown  
 Woodbine Downtown Development Authority  
 Woodbine Planning Department

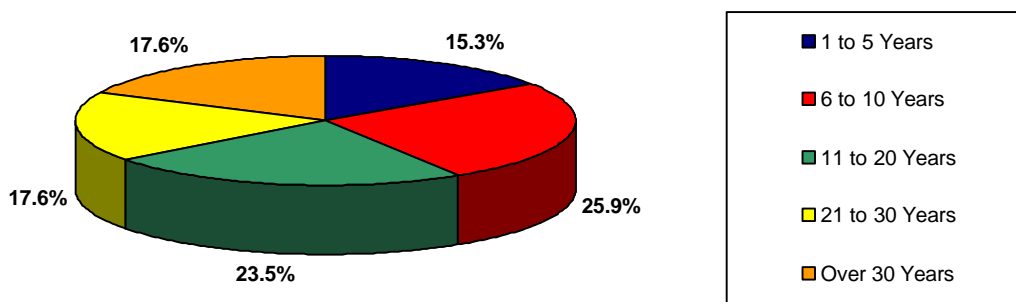
- All but eight stakeholders reported to live in Camden County; the eight living outside Camden reported to reside in Glynn County. Of those living in Camden, more than half (55.3 percent) reported to live within St. Marys. Kingsland accounted for over one-fifth (23.5 percent) of the stakeholders. More than one-tenth (11.8 percent) were Woodbine residents. The remainder reported to reside in unincorporated areas within Camden.

**Camden Residence**



- Camden County stakeholders represented a good mixture of tenure with the county. More than one fourth (25.9 percent) of the Camden stakeholders living within the county reported to be doing so for 6 to 10 years, accounting for the largest share of stakeholders. The second largest share (23.5 percent) of stakeholders reported to be living within the community for 21 to 30 years.

**Length of Time in Community Among Stakeholders**

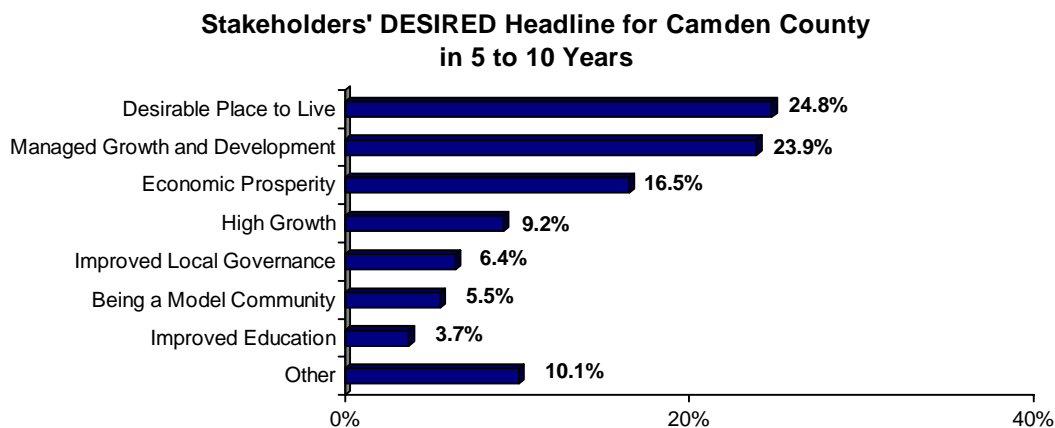


## DETAILED FINDINGS

### Community Vision

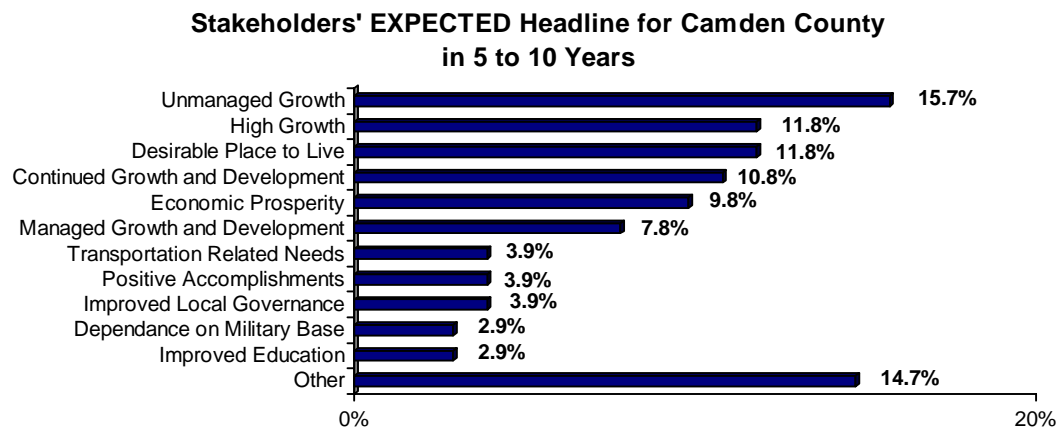
Stakeholders were asked to share their desired newspaper headline for Camden County over the next five to 10 years. A total of 109 vision statements were provided by the stakeholders.

- Nearly one-fourth (24.8 percent) of the vision statements provided by stakeholders related to Camden maintaining and enhancing itself as a desirable place to live.
- Vision statements relating to managed growth and development were the second most frequently mentioned, accounting for 23.9 percent of all responses provided. Largely, stakeholders would like to see Camden County achieve quality growth as the community continues to grow.
- Economic prosperity accounted for the third largest set of statements, or 16.5 percent of the total.
- Stakeholders mentioned they'd like to see Camden achieve higher and faster growth. This accounted for 9.2 percent of the responses. Some of those expressing this view also expressed they'd like Camden to achieve this while maintaining a quality atmosphere.
- Other vision statements mentioned to a fair degree related to improved local governance, becoming a model community [for growth and development], and improved education.
- Stakeholders mentioned some vision statements that were relatively unique and couldn't be classified within one category. Some of these included: Camden County becoming the center of technology, having a regional sewerage treatment plant that is operational, Camden being a retirement community and tourism destination, Camden County exceeding expectations, stable or reduced taxes, and the opening of the new Camden County airport.



- Stakeholders were also asked to share what they expected the newspaper headline to be for Camden County over the next five to 10 years. A total of 102 statements of expectation were provided by stakeholders. In many cases, the expected headlines paralleled the desired headlines. However, there were some notable differences.
- Expectations relating to unmanaged growth topped the list, accounting for 15.7 percent of the responses provided by stakeholders. Some stakeholders shared they do expect Camden to be able to manage its growth and development though such expectations accounted for a much smaller share (7.8 percent) than those relating to unmanaged growth.

- Other expectations mentioned to a notable degree that differed from the vision statements shared related to transportation-related needs, achieving positive accomplishments, and having dependence upon the military base.

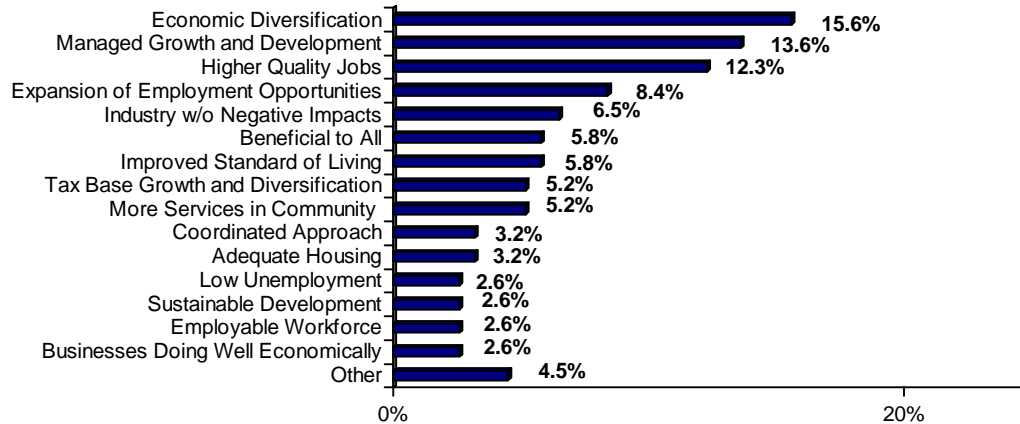


## Successful Economic Development in Camden County

Camden County stakeholders were asked to share what successful economic development meant to them. A total of 154 responses were provided by the stakeholders. Here, stakeholders provided a variety of responses, identifying several facets to achieving successful economic development.

- Economic diversification accounted for the largest share (15.6 percent) of responses.
- Stakeholders saw managed growth and development - that is, quality growth - as a key element of successful economic development. Statements relating to this accounted for 13.6 percent or the second highest share of responses.
- A number of stakeholders didn't just view job growth in and of itself as success, but expressed that success to them meant developing higher quality jobs. Such views accounted for the third highest share (12.3 percent) of responses.
- Expansion of employment opportunities generally accounted for 8.4 percent of the total responses.
- Other views mentioned fairly frequently related to developing industry without negative impacts, development that is beneficial to all, an improved standard of living, tax base growth and diversification, and developing more services within the community.
- Stakeholders also mentioned views relating to having a coordinated approach, adequate housing, low unemployment, sustainable development, an employable workforce, and businesses doing well economically to some degree.
- While sustainable development by name accounted for just 2.6 percent of responses, the notion of sustainability (relating to economy, equity, and the environment) was embodied in several other statements.
- Stakeholders mentioned some views that were relatively unique in that they couldn't be classified into a category. Some of these included: recreational development, tourism, support for small business, and downtown revitalization.

### What is Successful Economic Development?

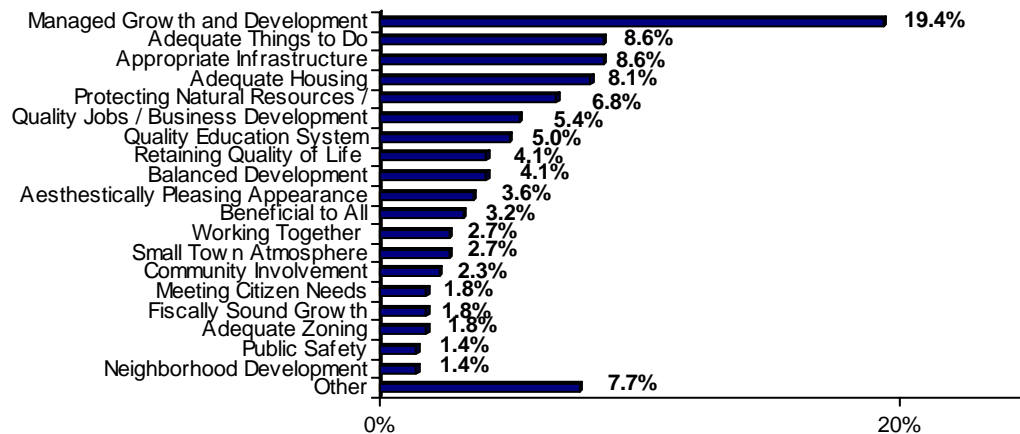


### Successful Quality Growth in Camden County

Camden County stakeholders were asked to share what successful quality growth meant to them. A total of 222 responses were provided by the stakeholders. Here, stakeholders provided a variety of responses, to an even larger degree than when asked about successful economic development, identifying several facets to achieving successful quality growth.

- Managed growth and development accounted for the largest share (19.4 percent) of responses. Several stakeholders view successful quality growth as something that can be achieved through effective planning.
- Tying for the second highest share (8.6 percent) of responses were views relating to having adequate things to do within Camden County and the appropriate infrastructure in place.

### What is Successful Quality Growth?



- Views concerning adequate housing - often relating to issues of affordability - accounted for the fourth highest share (8.1 percent).
- Protecting natural resources and the environment accounted for the fifth highest share (6.8 percent) of views. Preservation of green space was mentioned specifically by some stakeholders.
- Other views offered fairly frequently related to quality jobs and business development, quality education, retaining the quality of life, balanced development, an aesthetically pleasing appearance, and growth that is beneficial to all.
- Stakeholders shared views relating to maintaining a small town atmosphere, community involvement, meeting citizen needs, achieving fiscally sound growth, having adequate zoning, maintaining public safety, and neighborhood development to some degree.
- Stakeholders mentioned some views that were relatively unique in that they couldn't be classified into a category. Some of these included: historic preservation, avoiding corruption, avoiding inner city decay, and mixed-use development.

## Strengths for Economic Development in Camden County

When asked to identify strengths for economic development in Camden County, the stakeholders named several. A total of 350 responses were provided by the stakeholders.

- Topping the list were strengths related to Camden County's accessibility and distribution channels, accounting for 14.6 percent of all responses. Several of Camden's other frequently cited strengths also related to its geography: available land for development, coastal location, and proximity to major markets.

### Camden County's Strengths for Economic Development

STRENGTHS	RESPONSES	PERCENT OF TOTAL
Accessibility / Distribution Channels	51	14.6%
Available Land for Development	31	8.9%
Education System	28	8.0%
Naval Submarine Base Kings Bay	25	7.1%
Workforce	23	6.6%
Coastal Location	19	5.4%
Proximity to Major Markets	19	5.4%
Good Place to Live	19	5.4%
Community Unity	18	5.1%
Infrastructure	12	3.4%
Natural Resources / Environment	11	3.1%
Support Systems for Economic Development	11	3.1%
Tourism Potential	10	2.9%
Our People	10	2.9%
Leadership	9	2.6%
Climate / Weather	8	2.3%
Recreational Opportunities	8	2.3%
Location	6	1.7%
Opportunity to Plan for Growth	5	1.4%
Bedroom Community	4	1.1%
Community Growth	4	1.1%
Population Makeup	3	0.9%
Other	16	4.6%
ALL	350	100.0%

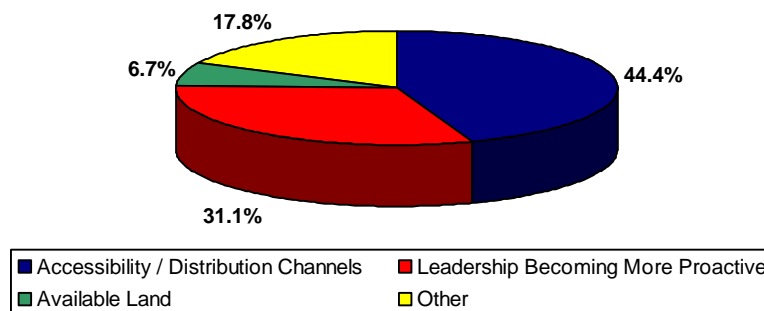
- Camden County's education system was highly rated by several stakeholders, accounting for the third highest share (8 percent) of responses.
- Naval Submarine Base Kings Bay accounted for the fourth largest share of responses, or 7.1 percent.
- Camden's workforce was also cited fairly frequently, accounting for 6.6 percent of all responses provided. Here, stakeholders largely discussed the evident work ethic, the talent represented by the military retiring from the base, the presence of military spouses, and high educational achievement among the workforce.
- Other strengths receiving frequent mention related to Camden County's community livability (i.e., "a good place to live"), community unity, infrastructure, natural resources and environment, support systems for economic development, tourism potential, people, leadership, climate and weather, and recreational opportunities.

### Kingsland

Stakeholders were asked to identify strengths that were relative to any particular part of the county. They provided 45 responses relating specifically to Kingsland.

- Kingsland's accessibility and distribution channels - largely via I-95 and rail - were mentioned most frequently, accounting for 44.4 percent of all responses.
- Stakeholders discussed how Kingsland's leadership has become more proactive, mentioning examples such as forming the downtown development authority and planning for water and sewer expansions. These views accounted for 31.1 percent of the total, the second highest share.
- Kingsland's available land was also mentioned as an asset by some.

#### **Kingsland's Strengths for Economic Development**

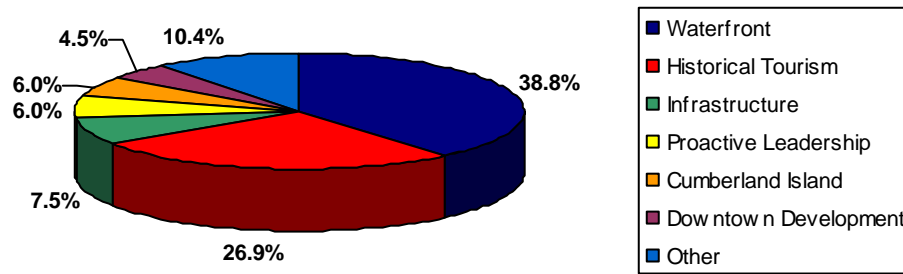


### St. Marys

Stakeholders were asked to identify strengths that were relative to any particular part of the county. They provided 67 responses relating specifically to St. Marys.

- The waterfront accounted for the highest share (38.8 percent) of responses concerning strengths in St. Marys.
- The second highest share (26.9 percent) of responses related to St. Marys historical tourism assets.
- Other assets receiving some degree of mention related to St. Marys infrastructure, proactive leadership, Cumberland Island, and downtown development.

### St. Marys' Strengths for Economic Development

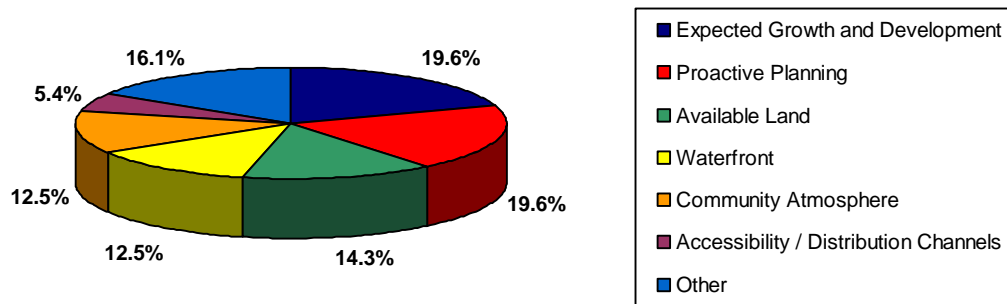


### Woodbine

Stakeholders were asked to identify strengths that were relative to any particular part of the county. They provided 56 responses relating specifically to Woodbine.

- Tying for the largest share (19.6 percent) of responses were the expected growth and development to occur within and surrounding Woodbine and, the city's proactive planning. In other words, stakeholders see that Woodbine is taking steps now to adequately prepare for and shape the growth and development that is anticipated for the area.
- Woodbine's available land, waterfront, community atmosphere, and accessibility and distribution channels were also mentioned.

### Woodbine's Strengths for Economic Development



### Challenges for Economic Development in Camden County

When asked to identify challenges for economic development in Camden County, a total of 223 responses were provided by the stakeholders. Reflecting the generally positive orientation of the community, responses provided by stakeholders when asked about strengths far outnumbered those provided when asked about challenges.

- Concerns relating to political infighting and not working together were the most frequently mentioned, and accounted for 13 percent of all responses. Stakeholders commented on the lack of coordination and cooperation among municipal governments and between the county and municipal governments. However, several, while mentioning this as a challenge, also noted that there has been improvement in the working relationship among these entities and would like to see it continue and expand.

- Tying for second place were challenges related to the lack of leadership vision and know-how, and, ineffective planning and growth management. These two challenge areas are inextricably linked; each accounted for 9 percent of the total responses.
- Challenges relating to Camden County's infrastructure (mainly water and sewer capacity) were also mentioned frequently by stakeholders, accounting for 7.2 percent of all responses.
- Another high area of concern appeared to be related to the perception that Camden County has high taxes.
- Other challenges mentioned to some degree of frequency related to transportation and distribution channels, fragmented government services, good old boy network and politics, community apathy and resistance to change, available workforce, economic development efforts, and lack of industrial and commercial base.

#### Camden County's Challenges for Economic Development

CHALLENGES	RESPONSES	PERCENT OF TOTAL
Political Infighting / Not Working Together	29	13.0%
Lack of Leadership Vision / Know How	20	9.0%
Ineffective Planning / Growth Management	20	9.0%
Infrastructure (mainly water / sewer)	16	7.2%
High Taxes	11	4.9%
Transportation / Distribution Channels	10	4.5%
Fragmented Government Services	9	4.0%
Good Old Boy Network / Politics	9	4.0%
Community Apathy / Resistance to Change	9	4.0%
Available Workforce	9	4.0%
Economic Development Efforts	9	4.0%
Lack of Industrial / Commercial Base	8	3.6%
Wetlands	6	2.7%
Education System	6	2.7%
Underserved Segments of the Population	6	2.7%
Lack of Community Involvement	5	2.2%
Durango Redevelopment	4	1.8%
Affordable Housing	3	1.3%
Small Size of Community	3	1.3%
Lack of Things to Do	3	1.3%
Tourism Development Constraints	3	1.3%
Don't Know / None Identified	3	1.3%
Other	22	9.9%
ALL	223	100.0%

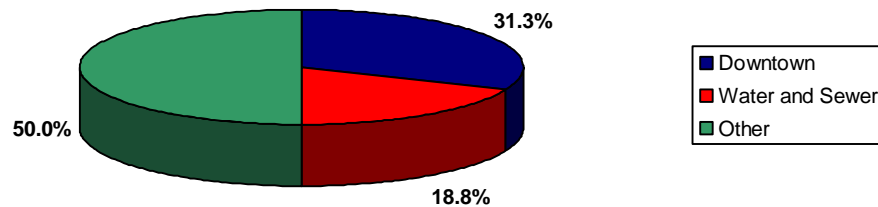
#### Kingsland

Stakeholders were asked to identify challenges that were relative to any particular part of the county. They provided 16 responses relating specifically to Kingsland.

- Kingsland's downtown area accounted for the highest share (31.3 percent) of responses. Stakeholders saw the need for greater revitalization efforts; some noting that the formation of the downtown development authority is a good step.
- Challenges relating to water and sewer infrastructure were also mentioned to some degree, accounting for the second highest share (18.8 percent) of responses.

- Stakeholders mentioned a number of other challenges that were relatively unique and didn't fit into a category. Some of these included: Kingsland not having found a niche in the marketplace, the indebted golf course, undesirable development patterns along the interchanges, traffic problems, limited property for future development, and the empty speculative building.

**Kingsland's Challenges for Economic Development**

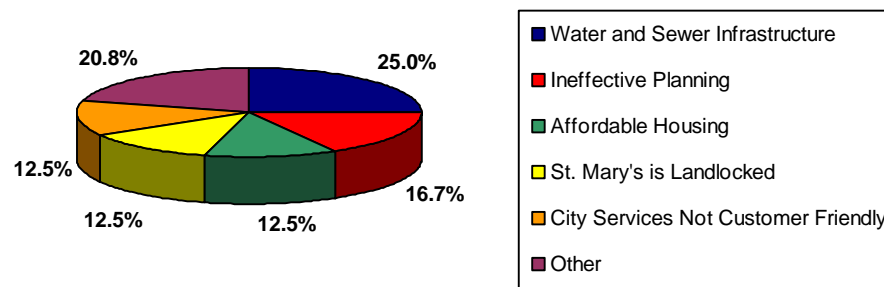


**St. Marys**

Stakeholders were asked to identify challenges that were relative to any particular part of the county. They provided 24 responses relating specifically to St. Marys.

- Water and sewer infrastructure topped the list in terms of responses, accounting for 25 percent of the total.
- Other challenges receiving a fair degree of mention related to ineffective planning, affordable housing, lack of property for future development, and the city services not being customer friendly.
- Stakeholders mentioned some challenges that were relatively unique in that they didn't fit into a category. Some of these included the difficulty in redeveloping the Durango and airport properties, the lack of hotels and motels, and difficulty in getting along with neighbors.

**St Marys' Challenges for Economic Development**

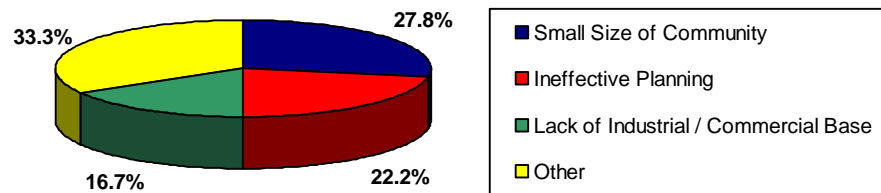


**Woodbine**

Stakeholders were asked to identify challenges that were relative to any particular part of the county. They provided 18 responses relating specifically to Woodbine.

- Challenges relating to the small size of the community were the most frequently mentioned, and accounted for 27.8 percent of all responses.
- Other challenges receiving a fair degree of mention related to ineffective planning and Woodbine's lack of an industrial and commercial base.
- Stakeholders mentioned some challenges that were relatively unique in that they didn't fit into a category. Some of these included: people not wanting growth and change, distance to schools, and students with low scholastic achievements.

### Woodbine's Challenges for Economic Development



### Opportunities for Economic Development in Camden County

Camden County stakeholders provided a total of 308 responses when asked to identify opportunities for economic development within the community. A wide and diverse range of opportunities were identified.

- Opportunities relating to leveraging Camden's transportation assets were the most frequently mentioned, accounting for 9.4 percent of all responses given. When elaborating, stakeholders cited leveraging the Interstate access, proximity to Jacksonville and Brunswick ports, and proximity to Jacksonville's airport.
- Views relating to tourism development accounted for the second highest share (8.8 percent) of responses. Some stakeholders mentioned Cumberland Island in particular.
- Accounting for the third highest share (7.8 percent) were opportunities relating to becoming a retirement community. Here, stakeholders discussed serving military retirees as well as those attracted to Camden from elsewhere.
- Industrial and/or business development accounted for the fourth highest share (7.5 percent). Opportunities relating to the current speculative building and development of a business or industrial park were mentioned to some degree.
- Other frequently mentioned opportunities related to leveraging the education system, leveraging the Naval Submarine Base Kings Bay, the airport relocation, and the redevelopment of the Durango site.
- Opportunities relating to the available land, light industry or distribution operations, development of the north end of Camden County, residential development, and commercial and retail sales development also received a fair degree of mention.

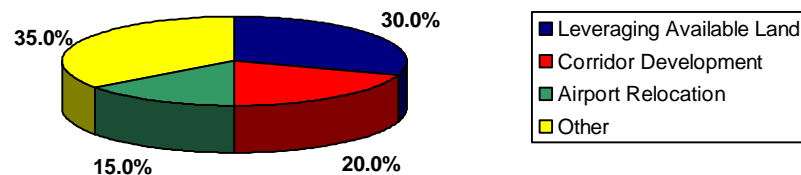
**Camden County's Opportunities for Economic Development**

<b>OPPORTUNITIES</b>	<b>RESPONSES</b>	<b>PERCENT OF TOTAL</b>
Leveraging Transportation Assets	29	9.4%
Tourism Development	27	8.8%
Retirement Community	24	7.8%
Industrial / Business Development	23	7.5%
Leveraging Education System	19	6.2%
Leveraging Military Base	19	6.2%
Airport Relocation	16	5.2%
Durango Site Redevelopment	16	5.2%
Available Land	13	4.2%
Light Industry / Distribution	11	3.6%
North End Development	9	2.9%
Residential Development	9	2.9%
Commercial / Retail Services Development	9	2.9%
Waterfront-Related Development	8	2.6%
Small Business Development	7	2.3%
Economic Development in the Cities	7	2.3%
Healthcare-Related	6	1.9%
High Paying / High Tech Development	6	1.9%
Leveraging Jacksonville	6	1.9%
Leveraging Workforce	6	1.9%
Call Center / Back Office Development	5	1.6%
Developing Greater Amenities	4	1.3%
Desirable Place to Live	4	1.3%
Effective Planning	4	1.3%
Other	21	6.8%
<b>ALL</b>	<b>308</b>	<b>100.0%</b>

**Kingsland**

Stakeholders were asked to identify opportunities that were relative to any particular part of the county. They provided 20 responses relating specifically to Kingsland.

- Leveraging available land in Kingsland accounted for the highest share (30 percent) of responses.
- Corridor development and the airport relocation also received a fair degree of mention among stakeholders.

**Kingsland's Opportunities for Economic Development**

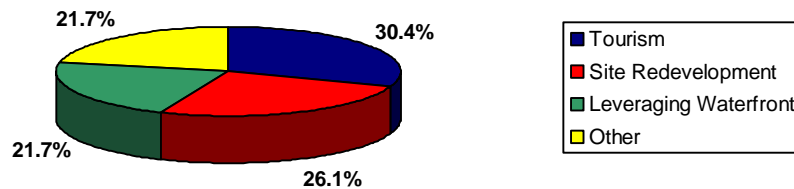
- Stakeholders mentioned some opportunities that were relatively unique in that they didn't fit within a category. Some of these included tourism development, affordable housing, and distribution and manufacturing.

**St. Marys**

Stakeholders were asked to identify opportunities that were relative to any particular part of the county. They provided 23 responses relating specifically to St. Marys.

- Opportunities related to tourism topped the list, accounting for 30.4 percent of the responses.
- Site redevelopment, particularly relating to the current airport site (should the airport be relocated) and the Durango site, accounted for 26.1 percent or the second highest share of responses.
- Waterfront development was also mentioned to some degree.

**St. Marys' Opportunities for Economic Development**

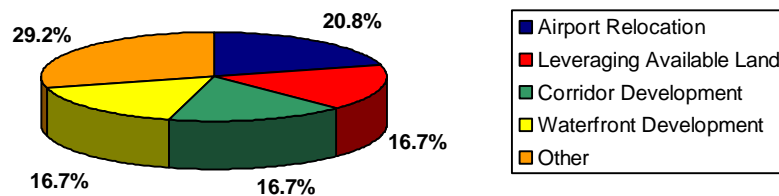


**Woodbine**

Stakeholders were asked to identify opportunities that were relative to any particular part of the county. They provided 24 responses relating specifically to Woodbine.

- Topping the list for Woodbine was opportunities related to the airport relocation, accounting for 20.8 percent of the responses.
- Other opportunities receiving a fair degree of mention related to leveraging available land, corridor development, and waterfront development.
- Stakeholders mentioned some opportunities that were relatively unique in that they didn't fit into a category. Some of these included the Sea Island development, proximity to Brunswick, and downtown development.

**Woodbine's Opportunities for Economic Development**



## Threats to Economic Development of Camden County

Camden County stakeholders provided a total of 249 responses when asked to identify threats to economic development of the community. Important to note is threats are not current impediments but potential impediments to Camden County's future potential. Stakeholders shared a wide and diverse range of views concerning threats.

- Lack of infrastructure (mainly water and sewer) accounted for the largest share (12 percent) of responses.
- Threats relating to ineffective planning and growth management accounted for the second highest share (10.4 percent).
- Stakeholders saw Camden County's economic dependence upon the military base a viable threat; this accounted for 9.6 or the third highest share of responses.
- Ineffective leadership accounted for the fourth highest share (8 percent) and, related to this, not working together accounted for the fifth highest share (7.6 percent).
- Other frequently mentioned threats related to the lack of a balanced housing market (to serve varying income levels), transportation and traffic flow issues, potential natural disasters, and taxes.

### Camden County's Threats to Economic Development

THREATS	RESPONSES	PERCENT OF TOTAL
Lack of Infrastructure (mainly Water / Sewer)	30	12.0%
Ineffective Planning / Growth Management	26	10.4%
Dependence upon Military Base	24	9.6%
Ineffective Leadership	20	8.0%
Not Working Together	19	7.6%
Lack of Balanced Housing Market	16	6.4%
Transportation / Traffic Flow	15	6.0%
Natural Disaster	9	3.6%
Taxes	9	3.6%
Community Apathy / Resistance to Change	8	3.2%
Durango Site	7	2.8%
Lack of Financial Support for ED	7	2.8%
Attracting Wrong Business & Industry	6	2.4%
Airport Not Relocating	6	2.4%
Lack of Skilled Labor	5	2.0%
Lack of Economic Diversity	4	1.6%
Lack of Healthcare	3	1.2%
Land Prices	3	1.2%
Stagnant Marketing	3	1.2%
Don't Know / None Identified	3	1.2%
Other	26	10.4%
ALL	249	100.0%

### Kingsland

Stakeholders were asked to identify opportunities that were relative to any particular part of the county. They provided 4 responses relating specifically to Kingsland. Generally, stakeholders considered the threats identified for Camden County to be countywide, irrespective of jurisdiction.

- Identified threats relating specifically to Kingsland included:
  - Impact of changes to the Naval Base.
  - Poor road infrastructure.
  - Pressure on infrastructure by growth expectations.
  - Shortage of affordable housing.

### St. Marys

Stakeholders were asked to identify opportunities that were relative to any particular part of the county. They provided 8 responses relating specifically to St. Marys. Generally, stakeholders considered the threats identified for Camden County to be countywide, irrespective of jurisdiction.

- Identified threats relating specifically to St. Marys included:
  - Impact from changes to the Naval Base.
  - Lack of affordable housing.
  - Landlocked by wetlands, water or other geographic limitations.
  - Mill reopening.
  - Not moving the airport.
  - Paper mill returning to industrial or commercial use.

### Woodbine

Stakeholders were asked to identify opportunities that were relative to any particular part of the county. They provided 4 responses relating specifically to Woodbine. Generally, stakeholders considered the threats identified for Camden County to be countywide, irrespective of jurisdiction.

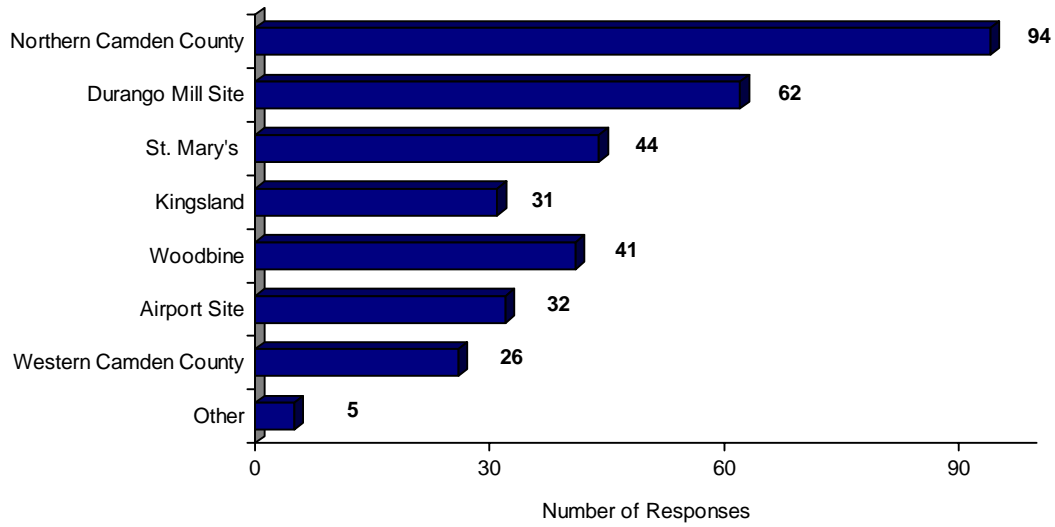
- Identified threats relating specifically to Woodbine included:
  - Pressure on infrastructure by growth expectations.
  - Lack of infrastructure.
  - Sold lots not being developed.
  - Lack of affordable housing.

## **Areas Prime for Development or Redevelopment**

When asked to identify specific areas within Camden County prime for development or redevelopment, stakeholders provided 281 responses.

- Northern Camden County accounted for the highest share (28.1 percent) of responses, receiving 94 mentions.
- The Durango Mill Site accounted for the second highest share (18.5 percent) of responses.
- Several stakeholders mentioned areas within St. Marys as being prime for development or redevelopment (mainly redevelopment); such responses accounted for 13.1 percent of the total.
- Woodbine received 41 mentions each and accounted for 12.2 percent of the responses.
- Other areas of Camden receiving a fair degree of mention included the Airport Site, Kingsland, and Western Camden County.

**Areas Prime for Development or Redevelopment**



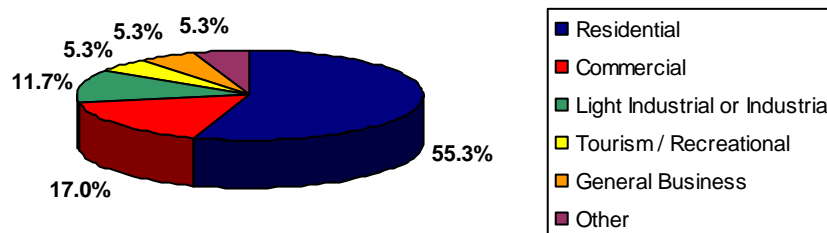
Stakeholders were asked to identify the type of development they saw as suitable for each of the areas they identified as prime for development or redevelopment. Below are the results for the top seven areas.

**North Camden**

When asked what type of development they saw for northern Camden, stakeholders provided a total of 94 suggestions.

- Stakeholders suggested residential more than any other type of development. This accounted for more than half (55.3 percent) of the suggestions.
- Stakeholders also saw the potential for commercial development (17 percent), mainly to address new market needs represented by the residential development.
- Industrial, primarily light industrial, development also received a fair degree of mention (11.7 percent).

**Type of Development Suitable for North Camden**

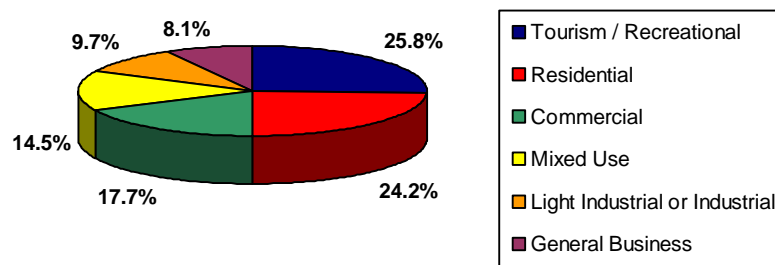


**Durango Site**

When asked what type of development they saw for the Durango site, stakeholders provided a total of 62 suggestions.

- More than one-fourth (25.8 percent) of the suggestions related to tourism and recreational development, which accounted for the highest share of responses.
- Residential development accounted for the second highest share (24.2 percent) of development.
- Commercial and mixed use development also received a fair degree of mention.
- While industrial or light industrial did receive some mention, it did so to a much lower degree than other types of development, meaning stakeholders largely did not view industrial development as being most suitable for this site.
- Some stakeholders suggested the site being conducive for general business development, without specifying the exact type (e.g., commercial, industrial, other).

**Type of Development Suitable for the Durango Site**

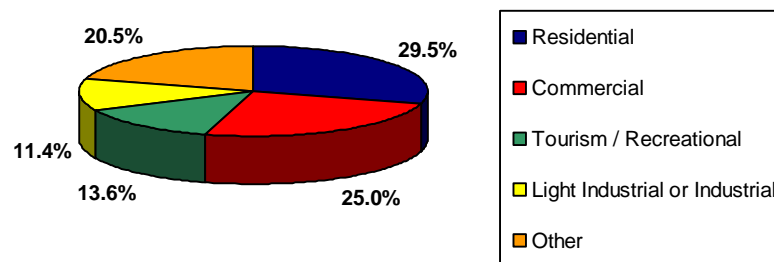


**St. Marys**

When asked what type of development they saw for St. Marys, stakeholders provided a total of 44 suggestions.

- Residential development accounted for the largest share (29.5 percent) of responses, with commercial development a close second (25 percent). Commercial development largely follows rooftops, so there is a natural synergy.
- Tourism and recreational development received the third highest mention (13.6) percent. Considering the stakeholder viewpoints on the Durango site, it's possible that the future development of that site factored into their views about suitable development.

**Type of Development Suitable for St. Marys**



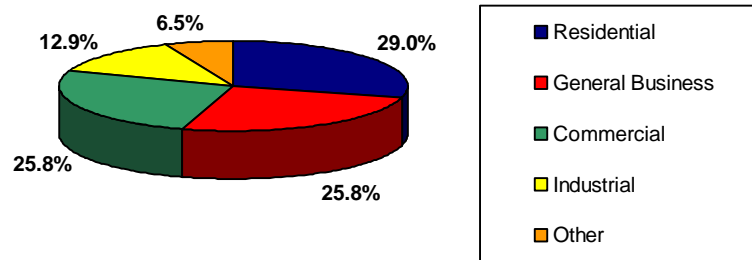
**Kingsland**

When asked what type of development they saw for Kingsland, stakeholders provided a total of 31 suggestions.

- Residential development accounted for the highest share (29 percent) of suggestion.

- Tying for the second highest share (25.8 percent) was general business (which could be of any industry type) and commercial development.
- Industrial development was mentioned to a smaller degree.

### Type of Development Suitable for Kingsland

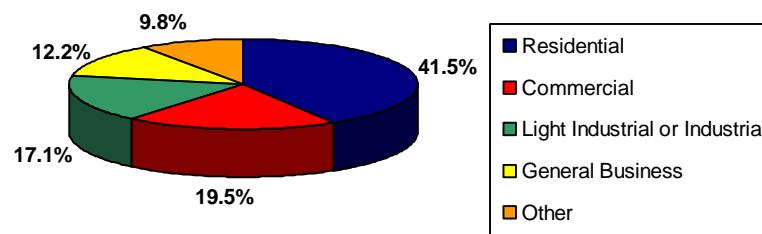


### Woodbine

When asked what type of development they saw for Woodbine, stakeholders provided a total of 41 suggestions.

- Residential development accounted for more than one-third (41.5 percent) of all responses.
- Stakeholders also saw the potential for commercial development (19.5 percent), which coincides with residential development.
- Light industrial or industrial development accounted for 17.1 percent of the responses.

### Type of Development Suitable for Woodbine

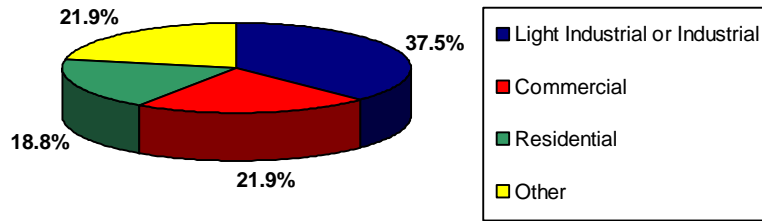


### Airport Site

When asked what type of development they saw for Airport Site, stakeholders provided a total of 32 suggestions.

- Light industrial or industrial development accounted for the highest share (37.5 percent) of responses.
- Commercial and then residential development received the second and third highest shares of mentions.

### Type of Development Suitable for the Airport

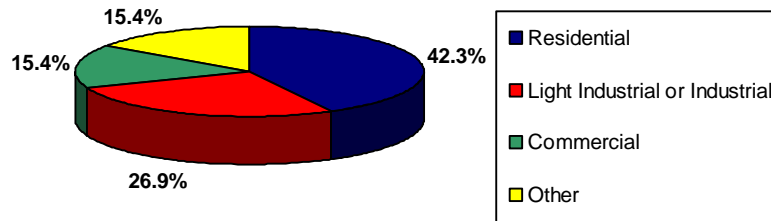


### Western Camden

When asked what type of development they saw for western Camden, stakeholders provided a total of 26 suggestions.

- The highest share (42.3 percent) of these suggestions related to residential development.
- Light industrial or industrial accounted for the second highest share (26.9 percent) of mentions.
- Some stakeholders also identified commercial development as a possibility.

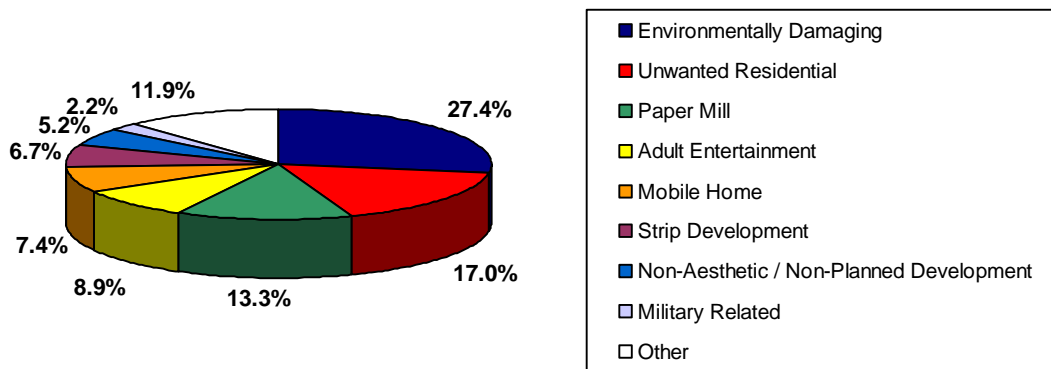
### Type of Development Suitable for Western Camden



### Undesired Development

More than one fourth (27.4 percent) of the responses provided by stakeholders indicated that environmental issues were in their uppermost thoughts. Generally, they would not like to see environmentally damaging development.

### Undesired Businesses



- Accounting for the second highest share (17 percent), unwanted residential development (e.g., substandard) was mentioned frequently by stakeholders.
- A notable number of Camden stakeholders expressed that they would not like to see another paper mill open within the community.
- Other unwanted uses include adult entertainment, mobile home development, strip mall development, non-planned development and military related activities.

## Preferences for Business Development

When asked to identify what type of businesses they'd prefer to see develop in Camden County, stakeholders provided a total of 256 responses. Many of the views shared by stakeholders related to wanting more services and amenities and diversifying employment opportunities through non-heavy industry.

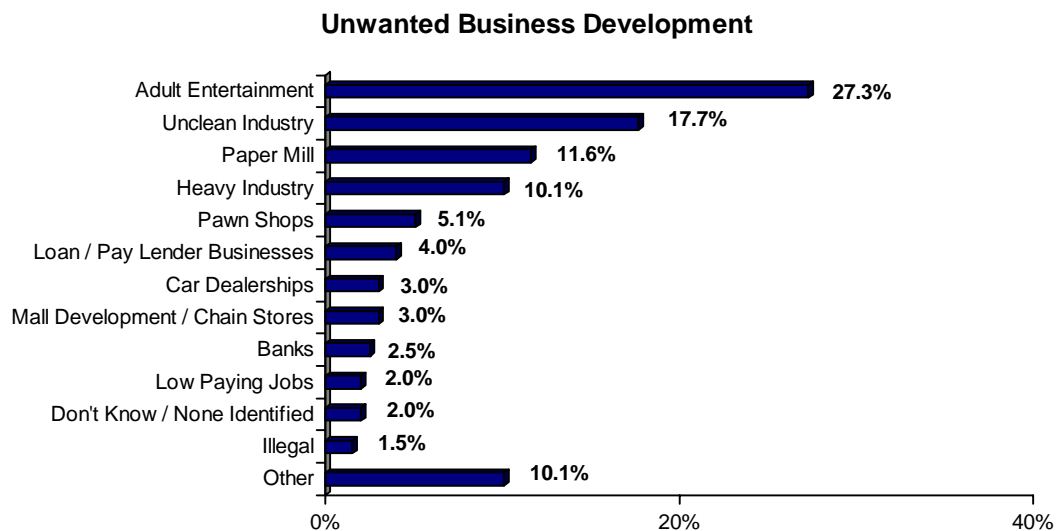
- Shopping and retail topped the list, accounting for almost one-fifth (19.5 percent) of the responses.
- Reflective of a tourism-oriented community, hospitality type establishments (hotels / restaurants) accounted for the second highest share (14.5 percent).
- The third highest share of preferences related to distribution type businesses which accounted for 7 percent of the responses.
- Other business preferences receiving frequent mention included clean industries, light manufacturing, high tech, small business, and call centers.

DESIRED BUSINESSES	RESPONSES	PERCENT OF TOTAL
Shopping / Retail	50	19.5%
Hospitality (Hotel / Restaurants)	37	14.5%
Distribution-Related	18	7.0%
Clean Industries	14	5.5%
Light Manufacturing	14	5.5%
High Tech	12	4.7%
Small Business	11	4.3%
Call Centers	10	3.9%
Service Businesses	9	3.5%
Medical-Related	8	3.1%
Military-Related	8	3.1%
Amenities	8	3.1%
White Collar	7	2.7%
Auto-Related	5	2.0%
Commercial Development	4	1.6%
Manufacturing	4	1.6%
Housing	4	1.6%
Tourism-Related	4	1.6%
Finance	3	1.2%
Waterfront-Related	3	1.2%
Don't Know / None Identified	3	1.2%
Other	20	7.8%
ALL	256	100.0%

## Unwanted Business Development

When asked what type of business development they would not like to see in Camden County, stakeholders provided a total of 198 responses. Many of the views shared by stakeholders related to not wanting harmful development within the county.

- Adult entertainment type businesses topped the list, accounting for 27.3 percent of all responses.
- Reflecting a desire to prevent development harmful to the environment, stakeholders shared the desire to disallow unclean industries. Such preference accounted for the second highest share (17.7 percent) of responses.
- Related to the desire for clean industries, stakeholders also expressed they'd prefer to not have another paper mill open in the county. This view accounted for 11.6 percent of all responses.
- Heavy industry accounted for the fourth highest share (10.1 percent) of responses.
- Unwanted retail (pawn shops, loan / pay lender businesses, car dealerships, mall development and chain stores) received a fair degree of mention.
- Some stakeholders expressed the view that they'd prefer to not see any more banks open up.



## Camden's Future Prosperity

Stakeholders were asked to indicate how important they viewed five key economic development strategies to the future prosperity of Camden County. They were asked to provide a rating of 1 to 5, where 1 means "not at all important" and 5 means "very important."

- In general, stakeholders viewed all five strategies as important, with each receiving an average rating above 4. This reflects recognition by stakeholders on the importance of having a diversified approach to generating economic development rather than adopting a single strategy.
- Developing a quality workforce was viewed by stakeholders as very important to the future prosperity of the community as it received the highest average rating (4.76) among the five strategies. This signals the desire for Camden County to play a role in a talent-driven economy.
- Recruiting new industry received the second highest average rating (4.53).
- The third highest average rating (4.40) related to providing support for existing business and industry.

- Supporting entrepreneurs and fostering start-up activity was rated as important with an average rating of 4.27 though less important than the other three strategies already mentioned.
- While viewed important, tourism was generally viewed as less important than the other strategies as its average rating was 4.1.

<b>IMPORTANCE – FUTURE PROSPERITY</b>	<b>AVERAGE</b>
Developing a quality workforce	4.76
Recruiting new industry to move to your community	4.53
Helping local businesses sustain and expand their operations	4.40
Supporting entrepreneurs / fostering business start-ups activity	4.27
Attracting more tourists to visit your community	4.10

## Camden’s Future Livability

Stakeholders were asked to indicate how important they viewed eight key factors to the future livability of Camden County. They were asked to provide a rating of 1 to 5, where 1 means “not at all important” and 5 means “very important.”

- Water quality was viewed by stakeholders as very important to Camden’s future livability, receiving the highest average rating of 4.81.
- Receiving the second highest rating (4.63) by stakeholders was air quality.
- Stakeholders rated “homes that people of moderate income could afford” as rather important. This average rating for this factor was 4.52.
- Other factors viewed as important included “being able to walk safely to destinations,” “parks and open space,” and “uncongested traffic.”
- Factors that were viewed as less important than others included “homes, workplaces, and other everyday destinations that are in close proximity to each other” and “public transit.”

<b>IMPORTANCE - FUTURE LIVABILITY</b>	<b>AVERAGE</b>
Water quality	4.81
Air quality	4.63
Homes that people of moderate income can afford	4.52
Being able to walk safely to destinations	4.45
Parks and open space	4.35
Uncongested traffic	4.19
Homes, workplaces and other everyday destinations that are in close proximity to each other	3.85
Public transit	3.76

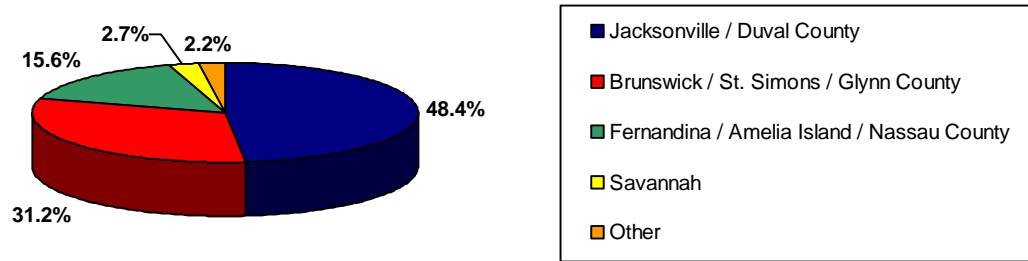
## Destinations for Shopping and Entertainment

When asked where Camden County residents go for shopping and entertainment, stakeholders provided a total of 186 responses. It is evident from the responses that stakeholders view there to be a strong economic relationship between Camden County and the metro area of Jacksonville, Florida.

- Accounting for nearly half (48.4 percent) of the responses was Jacksonville / Duval County (FL). When mentioning Jacksonville, several stakeholders referred to the Jacksonville metropolitan area which includes several counties.
- Brunswick / St. Simons / Glynn County (GA) accounted for the second highest share (31.2 percent) of responses.
- Nassau County (FL), including Fernandina and Amelia Island, also received frequent mention, accounting for the third highest share (15.6 percent) of responses.

- Another destination receiving a fair amount of mention was Savannah (GA).

### Destinations for Shopping and Entertainment

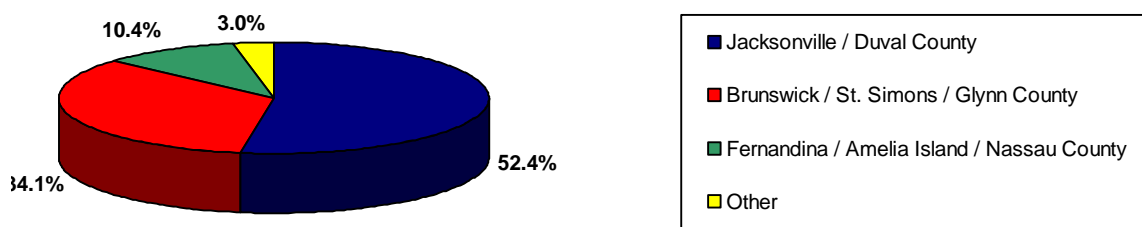


### Destinations for Employment

When asked where Camden County residents go for jobs, stakeholders provided a total of 164 responses. It is evident from these responses that the Jacksonville, Florida area is viewed as a major destination for employment.

- Jacksonville / Duval County (FL) accounted for more than half (52.4 percent) of responses. When mentioning Jacksonville, several stakeholders were referring to the Jacksonville metropolitan area which includes several counties.
- Glynn County (GA) (including Brunswick and St. Simons Island) accounted for the second highest share (34.1 percent) of responses.
- The third most frequently mentioned destination was Nassau County (FL) (including Amelia Island and Fernandina) which accounted for 10.4 percent of responses.

### Destinations for Employment



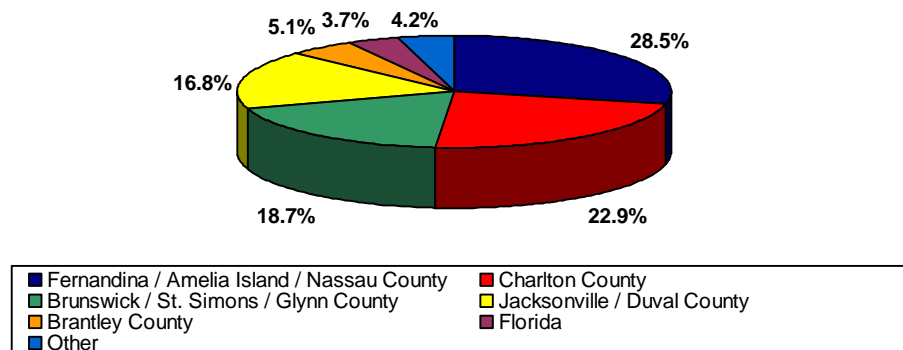
### Home of Camden's Non-Resident Workforce

When asked where Camden County's non-resident workforce commute from, stakeholders provided a total of 214 responses. It is clear from these responses that stakeholders view the Jacksonville metropolitan area as playing a critical role in supplying Camden's workforce needs.

- Topping the list was Nassau County (FL) (including Amelia Island and Fernandina) which accounted for 28.5 percent of the responses.
- The second most frequently mentioned residence of Camden's non-resident workforce was Charlton County (GA) (including Folkston), accounting for 22.9 percent of total responses.

- Glynn County (GA) (including Brunswick and St. Simons Island) accounted for nearly one-fifth (18.7 percent) of the responses.
- Jacksonville / Duval County (FL) accounted for 16.8 percent of the responses.
- Receiving a fair degree (5.1 percent) of mention was Brantley County (GA).
- Some stakeholders named Florida without mentioning a specific county.

### Home of Camden's Non-Resident Workforce

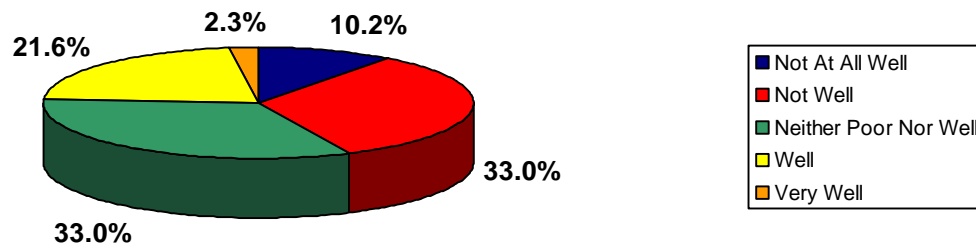


### Support for Entrepreneurs

Stakeholders were asked to express their views on how well the needs of entrepreneurs and small businesses were being met within Camden County. They were asked to provide a rating of 1 to 5 where 1 means "not at all well" and five means "very well." Eighty-three stakeholders provided a rating; ten chose not to provide a rating.

- The average rating provided by stakeholders was 2.73, below the median mark of 3, indicating that low ratings outweighed the high ratings. In other words, stakeholders largely viewed Camden to not be supporting its entrepreneurs and small businesses well.
- Indicating the view that Camden does not support its entrepreneurs and small businesses well, 43.2 percent providing a rating of 1 or 2.

### How Well Does Camden County Support the Needs of Entrepreneurs and Small Business?

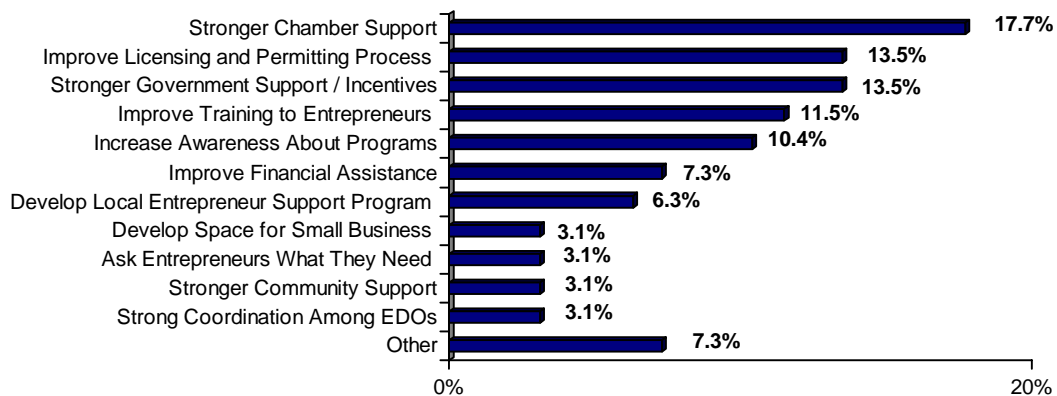


- Just over one-fifth (21.6 percent) provided a rating of 4, indicating their view that Camden does support entrepreneurs and small businesses well.
- Only two stakeholders provided a rating of 5 which indicated their view that Camden supports its entrepreneurs and small businesses very well.

When asked what Camden County could do to better support the needs of entrepreneurs and small businesses, stakeholders offered a total of 96 suggestions.

- Topping the list was the need for stronger chamber support (or greater support programs available through the chamber). This accounted for 17.7 percent of the responses.
- The second highest share (13.5 percent) of responses related to the need to improve, streamline, or ease the licensing and permitting process through the cities and county. Some advocated for creating some type of one-stop permitting process.
- Stronger government support including incentives tied for the second highest share (13.5 percent).
- Another highly mentioned suggestion related to increasing training for entrepreneurs on topics such as developing business plans, how to get started, marketing, and how to secure financial assistance. This accounted for 11.5 percent of the responses.
- Some stakeholders mentioned that programs exist but entrepreneurs and small businesses are unaware of them and emphasized the need to increase awareness of these programs.
- Other suggestions offered to a fair degree included improving financial assistance, developing a local entrepreneur support program, developing space for small business, asking entrepreneurs what they need, generating stronger community support, and developing stronger coordination among the economic development organizations in Camden.

### What Can Camden County Do to Better Support Entrepreneurs and Small Business?



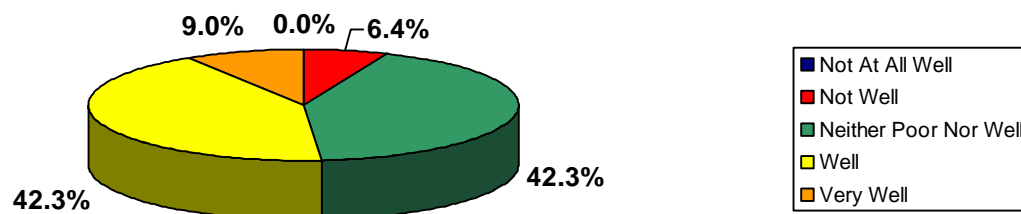
- In terms of help for entrepreneurs and small business, stakeholders mentioned several programs available through area organizations, including:
  - Area Banks
  - Chamber of Commerce
  - Coastal Area District Development Authority
  - Coastal Georgia Community College
  - Coastal Georgia Regional Development Center
  - Kingsland Downtown Development Authority
  - St. Marys Downtown Development Authority
  - University of Georgia Small Business Development Center in Brunswick
  - U.S. Small Business Administration
  - Woodbine Better Hometown Association

### Support for Existing Business and Industry

Stakeholders were asked to express their views on how well the needs of existing business and industry were being met within Camden County. They were asked to provide a rating of 1 to 5 where 1 means “not at all well” and five means “very well.” Seventy-eight stakeholders provided a rating; fifteen chose not to provide a rating.

- The average rating provided by stakeholders was 3.54, above the median mark of 3, indicating that high ratings outweighed the low ratings. In other words, stakeholders largely viewed Camden to be supporting its existing business and industry well.
- No stakeholder provided the lowest rating of 1 or indicated that Camden’s support for existing business and industry was not at all well.
- More than half (51.3 percent) of the stakeholders provided a rating of 4 or 5 indicating their view that the needs of existing business and industry are being met well or very well.
- A fairly large share (42.3) percent provided a rating of 3, meaning they viewed existing business and industry support as neither poor nor well. This may have been partially due to a lack of awareness concerning business and industry needs.

#### How Well Does Camden County Support the Needs of Existing Business and Industry?

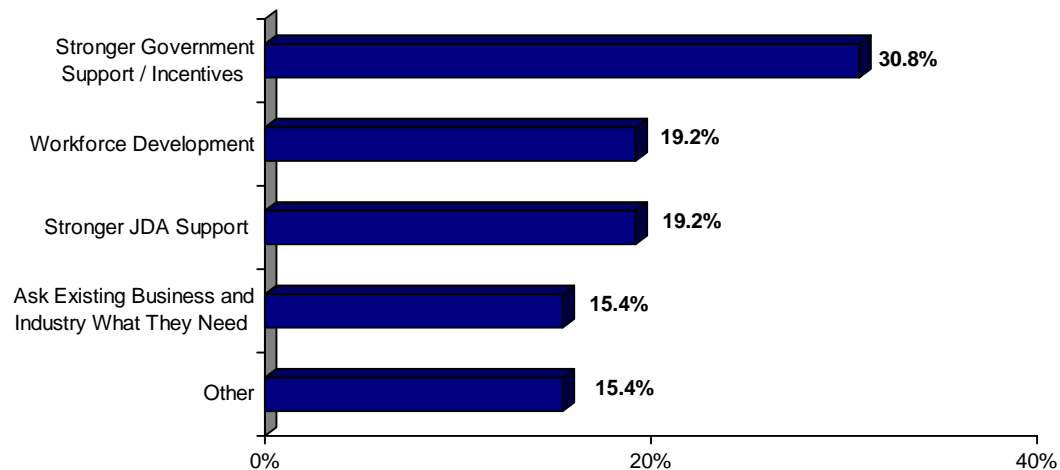


When asked what Camden County could do to better support the needs of existing business and industry, stakeholders offered a total of 26 suggestions.

- Stronger government support including incentives topped the list, accounting for 30.8 percent of the responses.

- Tying for the second highest share (19.2 percent) was workforce development and stronger support by the Camden County Joint Development Authority.
- Another suggestion that received a fair amount of mention related to asking the existing business and industry what they need and being in more regular contact with industry representatives.

### What Can Camden County Do to Better Support Existing Business and Industry?



- In terms of help for existing industry and business, stakeholders mentioned programs available through area organizations, including:
  - Joint Development Authority
  - Local Government
  - Coastal Area District Development Authority
  - Downtown Development Authorities
  - U.S. Small Business Administration

## Education

Stakeholders were asked to express their views on how well the education system meets Camden County's needs. They were asked to provide a rating of 1 to 5 where 1 means "not at all well" and five means "very well" for four specific categories of educational support.

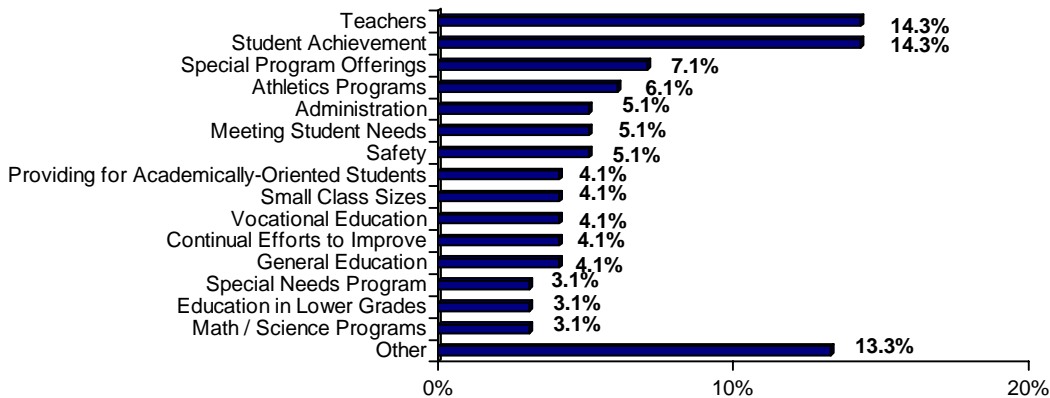
- Camden County's public school system was generally highly rated by stakeholders. Stakeholders provided an average rating of 4.4 for the K-12 system, indicating they viewed that it met the community's needs well.
- Post secondary education, mainly through Coastal Georgia Community College, was also rated highly. Stakeholders provided an average rating of 4.1, also indicative of their views that the college meets the community's needs well.
- Stakeholders also rated the available early childhood education fairly well, providing an average rating of 3.97.
- Private schools were not rated well overall. Several stakeholders were unaware of the presence of private schools within Camden. Those who were aware provided an average rating of 2.45.

EDUCATION SYSTEM	AVERAGE
Early Childhood	3.97
K-12 Public Schools	4.40
K-12 Private Schools	2.45
Post-Secondary Schools	4.11

When asked to identify the one thing the K-12 system excels in, stakeholders provided a total of 98 responses.

- Teachers and student achievement tied to receive the highest mention, each accounting for 14.3 percent of the total.
- Qualities receiving a fair degree of mention included special program offerings, athletics programs, school administration, meeting the students' needs, and safety.
- Other qualities receiving some degree of mention included providing for academically oriented students, small class sizes, vocational education, continual efforts to improve, general education, education in lower grades, and math and science programs.

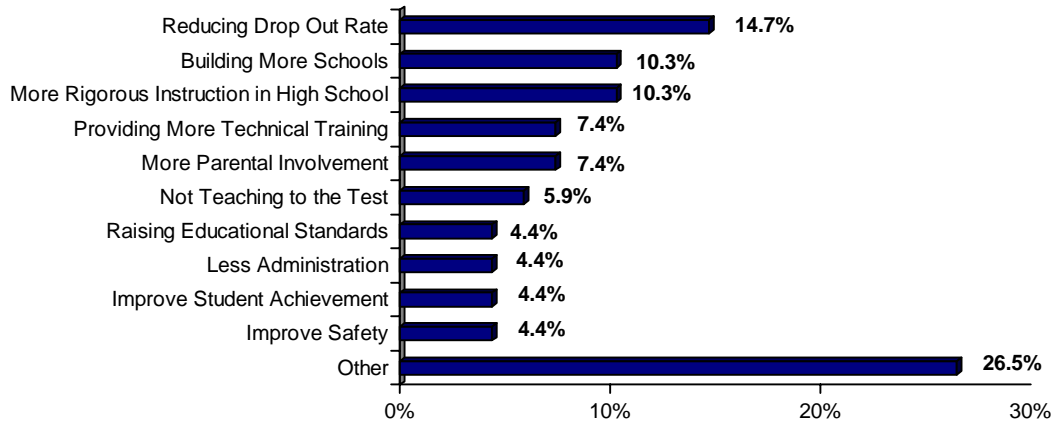
### What Does Camden County Schools Excel In?



When asked to identify the one thing the K-12 system needs improvement in, stakeholders provided a total of 68 responses.

- Reducing the drop out rate received the most frequent mention, accounting for 14.7 percent of responses.
- Tying for the second highest share (10.3 percent) of responses was the need to build more schools (mainly at the high school level, though some mention was made of middle and elementary schools) and providing more rigorous instruction in the high school.
- Other areas of improving receiving a fair degree of mention included providing more technical training and having more parental involvement.
- Stakeholders also identified improvements that did not fall within the above categories, such as: not teaching to the test, raising educational standards, having less administration, improving student achievement, and improving safety.

### What Does Camden County Schools Need Improvement In?

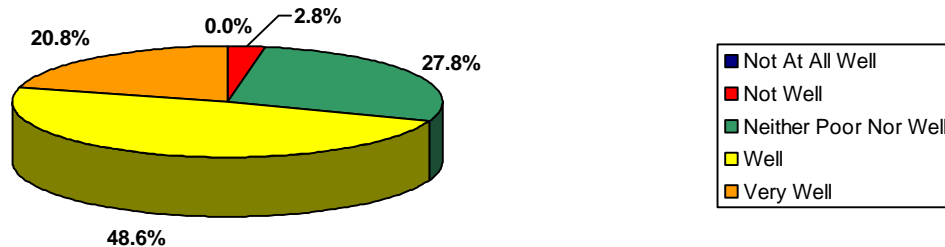


### Financial Organizations

Stakeholders were asked to express their views on how well area financial organizations meet Camden County’s economic development needs. They were asked to provide a rating of 1 to 5 where 1 means “not at all well” and five means “very well.” Eighty-two stakeholders provided a rating; eleven chose not to provide a rating.

- Camden County’s financial organizations were generally highly rated by stakeholders. Stakeholders provided an average rating of 4.0, indicating they viewed that it met the community’s needs well.
- No stakeholder provided a rating of 1.
- More than two-thirds (69.4 percent) of the stakeholders rated the financial organizations as serving the communities economic development needs well or very well, as indicated by a rating of 4 or 5.

### How Well Does Camden County’s Financial Organizations Support ED Needs?

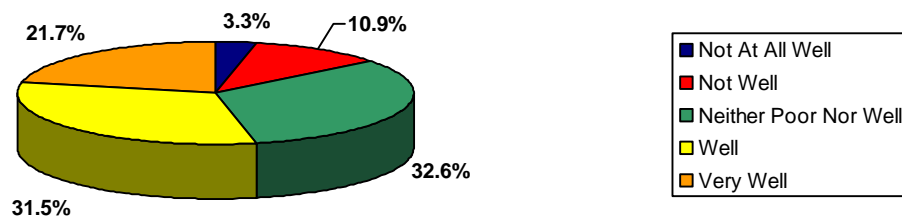


## Support for Economic Development

Stakeholders were asked to express their views on how well the community's leadership support Camden County's economic development. They were asked to provide a rating of 1 to 5 where 1 means "not at all well" and five means "very well." Ninety-two stakeholders provided a rating; one chose not to provide a rating.

- Camden County's leadership support for economic development was rated fairly high by stakeholders. Stakeholders provided an average rating of 3.6, above the median mark of 3, indicating that the number of high ratings outweighed the number of low ratings.
- More than half (53.2 percent) provided a rating of 4 or 5, indicating their view that the community's leadership supports economic development well or very well.

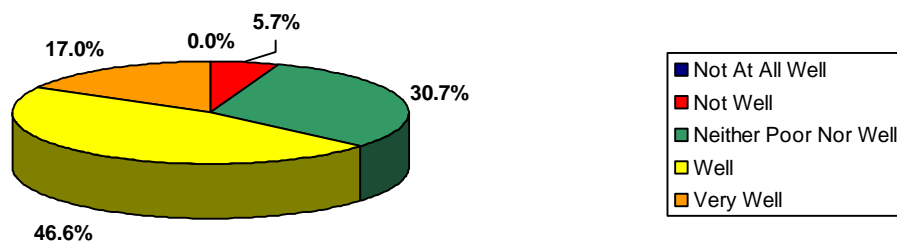
### How Well Does Camden County's Leadership Support Economic Development?



Stakeholders were asked to express their views on how well the community's citizenry support Camden County's economic development. They were asked to provide a rating of 1 to 5 where 1 means "not at all well" and five means "very well." Eighty-eight stakeholders provided a rating; five chose not to provide a rating.

- Camden County's citizen support for economic development was rated fairly high by stakeholders. Stakeholders provided an average rating of 3.76, notably above the median mark of 3, indicating that the number of high ratings outweighed the number of low ratings. This was also higher than the average rating provided for leadership support for economic development.
- No stakeholder provided a rating of 1.
- Nearly two-thirds (63.6 percent) of the stakeholders provided a rating of 4 or 5, indicating they view citizen support for economic development to be well or very well.

### How Well Does Camden County's Citizenship Support Economic Development?

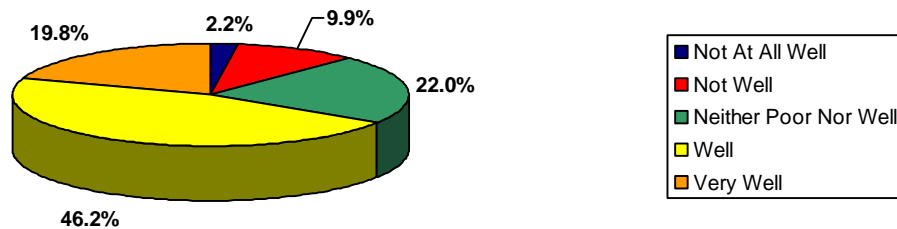


## Support for Quality Growth

Stakeholders were asked to express their views on how well the community's leadership support Camden County's quality growth. They were asked to provide a rating of 1 to 5 where 1 means "not at all well" and five means "very well." Ninety-one stakeholders provided a rating; two chose not to provide a rating.

- Camden County's leadership support for quality growth was rated fairly high by stakeholders. Stakeholders provided an average rating of 3.71, above the median mark of 3, indicating that the number of high ratings outweighed the number of low ratings. This was higher than the average rating (3.6) provided by stakeholders when asked about leadership support for economic development.
- Nearly two-thirds (66 percent) of the stakeholders rated the leadership's support for quality growth to be supportive or highly supportive as denoted by a rating of 4 or 5.

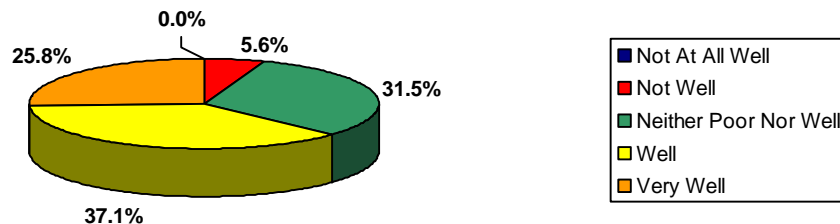
### How Supportive Is Camden County's Leadership of Quality Growth?



Stakeholders were asked to express their views on how well the community's citizenry support Camden County's economic development. They were asked to provide a rating of 1 to 5 where 1 means "not at all well" and five means "very well." Eighty-nine stakeholders provided a rating; four chose not to provide a rating.

- Camden County's citizenship support for quality growth was rated high by stakeholders. Stakeholders provided an average rating of 3.84, well above the median mark of 3, indicating that the number of high ratings outweighed the number of low ratings. This was higher than the average rating (3.76) provided by stakeholders when asked about citizen support for economic development and also higher than the average rating (3.71) when asked about leadership support for quality growth.
- No stakeholder provided a rating of 1, the poorest rating that could be denoted.
- Nearly two thirds (61.5 percent) provided a rating of 4 or 5, denoting they viewed the citizen support for quality growth to be supportive or very supportive.

### How Supportive Is Camden County's Citizenry of Quality Growth?

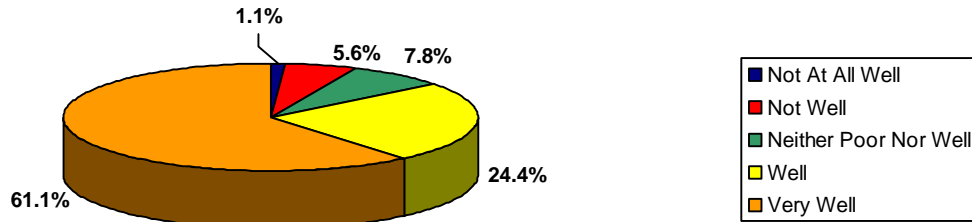


## Camden County and Kings Bay Naval Base Relationship

Stakeholders were asked to express their views on how well Camden County and Kings Bay Naval Base partner on community initiatives. They were asked to provide a rating of 1 to 5 where 1 means “not at all well” and five means “very well.” Ninety-one stakeholders provided a rating; two chose not to provide a rating.

- Camden County’s partnership with Kings Bay Naval Base was rated quite high by stakeholders. Stakeholders provided an average rating of 4.42, well above the median mark of 3, indicating that the number of high ratings greatly outweighed the number of low ratings.
- The vast majority (85.6 percent) rated the community’s relationship with the base to be well or very well, as denoted with a rating of 4 or 5.
- More than half (61.1 percent) of the stakeholders provided this partnership with the highest rating (5) possible.

**How Well Do Camden County and Kings Bay Naval Base Partner?**

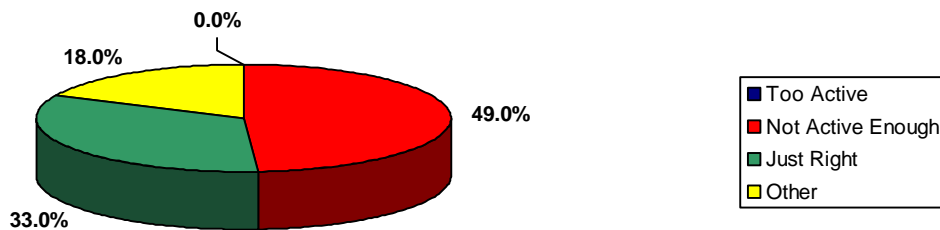


## Local Government and Quality Growth

Stakeholders were asked to indicate whether local government was too active, not active enough or doing just right to restrict unwanted development and/or encourage desired development.

- Nearly half (49 percent) indicated their view that local government was not active enough.
- One-third (33 percent) indicated that local government was doing just right.
- No stakeholder had indicated that local government was too active.

**How Active Is Local Government in Its Effort to Restrict Unwanted Development Or Encourage Desired Development?**



- Stakeholders provided a number of responses that spoke to examples of met or unmet needs but refrained to provide an answer to the question. This accounted for 18 percent of the responses.

## Serious Issues Affecting Economic Development

When asked to identify the most serious issues affecting economic development, stakeholders provided a total of 225 responses.

- Topping the list of serious issues were those relating to the need for effective planning and growth management, which accounted for nearly one-fifth (18.2 percent) of the responses.
- Water / sewer infrastructure accounted for the second highest share (11.6 percent) of responses.
- Stakeholders identified issues relating to effective local governance. Such issues accounted for 11.1 percent, or the third highest share of responses.
- Other issues receiving frequent mention included transportation connectivity, available and prepared workforce, adequate housing, affordable and available land, attracting the right industry, and infrastructure.
- Issues receiving a fair degree of mention included base retention and expansion, education and training facilities, services and amenities, and community apathy and resistance to change.

<b>SERIOUS ISSUES - ECONOMIC DEVELOPMENT</b>	<b>RESPONSES</b>	<b>PERCENT OF TOTAL</b>
Effective Planning & Growth Management	41	18.2%
Water / Sewer Infrastructure	26	11.6%
Effective Local Governance	25	11.1%
Transportation Connectivity	17	7.6%
Available / Prepared Workforce	15	6.7%
Adequate Housing	12	5.3%
Affordable / Available Land	10	4.4%
Attracting the Right Industry	10	4.4%
Infrastructure	10	4.4%
Base Retention / Expansion	8	3.6%
Education / Training Facilities	7	3.1%
Services / Amenities	7	3.1%
Community Apathy / Resistance to Change	6	2.7%
Weather	4	1.8%
Community Awareness / Involvement	4	1.8%
Airport Relocation	3	1.3%
Environmental Protection	3	1.3%
Economic Development Effort	3	1.3%
No Answer	3	1.3%
Other	11	4.9%
<b>ALL</b>	<b>225</b>	<b>100.0%</b>

## Serious Issues Affecting Quality Growth

When asked to identify the most serious issues affecting quality growth, stakeholders provided a total of 233 responses.

- As with serious issues affecting economic development, topping the list of serious issues affecting quality growth were those relating to the need for effective planning and growth management. These accounted for just over one-fifth (21 percent) of the responses.
- Transportation connectivity also weighed fairly heavily on stakeholders' minds, accounting for the second highest share (8.6 percent) of all responses. Note that this also was identified as a serious issue affecting economic development.
- Accounting for the third highest share (8.2 percent) was water and sewer infrastructure. Note that this also was identified as a serious issue affecting economic development.
- Stakeholders also cited issues relating to effective local governance frequently. Such responses accounted for 7.7 percent of the total. Note that this also was identified as a serious issue affecting economic development.
- Rounding the top five were issues relating to the need for greater recreation and entertainment facilities. Such issues accounted for 7.3 percent of the responses.
- Other issues receiving a fair degree of mention related to adequate housing, environmental protection, health care, level of overall effort, attracting the "right" industry, economic diversification and growth, community apathy and resistance to change, taking action, and public services.

<b>SERIOUS ISSUES - QUALITY GROWTH</b>	<b>RESPONSES</b>	<b>PERCENT OF TOTAL</b>
Effective Planning & Growth Management	49	21.0%
Transportation Connectivity	20	8.6%
Water & Sewer Infrastructure	19	8.2%
Effective Local Governance	18	7.7%
Recreation / Entertainment Facilities	17	7.3%
Adequate Housing	9	3.9%
Environmental Protection	9	3.9%
Don't Know	9	3.9%
Health Care	8	3.4%
Level of Overall Effort	7	3.0%
Attracting the Right Industry	7	3.0%
Economic Diversification and Growth	6	2.6%
Community Apathy / Resistance to Change	6	2.6%
Taking Action	5	2.1%
Infrastructure	5	2.1%
Public Services	5	2.1%
Taxes	4	1.7%
Commercial / Retail Services	3	1.3%
Too Much Residential Growth	3	1.3%
Other	24	10.3%
<b>ALL</b>	<b>233</b>	<b>100.0%</b>