

2016-2021

RETHINKING THE DELTA

DELTA REGIONAL AUTHORITY:



LOUISIANA'S REGIONAL DEVELOPMENT PLAN



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Governor's Vision for Louisiana

Our state of Louisiana is a land of diverse people and ideas. For centuries, we have weathered great natural and manmade challenges in our state. Louisianans serve as an example to the rest of the country that diversity is indeed a source of strength, not division.

The Louisiana Delta is blessed with an abundance of natural resources, including rich agricultural lands, timber resources, and a vibrant oil and natural gas industry. But our most important treasure is our people. The challenges facing those who live in the Louisiana Delta region today are great, though. Too many who live here are still seeking employment or working several jobs and still battling to make ends meet. It is unacceptable when a parent's hard work is not enough to pay the bills or take a child or a grandparent to the doctor. We must work to end this.

A critical part of the Delta Regional Authority's (DRA) mission is to provide support to economically distressed communities and to help find funds for critical infrastructure improvements. My vision therefore includes working to provide more training and education to prepare Louisiana's workforce so that we can create, attract, and grow business opportunities here in Louisiana. We encourage funding programs like LED's FastStart program to help cultivate access to universities and community colleges whose curricula fit the needs of new and growing industries. We want to equip more Louisianans with the skills they need to fill Louisiana-based jobs.

Our vision going forward must also include working to ensure basic health and safety for our people as well. My administration will work tirelessly to increase access to quality health care for our Louisiana families who live in the Delta.

Finally, our vision calls for further investment to strengthen Louisiana's infrastructure, both to improve our citizens' quality of life and to attract and retain strong businesses here in the Delta. From internet access to roadways, from clean water to our ports, my administration will seize upon every available opportunity and source of funding to help improve our infrastructure here in the Delta.

Partnering with the private sector and with our federal partners, like DRA, plays a vital role in moving Louisiana forward. We will work to implement our strategic plan for the Louisiana Delta parishes in concert with DRA's initiatives.

I look forward to working with my fellow DRA governors. Together, I am confident that we can transform Louisiana and our respective states into a stronger Delta region we can all continue to be proud to call home.



ACKNOWLEDGEMENTS

The preparation of the 2016-2021 Delta Regional Authority Five-Year Regional Development Plan for Louisiana was the result of a coordinated effort of state, regional and local organizations. Coordination of this effort from the Office of the Governor was facilitated by Doyle Robinson and Leslie Durham.

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The State of Louisiana wishes to take this opportunity to acknowledge these partners.

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The State of Louisiana wishes to take this opportunity to acknowledge these partners.

Much of the work in Economic Development is conducted by local governments and members of the Louisiana Economic Alliance. The following Alliance members guide local and municipal governments in recruiting and other efforts.

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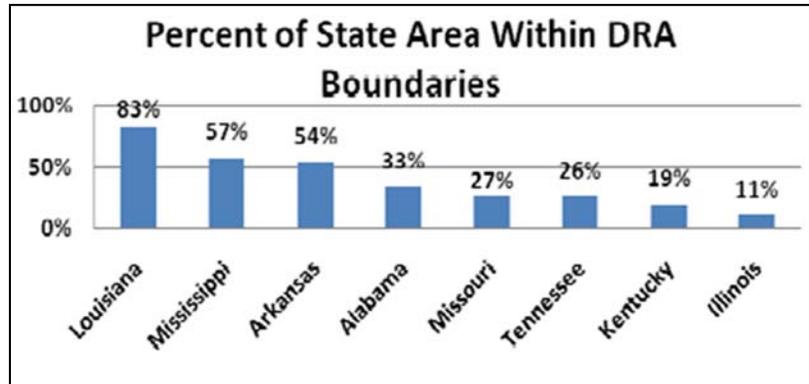
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The State of Louisiana wishes to take this opportunity to acknowledge these partners.

EXECUTIVE SUMMARY

Louisiana is one of eight (8) states with parishes (counties) that comprise the Delta Regional Authority (DRA). The Mississippi River Delta region is predominantly rural with the highest concentration of disadvantaged populations in the United States. As a part of this region, Louisiana faces profound concerns related to persistent poverty, out-migration, health, education, and income levels. These socio-economic factors indicate that Louisiana must utilize traditional and non-traditional community and economic development strategies in the future. Community and economic development approaches must evolve in order to be successful.



Since 2000, Louisiana has received benefits from its membership and participation in the Delta Regional Authority (DRA). The implementation of community and economic development strategies adopted in the 2016 Louisiana Five-Year Regional Development Plan has indeed benefitted the State. The State of Louisiana is committed to work with regional and local partners (both public and private) in support of DRA's goals of Workforce Competitiveness, strengthening the Delta's infrastructure, and enhancing local Community Development. Louisiana's plan proposes to enhance state and local economic competitiveness; and to cultivate economic development assets; including business retention, recruitment, and expansion; and, small business development and entrepreneurship. This plan provides a realistic approach as to what Louisiana's community and economic development goals will be in its combined efforts with DRA for future development of the Mississippi River Delta region.



INTRODUCTION: PLAN DEVELOPMENT OVERVIEW



Louisiana participates in the activities of the Delta Regional Authority (DRA), as authorized under the Delta Regional Authority Act of 2000. The DRA serves as a unifying voice for community and economic development in the Mississippi River Delta. Led by a Federal co-chairman and the governors of each participating state, including Louisiana's Governor John Bel Edwards, the DRA seeks to leverage resources and focus attention on the region. The DRA and Louisiana accomplish their missions by fostering partnerships with public, private, and non-profit entities.



Encompassing 252 counties and parishes in portions of eight (8) states, including 56 parishes in Louisiana, the DRA region has deep historical and cultural roots. Compared to that of the United States, the overall economic well-being of the DRA region continues to experience pervasive economic distress. Even though many areas of the American South have prospered in the modern economic growth, the DRA region, including Louisiana, remained largely behind in all categories. Of the 56 parishes in the DRA region, 35 are defined as economically distressed.

Under federal law, at least 75 percent of DRA's funds must be invested in economically distressed counties and parishes. Additionally, DRA earmarks half of the funds for transportation and basic infrastructure projects. The DRA grant program provides an effective, accountable mechanism for federal investment in the region. The program doesn't duplicate other federal programs in the region. Instead, the DRA funds are used to leverage other federal funds along with state, local, and private funds.

Even though the DRA is a relatively young federal agency, since its first board meeting on February 23, 2002, it has invested over \$128 million in the region through its federal grant program. These DRA funds have leveraged over \$702 million in other public funds and over \$2 billion in private funds. This is a ratio of 21.26 to 1.

In Louisiana, DRA has funded \$23,282,914 for 185 projects since Fiscal Year 2002 through 2014. These DRA funds in Louisiana were matched by other public investments totaling \$95,960,857 and other private investments of \$765,450,000. This overall investment totals \$887,596,771.

Louisiana is truly supportive of DRA's commitment to serve as a focal point for resources and as an originator of ideas in support of community and economic development especially in rural communities. Louisiana recognizes that for the DRA to be an effective agency, its mission cannot be limited to reducing unemployment and poverty in failing communities. Louisiana and DRA realize they must concentrate on developing the assets needed to sustain long-term growth.

On this basis of understanding, Louisiana, in conjunction with the DRA, will work with its partner states, as well as regional, local, and private-sector partners to build "critical mass" in communities throughout the region. Critical mass is central to this strategic plan and represents the potential for sustainable growth and private sector investment.

SECTION A: CHALLENGES AND OPPORTUNITIES: STATE OF THE STATE

For too many years, Louisiana's greatest export was not our agricultural products, not our wood products, not even our oil, gas or chemicals. Our greatest export was our people, particularly our young people, who frequently believed they had to leave Louisiana for greater economic opportunities in such places as Houston, Atlanta or Dallas.



Dramatically changing this reality or, more specifically, repositioning Louisiana as the next great American state for business investment, quality of life and economic opportunity, has become the new vision for our state. To successfully fulfill this vision, it was necessary for Louisiana to advance from "good" to "great" in community, business, and economic development, as well as to cultivate new capabilities in product development, such as public-policy efforts designed to increase the attractiveness of Louisiana as a place in which to invest. In the process, Louisiana sought to become one of the top states in economic development in the country.

Embracing a plan which represented movement toward non-traditional community and economic development strategies, Louisiana in recent years began to reposition itself a great state for business investment, quality of life, and economic opportunity. This new effort reflected the vision of Louisiana as a region where people, communities, and businesses flourish, and the plan contained prioritized goals, strategies, and actions that focused the DRA's mission.

The challenge of this plan was to create a single vision that integrates non-traditional strategies with existing programs while taking into account traditional performance measures. The challenge was met by a focus on the economic competitiveness and business development in Louisiana and its communities.

The results, so far, have been significant. When this effort began a few years ago, Louisiana had never placed in the Top 10 in any national ranking of state business climates; now, we score in the Top 10 in *all* of them. Louisiana's private-sector job growth during that time has outperformed the South and the United States overall, with the state ranking No. 2 in the South and No. 11 in the nation in that regard during the period. In 2015 alone, Louisiana announced dozens of new company expansion and relocation projects that are projected to result in more than 25,000 new jobs and more than \$19 billion in new capital investment, along with hundreds of millions in new sales for small businesses across the state.

And yet, there is much more to be done to improve and sustain our economic competitiveness. We must redouble our efforts to improve opportunities for small businesses. We should strengthen initiatives to help existing employers grow, while stepping up efforts to site emerging business opportunities in Louisiana from key investors from near and far. We must continue to encourage investors to recognize Louisiana as the new frontier for business opportunity.

Committing to a shared vision, one embraced not only by Louisiana, but also the DRA, its member states and their communities, is essential. However, it is not enough. Louisiana feels it is increasingly obvious to all economic development agencies that a healthy and educated workforce is a precondition of overall economic competitiveness. Therefore, the most critical question is how the plan addresses the most critical question: "How can Louisiana's workforce be retained?"

Louisiana's goals and strategies presented here are built on the above foundation. Louisiana will support its communities that commit to quality of place that establish themselves as a magnet for talent.

Louisiana cannot focus its efforts while simultaneously retaining a broad programmatic approach. Louisiana feels the only realistic approach is to align its programs towards a common objective. That objective is the economic competitiveness and business development in Louisiana and its communities.



The need for economic competitiveness and business development does not require extensive documentation and is the watchword of every business in Louisiana. To make this the focus of this strategic plan, however, is to recognize that the myriad of issues facing citizens throughout Louisiana will require cooperative efforts from a multitude of partners, including DRA. It means that health, information technology, and transportation are part of a common challenge, not goals themselves. It is equally important to Louisiana that economic competitiveness and business development meet the performance measures set for the state and provide specific direction for all of Louisiana's programs. Louisiana hopes that the approach presented in this plan will serve as a template for the parish and communities' plans and their programs directed toward distressed rural areas in general.

THE CHALLENGE FOR LOUISIANA

The economic challenges facing Louisiana are serious. Falling oil prices have affected the exploration, production and oilfield services sectors in Louisiana, and onshore drilling and oilfield services companies have been particularly hard hit. What's more, the downturn in oil prices has had a direct impact on state revenues, even though recent diversification of Louisiana's economy into some non-traditional sectors has offset to some extent the impact of this situation, leaving Louisiana less impacted by the downturn than most other "energy states."

Louisiana has previously adhered to economic models that were based on conditions that have changed substantially. These changes require new approaches. Louisiana has redirected its vision toward the challenge of keeping its residents with marketable skills as productive citizens in the state.

SECTION B: GOVERNOR AND STATE'S GOALS, PRIORITIES AND PROGRAMS

Louisiana recognizes the Delta Regional Authority's highly successful federal grant program and intends to build upon the base provided by the DRA. The State's Investment Strategy will also be organized around the DRA philosophy of building critical mass within its Delta communities.

1. Health as an economic engine.

Louisiana will support the "Healthy Delta" campaign and other employer-based disease prevention, education, and screening initiatives. The Louisiana Delta has some of the least healthy populations in the country, respectively ranking 49th in the United States in terms of population health status. By partnering with the Delta Regional Authority's Healthy Delta campaign, we can increase the prevention and care and reduce health disparities in this region.

2. Workforce Education and Leadership.

Louisiana will focus on training and education to prepare the state's workforce and future generations to create, attract, and grow business opportunities here in Louisiana. We will utilize programs like LED's FastStart program to cultivate access to career and technical college curricula that fit the needs of new and growing industries so that Louisianans have the skills they need to fill Louisiana-based jobs.

3. Transportation.

Louisiana will place priority on the "Delta Development Highway System".

4. Traditional localized projects.

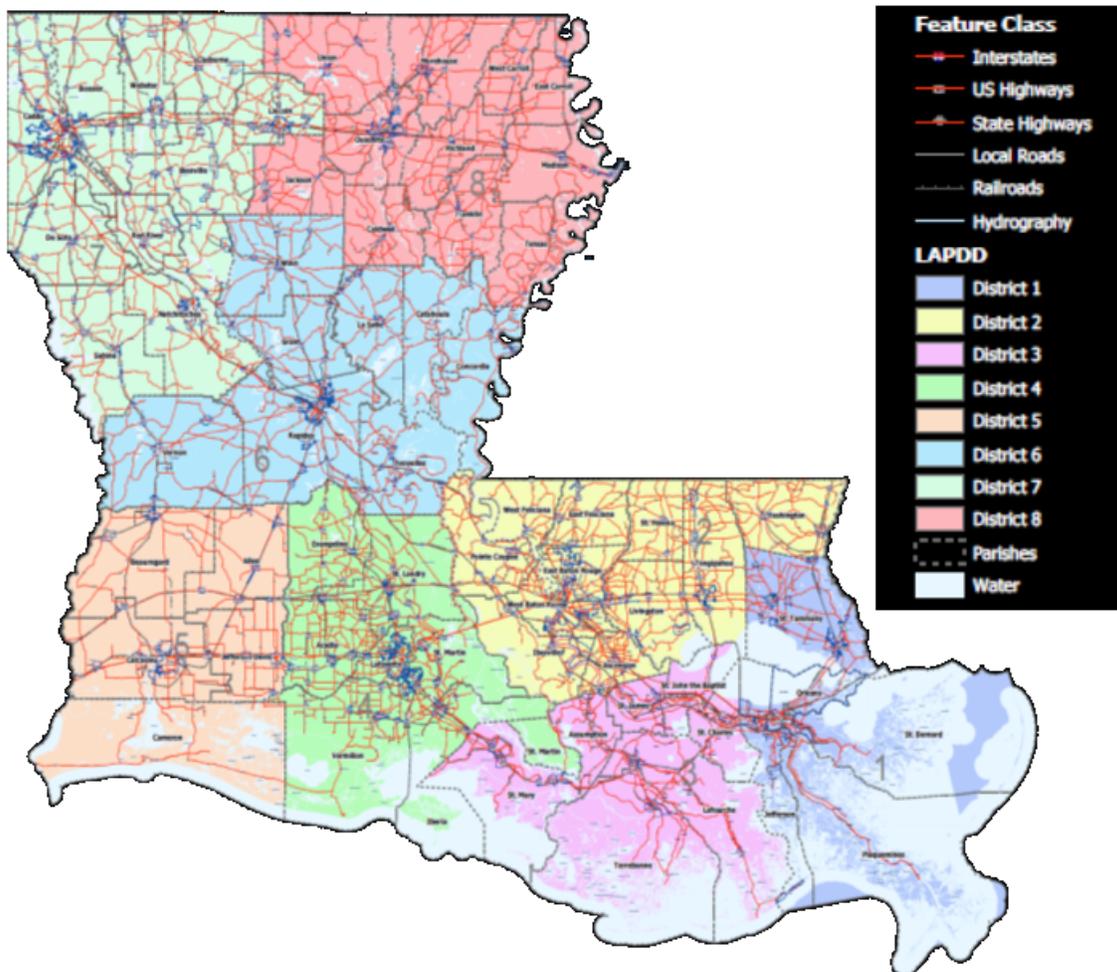
Louisiana will follow the priorities of the DRA regarding basic physical infrastructure projects, transportation projects, workforce training, and business development projects. Louisiana will make every effort to provide matching funds, wherever possible, in support of these projects. Louisiana will also utilize DRA and other federal agencies in coordinated projects. The majority of Louisiana's DRA parishes are considered to be "distressed counties." Since DRA is mandated to spend 75 percent of its total funds in "distressed counties," the statistical makeup of Louisiana parishes will maximize the impact of DRA funds.

5. Information Technology.

Louisiana will pursue implementation of the *iDelta* plan and the goals of the Louisiana Delta Initiatives Program created by Act 347 of the 2007 Louisiana Legislature. These initiatives are designed to bring broadband to all of the DRA parishes in Louisiana.

COORDINATION WITH LOCAL DEVELOPMENT DISTRICTS

In Louisiana, State Planning Development Districts are referred to as Local Development Districts. Local Development Districts (LDDs) are regional planning councils that are recognized and administratively funded by the Economic Development Administration (EDA) and regional development authorities, such as the DRA. The purpose of the LDDs is to address economic development and quality of life issues on a multi-jurisdictional basis. Of the 45 established LDDs in the DRA region, eight (8) of them are in Louisiana and have governing boards made up of appointed representatives of local communities and state government.



As part of DRA, Louisiana relies heavily on the LDDs as its regional frontline partner in economic development, particularly in the delivery of its federal grant program. Both the DRA and Louisiana have found that the LDD delivery system can provide an effective mechanism for transforming the DRA region's economic vitality. The LDDs promote DRA programs and provide technical assistance to grant applicants. Accordingly, the LDDs are responsible for ensuring the suitability, completeness, and quality of grant applications, and sign their own federal grant application agreeing to do so for compensation. It is, therefore, critical that the regional economic development strategic plans of the LDDs also reflect Louisiana's and the DRA's investment priorities. Under federal law, each DRA member state is required to submit a development plan that corresponds to the 2002 DRA Comprehensive Action Plan.

Each LDD provided their Comprehensive Economic Development Strategies (CEDs) and allowed the use of them in establishing this five-year plan for Louisiana. Their CEDs documents can be found by clicking on the logo of the respective LDD or by visiting www.lapdd.org.



The Coordinating and
Development Corporation



LOCAL PARTNERS

Louisiana must work in concert with its local partners in order to promote sustainable community and economic growth in Louisiana. This strategic plan has identified the primary factors driving job growth. It is up to local and regional partners to identify and implement some of the specific programs that address these issues. Partners include state and regional municipal associations; state and regional parish associations; regional economic development groups; local chambers of commerce; and local governments. Key to this process are the eight (8) LDDs; eight (8) small business development centers; and the eight economic development organizations that make up the Louisiana Economic Alliance. All of these organizations promote the DRA federal grant program in Louisiana to local and regional organizations. Louisiana will work with all of these local partners to incorporate the components of economic competitiveness and business development in Louisiana and its communities.

ADDITIONAL CONSIDERATIONS

All strategic plans face difficulties and obvious hurdles to implementation. Louisiana's goal is that this plan will be unfettered by these concerns. As a consequence, it bears addressing what this plan does not propose to do. Each of the points below is held by strong constituencies and must be taken seriously.

- The plan does not recommend industrial recruitment as the sole solution to unemployment.

Industrial recruitment has been a long-time traditional course of action to solve unemployment. Louisiana's Economic Alliance EDO's assist the State in dealing with prospects within the eight regions. Even though industrial recruitment has had some success, changing economic models are being developed and require new directions. Therefore, communities must address their economic competitiveness and business development to solve unemployment.

- The plan does not assume that training workers, or advancing leadership, can ensure that the talented young people of Louisiana will remain in their communities.

It is a fact, historically ignored by workforce training organizations, that workforce development and training must be reformed to motivate individuals to acquire skills and education in order to remain in their communities' workforce.

- The plan does not recommend actions that compromise the efforts of organizations already operating in Louisiana.

The DRA is not the only federal or state agency investing in Louisiana. From health to transportation, from technology to education, from housing to economic development, federal and state agencies continue to spend heavily in Louisiana.

- While the plan narrows the focus of Louisiana, it respects the importance of continuity and support for existing initiatives.

Louisiana has a constituency whose needs must be recognized and understood.

The success of DRA in Louisiana will continue to lie along two paths: creative approaches and cooperative planning.

Finally, this five-year plan further recognizes that while poverty is not unique to Louisiana, the mix of historical economic factors pose enormous burdens. These burdens, however, cannot be resolved by any governmental agency in Louisiana. The resolution requires private investments and individual initiative.

SUMMARY OF INITIATIVES

In addition to the Goals and Strategies set forth in this document, and the individual Comprehensive Economic Development Strategies (CEDs) provided and prepared by the individual LDD's, The Governor's Office has provided, as Appendix A, his more general Goals and Priorities for Louisiana. Appendix B is the Louisiana Economic Development (LED) Five-Year Strategic Plan which was vital in the development of the initiatives, objectives and strategies for this five-year plan.



SECTION C: ALIGNMENT OF GOVERNOR'S PRIORITIES WITH DRA AND IMPLEMENTATION PLAN

DRA Goal 1: Workforce Competitiveness

Advance the productivity and economic competitiveness of the Delta workforce.

Focus Areas:

- **Workforce training and hard skills**
- **Soft skill and employability**
- **Health and wellness**

Key Considerations:

- **Fill available jobs with available workers**
- **Leverage the Delta region's higher education institutions**
- **Prioritize investments for workforce training in growing industries and occupational categories**

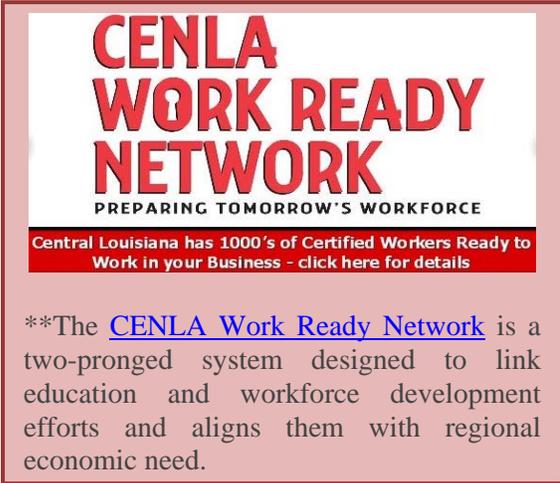
Objective 1.1: Work with other regional partners to improve the employability and productivity of Louisiana Delta residents.

1.1.1: Louisiana's Local Development Districts will work with DRA to address employability and productivity issues on a multi-jurisdictional basis.

1.1.2: Louisiana's investment strategy will mirror that of the DRA philosophy of building critical mass within its Delta parishes.

1.1.3: Louisiana will collaborate with workforce development organizations (such as Local Workforce Development Boards (LWDB's)), employers, and other key partners (e.g., universities, community/technical colleges, and adult education providers) to improve the workforce development system and to properly match programs of study with regional demands.

For more info, visit
<http://www.workreadycommunities.org/LA>



**CENLA
WORK READY
NETWORK**
PREPARING TOMORROW'S WORKFORCE

Central Louisiana has 1000's of Certified Workers Ready to Work in your Business - click here for details

**The [CENLA Work Ready Network](#) is a two-pronged system designed to link education and workforce development efforts and aligns them with regional economic need.

Refer to **Section D for more information on these model spotlights.

Objective 1.2: Strengthen workforce and professional skills programs.

- 1.2.1:** Improve the workforce readiness of the region's K-12 students and adult population by increasing the number of internships, work co-op programs, and other initiatives, with a focus on soft skills and employability. Example resources include Louisiana Jump Start and WorkKeys.




**[Jump Start](#) is Louisiana's innovative career and technical education (CTE) program that prepares students to lead productive adult lives, capable of continuing their education after high school while earning certifications in high-wage careers. (It's an elective path for students pursuing a university-preparatory diploma.)

**[ACT WorkKeys](#) is a job skills assessment system that helps employers select,

- 1.2.2:** Support efforts to connect employers with educational providers for curriculum developments to ensure that students are receiving skills that will lead to employment opportunities. Engage secondary and higher education to develop soft skills among students and reinforce to graduates the value of cultivating soft skills for the job market.
- 1.2.3:** Utilize the online knowledge base of information on future employment opportunities aimed at educating parents, students and teachers about career options in the Delta region. www.laworks.net
- 1.2.4:** Develop and promote an online labor market information system that will provide information on training opportunities, available employment opportunities, job growth and demand projections, and economic wage data.
- 1.2.5:** Enhance the scorecard component of Louisiana Occupational Information System by communicating with training providers and/or government entities to encourage participation in the scorecard system.
- 1.2.6:** Align workforce training programs with local, regional and state industry cluster development programs.
- 1.2.7:** Establish and promote collaboration between industry groups, training providers and EDOs.
- 1.2.8:** Provide supportive services to businesses and job seekers through a network of workforce centers throughout the Delta parishes in order to develop a diversified skilled workforce with access to better paying jobs.

Refer to **Section D for more information on these model spotlights.

1.2.9: Provide basic skill programs in the public school system and promote specific competitive requirements.

1.2.10: Create awareness of both financial and social/cultural opportunities in Delta communities to attract investment from outside of the region.

1.2.10.1: Encourage the region’s college and university alumni networks to push out content (through social media outlets such as LinkedIn, Facebook, and Twitter) informing alumni who live in other areas about the professional opportunities and great quality of life available in Delta communities.



****Click pictures to go to website**

Objective 1.3: Improve the health of the workforce within the Louisiana Delta parishes.

1.3.1: Louisiana will support the improvement of rural healthcare services utilizing Rural Health Clinics, mobile healthcare providers, and development of telemedicine facilities and services in conjunction with local hospital facilities and Federally Qualified Health Centers. This strategy will help to provide more primary health services throughout the Delta parishes.

1.3.2: Promote and develop mechanisms to provide programs that educate and train health care professionals that will remain in the DRA region.

1.3.3: Support programs to prevent teen pregnancy.

1.3.4: Support programs to strengthen prenatal and neonatal healthcare, including the provision of such services in rural areas.

1.3.5: Partner with federal, state, and local agencies, as well as tertiary care facilities, to support programs aimed at providing health care access to disadvantaged populations, with an emphasis on regional delivery of care. Expand outreach and enrollment efforts to boost awareness of health care options under the Affordable Care Act.

Promotion of direct primary care programs for the uninsured. Group contracting for transient provider services. Petition Department of Health and Hospitals to review Medicaid



****New Beginnings – A Wellness Center and Spa**
A Traditional Family Medicine Practice that incorporates monthly memberships as well as serving patients with health insurance.

****Refer to Section D** for more information on these model spotlights.

DRA Goal 2: Infrastructure

Strengthen the Delta's physical, digital, and capital connections to the global economy.

Focus areas:

- **Basic infrastructure (water, wastewater, electricity, and gas)**
- **Transportation infrastructure (highways, rail, water-based transport, and air travel)**
- **Digital infrastructure (broadband internet, cellular, and satellite access)**
- **Capital access**

Key Considerations:

- **Emphasize infrastructure investments that will attract large-scale private investment**
- **Understanding the barriers to broadband internet access, especially in rural areas**
- **Take advantage of the Mississippi River and tributaries for goods movement**
- **Create linkages to capital markets**

Objective 2.1: Build and strengthen the region's basic infrastructure (water, wastewater, electricity, and gas) to stimulate job growth and capital investment.

- 2.1.1:** Louisiana and its partners will continue to support the construction and extension of basic infrastructure and services in rural areas which show the potential to augment nearby growth areas.
- 2.1.2:** Louisiana will use state, federal, local and private investment to develop and improve water and wastewater systems in distressed parishes in the DRA region. Louisiana will continue to support funding of projects where health and safety is in question.
- 2.1.3:** The state will continue to support the construction of "the last mile" infrastructure and transportation linkages to local economic development assets.
- 2.1.4:** Louisiana will give priority to projects that serve areas with documented health problems and will coordinate with all state and federal agencies, such as CDBG, USDA and DEQ to resolve these problems.
- 2.1.5:** Support the development and construction of strategic community facilities that will enhance opportunities for job creation and retention.
- 2.1.6:** The state will encourage the formation of regionally coordinated public transportation systems.
- 2.1.7:** Louisiana will support the concept of walk-able neighborhoods and communities; including sidewalks, jogging trails and bike paths.
- 2.1.8:** Expand the region's energy infrastructure and production capacity and support the expansion of clean technologies (e.g. biofuels, wind and solar).
- 2.1.9:** Louisiana will support planning and policies that increase the Delta's capacity to produce, transport and refine energy resources.

2.1.10: Louisiana will work with funding sources such as USDA, DRA and others to provide funds for alternative fuel development and production.

Objective 2.2: Make strategic investments in the region's transportation infrastructure (highways, rail, water-based transport, and air travel) to support the growth of key industries.

2.2.1: Louisiana Department of Transportation & Development will work with DRA, the Federal Highway Administration & the Federal Transportation Administration to prioritize and seek funding for the planning and construction of the major corridors of the Delta Development Highway System.

2.2.2: Incorporate transportation improvements into its top regional economic development assets where they are located within the DRA designated parishes.

2.2.3: Build capacity with local partners to help identify the critical transportation requirements in rural parishes by creating and utilizing Rural Planning Organizations (RPOs), and by enlisting the assistance of Louisiana's eight Regional Planning and Development Districts/LDDs.

2.2.4: Facilitate economic and community development in the rural areas of the region by providing technical assistance and pursuing national initiatives in rural transportation.

2.2.5: Support the DRA multi-modal transportation plan.

2.2.6: Continue to support infrastructure improvements at area ports and airports, and support grants and initiatives that consider the regional intermodal transportation network (trucks, passenger cars, rail, pipelines) for the movement of freight and passenger vehicles when planning new transportation projects.

2.2.7: Support the effort to expand additional rail lines throughout the Louisiana Delta Region, work with state and federal officials to provide incentives to railroads for spurs and off-line to service industrial parks, ports and commercial users, and analyze potential industrial sites to develop rail spurs, with priority on sites that serve multiple industries..

2.2.8: Support the development of passenger rail system between Louisiana's metropolitan hubs. For example, Baton Rouge to New Orleans and Gulf Coast (MS, AL and FL) to Houston, etc.

Objective 2.3: Expand and improve access to affordable digital infrastructure (broadband Internet, cellular, and satellite access) across the region, especially in areas where it is currently deficient.

2.3.1: Support local and state efforts to improve broadband infrastructure where it exists and to create it where it does not exist (and is needed most) across the region's urban and rural communities.

- 2.3.2:** Work with major telecomm and broadband providers in the Delta region to better understand and communicate the challenges and opportunities associated with improving digital infrastructure, especially in rural areas.
- 2.3.3:** Opportunity to seek Federal Funding and other grant opportunities to support broadband infrastructure improvements. Encourage DRA to identify and engage corporate & philanthropic opportunities in which local jurisdictions could participate.
- 2.3.4:** Louisiana LDD's will cooperate with DRA to implement GIS systems. These systems will be compatible and used in planning and economic development activities in Louisiana. Encourage partnering with entities through the region to develop a comprehensive mapping system.



Developing Applications
For Efficiency

The Lincoln Parish GIS Commission

The Lincoln Parish Geographic Information System Commission is a Cooperative Endeavor by seven local governmental agencies. The Commission is striving to develop a system of communication and data sharing between the member agencies to aid in the reduction /elimination of redundant data and work efforts.

****The primary goals of the [GIS Commission](#) is to set parameters for each of the member agencies to use in the development of various applications required by the individual agencies to perform their defined tasks more efficiently.**

- 2.3.5:** Louisiana will utilize local and regional career and business solutions centers to improve workforce development by providing access for all adults and enrolled youth to training in computer literacy, workforce skills, resume' writing and business practices relating to e-commerce.
- 2.3.6:** Encourage efforts to link new and existing telecommunication networks to service the health and education needs, especially in rural areas.
- 2.3.7:** Utilize and enhance existing State incentive programs to encourage growth in the digital economy
- 2.3.8:** Promote innovation and diversification within local and regional economies.
- 2.3.9:** Louisiana will develop a robust state strategy to capitalize on local and regional efforts to recruit and retain companies which employ advanced processes and technologies.
- 2.3.10:** Louisiana will assist existing business in adopting new technologies and processes.

Refer to **Section D for more information on these model spotlights.

2.3.11: LA will encourage the development and use of broadband infrastructure.



Vidalia's Broadband Initiative Moves Forward:

**Vidalia joins the growing [list of communities](#) with plans to offer free Wi-Fi. The City has cultivated several grant sources and is piecing together the funds needed to proceed with its estimated \$9 million fiber

Objective 2.4: Support state and local economic development organizations and local development districts in their efforts to put in place deal-ready sites for business recruitment and expansion projects.

2.4.1: Work with LED to identify, certify and promote industrial sites with multi-modal opportunities.

2.4.2: Work with local communities to help them identify properties to be promoted as industrial sites.

2.4.3: Encourage communities to have their industrial parks/sites recognized as Certified Sites by LED.

2.4.4: Utilize Louisiana's cost-sharing program to certify sites.



**A [Louisiana Economic Development Certified Site](#) is a development-ready industrial site that has completed a rigorous review process by Louisiana Economic Development and URS, an independent, third-party engineering firm. Louisiana Economic Development Certified Sites are identified in the Louisiana Site Selection Center by a special notation and logo.

Refer to **Section D for more information on these model spotlights.

Objective 2.5: Improve capital access throughout the Louisiana Delta and advance infrastructure capacity especially in non-urban areas where it is lacking most.

- 2.5.1:** Louisiana will work with America's Small Business Development Center (ASBDC) and its partners to support entrepreneur education and training.
- 2.5.2:** Louisiana will support collaborative efforts to bring together entrepreneurs, potential investors, and service providers.
- 2.5.3:** Louisiana will promote the use of venture capital to assist entrepreneurs.
- 2.5.4:** Louisiana will support programs that teach youth entrepreneurship.



SPARKFEST, a two-day event focused on providing resources and information to area entrepreneurs. Tailored to area high schoolers currently enrolled in career and technical training as part of Jump Start curriculums, a career pathway designed to equip area high school students with work-ready skills. Sessions are designed to provide a practical look at the process of starting and operating a business across some of the area's key industries such as welding, plumbing, electrical, personal services and

Refer to **Section D for more information on these model spotlights.

DRA Goal 3: Community Competitiveness

Facilitate local capacity building within Delta communities, organizations, businesses and individuals

Focus Areas:

- Capacity Building
- Advance Entrepreneurship
- Consider Quality of Place

Key Considerations:

- Grow Talented and Innovative People
- Create Revitalized, Healthy and Resilient Communities
- Identify, Market and Build on each Region's unique advantages

Objective 3.1: Develop new strategic initiatives and continue existing programs that support and build capacity in Louisiana communities.

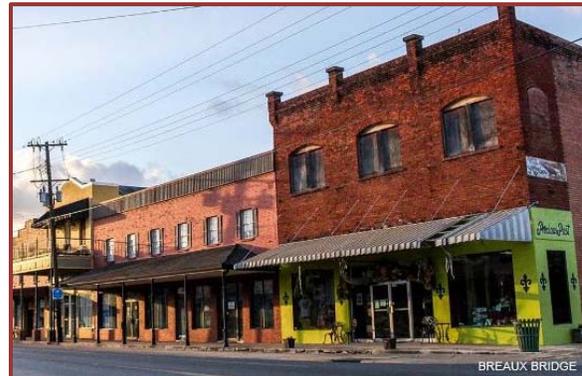
3.1.1: Promote the toolkit of economic and community programs and resources residing at www.LouisianaCommunityNetwork.org.

3.1.2: Promote the Louisiana Development Ready Communities (LDRC) planning initiative for municipalities.

3.1.3: Encourage parishes to improve their capacity and competitiveness for economic development investment through use of the Community Competitiveness Initiative (CCI) program.

3.1.4: Encourage local community leaders to use tools, similar to the aforementioned, to better plan for and understand the challenges and opportunities facing their communities.

3.1.5: Promote strong leadership at the state and local levels through leadership programs such as the Louisiana Municipal Association (LMA), Louisiana Industrial Development Executives Association (LIDEA), LSU and Southern Ag Extension Services, and the Delta Regional Authority's Leadership Institute.



**The introduction of the [Community Competitiveness Initiative \(CCI\)](#) is designed to enhance community competitiveness by focusing on economic development capacity and readiness at local levels. It provides community leaders with clear direction on specific resources needed to foster successful economic development while increasing collaboration between municipal, parish, regional and state economic development practitioners.

Refer to **Section D for more information on these model spotlights.

- 3.1.6:** Utilize the clearinghouse of all Louisiana state wide, regional and local leadership programs. <http://www.scpdc.org/wp-content/uploads/Louisiana-Leadership-Programs.pdf>
- 3.1.7:** Coordinate efforts between local government, non-profit entities, economic development organizations, community foundation groups and industry in order to cultivate effective partnerships. Encourage and support the formation of community foundations where they are not present.
- 3.1.8:** Promote business retention and expansion programs under the leadership of Louisiana Economic Development, regional economic development organizations and the local development districts.
- 3.1.9:** Identify and promote educational opportunities for elected officials regarding economic development and public finance.

Objective 3.2: Enhance programs and investments to advance entrepreneurship and high-growth business development, ensuring the unique innovation assets within Louisiana are leveraged to benefit all areas of the state.

- 3.2.1:** Expand and promote entities and local initiatives such as the Delta Entrepreneurship Network, America's Small Business Development Centers, the Louisiana Business Incubation Association and the Idea Village in New Orleans.
- 3.2.2:** Encourage local planning districts and regional economic development organizations to partner to create entrepreneurship support networks around the state.
- 3.2.3:** Continue and expand training programs and resources that build understanding and awareness of economic resiliency and disaster recovery for business, government and education. Use the lessons learned from Hurricanes Katrina and Rita as models for disaster recovery efforts.
- 3.2.4:** Coordinate Regional and Community Resilience Initiatives to best ensure that they allow for the resumption of commerce to assist communities after natural and man-made disasters. An example being Uniform re-entry policies that allow essential personnel and key business workers to cross neighboring parishes to support recovery.
<http://www.labeoc.org/labeoc/welcome.aspx>

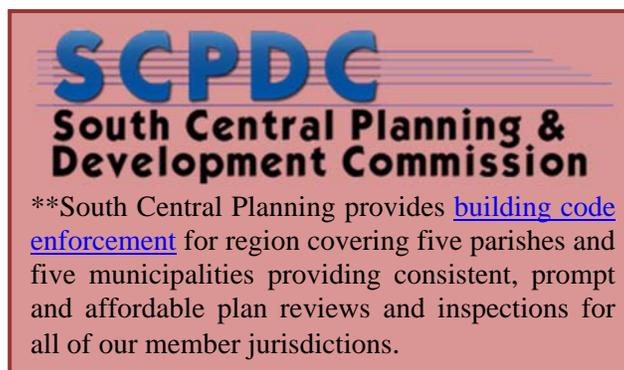


Refer to **Section D for more information on these model spotlights.

- 3.2.5:** Promote the DRA's Leading Economically Competitive and Resilient workshops. Encourage attendance by small businesses and entrepreneurs.
- 3.2.6:** Improve access and awareness about procurement opportunities in the private and public sectors, especially those offered by State of Louisiana departments and agencies that provide set asides for certified small businesses.
- 3.2.7:** Promote use of the Small and Emerging Business Development Program (SEBD) provided by Louisiana Economic Development. Other resources available at that website for small businesses and entrepreneurs include, but not limited to, the Economic Gardening and CEO Roundtables programs. For more information: www.OpportunityLouisiana.com/SEBD
- 3.2.8:** Encourage local governments to adopt policies that support entrepreneurship and innovation.
- 3.2.9:** Encourage Louisiana planning and development districts to partner with each other to create entrepreneurship support networks providing incubator space, access to early stage financing and seminars to support small business and entrepreneurs.
- 3.2.10:** Support the workforce training efforts of the Louisiana's Workforce Development Board (LWDB) as guided by the Workforce Innovation & Opportunity Act (WIOA).

Objective 3.3: Quality of Place is a major factor considered by businesses and economic site selection consultants on where to expand or locate a business. Providing an attractive environment that appeals to professionals is critical for economic development.

- 3.3.1:** Explore ways to improve the fiscal capacity of local governments and their communities to make Louisiana financially attractive for economic development and to enhance quality of life and place.
- 3.3.2:** Promote the use and enforcement of uniform building and development codes and standard zoning codes to encourage economic development.



Refer to **Section D for more information on these model spotlights.

- 3.3.3:** Promote and encourage the replication of successful downtown revitalization efforts and other place-making initiatives such as the Louisiana Main Street program administered by the Louisiana Department of Culture, Recreation and Tourism.



CENTER for PLANNING EXCELLENCE

JENA
LOUISIANA

**Rather than sit back and allow Jena to simply absorb the blow from the proposed highway construction, former Mayor McMillin sought out help from [CPEX](#) to positively shape the impacts of the coming investment. Guided by the town's planning goals, CPEX and a consultant team led by Austin-based Code Studio drafted a plan to allow Jena's community to grow while maintaining its small town rural character. This would mean protecting and improving downtown while not being a hindrance on Hwy 84 capacity

- 3.3.4:** Promote tourism as a means to grow small businesses such as artistic endeavors, restaurants, fairs, festivals, cultural assets, sightseeing and add Agri- and Eco-Tourism.



**Click picture to go to website

- 3.3.5:** Work with local and state entities to better connect tourism-based events & festivals to enhance innovation and entrepreneurship. Develop local travel within the state to discover Louisiana's rich cultural wealth.
- 3.3.6:** Market the natural, historical, and human resources for enriched cultural experiences and knowledge of Louisiana's rich assets.
- 3.3.7:** Promote the awareness of environmental sensitivity, sound environmental practices and effective environmental stewardship in all activities.
- 3.3.8:** Encourage the development of blighted and adjudicated properties and consistent land use patterns between jurisdictions.

Refer to **Section D for more information on these model spotlights.

SECTION D: STATE RESOURCES: BEST PRACTICES, TOOLS AND MODELS FOR ECONOMIC DEVELOPMENT (*Examples of Louisiana based programs**)

The Central Louisiana Economic Development Alliance (CLEDA) is an organization which consists of the economic development entities from the parishes (counties) of Allen, Avoyelles, Catahoula, Concordia, Grant, LaSalle, Natchitoches, Rapides, Vernon and Winn.



The mission of the Central Louisiana Economic Development Alliance is to help people prosper in vibrant, thriving communities.

CLEDA accomplishes this mission by:

- Keeping current data on Central Louisiana parishes
- Marketing the region to a national audience through publications and website
- Working with expert consultants to provide educational opportunities to our members and information to potential industrial prospects
- Actively promoting industrial locations within the region and maintaining a web based inventory of potential sites
- Continuously communicating with existing businesses to maximize our business expansion and retention efforts

Contact Us

Central Louisiana Economic Development Alliance

P.O. Box 465

Alexandria, Louisiana 71309

900 Fourth Street, Suite 300

Alexandria, Louisiana 71301

ph: (318) 441-3400



Jump Start is Louisiana's innovative career and technical education (CTE) program. Jump Start prepares students to lead productive adult lives, capable of continuing their education after high school while earning certifications in high-wage career sectors. Students are required to attain industry-promulgated, industry-valued credentials in order to graduate with a Career Diploma. (Jump Start is an elective path for students pursuing a university-preparatory diploma.)

Regional teams – partnerships among K-12 and post-secondary educators, industry leaders and experts in workforce development and economic development – lead the local implementation of Jump Start, creating graduation pathways and collaborating to provide workplace experiences for students and teachers. Schools receive the same accountability grade credit for preparing students for careers in high-demand job sectors as they do for students who achieve top academic honors.

All the resources necessary for high schools and regional teams to implement Jump Start effectively can be found through the hyperlink (Page 12).

Contact Us

Louisiana Department of Education
1201 North Third Street
Baton Rouge, Louisiana 70802-5243
Toll-Free 1-(877)-453-2721 fax: (225) 342-0193



ACT WorkKeys is a job skills assessment system that helps employers select, hire, train, develop, and retain a high-performance workforce. This series of tests measures foundational and soft skills and offers specialized assessments to target institutional needs.

As part of ACT's Work Readiness System, ACT WorkKeys has helped millions of people in high schools, colleges, professional associations, businesses, and government agencies build their skills to increase global competitiveness and develop successful career pathways.

Successful completion of ACT WorkKeys assessments in Applied Mathematics, Locating Information, and Reading for Information can lead to earning [ACT's National Career Readiness Certificate \(ACT NCRC\)](#), a portable credential earned by more than 2.3 million people across the United States.

***WorkKeys is not a Louisiana based program**



Louisiana Job Connection makes job recruitment easier by reducing time spent reviewing stacks of résumés and connecting Louisiana workers with only qualified candidates. Their innovative system delivers relevant matches with Louisiana jobs based on workers' employment needs, skills and experience.

Postings entered into the system are analyzed through a sophisticated, thirteen-point matching algorithm, and after the matching engine examines content, connections are made instantly.

Louisiana Job Connection was programmed to adapt intelligently to data input. In other words, their technology is so efficient because the system is always improving, and it eliminates the need for incessant searches, connecting job seekers and employers instantly.



Come Home, Louisiana is another online source for posting résumés and connecting to local Louisiana jobs. Leading companies are growing and hiring in Louisiana and thousands of jobs are available in a variety of industries.

The site also works heavily in conjunction with [Louisiana Job Connection](#).



The mission of the **Department of Health and Hospitals** is to protect and promote health and to ensure access to medical, preventive and rehabilitative services for all citizens of the State of Louisiana.

The DHH is dedicated to fulfilling its mission through direct provision of quality services, the development and stimulation of services of others, and the utilization of available resources in the most effective manner

Contact Us

Department of Health and Hospitals

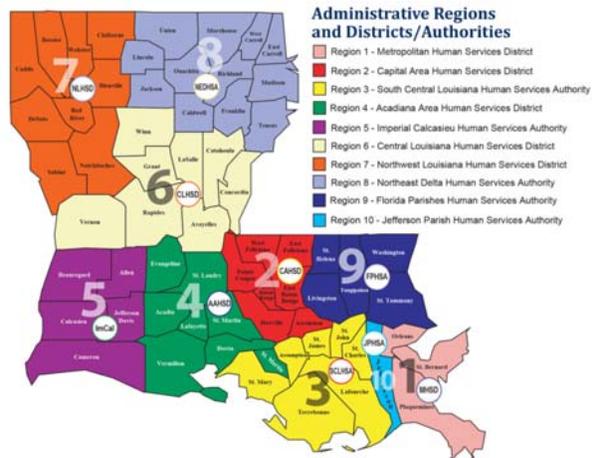
P.O. Box 629

Baton Rouge, Louisiana 70821-0629

628 North Fourth Street

Baton Rouge, Louisiana 70802

ph: (225) 342-9500 fax: (225) 342-5568



New Beginnings – Wellness Center and Spa is a Traditional Family Medicine Practice that incorporates monthly memberships as well as serving patients with health insurance and currently accepts Blue Cross of Louisiana, Cigna, United Healthcare, Tricare, Gilsbar and Medicare.

They offer several spa-related services (e.g. facials, waxing, massages, etc.), products (e.g. Botox, Juvederm, Jewelry, etc.), and other services (e.g. Diabetes education, nutrition counseling and therapy, cholesterol/glucose analysis, etc.).

Contact Us

New Beginnings—Wellness Center and Spa

927 North Trenton Street

Ruston, Louisiana 71270

ph: (318) 255-1155 fax: (318) 255-3181



The **Lincoln Parish Geographic Information System Commission** is a Cooperative Endeavor by eight local governmental agencies, consisting of the City of Ruston, the Lincoln Parish Assessor, the Lincoln Parish Police Jury, the Lincoln Parish Communications District, the Lincoln Parish Fire Protection District #1, the Lincoln Parish Sheriff, the Lincoln Parish Clerk of Court, and the Lincoln Parish School Board. The Commission is striving to develop a system of communication and data sharing between the member agencies to aid in the reduction/elimination of redundant data and work efforts.

The primary goal of the Commission is to set parameters for each of the member agencies to use in the development of various applications required by the individual agencies to perform their defined tasks more efficiently. A secondary goal of the Commission is to develop a means of making public information more readily available to the public through the use of technology. A more complete description of the Commission's purpose can be found in the Cooperative Endeavor Agreement signed by each of the member agencies and filed in the Lincoln Parish Clerk of Court's Office.



The Lincoln Parish GIS Commission also offers color printing of maps (pricing varies on size of printout) of desired areas in Lincoln Parish, and Building Permits (pricing varies according to building specifications—see website for details).

Contact Us

Lincoln Parish GIS District
P.O. Box 1660
Ruston, Louisiana 71273
107 West Texas Street
Ruston, Louisiana 71270
ph: (318) 513-6450 fax: (318) 232-1126

Vidalia's Broadband Initiative

Vidalia, home to 4,300 residents, hoped to use funds from a 2010 Broadband Technology Opportunities Program (BTOP) grant to build a fiber network. Unfortunately for the entire state, the grant was revoked due to Governor Jindal's plans for the funds. Vidalia then sought funding from other sources.



Even though federal American Recovery and Reinvestment Act (ARRA) funds to Louisiana were pulled back, Vidalia decided to press on with its broadband plans. The City has since cultivated several grant sources and is piecing together the funds needed to proceed with its estimated \$9 million fiber network.

It was recently reported that the City has launched its free Wi-Fi in its new municipal complex using a \$30,000 grant from the Telecommunications Development Fund (TDF) Foundation. The service covers 77 acres that encompassing the Vidalia municipal complex, which includes City Hall, the Vidalia Police and Fire Departments, and recreation fields used by Concordia Recreation District #3.

As an upgrade to the city-owned utility system, Vidalia will be able to connect every customer to fiber infrastructure creating a smart-grid system. This upgrade will allow the City to read meters remotely from City Hall and will allow customers to monitor and manage their daily utility usage. This publicly owned fiber infrastructure can be leased out to private Internet providers to offer up to 1 GB to every residential customer and up to 10 GB to every commercial customer.

Also, Vidalia received a grant from EDA to be used for additional infrastructure as well as for the construction of a new technology center to house the equipment for the City's new system and for a technology driven business incubator.



Contact Us

City of Vidalia, Louisiana Municipal Complex
200 Vernon Stevens Blvd.
Vidalia, Louisiana 71373
ph: (318) 336-5206

For more information visit: www.cityofvidalia.com

LED Certified Sites Program

Louisiana Economic Development is responsible for strengthening the state's business environment and creating a more vibrant Louisiana economy. LED has instituted a Certified Sites Program to identify development-ready industrial sites.

LED is assisting communities throughout Louisiana to identify and certify industrial sites as development-ready. Communities can propose a certified site to their clients confident of the site's availability and suitability. Certified sites offer the additional advantage of ensuring that the client's construction is more likely to remain on schedule.



What is a Louisiana Economic Development Certified Site?

A Louisiana Economic Development Certified Site is a development-ready industrial site that has completed a rigorous review process by Louisiana Economic Development and URS, an independent, third-party engineering firm. Specific site details, such as zoning restrictions, title work, environmental studies, soil analysis and surveys, are assessed for compliance and authenticity. Louisiana Economic Development Certified Sites are identified in the Louisiana Site Selection Center by a special notation and logo.



Advantages of LED Certified Sites:

- Development ready
- Substantial due diligence completed
- Significant site information gathered and documented
- Independent third-party engineering review
- Uncertainty and potential obstacles eliminated through enhanced site knowledge
- More competitive
- Greater marketability
- Granted priority in site proposals

Contact Us

Louisiana Economic Development
 1051 North Third Street
 Baton Rouge, Louisiana 70802-5239
 Toll Free (800) 450-8115 ph: (225) 342-3000

LED Community Competitiveness Initiative

The introduction of the Community Competitiveness Initiative (CCI) is designed to enhance community competitiveness by focusing on economic development capacity and readiness at local levels. The initiative raises awareness of the processes of economic development and the necessary factors to achieve success. It provides community leaders with clear direction on specific resources needed to foster successful economic development while increasing collaboration between municipal, parish, regional and state economic development practitioners.



Sixteen indicators can gauge the economic development readiness of each community. These indicators were identified using economic development best practices along with input from the International Economic Development Council (IEDC). For each indicator, communities can be identified by one of three stages of development: emerging, developing or achieving. With this information, the initiative can maintain an ongoing understanding of the economic development capacity of communities and identify potential improvements.

The information used to determine the economic development capacity of communities is primarily used for planning, allocating resources and developing policies to enhance economic development in Louisiana. Not only can this process help communities identify opportunities for improvement, but it can also help to determine where LED should focus efforts and resources to help strengthen economic development capacity throughout the state.



Contact Us

Louisiana Economic Development
1051 North Third Street
Baton Rouge, Louisiana 70802-5239
Toll Free (800) 450-8115 ph: (225) 342-3000

Louisiana Business Emergency Operations Center

MISSION: The Louisiana Business Emergency Operations Center (LA BEOC) is dedicated to improving the ability of Louisiana businesses and non-profits to prepare for, respond to, and recover from natural and human-caused disasters, and to maintain the stability, resilience and economic recovery of their communities.



LA BEOC provides disaster-specific communications from the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) to industry associations and almost 2,200 registered member organizations to coordinate private-sector businesses and nonprofit organizations. It connects those who need resources with Louisiana resource providers during response and recovery from an emergency or disaster event.

LA BEOC is open to any Louisiana business or organization, and there is no cost to join.

The LA BEOC is located in Abdalla Hall at the University of Louisiana at Lafayette Research Park.

The facility also serves as the alternate State Emergency Operations Center (SEOC) in the event the primary SEOC located in Baton Rouge is incapacitated or unable to activate due to a disaster requiring the evacuation of the Baton Rouge area.

Co-located with LA BEOC is the National Incident Management Systems and Advanced Technologies Institute (NIMSAT), the UL Lafayette Emergency Operations Center (EOC), the Center for Business & Information Technologies (CBIT), the National Science Foundation Center for Visual and Decision Informatics (CVDI) and the Informatics Research Institute (IRI). LA BEOC also has connectivity to the Louisiana Optical Network Initiative (LONI).

Contact Us

Louisiana Business Emergency Operations Center
635 Cajundome Blvd.
Lafayette, Louisiana 70506
ph: (337) 482-0600



SCPDC Building Code Enforcement

In the aftermath of Hurricanes Katrina and Rita, the Louisiana Legislature passed Act 12 which called for strict adherence to the International Construction Code. South Central Planning provides building code enforcement for region covering five parishes and five municipalities. The goal of this division is to provide a consistent, prompt and affordable plan reviews and inspections for all of our member jurisdictions. Through an economy of scale approach we have reduced the wait time for plan review to an average of three days, and we provide same day inspections before 1:00 p.m. With the program being revenue neutral and ensuring all inspectors are certified in multiple discipline, we are able to provide quality service at the lowest price possible.



Contact Us

P.O. Box 1870
 Gray, Louisiana 70359
 5058 West Main Street
 Houma, Louisiana 70360
 ph: (985) 851-2900 fax: (985) 851-4472



Center for Planning Excellence

CPEX helps create highly functional, equitable communities throughout Louisiana that capitalize on their unique qualities through community-driven planning and implementation.

CPEX is a non-profit organization that coordinates urban, rural and regional planning efforts in Louisiana. We provide best-practice planning models, innovative policy ideas, and technical assistance to individual communities that wish to create and enact master plans dealing with transportation and infrastructure needs, environmental issues, and quality design for the built environment. CPEX brings community members and leaders together and provides guidance as they work toward a shared vision for future growth and development.

Since our founding in 2006, CPEX has been involved with the planning efforts of more than 20 Louisiana cities, towns and parishes. We have also leveraged more than \$5.5 million on behalf of communities all over the state.

Contact Us

Center for Planning Excellence
 100 Lafayette Street
 Baton Rouge, Louisiana 70801
 ph: (225) 267-6300



Louisiana Association of Fairs and Festivals

The Louisiana Association of Fairs and Festivals provides a way to improve events by promoting them, by educating event organizers and to encourage the holding of fairs, expositions, festivals, displays and to adopt a program to encourage and demonstrate agricultural, dairy, livestock, industrial, commercial and educational arts, exhibits, displays and to assist and encourage the advancement of the natural resources, material prosperity and progress of the State of Louisiana, its parishes, the fairs, festivals, jubilees and expositions therein.



Membership in LAFF is open to all fairs, festivals and special events in Louisiana. They enhance the quality of life in a community as well as they create an influx of tourism dollars that be spent at a local level. These events create a special cooperative spirit through the hard work of volunteers and coordinators.

Associate memberships are available to organizations, businesses and individuals who are associated with special events in some capacity, such as organizers, food vendors, entertainers, etc.



Contact Us

Louisiana Association of Fairs and Festivals

P.O. Box 1738

Ponchatoula, Louisiana 70454

Jeff Wright (Secretary of L.A.F.F.)

secretary@laffnet.org

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APPENDIX A: Governor Edwards' Goals for Louisiana

APPENDIX A: Governor Edwards' Goals for Louisiana



Goals for Louisiana



1. Transparent and Accountable Government

Stabilize our state budget by making necessary cuts and responsibly raising revenue so that our budget adequately funds the services our citizens believe the state government should deliver; targeting and eliminating wasteful spending; and responsibly managing and accounting for the hard-earned taxpayer dollars.

2. Economic Opportunity

Expand innovation, investment and opportunity for all Louisianans by eliminating roadblocks that stifle investment; developing new incentives to expand our economy; using our higher education institutions to prepare Louisiana's students for tomorrow's economy; and improving our transportation system to attract jobs and raise our citizens' quality of life.

3. Health Care Services

Create a sustainable system of quality health care that puts Louisiana citizens first, taking advantage of federal dollars available to help us provide this care here in Louisiana, and using every available means of assistance from both state government and the private sector to create the optimal system of care.

4. Education

Improve education opportunities for Louisiana's children by attracting and retaining qualified educators; giving them the resources they need in the classroom; helping students succeed by preparing them for tomorrow's opportunities; helping schools meet effective accountability standards; and partnering with communities to improve their local education options.

5. Crime and Safety

Bring security to all Louisiana citizens by making it our priority to protect our children from violence and sexual predators; aggressively pursue ending violent crime; giving law enforcement and prosecutors the tools they need to effectively do their job; and effectively lowering the incarceration rate for non-violent offenders while keeping our communities safe in Louisiana.

6. Natural Resource Preservation

Maintain and protect Louisiana's environment and natural resources for this generation and future generations through aggressive monitoring and active management, using best practices while allowing our state's natural resources to be used in a responsible and efficient manner.

7. Social Services

Provide important basic life and health services for our most vulnerable population, while continuing to provide practical pathways to education and workforce opportunities for all Louisiana citizens.

8. Hurricane Recovery and Emergency Preparedness

Rebuild our coast and improve our defense against future hurricanes by implementing a comprehensive coastal protection program, helping to make property insurance more attainable, affordable and reliable, and helping our citizens to better prepare for the next natural disaster or emergency.

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APPENDIX B: LED's 5-Year Strategic Plan

APPENDIX B: LED's 5-Year Strategic Plan



Louisiana Economic Development

**5-Year Strategic Plan
FY 2014-2015 through 2018-2019**



Louisiana Economic Development Strategic Plan 2015 - 2019

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Vision

Louisiana consistently outperforms the South and U.S. for job creation and economic opportunity.

Mission

Cultivate jobs and economic opportunity for the people of Louisiana.

Philosophy

Creating a more vibrant Louisiana economy will require aggressive, focused leadership from LED in two broad areas of activity:

1. "Product Development" aims to increase the attractiveness of Louisiana for business investment and economic opportunity
2. "Business Development" aims to influence the investment and location decisions of corporate leaders

Goals

- I. Lead efforts to retain and grow jobs and business opportunities for all Louisiana citizens:
 - through aggressive, professional business development and marketing efforts
 - by cultivating Louisiana's top regional economic development assets
 - by delivering turnkey workforce solutions for new and expanding businesses
- II. Reposition Louisiana as one of the best places in the country in which to start and grow a small business, as well as create a more vibrant entrepreneurial culture in our state
- III. Identify and implement policy and programmatic changes to improve Louisiana's tax, regulatory, and operating climate, thereby increasing the state's economic competitiveness
- IV. Lead Louisiana's efforts to create a diversified, growing economy through the cultivation of high-potential industry sectors
- V. Assist local and regional communities in their efforts to improve their economic competitiveness

Core Values

LED's Core Values are the foundation of our work:

1. Teamwork – We work together to achieve our goals, communicating openly and sharing our knowledge, wisdom, and experience with each other. Our success fuels passion for our work
2. Integrity – We conduct our business with honesty and respect
3. Leadership – We are responsible for taking the initiative to achieve our vision. We motivate and cultivate our talent across all levels of the organization



4. Excellence – We take pride in our work and aspire to deliver flawless service while continuously seeking improvement
5. Innovation – We embrace and manage risk in applying new strategies and tactics to achieve our desired results

Priorities

1. Improve Louisiana's economic competitiveness
2. Enhance community competitiveness
3. Cultivate top regional economic development assets
4. Focus on business retention and expansion
5. Develop national caliber business recruitment capacity
6. Cultivate small business, innovation, and entrepreneurship
7. Develop robust workforce solutions
8. Aggressively tell our story

Programs that Benefit Women and Families

Minority-owned Business and Women-owned Business Assistance

LED supports a statewide network of programs that certify minority-owned and/or women-owned businesses and provide training, assistance and support for starting a small or home-based business. The programs are open to all, but the focus is on minorities and women, especially those who are socially disadvantaged. LED publishes a directory of these certified businesses to encourage organizations to purchase their products and services.

**05-251 Office of the Secretary****Program A: Executive and Administration**

STATUTORY AUTHORIZATION: R.S. 36:101 et seq.; R.S. 36:4 et seq.; R.S. 51:2383; R.S. 51:935

The Executive and Administration program has three activities:

- The Office of the Secretary provides leadership, quality administrative services, and internal controls which sustains and promotes a globally competitive business climate for retention, creation, and attraction of quality jobs and increased investment to the state. The Office of the Secretary - Executive and Administration activity includes a wide range of leadership and administration services that are essential for LED to deliver against its mission, including reviewing laws, policies, and rules that impact economic development and the management of the department, and promulgating or recommending changes as appropriate. The Office also promotes collaborations among governmental units, businesses, and non-profit organizations to advance economic development in the state, and pursues funding and resources necessary to make Louisiana globally competitive in terms of business recruitment, retention and entrepreneurship.
- The State Economic Competitiveness (SEC) activity develops and initiates implementation of best-in-class economic development policies, processes, and investments to enhance state economic competitiveness. The activity identifies actions to improve our state economic competitiveness through benchmarking, ranking comparison, developing plans for the improvement of economic development-related public infrastructure, and developing plans for improving competitiveness of industry-specific growth sectors. SEC proactively promotes Louisiana's policy reforms and economic development wins to result in ranking improvements with national economic development ranking groups.
- The LED FastStart program provides customized turnkey recruitment and training solutions for company relocation and/or expansion projects in partnership with other key State agencies, as well as development and delivery of key certification programs across Louisiana's workforce development system. LED FastStart assists in Louisiana's business recruitment and expansion efforts by fully and definitively addressing a top company concern - the availability of trained/qualified employees.

MISSION:

The mission of the Executive and Administration Program is to provide leadership, along with quality administrative and legal services, which sustains and promotes a globally competitive business climate that retains, creates, and attracts quality jobs and increased investment for the benefit of the people of Louisiana.

- Goal I Maintain an internal structure and the processes that enable the Department to accomplish its mission, and create an environment that attracts/retains a talented staff and promotes teamwork.**



Goal II Identify actions to improve Louisiana's economic competitiveness.

Goal III Operate an internationally recognized workforce development program that provides turnkey customized recruitment, screening and training for new and expanding companies in Louisiana.

Principal Clients:

- Internal Clients: All LED staff
- External Clients: Governor; Legislature; local, state, national and international businesses and business communities, business allies and economic development groups; Louisiana taxpayers.

External Factors:

- New legislation or administrative rules mandating additional responsibilities without additional resources would be a threat to the achievement of department goals.
- Negative trends in the global economy can negatively affect business growth in Louisiana.
- State- and local-level factors beyond the scope of LED can impact the basic foundational elements in business location and site selection decisions. Examples include crime rates and the quality of the public school system.

Duplication of Effort:

- No other state agency or department performs the functions or exercises the statutory control of LED on a statewide basis. Therefore, there is no duplication of effort due to the unique status and legislated authority of LED.

Objective I.1 Maintain a culture of marketing and recruitment by providing administrative oversight and leadership necessary to produce 35 major economic development project announcements annually.

State Outcome Goals Link: Diversified Economic Growth

- Strategy I.1.1 Be a customer-focused organization
- Strategy I.1.2 Communicate, manage, monitor and administer department objectives
- Strategy I.1.3 Provide professional development opportunities to staff
- Strategy I.1.4 Provide timely and professional legal and contract management services to internal and external customers

PERFORMANCE INDICATORS:

- Input: Resource allocation
- Outcome: Number of major economic development project announcements
- Outcome: Percent of LED staff reporting job satisfaction

**GENERAL PERFORMANCE INDICATORS:**

GPI:	Louisiana per capita income
GPI:	U.S. per capita income
GPI:	Louisiana per capita income as a percent of U.S. per capita income
GPI:	Louisiana unemployment rate
GPI:	U.S. unemployment rate
GPI:	Louisiana employment (number of jobs)
GPI:	State ranking for value of exports (based upon zip code of origin)
GPI:	Recruitment - Number of project announcements
GPI:	Recruitment - Capital investment associated
GPI:	Recruitment - Jobs associated (new)
GPI:	Recruitment - Payroll associated (new)
GPI:	Recruitment - Indirect jobs associated (new)
GPI:	Recruitment - Annual state tax revenue generated (new)
GPI:	Expansion & Retention - Number of project announcements
GPI:	Expansion & Retention - Capital investment associated
GPI:	Expansion & Retention - Jobs associated (new)
GPI:	Expansion & Retention - Jobs associated (retained)
GPI:	Expansion & Retention - Payroll associated (new)
GPI:	Expansion & Retention - Payroll associated (retained)
GPI:	Expansion & Retention - Indirect jobs associated (new)
GPI:	Expansion & Retention - Annual state tax revenues generated (new)
GPI:	Statewide Total - Number of project announcements
GPI:	Statewide Total - Number of announced projects that are International
GPI:	Statewide Total - Capital investment
GPI:	Statewide Total - Jobs (new)
GPI:	Statewide Total - Jobs (retained)
GPI:	Statewide Total - Jobs (new & retained)
GPI:	Statewide Total - Payroll (new)
GPI:	Statewide Total - Payroll (retained)
GPI:	Statewide Totals - Payroll (new & retained)
GPI:	Statewide Totals - Indirect jobs (new)
GPI:	Statewide Totals - Annual state tax revenues generated (new)
GPI:	Number of Projects Announced - Agribusiness/Food
GPI:	Number of Projects Announced - Automotive
GPI:	Number of Projects Announced - Chemical Products Manufacturing
GPI:	Number of Projects Announced - Cleantech/Greentech
GPI:	Number of Projects Announced - Corporate Headquarters
GPI:	Number of Projects Announced - Energy/Oil & Gas
GPI:	Number of Projects Announced - Entertainment
GPI:	Number of Projects Announced - Federal



GPI:	Number of Projects Announced - Information Technology/Digital Media
GPI:	Number of Projects Announced - Logistics & Transportation
GPI:	Number of Projects Announced - Manufacturing
GPI:	Number of Projects Announced - Specialty Healthcare/Life Sciences/Biotech
GPI:	Number of Projects Announced - Water Management
GPI:	Number of Projects Announced - Other

Objective II.1 Improve Louisiana's attractiveness as a place for business investment and growth by identifying 10 major competitiveness improvements annually.

State Outcome Goals Link: Diversified Economic Growth

- Strategy II.1.1 Increase state competitiveness by identifying and developing strategies for implementing improvements
- Strategy II.1.2 Develop industry-specific plans to improve the competitiveness of Louisiana's traditional industries (e.g., oil and gas) and emerging growth sectors (e.g., nuclear energy)
- Strategy II.1.3 Benchmark state public policies associated with major business-climate factors (e.g., workers' compensation laws, tort system, energy) to identify gaps and how to close them
- Strategy II.1.4 Develop prioritized recommendations for dramatically improving Louisiana's position in national rankings associated with business and/or economic development
- Strategy II.1.5 Benchmark the service levels of selected state agencies that interact with business against those of other states and identify improvement opportunities
- Strategy II.1.6 Work with Louisiana's higher education community and economic development leaders to develop and implement an innovation agenda
- Strategy II.1.7 Develop action plans to optimize economic impact of ports, airports, transportation and other public infrastructure
- Strategy II.1.8 Continually review Louisiana's economic development incentives, benchmarking them against those of other states (e.g., structure, eligibility, paperwork requirements) and recommend enhancements as needed

PERFORMANCE INDICATORS:

Input:	Resource allocation
Output:	Number of major state competitiveness improvements identified
Outcome:	Number of major state competitiveness improvements implemented



Outcome: Number of significant improvements made for business and government interactions (e.g., permitting, business incentives, filings)

Quality: Percentage of readers of the Economic Development Quarterly (EQ) believe progress is being made with the business climate in Louisiana

Objective III.1 Provide strategic, integrated workforce solutions to businesses through the delivery of training to at least 2,500 employees annually, resulting in improved competitiveness in retaining existing employers and attracting new businesses to the state.

State Outcome Goals Link: Diversified Economic Growth

- Strategy III.1.1 Execute numerous LED FastStart projects throughout the state and across various industry sectors
- Strategy III.1.2 Roll-out marketing activities that promote LED FastStart
- Strategy III.1.3 Continue to evaluate current and future state workforce needs
- Strategy III.1.4 Support the development of a higher education master plan
- Strategy III.1.5 Leverage a revised funding mechanisms to meet workforce needs
- Strategy III.1.6 Continue to provide turnkey employee training and delivery solutions for company location and/or expansions in partnership with LCTCS

PERFORMANCE INDICATORS:

- Input: Resource allocation
- Output: Number of employees trained
- Outcome: Number of (new) jobs associated

GENERAL PERFORMANCE INDICATORS:

- GPI: Number of projects
- GPI: Capital investment associated
- GPI: New jobs associated
- GPI: Retained jobs associated



05-252 Office of Business Development

Program A: Business Development Program

STATUTORY AUTHORIZATION: *R.S. 51:2311 et. seq.; R.S. 51:2315; R.S. 51:2331; R.S. 51:2341 et. seq.; R.S. 51:2377et. seq.; Acts 6, 7, 8, 9 and 12 of the 2001 Regular Legislative Session*

The Business Development Program supports statewide economic development by providing expertise and incremental resources to leverage business opportunities:

- Encouragement and assistance in the start-up of new businesses
- Opportunities for expansion and growth of existing business and industry, including small businesses
- Opportunities for attracting new business investment
- Partnering relationships with communities for economic growth
- Learning and career development opportunities for the state's workforce
- Expertise in the development and optimization of global opportunities for trade and inbound investments
- Cultivation of top regional economic assets
- Protection and growth of the state's military and federal presence
- Communication, advertising and marketing of the state as a premier location to do business
- Business intelligence to support the above-described efforts

The Office of Business Development has two programs: Business Development Program and Business Incentives Program. The Business Development Program has the following business development activities:

- The Community Competitiveness activity works to reposition Louisiana as one of the best places in the country in which to start and grow a small business and to create a more vibrant entrepreneurial culture in Louisiana. It also provides assistance to local communities to increase their competitiveness and, thereby increase the effectiveness of local and regional business development efforts in creating more jobs and diversifying Louisiana's economy.
- The Small Business Services activity provides and coordinates small business and entrepreneurial services and resources to assist with growth and sustainability. Two critical programs associated with this activity include the Small and Emerging Business Development (SEBD) program and Small Business Development Centers (SBDC). These two programs provide direct, one-on-one assistance to entrepreneurs and small businesses that are seeking to grow and prosper. This assistance enables these companies to build new capabilities and leverage these new capabilities to capitalize on growth opportunities. The activity also includes the Economic Gardening initiative, which provides Louisiana-based small businesses with the information they need to grow and succeed through accelerated technical assistance and research.



- The Business Expansion and Retention Group (BERG) reaches out to businesses across the state, in coordination with regional and local economic development partners, to understand their challenges, assist with retention or expansion projects, and identify opportunities to make Louisiana a better place in which to do business. Through BERG, LED has established a systematic approach for proactively communicating with Louisiana's existing businesses.
- The Business Marketing and Recruitment activity utilizes national-caliber marketing and business development capabilities to attract investment and jobs to Louisiana. The activity focuses on working with in-state, out-of-state, and international companies to convince them to invest and grow their businesses in Louisiana. By influencing these decisions, Business Marketing and Recruitment delivers new jobs and diversifies Louisiana's economy.
- The Office of Entertainment Industry Development's (OEID) mission is to develop and grow an indigenous entertainment industry. It is responsible for promoting new and existing economic development in four industry sectors: digital interactive media, film and television production, music, and live performance. The OEID promotes the state of Louisiana as a destination for this business activity.
- The Office of Business Development - Executive and Support activity includes a wide range of leadership and support services that are essential for LED to assist entrepreneurs and small businesses in their efforts to grow, to assist communities in improving their capacity to compete with communities in other states, to communicate and market the positive momentum occurring in Louisiana, and to work with prospects to secure their investment and job growth in Louisiana. It also provides expertise in the development and optimization of global opportunities for trade and inbound investments, leads efforts to cultivate top regional economic development assets, leads initiatives that protect and grow the state's military and federal presence, and leads efforts to integrate business intelligence functions into the state's business development activities.
- The Office of International Commerce activity manages initiatives focused on attracting foreign direct investment (FDI), increasing trade volumes and expanding trade-related manufacturing activity, as well as coordinating international marketing missions and managing protocol for visits of foreign dignitaries. The activity includes the assessment of Louisiana's existing leadership role in international commerce (e.g., outcome measures related to FDI attraction and trade) as compared to other states in the U.S.; analyses of relevant global and regional trends impacting FDI and trade; benchmarking of state-and-local international commerce activities (e.g., foreign offices, international marketing efforts, staffing) compared to those of other states and regions in the U.S.; articulation of a clear strategy and action plan to substantially expand Louisiana's existing leadership role in international commerce; as well as the identification and prioritization of specific, positive ROI projects that should be supported by the State and/or local entities to expand Louisiana's international commerce activities. The OIC also develops related strategies for capturing economic development opportunities related to bulk cargo trade and re-shoring



of targeted industry sectors. Separately, it provides recommended tools and processes to support the work of the International Commerce Board.

MISSION:

Supports statewide economic development by providing expertise and incremental resources to leverage business opportunities: encouragement and assistance in the start-up of new businesses; opportunities for expansion and growth of existing business and industry, including small businesses; execution of an aggressive business recruitment program; partnering relationships with communities for economic growth; expertise in the development and optimization of global opportunities for trade and inbound investments; cultivation of top regional economic development assets; protection and growth of the state's military and federal presence; communication, advertising, and marketing of the state as a premier location to do business; and business intelligence to support these efforts.

- Goal I To support state economic development through:**
- Strengthening communities and fostering the development of key regional economic development assets
 - Supporting the creation and growth of small businesses, including those with the potential to generate a significant, long-term economic impact
 - Focusing on the retention and expansion of the state's existing businesses and the recruitment of new businesses to the state, with an emphasis on targeted industry sectors
- Goal II To provide quality communications to improve Louisiana's image nationally and internationally, and provide information for citizens and businesses**

Principal Clients:

- Internal Clients: All LED staff
- External Clients: Governor; Legislature; local, state, national and international businesses and business communities, business allies and economic development groups; Louisiana taxpayers.

External Factors:

- Additional legislation or administrative rules mandating additional responsibilities without additional resources would be a threat to the achievement of department goals.
- Negative trends in the global economy can negatively affect business growth in Louisiana.
- State- and local-level factors beyond the scope of LED impact business location and site selection decisions. Examples include crime rates and the quality of the public school system.

**Duplication of Effort:**

- No other state agency or department performs the functions or exercises the statutory control of LED on a statewide basis. Therefore, there is no duplication of effort due to the unique status and legislated authority of LED.

Objective I.1 Improve Louisiana's community competitiveness by certifying at least 15 new sites annually.**State Outcome Goals Link: Diversified Economic Growth**

- | | |
|----------------|---|
| Strategy I.1.1 | Continue the community certification program |
| Strategy I.1.2 | Manage a set of community competitiveness modules to assist local and regional communities in increasing their attractiveness for business investment |
| Strategy I.1.3 | Work with regions to identify actions to support selected key economic assets <ul style="list-style-type: none"> • Identify and prioritize investment opportunities • Cultivate business development opportunities for prioritized regional economic development assets |
| Strategy I.1.4 | Encourage and facilitate the coordination and alignment of entities providing support services to small businesses and entrepreneurs |
| Strategy I.1.5 | As part of LED's website, manage a business portal to provide comprehensive information for small businesses and entrepreneurs |
| Strategy 1.1.6 | Maintain and improve Small Business Intermediary Tracking System to incorporate all service providers and service tracking statewide |
| Strategy 1.1.7 | Refine and improve small business incentive programs to ensure competitiveness with other states |
| Strategy 1.1.8 | Build awareness of under-utilized small business and entrepreneurship programs |
| Strategy 1.1.9 | Assist local communities in identifying and preparing development ready industrial sites for certification |

PERFORMANCE INDICATORS:

- | | |
|----------|---|
| Input: | Resource allocation |
| Outcome: | Number of newly certified sites |
| Quality: | Private financing generated by Small Business Development Centers per state dollar invested |
| Outcome: | Number of targeted improvements initiated for small businesses and entrepreneurs |



Outcome: Number of economic gardening engagements for eligible second-stage growth companies

GENERAL PERFORMANCE INDICATORS:

- GPI: Percentage by which assisted certified companies 2-year survival rate exceeds similar companies
- GPI: Amount of loans received by small businesses assisted at Small Business Development Centers (SBDCs)
- GPI: Number of businesses assisted through counseling by SBDCs
- GPI: Number of individuals trained by SBDCs

Objective I.2 Address business issues and opportunities by meeting with approximately 500 economic-driver companies in the state annually.

State Outcome Goals Link: Diversified Economic Growth

- Strategy I.2.1 Lead regional contact and visitation program with the top 1,500 Louisiana economic driver firms
- Strategy I.2.2 Leverage electronic tools/databases to gather information on existing companies and identify areas for improvement
- Strategy I.2.3 Identify high impact (at risk, high-growth, and lone large employers in rural communities) firms in the state and identify ways to facilitate their growth
- Strategy I.2.4 Work with economic development partners to assist at-risk firms in their efforts to stabilize and grow their operation
- Strategy I.2.5 Develop and implement systems for responding quickly to company needs, including the use of Business Rapid Response Representatives or "ombudsmen" in appropriate state agencies and at the regional level

PERFORMANCE INDICATORS:

- Input: Resource allocation
- Output: Number of proactive business retention and expansion visits with economic-driver firms in the state

Objective I.3 Foster economic growth by recruiting, retaining or expanding targeted companies and achieving an 85% satisfaction level among targeted businesses assisted with marketing.



State Outcome Goals Link: Diversified Economic Growth

- Strategy I.3.1 Conduct proactive outreach efforts to targeted business executives and site selection consultants
- Strategy I.3.2 Maintain national-caliber prospect management processes for cultivating and managing prospects.

PERFORMANCE INDICATORS:

- Input: Resource allocation
- Quality: Percent of stakeholders satisfied with business development assistance

Objective I.4 Establish a culture of marketing and recruitment by developing at least 250 prospects for recruitment, expansion or retention in Louisiana.

State Outcome Goals Link: Diversified Economic Growth

- Strategy I.4.1 Conduct proactive outreach efforts to targeted business executives and site selection consultants
- Strategy I.4.2 Maintain national-caliber prospect management processes for generating new leads and cultivating and managing prospects.
- Strategy I.4.3 Work with existing prospects to recruit new companies to Louisiana
- Strategy I.4.4 Ensure that company prospects and other key stakeholders clearly understand the value Louisiana offers businesses, including relative incentive programs, business tax and regulatory environment, workforce and education assets, infrastructure assets, transportation and logistics advantages, and quality of life assets
- Strategy I.4.5 Structure business incentive offers utilizing robust public return on investment evaluations
- Strategy I.4.6 Maintain accurate and rich information in a web-enabled statewide GIS sites and buildings database, in partnership with state, regional, and local economic development partner

PERFORMANCE INDICATORS:

- Input: Resource allocation
- Quality: Number of major economic development prospects added

GENERAL PERFORMANCE INDICATORS:

- GPI: Recruitment - Number of prospects added
- GPI: Recruitment - Capital investment associated



GPI:	Recruitment - Jobs associated (new)
GPI:	Recruitment - Payroll associated (new)
GPI:	Recruitment - Indirect jobs associated (new)
GPI:	Recruitment - Annual state tax revenue generated (new)
GPI:	Expansion & Retention - Number of prospects added
GPI:	Expansion & Retention - Capital investment associated
GPI:	Expansion & Retention - Jobs associated (new)
GPI:	Expansion & Retention - Jobs associated (retained)
GPI:	Expansion & Retention - Payroll associated (new)
GPI:	Expansion & Retention - Payroll associated (retained)
GPI:	Expansion & Retention - Indirect jobs associated (new)
GPI:	Expansion & Retention - Annual state tax revenues generated (new)
GPI:	Statewide Total - Number of prospects added
GPI:	Statewide Total – Number of projects in the pipeline that are International
GPI:	Statewide Total - Capital investment
GPI:	Statewide Total - Jobs (new)
GPI:	Statewide Total - Jobs (retained)
GPI:	Statewide Total - Jobs (new & retained)
GPI:	Statewide Total - Payroll (new)
GPI:	Statewide Total - Payroll (retained)
GPI:	Statewide Totals - Payroll (new & retained)
GPI:	Statewide Totals - Indirect jobs (new)
GPI:	Statewide Totals - Annual state tax revenues generated (new)
GPI:	Number of Prospects Added - Agribusiness/Food
GPI:	Number of Prospects Added - Automotive
GPI:	Number of Prospects Added - Chemical Products Manufacturing
GPI:	Number of Prospects Added - Cleantech/Greentech
GPI:	Number of Prospects Added - Corporate Headquarters
GPI:	Number of Prospects Added - Energy/Oil & Gas
GPI:	Number of Prospects Added - Entertainment
GPI:	Number of Prospects Added - Federal
GPI:	Number of Prospects Added - Information Technology/Digital Media
GPI:	Number of Prospects Added - Logistics & Transportation
GPI:	Number of Prospects Added - Manufacturing
GPI:	Number of Prospects Added - Specialty Healthcare/Life Sciences/Biotech
GPI:	Number of Prospects Added - Water Management
GPI:	Number of Prospects Added - Other



Objective I.5 Lead business recruitment in the entertainment industry by generating at least \$375 million in Louisiana spending on certified film & television, digital media, sound recording, and live performance projects.

State Outcome Goals Link: Diversified Economic Growth

- Strategy I.5.1 Continue branding "Louisiana Entertainment.gov" driving the holistic message and pointing prospects to the website
- Strategy I.5.2 Continue development of Louisiana Entertainment website, targeted to become the "go to" source for prospects, creative content seekers, and professional development opportunities
- Strategy I.5.3 Identify entertainment sector niches and target marketing efforts toward them
- Strategy I.5.4 Target large entertainment conglomerates that can take advantage of all four incentive programs
- Strategy I.5.5 Collaborate with regional allies, NGOs and private partnerships on marketing events and missions

PERFORMANCE INDICATORS:

- Input: Resource allocation
- Outcome: Estimated amount of dollars generated in Louisiana from entertainment industry projects (in millions)

GENERAL PERFORMANCE INDICATORS:

- GPI: Number of incentive applications received - all programs
- GPI: Estimated amount of tax credits (in millions) - all programs
- GPI: Number of full-length productions shot in the state
- GPI: Dollars spent by on-location filming (in millions)



05-252 Office of Business Development
Program B: Business Incentives Program

STATUTORY AUTHORIZATION: *R.S. 36:101 et. seq.; R.S. 25:315 et. seq.; R.S. 33:4702 (H); R.S. 51:941 et seq.; R.S. 51:2302; R.S. 47:3201-3205; R.S. 30:142D.5(a-c); R.S. 47:4301-4306; R.S. 47:34; R.S. 47:1951.1-1951.3; R.S. 39:991-997; R.S. 47:6005; R.S. 46:813-814; R.S. 17:3389; R.S. 51:1781-1787; R.S. 47:1121-1128; R.S. 51:938.1; Art. VII, Part II, Section 21 (F&I).*

The Business Incentives Program administers the department's business incentives products through the Louisiana Economic Development Corporation and the Board of Commerce and Industry. The Business Incentives Program has two activities: Business Incentives Services for the Board of Commerce and Industry and Business Incentive Services for the Louisiana Economic Development Corporation.

The Business Incentives Services activity provides information and technical assistance to business and industry in applications for various business tax incentives programs. The activity encourages business investment and job creation by providing financial support through an array of incentive programs.

- The Board of Commerce and Industry oversees many of these programs along with support from Department of Economic Development staff. Active programs include the Enterprise Zone Program, Quality Jobs, Industrial Ad Valorem Tax Exemption Program, and Restoration Tax Abatement.
- The Louisiana Economic Development Corporation (LEDC) Board's mission is to serve as a catalyst for capital access for start-up and existing businesses, to enable new businesses to form and existing businesses to expand, and to provide for the sustained economic growth of the State and an improved quality of life for its citizens. LEDC, supported by the LED staff, encourages business investment and job creation by providing financial support through an array of incentive programs. Actively utilized programs include the Louisiana Small Business Loan Program (SBLP), the Economic Development Award Program (EDAP), the Economic Development Loan Program (EDLOP), the Louisiana Venture Capital Match Program, and the BIDCO Investment and Co-Investment Programs.

MISSION:

The mission of the Business Incentives Program is to create value for existing, expanding, and new businesses in Louisiana by providing quality assistance through marketing and administering tax, financial and other assistance products.

Goal I Administer financial assistance and incentive services programs in a manner that meets client needs and streamlines business access

**Principal Clients:**

- Internal Clients: All LED staff
- External Clients: Governor; Legislature; local, state, national and international businesses and business communities, business allies and economic development groups; Louisiana taxpayers.

External Factors:

- Additional legislation or administrative rules mandating additional responsibilities or incentive programs without additional resources would be a threat to the achievement of department goals.
- Negative trends in the global economy can negatively affect business growth in Louisiana.
- State- and local-level factors beyond the scope of LED impact business location and site selection decisions. Examples include crime rates and the quality of the public school system.

Duplication of Effort:

- No other state agency or department performs the functions or exercises the statutory control of LED on a statewide basis. Therefore, there is no duplication of effort due to the unique status and legislated authority of LED.

Objective I.1 Establish and maintain at least a 90% satisfaction level with LED services for all participants of incentive programs administered by LED through the Board of Commerce and Industry.

State Outcome Goals Link: Diversified Economic Growth

- | | |
|----------------|--|
| Strategy I.1.1 | Assess incentive applications to ensure compliance with program requirements |
| Strategy I.1.2 | Review and process applications in a timely, professional manner |
| Strategy I.1.3 | Continue to work with the State Economic Competitiveness group and the Business Retention and Expansion group to assess gaps and identify areas for improvement |
| Strategy I.1.4 | Improve customer service by working with policy board to streamline incentive program rules and application procedures |
| Strategy I.1.5 | Improve customer service by standardizing responses to businesses on application decisions |
| Strategy I.1.6 | Improve customer service by maintaining and growing the centralized database for all applicant information, FastLane, including online application, payment and tracking |
| Strategy I.1.7 | Continually review and improve marketing training materials for presentation to businesses and communities |



- Strategy I.1.8 Interact with businesses and communities to identify product training needs
- Strategy I.1.9 Hold product workshops/briefings
- Strategy I.1.10 Monitor projects to ensure compliance and continued financial viability
- Strategy I.1.11 Provide incentive and qualification information to prospect teams and assist prospects with product application and approval processes

PERFORMANCE INDICATORS:

- Input: Resource allocation
- Quality: Percent of applicants to the C&I Board satisfied with LED assistance

GENERAL PERFORMANCE INDICATORS:

- GPI: Number of Business Incentive projects approved
- GPI: Anticipated number of permanent jobs created by Business Incentive applicants
- GPI: Anticipated number of construction jobs created by Business Incentive applicants
- GPI: Anticipated amount of capital invested by Business Incentive applicants (in billions)

- Objective I.2 Establish and maintain at least a 75% satisfaction level with LED services for all participants of incentive programs administered by LED through the Louisiana Economic Development Corporation Board.**

State Outcome Goals Link: Diversified Economic Growth

- Strategy I.2.1 Assess incentive applications to ensure compliance with program requirements
- Strategy I.2.2 Review and process applications in a timely, professional manner
- Strategy I.2.3 Continue to work with the State Economic Competitiveness group and the Business Retention and Expansion group to assess gaps and identify areas for improvement
- Strategy I.2.4 Improve customer service by working with policy board to streamline incentive program rules and application procedures
- Strategy I.2.5 Improve customer service by standardizing responses to businesses on application decisions
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- Strategy I.2.8 Interact with businesses and communities to identify product training needs
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- Strategy I.2.10 Monitor projects to ensure compliance and continued financial viability
- Strategy I.2.11 Provide incentive and qualification information to prospect team and assist prospects with product application and approval processes

PERFORMANCE INDICATORS:

- Input: Resource allocation
- Quality: Percent of applicants to the LEDC Board satisfied with LED assistance

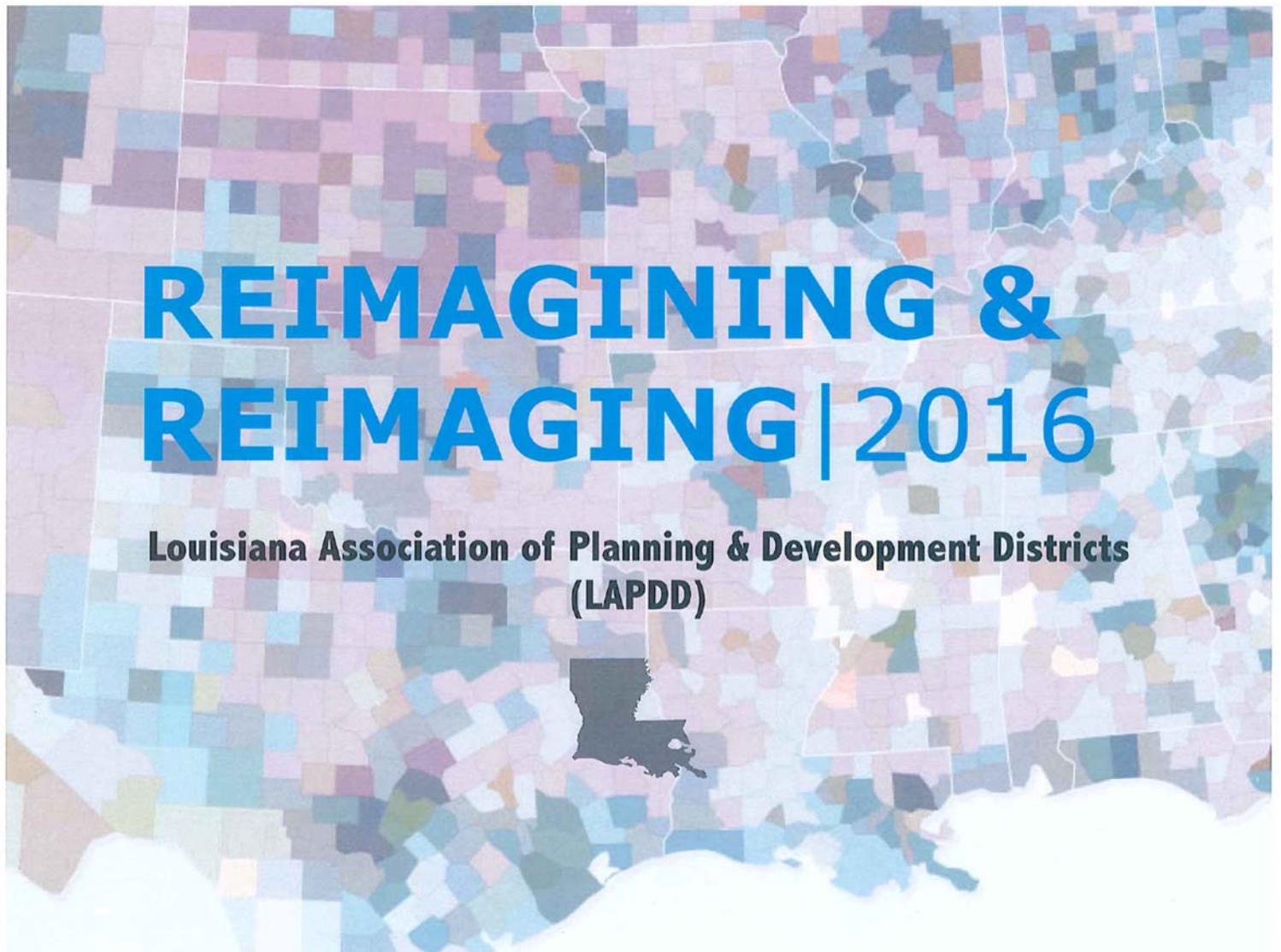
GENERAL PERFORMANCE INDICATORS:

- GPI: Number of EDAP/EDLOP projects approved and funded
- GPI: Dollars approved for EDAP/EDLOP projects
- GPI: Anticipated number of jobs created by EDAP/EDLOP applicants
- GPI: Anticipated number of jobs retained by EDAP/EDLOP applicants
- GPI: Anticipated amount of capital invested by EDAP/EDLOP applicants
- GPI: Anticipated payroll associated with EDAP/EDLOP applicants
- GPI: Other LEDC Programs - Number of projects approved and funded
- GPI: Number of Rapid Response projects approved and funded
- GPI: Dollars approved for Rapid Response projects
- GPI: Anticipated number of jobs created by Rapid Response applicants
- GPI: Anticipated number of jobs retained by Rapid Response applicants
- GPI: Anticipated amount of capital invested by Rapid Response applicants
- GPI: Anticipated payroll associated with Rapid Response applicants

APPENDIX C:

Louisiana's Comprehensive Economic Development Strategy

**APPENDIX C: Louisiana's Comprehensive Economic
Development Strategy**



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NOTE: This document has been prepared in good faith on the basis of information available at the date of publication without any independent verification. Readers are responsible for assessing the relevance and accuracy of the content of this publication. The presenter assumes no liability for any short term or long term decisions made based on analysis included in this document.

INTRODUCTION:



The **Louisiana Association of Planning and Development Districts** is comprised of all 8 State Planning Districts working together as partners to advance the development of Louisiana. Although each region has unique attributes and needs, all eight districts share common concerns and opportunities. The combination of the critical mass of the eight regions, combined with the strengths of each, set LAPDD apart as a unique asset in Louisiana.

Increasingly, community leaders are realizing the design of place is a key asset that can be leveraged for growth in their community. In order to draw in these businesses and recruit the best people, communities need to be well-designed lively places that inspire, promote social interaction, and increase engagement. Economic development plans in communities throughout the country largely reflect this reality, or at least aspire to its realization.

The LAPDD exists to promote a sense of awareness and understanding of the interdependent nature of local, state, and federal levels of government in the planning and development of our nation's

communities. This interdependence includes communities, both rural and urban, metropolitan and non-metropolitan. It most certainly includes planning and development at the multi-jurisdictional level, across local governmental boundaries in both metropolitan and nonmetropolitan areas. The further mission of the LAPDD is to provide a forum and mechanism for the exchange of information, knowledge, and solutions among professional planners, appointed planning officials, and other allied groups and individuals involved in urban and regional planning.

CHALLENGES:



Challenges to regional leaders as they work to sustain and expand these efforts:

- Leaders need to be able to work across programmatic and jurisdictional boundaries to implement the new model, both strategically and organizationally, but such “galvanizing” leaders are in short supply.
- The work is long term and systemic, but funding is short term and programmatic, requiring regional leaders to cobble together programmatic grants on a long-term basis.
- Dedicated staff is essential to the core team guiding the work, but sites are challenged to secure sustained funding for “backbone” organizations or intermediaries.
- Systems change requires a holistic approach, but moving on too many fronts can overwhelm the effort. Focusing on single projects is more feasible but reduces the potential for broader impact and transformation of systems.
- Entrenched interests and systems resist change, and many public resources are constrained by established programs.
- A natural process of entropy arises from inevitable changes in leadership, the economic and political landscape, and priorities in organizations and funders, increasing the challenge of sustaining long-term efforts.

Rural Small Metro Challenges:

- Overcoming the perception that innovation doesn’t apply to rural economies.
- Measuring and communicating impact—the tyranny of nominal over % gains and making room for jobs+ performance metrics.
- Competing for resources in an environment of increasing pressure on federal/state agencies to demonstrate taxpayer return on investment (ROI).
- Marketing success stories in case studies in a data-driven world dominated by GPRA forms, sound bites, and short attention spans.
- Forming partnerships and collaborating over large, sparsely-populated distances.
- Adopting a cluster approach to development in a small business economy.

CONSIDER:



Goals to Achieve Basic Mission:

1. Promote the development of a regional intergovernmental perspective in planning through high quality state, multi-regional, national and other conference sessions.
2. Provide useful and timely communication to regions on a regular basis through various means, such as an up-to-date webpage and other electronic and non-electronic means.
3. Evolve formal education and other training means relative to the regional and intergovernmental perspective in the urban and regional planning profession and related stakeholder groups.
4. Support the comprehensive nature of urban and regional planning — physical, environmental, economic, and social — through technical, policy, and research activities focusing on the intergovernmental perspective in comprehensive planning.

Asset-Based Strategies:

- Building on what you have, not starting from perspective of what you don't have
- Focusing on innovation and entrepreneurship (i.e. venture development)—creating new opportunities for wealth creation
- Thinking creatively about regions—does your strategy need to function more as a network rather than a geography?

Public-Private Partnerships:

- Cluster initiatives—but only if there is a clear opportunity for value creation
- Import substitution
- Workforce training
- Market research
- GIS

Focus on mutually reinforcing drivers of economic growth:

- Competitiveness and performance of the region's economic clusters, or concentrations of related firms and industrial specializations
- Development and deployment of human capital and skills
- Capacity for innovation and the environment for entrepreneurs
- Spatial efficiency of the region, its infrastructure and built environment
- Effectiveness and efficiency of government institutions and networks of civic leadership

Summary of Key Recommendations:

- Increase the PDDs ability to guide regional economic development efforts
- Enhance PDDs and their stakeholder partnerships
- Reinforce the PDDs relationship with EDA, DRA, and USDA to strengthen the chain of intergovernmental relationships (local, state, federal)

LA-CEDS:



Louisiana Comprehensive Economic Development Strategy (LA-CEDS):

The Comprehensive Economic Development Strategy (CEDS) contributes to effective economic development in America's communities and regions through a locally-based, regionally-driven economic development planning process. Economic development planning – as implemented through the CEDS – is not only a cornerstone of the U.S. Economic Development Administration's (EDA) programs, but successfully serves as a means to engage community leaders, leverage the involvement of the private sector, and establish a strategic blueprint for regional collaboration. The CEDS provides the capacity-building foundation by which the public sector, working in conjunction with other economic actors (individuals, firms, industries), creates the environment for regional economic prosperity.

To inform the development of a statewide CEDS, Louisiana's regional Planning and Development Districts (PDDs) must first establish uniform Regional Comprehensive Economic Development Strategies designed to identify regional priorities for economic and community development.

Priority identified in the Regional CEDS will inform the creation of Louisiana's Comprehensive Economic Development Strategy (LA-CEDS) and serve as the blueprint for creating a sustainable economy.

The PDDs are embarking on an effort to develop LA-CEDS centered on the six livability principles established by the federal Partnership for Sustainable Communities and the six Investment Principles set forth by the U.S. Department of Economic Development. In addition, the Association will follow the National Association of Regional Development Organization's (NADO) Standards of Excellence for CEDS development.

PROCESS:

How the Process Will Work:

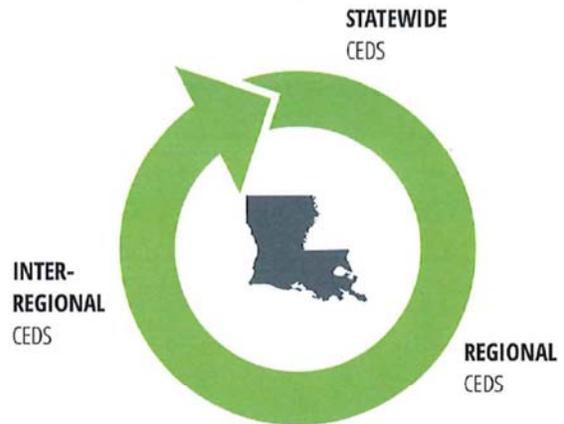
PHASE 1: PDDs work with various stakeholders, including planning and economic development professionals, non-profits, local elected officials and the private sector community throughout the state to update existing regional CEDS using a unified framework.

PHASE 2: As regional planning is completed, PDDs will frame inter-regional plans, and LAPDD will consolidate work into a Statewide Comprehensive Economic Development Plan (LA-CEDS).

- A blueprint for federal, state, regional and local funding decisions
- Data for responsible policy decisions at all levels of government, helping secure private investment in LA

Guiding Principles:

- Think Regionally and inclusively.
- Consolidation of effective data.
- Capitalize on assets, current plans and work in progress.
- Balance redevelopment/development preservation opportunities.
- Consider regionalization of services.
- Connect more people.
- Connect active living opportunities to the region.
- Connect broadband technology to entire region.



NOTE: Statewide Comprehensive Economic Development Strategies and Plans often exhibit successful alignment with other planning efforts such as HUD's Sustainable Communities or even components of metropolitan planning documents.

Regional planning is ongoing. Including key elements from previously approved CEDS will ensure that the larger regional plan continues to address more local needs and requirements.

STRATEGY 1:



STRATEGY 1: Identify, Market and Build on each Region's unique Advantages

Several areas of the state are nationally recognized for their business and industry clusters. However, the benefits emerging from these clusters are not felt equally across the state, as many regions, especially rural areas, do not have adequate assets to build these clusters or they do not have the capacity to maximize the potential of their economic development assets.

1. **Develop a statewide brand and integrated vision of how to best leverage assets for economic development.**
 - 1.1 Take an active leadership role in managing a statewide branding and visioning process.
 - 1.2 Analyze existing regional identities and brands, and their contributions toward a statewide economic development brand.
 - 1.3 Launch an expanded statewide brand recognition campaign (that acknowledges the state's unique regional characteristics) to support targeted recruitment of companies, entrepreneurs, and talent.
2. **Promote regional collaboration in both marketing and service delivery as a means to better leverage important economic and community development assets.**
 - 2.1 Foster regional branding, product development, and product marketing initiatives that engage networks of small businesses in industries that need to collaborate to build scale (e.g., agricultural products and local foods, recreation and tourism, etc.).
 - 2.2 Facilitate regional collaboration of travel and tourism marketing to better utilize funding and increase impact.
3. **Provide direct assistance to existing businesses in becoming more competitive.**
 - 3.1 Coordinate business services across multiple programs and help Louisiana small businesses to become more innovative and resilient.
 - 3.2 Integrate and actively market business assistance program services from a variety of organizations (including financing, exporting, management planning, site selection, workforce development, and other services) as an integrated and seamless network that helps companies access any type of assistance through "no wrong door."
4. **Invest in on-going development of selected clusters or unique technologies.**
 - 4.1 Design and deploy an information system through the regional data centers to provide insights for leaders and stakeholders about key industry shifts, emerging economic trends, or potential project opportunities related to clusters of statewide significance.
 - 4.2 Devise regional plans to help companies understand and adapt to the most important disruptive technologies through innovation and improved proficiencies.
5. **Establish a more evidence-based process for making investments in economic and community development.**
 - 5.1 Provide cutting-edge analytical tools to the state's local and regional leaders (including economic developers, decision makers, elected officials, etc.).
1. **Increase entrepreneurial activity across the state.**
 - 6.1 Expand access to equity and risk capital through micro-lending, crowd funding and angel investment activity.
 - 6.2 Expand the network of business accelerators, incubators, pop-up-shops or other shared services/space as part of broader downtown revitalization, redevelopment, and Main Street improvement efforts.
 - 6.3 Support and expand entrepreneurial education and training programs in high schools and at local community colleges.
 - 6.4 Coordinate the activities of entrepreneurial service providers (e.g., small business centers, small business technology development centers, incubators, economic development, financial assets, and other business support organizations).
 - 6.5 Aggressively market entrepreneurial support services to area companies and individuals.
 - 6.6 Organize networking events for entrepreneurs and support intermediaries.

STRATEGY 2:



STRATEGY 2: Enhance and Sustain a Robust Regional Infrastructure:

Louisiana has many infrastructure assets on which to build, including several major airports, interstate highways, and broadband assets throughout much of the state. For these and other infrastructure assets to contribute to the state's overall economic competitiveness, strategic investments must be made to ensure that these assets are maintained and expanded.

1. **Establish water resources management, planning and coordination to ensure a long-term water supply.**
 - 1.1 Coordinate planning to encourage strategic, regionally important water and sewer infrastructure investments.
 - 1.2 Incentivize planning and implementation of strategic regional investments.
2. **Build technical capacity within local water and sewer utility providers.**
 - 2.1 Provide technical assistance to water and sewer utility systems to help address substantial fiscal and operational challenges.
 - 2.2 Ensure digital access to up-to-date service availability maps, diagrams and capacity attributes to improve water and sewer planning activities statewide.
3. **Implement last-mile broadband access and next generation ultra-high speed broadband.**
 - 3.1 Under the Governor's leadership, convene a state-sponsored telecommunications summit of the telecom companies and other key state leaders (e.g., key legislators, local elected officials, etc.) to develop possible approaches to implementing last mile broadband and expanding access to ultra-high speed broadband.
 - 3.2 Monitor and report on progress in improving broadband access and addressing gaps.
 - 3.3 Identify incentives (e.g., grants, loans, tax programs) to encourage greater private investment by the telecoms in the broadband infrastructure.
 - 3.4 Identify and implement innovative programs that leverage public and private investment in last mile broadband.
4. **Increase collaboration in State and regional transportation planning to ensure that critical statewide transportation corridors are completed.**
 - 4.1 Align transportation funding geographies with planning regions.
 - 4.2 Accelerate transportation infrastructure preplanning to ensure shovel-ready projects.
5. **Expand and diversify the workforce housing stock in areas near employment centers and existing infrastructure.**
 - 5.1 Define and identify areas of deficiency within the workforce housing stock.
 - 5.2 Coordinate existing housing programs and financial incentives to reduce redundancy and create greater efficiencies in workforce housing investments.

STRATEGY 3:



STRATEGY 3: Create Revitalized, Healthy and Resilient Communities:

Although Louisiana has many thriving cities and towns, there remain places throughout the state that are experiencing declining downtowns and outmigration of people.

1. Raise awareness about the importance of local planning in ensuring that residents have transportation, housing, and job center choices that could contribute to healthier, safer communities.

1.1 Gather best practice examples of how local development plans can provide more opportunities for "natural exercise" (walking, biking, etc.) to improve community safety and health.

1.2 Increase access to more outdoor public space, develop pedestrian and bikeway plans, and promote senior-friendly community initiatives designed to create a greater sense of community.

1.3 Support transit accessibility throughout Louisiana, consistent with the State's plan.

2. Create new "impactful" recreational options that serve broader regional needs.

2.1 Encourage continued state funding for the water and land resource investments in partnership with local governments.

3. Develop local food networks throughout the state.

3.1 Invest in model programs that encourage local growers and, where possible, appropriately link them to local market opportunities (e.g., farmers markets, "farm to table", etc.).

3.2 Coordinate local food networks to encourage interaction between existing local networks.

3.3 Support pilot programs that provide processing capacity for those food and meat producers that are too small to serve commodity markets effectively, but too large to sell directly to consumers at a scale large enough to compete.

3.4 Connect local growers and food producers to the State's network of agricultural research stations.

4. Revitalize downtowns throughout Louisiana.

4.1 Expand existing and successful state-sponsored programs such as the Main Street Program or the Louisiana Community Network.

5. Invest in adaptive reuse of buildings for emerging economic activities.

5.1 Inventory and evaluate vacant buildings that could be used by entrepreneurs or growth industries.

5.2 Explore operations and facilitate conversations exploring potential intergovernmental agreements leading to repurposing of abandoned and diminished publicly-owned properties.

STRATEGY 4:



STRATEGY 4: Grow Talented and Innovative People:

Despite historically high unemployment rates, many employers across the state have experienced difficulty in finding, recruiting, and hiring the kinds of skilled workers the companies need to be competitive. For some employers, the challenge is finding individuals with basic work readiness skills. For others, the challenge is finding individuals with applied technical skills to maintain a competitive edge. For others still, the challenge is finding workers with the ability to understand the company and its mission, adapt to a changing workplace, and anticipate customer demands even before the customer realizes they have a need. Companies increasingly turn to the higher education system to meet this workforce need, but not always successfully. So, companies also search for the types of workers they need in a national and even global marketplace.

1. **Prepare youth, unemployed and underemployed individuals for high- skill, in-demand jobs.**
 - 1.1 Increase innovative career pathway counseling and training that prepare workers for highskill jobs.
 - 1.2 Expand career and technical education opportunities in promising new areas such as advanced manufacturing.
 - 1.3 Provide training support for those seeking to access jobs that provide more promising career opportunities.
 - 1.4 Examine barriers to licensure and reciprocity in LA.
2. **Conduct a coordinated marketing campaign that identifies and promotes middle-skill career opportunities that can be promoted to middle school-aged and high school-aged children.**
 - 2.1 Increase promotion of education and training in Science, Technology, Engineering, and Math (STEM) disciplines.

BACKGROUND:



The Louisiana Association of Planning and Development Districts, (LAPDD) is comprised of 8 State Planning Districts working together as partners to advance the development of Louisiana. LAPDD has specific expertise in regionalism and community based economic development, with interests in recovery and resiliency, job creation and retention, including entrepreneurship/business development, and various aspects of capacity.

Although each district has unique attributes and needs, all eight districts share common concerns and opportunities. The combination of the critical mass of the eight regions, combined with the strengths of each, set LAPDD apart as a unique asset in Louisiana. That asset, now more than ever, needs the support of the state it serves.

LAPDD was created in 1977 through legislative Act 472, which states that "It is the purpose of this act to facilitate intergovernmental cooperation and to insure the orderly and harmonious coordination of state, federal, and local comprehensive planning, and development programs for the solution and resolution of economic, social, physical, and governmental problems of the state and its citizens by providing for the creation and recognition of regional planning and development commissions."

VISION

LAPDD is committed to sharing information and expertise to pro-actively engage local, state and federal officials in a collaborative process that creates a positive environment for development.

MISSION

To create a positive environment for development in Louisiana, LAPDD will function as:

- An association of peer professionals working together as a conduit to the public and private sectors advancing development
- A tool for members to realize more effective results by doing things together
- A collective voice for enhancement of development in Louisiana
- A resource agency that provides technical, resource, and financial assistance to our member parishes, municipalities, and others such as businesses and non-profit organizations

BACKGROUND:



LAPDD members serve several audiences, including: Planning and Development District and Metropolitan Planning Organization boards, elected officials (local, parish, state-including committees, and federal) state (Louisiana Economic Development, Department of Transportation and Development, Office of Community Development, Office of Culture, Recreation and Tourism, Louisiana Workforce Commission, Treasurer) and federal agencies (Environmental Protection Agency, Economic Development Administration, Federal Transit Administration, Federal Highway Administration, Department of Housing and Urban Development, Department of Agriculture, Small Business Administration, and Delta Regional Authority).

LAPDD has representation serving on outside Boards or Committees, including NADO, NADO's RPO council, LAGIC, DOTD's Rural Advisory Council, SWREDA, and DRA's LDD Advisory Council. These relationships support common ground and common interests. Additionally, six of the eight PDD's have designation as Metropolitan Planning Organizations (MPO) serving urbanized area transportation planning as funded by the U.S. Department of Transportation, including Federal Highway Administration and Federal Transit Administration, and five of the regions have small business lending activities.

From time to time, LAPDD has been a vehicle for contracting, funding, and addressing policy issues shared amongst the PDDs. LAPDD relies on PDD activities for its leadership and operations, as it has no paid staff.

In these capacities, LAPDD must focus its efforts, and its members must commit to work together in providing information, developing innovative approaches to development, and creating an environment for more effective collaboration throughout the state.

COMMITMENTS

To accomplish its mission, LAPDD will:

1. Work together to more effectively help PDD constituents, agencies and the entire state
2. Raise LAPDD's collective voice to increase awareness and appreciation of all members
3. Enhance LAPDD's status as a resource organization and an intermediary in a changing environment

The commitment of members to lead implementation, serve as the "face" of LAPDD in promoting the organization's accomplishments, and dedicate time for LAPDD in addition to their commitments to their individual PDD organizations, is critical to achieving the goals LAPDD has set out in this strategic action agenda.

- *PDD participation historically includes both the executive director and one or more key staff, usually the economic developer or planner engaged in EDA and/or DRA activities. Key PDD staff serves as the respective PDD's designee to vote in absence of the director in meetings of LAPDD.*
- *It is critical that PDD executives and designees, alike, actively participate and commit to implementing these strategies.*

DISTRICTS:



District 1: Regional Planning Commission

Orleans, Jefferson, St. Tammany, St. Bernard, Plaquemines
 Walter Brooks, Executive Director
 Maggie Woodruff, Director of Economic Development
 Regional Transportation Management Center
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 New Orleans, LA 70124-1134
 Phone: 504-483-8500 Fax: 504-483-8526
rpc@norpc.org wbrooks@norpc.org mwoodruff@norpc.org

District 2: Capital Region Planning Commission

Ascension, East Baton Rouge, West Baton Rouge, East Feliciana, West Feliciana, Iberville, Livingston, Pointe Coupee, St. Helena, Tangipahoa, Washington
 Jamie Setze, Executive Director
 Courtney Maciasz, Director of Ec. Dev. & Public Affairs
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District 3: South Central Planning & Development Commission

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 5058 W. Main St., Houma, LA 70360-4900, P.O. Box 1870, Gray, LA 70359
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kevin@scodc.org cullen@scodc.org

District 4: Acadiana Planning Commission

Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin, Vermillion
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moniqueb@planacadiana.org

District 5: Imperial Calcasieu Regional Planning & Development District

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jerry@imcal.org

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 Virginia McCann, Program Specialist
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 Phone: 318-487-5454 Fax: 318-487-5451
kdelta@kcricket.net kdbiz@kcricket.net kdelta4@kcricket.net

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 Dianna Roark, VP, Corporate Affairs
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 Phone: 318-632-2022 Fax: 318-632-2099
info@cdconline.org droark@cdconline.org

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david@northdelta.org tracy@northdelta.org

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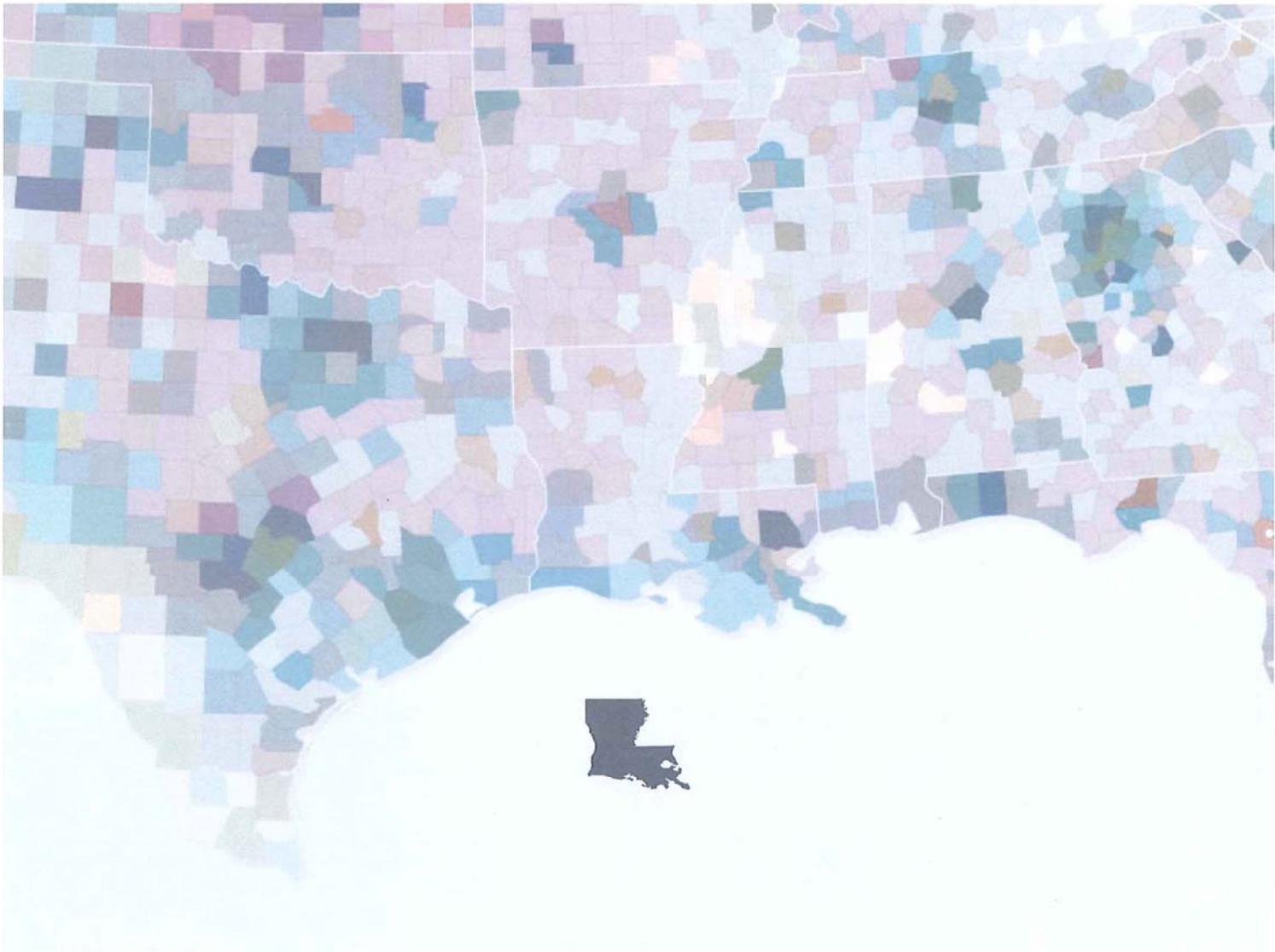
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APPENDIX D:

States' Economic Development Assistance Program (SEDAP)

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Strategic investment in the 252 counties and parishes served by the Delta Regional Authority is helping to improve the quality of life and boost economic development opportunities. The main investment tool used by the Delta Regional Authority is the States' Economic Development Assistance Program (SEDAP), which provides direct investment into community-based and regional projects that address the DRA's congressionally mandated four funding priorities.

Under federal law, at least 75 percent of DRA funds must be invested in economically distressed counties and parishes. Half of these funds are targeted to transportation and basic infrastructure improvements. The remaining funds are directed to DRA's other funding priorities of workforce development and business development with a focus on entrepreneurship.

The DRA works closely with the 44 Local Development Districts in the DRA footprint that serve as front-line project managers to ensure community-relevant project development and investment. SEDAP investments emphasize job creation, regional collaboration, and health and safety for communities.

As front-line project managers, the local development districts within the DRA footprint provide technical assistance, application support and review, and other services to DRA and those entities in their district wishing to apply for DRA funding. The LDDs help the DRA identify effective and impactful economic development projects for consideration for DRA investment. They also provide on-ground support for public outreach and participate in DRA-sponsored programs and policy initiatives, often helping to drive attendance to DRA events.



Role of the Local Development Districts

All projects whether Emergency/Contingency, Replacement or SEDAP, are developed in coordination with the appropriate LDD. Projects are submitted electronically either by or through the LDD whose territory includes the home county/parish of the applicant and/or the county/parish being served.

LDD staff will review and certify that each project is legitimate and meets the parameters of the DRA program. Ultimately, the DRA makes the final determination of eligibility. However, LDDs will also acknowledge their role and responsibility as project managers for each project and ensure each project is implemented and regulations adhered to in a timely manner. In the event an application is deemed ineligible by the DRA, the LDD also serves as the local economic development agency that should be knowledgeable of other state and federal funding sources. Applicants are encouraged to work closely with the LDD in identifying the best available resources for their project.

In order to compensate the LDDs for the administrative work they perform, project administrative fees will be paid from the awarded funds. The formula for determining project administration fees is 5 percent of the first \$100,000 and 1 percent of all dollars in excess of \$100,000. By example, a \$200,000 award would include \$6,000 in LDD project administration fees, thereby making \$194,000 available for the purpose of the award.

