

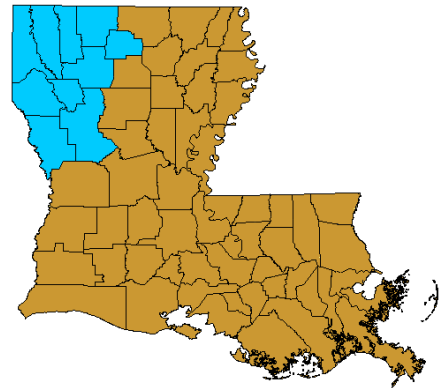
TABLE OF CONTENTS

<u>Introduction</u>	1
<u>The Region’s Background</u>	1
<u>Major Employment Clusters</u>	5
<u>Recommendations for Future Clusters</u>	7
<u>Strengths, Weaknesses, Opportunities, Threats</u>	8
<u>Regional Needs Based on SWOT Analysis</u>	9
<u>Integration with State and Local Workforce Development Strategies</u>	12
<u>Plan of Action (Goals, Resources, Outcomes, Performance Measures)</u>	13
<u>Economic Development Needs</u>	13
<u>Physical Infrastructure Needs</u>	17
<u>Community Development Needs</u>	18
<u>Workforce Development Needs</u>	20
<u>Community and Private Sector Participation in the CEDS Process</u>	22
<u>Resiliency</u>	23
<u>Cooperating and Integrating CEDS with State’s Economic Development Priorities</u>	24
List of Economic Development Investments in the Area	
<u>2012-2013 Private Investment</u>	25
<u>2012-2013 Public Projects</u>	27
<u>Incorporation of Delta Regional authority (DRA) Priorities in Developing CEDS</u>	34
<i>Appendices</i>	
<u>Glossary of Acronyms Used in Action Plan</u>	36
<u>CEDS Committee Members</u>	37
<u>CDC Executive Committee Members</u>	38
<u>About The Coordinating and Development Corp.</u>	39

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

INTRODUCTION

The Coordinating and Development Corporation's (CDC) Comprehensive Economic Development Strategy (CEDS) has been developed based upon a wide range of input offered by elected officials, business leaders, EDOs, social service agencies, educators, and others located in the 10 parishes in northwest Louisiana. Its primary goals are to (1) identify the programs and services that over the next five years will help create and retain jobs, address human resource development, and actively seek out new methods to improve the quality of life for the residents of Northwest Louisiana, and (2) as a performance-based plan, the CEDS will serve a critical role in a Region's efforts to defend against economic dislocations due to global trade, competition and other events resulting in the loss of jobs and private investment.

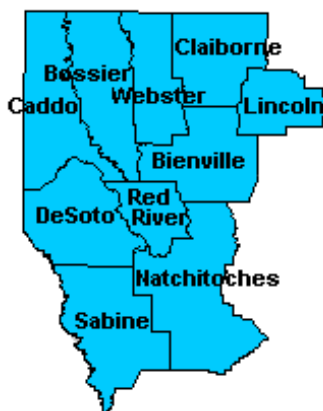


To these ends, this document is designed to identify:

- Projects, strategies, initiatives, and programs that can and should be implemented to improve the overall economy of northwest Louisiana
- The prioritization of critical projects and investments
- Criteria that will yield significant economic impact for the region
- A process through which significant projects and investment can be determined on a continuing basis
- The mechanisms, tools, or systems that can be used to coordinate and set the policy direction for future economic growth

This CEDS was made possible through a Planning Grant from the U.S. Department of Commerce, Economic Development Administration (EDA). Special thanks to the hundreds of hours devoted to this project by members of CDC's CEDS Committee and Board of Directors.

THE REGION'S BACKGROUND



Northwest Louisiana is composed of the 10 parishes of Bienville, Bossier, Caddo, Claiborne, DeSoto, Lincoln, Natchitoches, Red River, Sabine, and Webster. Its 7,733 square miles is a mix of urban (the cities of Shreveport in Caddo Parish and Bossier City in Bossier Parish) and rural (the balance of the region). CDC is the primary organization for regional economic development in the ten parishes. CDC works with numerous local, state, and federal partners, including workforce development, academia, government, social service organizations, businesses, bankers, CofCs, EDOs, LED, USDA, EDA, DRA, and SBA on both local and regional issues and projects that will benefit the economy of the region's communities and their citizens.

Population

The population experienced an increase of 5.79%, since 2000, with Bossier Parish's population growing at an exceptional rate of 24.3%; Lincoln Parish also enjoyed a population growth of more than 10%. Four parishes experienced population losses, with Bienville and Red River Parishes experiencing the largest losses, down 10.64% and 6.64% respectively. African-Americans continue to be the largest minority group, representing 37.73% of the population. Hispanics today account for 2.57% of the population, and females represent 50.87% of the population. Persons under the age of 18 account for 23.4% of the population.

Educational Attainment

The percentage of persons with high school or higher education totaled 80.27% versus 81.6% in Louisiana and 85.4% in the United States. Persons who held a bachelor's degree or higher totaled 17.58%, versus 21.1% and 28.2% for the state of Louisiana and the United States respectively.

Income

Northwest Louisiana's income levels are low compared to those of the State of Louisiana and the United States. According to the *2007-2011 American Community Survey 5-Year Estimate*, the median household income level in the region was \$50,975, well below the State median of \$55,144 and the United States \$64,293. Per capita income data from the *2007-2011 American Community Survey 5-Year Estimate* also shows the region ranking well below the state or U.S. at respectively \$20,831, \$23,853, and \$27,915. The poverty rate for all people in the region is 22.65%, compared to 18.4% for the state of Louisiana and 14.3% for the United States.

Unemployment Information

With a civilian labor force of 260,719 and the number of employed standing at 243,441, the region is fortunate that it has an unemployment rate of 6.6%, slightly higher than the state's unemployment rate and well below the U.S. unemployment rate. Although this statistic is as of March 2013, the unemployment rate has remained fairly steady for the past five years. Even with the closure of the General Motors facility in Shreveport and the loss of the GM suppliers, unemployment rates have not waivered more than a few tenths of a percent during the past several years.

Geographic, Climatic, and Natural Resource Profile

The physical geography of much of Northwest Louisiana is dominated by the presence of the Red River, which runs through the center of the parishes comprising the region. The land along the river valley is a part of the Southern Mississippi Alluvial Plain, while the remainder of the region is referred to as the North Louisiana Uplands. This section of the State has fertile country, as well as cities and towns. This is a green land dotted with cypress, pecan, pine, ash, hickory, and huge oak trees. The area is not lacking in color, due to the abundance of flowering trees, shrubs, and animals.

Natural Resources

Northwest Louisiana's natural resources have provided an important impetus in shaping the area's economy. Louisiana is well known for its production of fossil fuels, with producing oil wells in each of the ten parishes. Natural gas exists in abundant quantities and is extracted in several parishes. The vast quantities of natural gas anticipated to be found in the Haynesville

Shale has already had huge financial benefits to the governmental bodies of the region's parishes. Additionally, numerous individual citizens who have signed contracts with companies such as Chesapeake and Petrohawk became millionaires overnight. Another fossil fuel, lignite, is another major natural resource for the area. Lignite strip mines are operating in the Parishes of DeSoto and Red River. The mines supply lignite for an electric power plant in DeSoto Parish and for a Red River Parish based company that produces a mercury scrubber for electric generating plants. Deposits of lignite also are known to exist in Sabine, Natchitoches, and Bienville Parishes.

Forestry

This section of the State also benefits from large areas of forestry making it a green land dotted with cypress, pecan, pine, ash, hickory, and huge oak trees. Wood processing, once a dominant cluster in the region, has declined dramatically over the past two decades due to the global economy and the expanded import of wood products and furniture. Much of today's forestry products manufactured regionally is wood chips and lumber, which are shipped to other locations, usually internationally, for further value-added activities.

Infrastructure

Most of Northwest Louisiana's populated areas are served by *water and wastewater systems*. Water quality varies greatly from system to system, but the poorest quality is generally found in the rural systems. The more densely populated areas of the region have sewer collection and treatment systems. Many of the sewage collection problems are associated with the fact that lines are old and tend to take in storm water during heavy rain, thus overburdening the treatment facilities and causing them to discharge untreated wastewater. Although most treatment facilities are adequate to handle the present load, there are some which do not have the capacity to handle much of an additional load. For many of the systems in the region, under-capacity and inadequacy serves as a major hindrance to development and the recruitment of new industry. Maintenance of *highways, roads and bridges*, especially in the rural areas, continues to be a struggle as State, Federal, and local funds continue to dwindle. The region is blessed with two good interstate systems, I-20 and I-49, and a third, I-69 potentially coming through the area. Construction of I-49 to the north and south are underway. *Port facilities*, located at Shreveport and Natchitoches, allow the Red River to serve as an inducement for industrial recruitment, such as the recently announced \$900 million Benteler Steel facility in Shreveport. Efforts are currently underway to expand *Amtrak* to run from Marshall, TX to Meridian, MS along the I-20 corridor. *Broadband* availability at reasonable prices continues to impede usage of the Internet, particularly in the rural areas.

Energy

Electrical distribution is handled by private companies, rural cooperatives, and in a few cases, municipalities. The area has not experienced major problems with respect to electricity. Major outages occur during ice storms and thunderstorms and power is usually restored in a short period of time after the causing event. In Northwest Louisiana's metropolitan areas, electricity costs are among the lowest in the nation and this is often used as an inducement to attract manufacturing operations. In many rural areas served by smaller companies the rates tend to be higher. The costs of natural gas are no higher in this region than others across the south.

Land Use Patterns

The largest land uses in Northwest Louisiana are forests and agriculture. The region is mostly rural. Very few land use controls are exerted in the region. Zoning ordinances and subdivision regulations are strongly enforced in Shreveport, Bossier City, and several of the larger municipalities such as Ruston, Minden, and Natchitoches. Even a few smaller municipalities enforce zoning. Although several parishes have zoning ordinances in place, they are seldom enforced. It should be noted that land use controls are currently used to protect the value of property rather than to promote economic development.

Health Services

There is at least one hospital or medical clinic in each parish in Northwest Louisiana. Medical facilities in Shreveport and Bossier City are excellent. Shreveport and Bossier City serve the major and specialized medical needs of the entire district and portions of Northeastern Texas and Southwestern Arkansas.

Educational Facilities

Most of Northwest Louisiana's parish school systems have made efforts to keep elementary, middle and secondary school facilities in good condition. There are, however, a few areas in Northwest Louisiana in which upgrading of substandard school facilities has not taken place. A number of institutions of higher learning are located in Northwest Louisiana. Louisiana Tech University is located in Ruston, Grambling State University is located in Grambling, and Northwestern State University is located in Natchitoches. All three of these schools have a number of undergraduate and graduate degree programs. Centenary College, Louisiana State University in Shreveport, and Southern University in Shreveport are all located in Shreveport. (LSU and Southern are satellite campuses of the main schools, which are located in Baton Rouge.)

Vocational training programs are available throughout Northwest Louisiana. There are seven Louisiana Community and Technical College System (LCTC) campuses located in the region. The technical college campuses are in Mansfield, Natchitoches, Minden, Ruston, Many, and Shreveport; Bossier City is home to the Bossier Parish Community College (BPCC). Louisiana's Governor and Legislature recognize the value of vo-tech training and have called upon the LCTC system to assist in workforce training in an effort to make the training provided at the local LCTC campuses more responsive to the needs of area employers. In addition to the technical colleges, there are a number of business colleges and specialized schools which offer a variety of types of training. BPCC recently announced plans for the development of a Manufacturing Center as a result of the location of the Benteler Steel facility at the Port of Shreveport-Bossier.

Housing

Although there are a few areas in the region (particularly in the rural areas) where public housing is limited or unavailable, there is generally an adequate supply of public housing throughout Northwest Louisiana. Quality of public housing ranges from new to poor. There is still much need for housing rehabilitation, especially for low-income rental property.

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

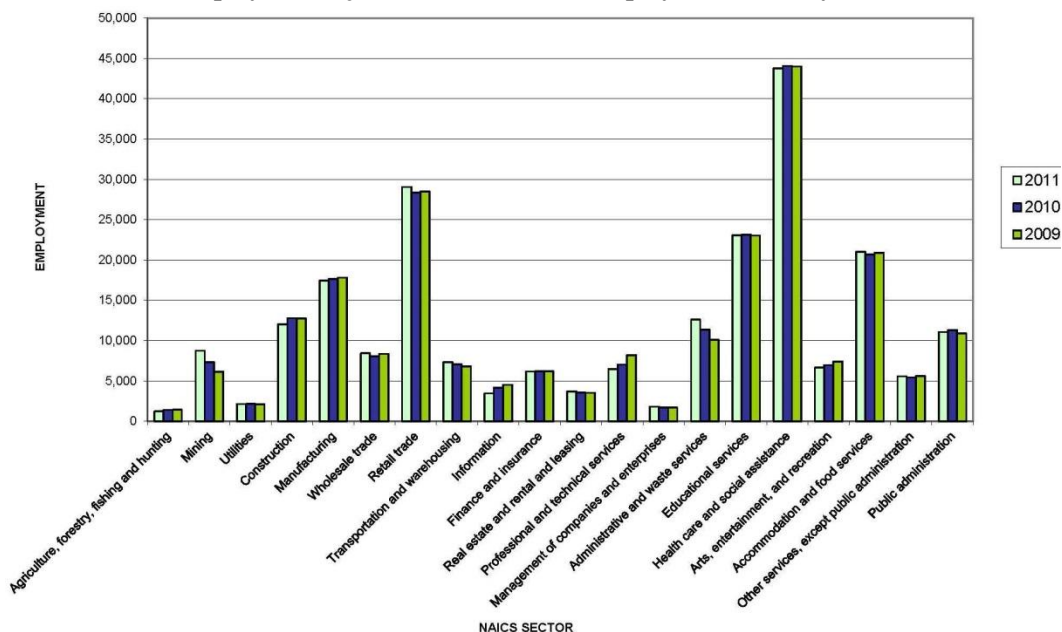
Cultural, Recreational, and Tourism Facilities

Northwest Louisiana has numerous *recreational and tourism* facilities, many of which can be enjoyed year-round. Excellent public and private facilities exist throughout the area for golf, tennis, swimming, and boating. There are lakes and parks all over the region. Toledo Bend Reservoir, one of the largest man-made lakes in the South, runs along the southwest boundary of the region. *Spectator sports* also are available and range from the annual Independence Bowl to thoroughbred horse racing at Louisiana Downs. Some of the better-known events include the Louisiana State Fair, the Red River Revel, Holiday in Dixie, the Ruston Peach Festival, and the Natchitoches Christmas Festival. There are also *cultural attractions*, including an opera, a symphony orchestra, a theater which provides live productions, and visiting theatrical shows at facilities such as the CenturyLink Center and the Strand Theater, ensure a variety of productions from which to choose throughout the year. A number of *art museums* housing a variety of paintings, sculptures and decorative art, are augmented by traveling art exhibits at area libraries and numerous arts and crafts. Shreveport’s Sci-Port Discovery Center provides science education opportunities for all age groups. Additionally, there are sites of known and potential *historical and archeological* significance throughout the region. The known sites are documented with the Louisiana Office of Cultural Development, and every Northwest Louisiana parish has an abundance of various types of wildlife. Additionally, the Louisiana Sports Hall of Fame & Museum opening in Natchitoches and numerous star-ranked musical and entertainment artists brought to Shreveport-Bossier via the local Casinos generate much tourism for the region.

MAJOR EMPLOYMENT CLUSTERS

Based upon employment information available through the LWC, the top five (5) clusters in northwest Louisiana as of the end of 2011 are (1) Healthcare, (2) Retail Trade, (3) Educational Services, (4) Accommodations and Food Services, and (5) Manufacturing.

**Regional Labor Market Area 7
Employment by NAICS Sector, 2011, 2010, and 2009 Annual Data
Employers Subject to the Louisiana Employment Security Law**



Healthcare and Social Assistance (Growing)

Healthcare and social assistance organizations employed 43,780 residents in 1,819 establishments and provided annual wages of \$1,819,811,204 during 2011. The Health Services industry has long been a major plus for this region, with the presence of nationally recognized hospitals, such as the Willis-Knighton Medical Center and Christus-Schumpert Health System, the Northwestern State University's School of Nursing, and the LSU Health Science Center, which is the academic center for medicine and medical research in North Louisiana, Northeast Texas, and Southwest Arkansas. Since 2001 employment in this sector has grown by 22%, and considering the aging population and the Affordable Health Care Act, it is expected to continue its growth and importance to Northwest Louisiana for the foreseeable future.

Additionally, the Louisiana Rural Health Information Exchange (LARHIX) is available to link rural hospitals to the LSU Health Science Center in Shreveport through Broadband technology. LARHIX allows rural patients to receive specialized health care and in many cases continue to be cared for in their own communities. It also was designed to help avoid duplication of medical services and tests; thus saving millions of dollars for the state. Not all rural hospitals or clinics are currently associated with LARHIX and should be encouraged to become members.

Retail Trade (Growing)

Retail Trade companies employed 29,044 residents through 2,210 establishments and provided annual wages of \$719,536,488 during 2011. This sector also ranked number two in 2001. Employment has grown by 6.5% in the past 10 years, and this continues to be a major employer for the region.

Educational Services (Static))

Educational Services institutions employed 23,078 residents through 130 establishments and provided annual wages of \$858,921,773 during 2011. This sector has moved up from its 4th place ranking in 2001, although the number of employees has remained static, actually declining by 152.

Accommodations and Food Services (Growing)

Accommodations and Food Services businesses employed 21,001 through 1,056 establishments and provided annual wages of \$321,733,913 during 2011. Due to the region's gaming establishments and tourism/recreational facilities, this sector moved up from its 5th place ranking in 2001, and has experienced a 27% growth in the number of employees.

Manufacturing (Declining)

Manufacturing companies employed 17,455 through 522 establishments and provided annual wages of \$869,722,613 during 2011. Unfortunately, this sector which provides the highest wages has dropped from its 2001 ranking of 3rd to 5th, and with the closure of the Shreveport General Motors facility at the end of 2012, we anticipate that this sector's employment will continue to drop in the future. This is an area where special efforts by various EDOs and elected officials will be made during the next 5 years to attempt to provide help to bring this sector and the number of employees back to a more dominate place in the region's economy.

Recommendations for Future Regional Clusters

Distribution Services, Transportation, and Logistics

Due to the region's availability of numerous transportation assets, including I-20, I-49, and the future I-69; the Red River Waterway and port facilities; U.S. Customs Office and Foreign Trade Zone; Shreveport Regional Airport; and scores of regional and national motor freight companies serving the region, interest in greatly expanding the region's distribution, transportation and logistics services rated highest among the clusters to be pursued in the future. One of the major areas suggested to be pursued in developing this cluster is to promote the Shreveport Regional Airport as a major alternative landing site for international cargo.

Entertainment/Film Production and Digital Media

Following the wrath inflicted on south Louisiana by Hurricane Katrina and Louisiana's tax incentive program for the film industry, the region has grown into a major location for movies and TV show productions, leading to Shreveport gaining the reputation as Hollywood South. Further credibility came to the region in 2012 when Shreveport-based Moonbot Studios won an Academy Award for its animated short film, entitled *The Fantastic Flying Books of Mr. Morris Lessmore*. In addition to films, Moonbot also produces games and apps. Two Shreveport-based incubators, InterTech and CoHabitat Shreveport, cater to working with creative types to expand this cluster's future in the region. Bossier Parish Community College and the Shreveport-Bossier Campus of the Louisiana Technical College also now offer film and digital media courses.

Oil and Gas Products and Services

The region's wealth of natural gas offers a potential for development of green products through the use of natural gas to replace gasoline in vehicles and trucks and coal in the generation of electricity. Several of the larger communities in the region, most notably Shreveport and Bossier City, are converting their fleets to use natural gas. Natural gas fueling stations are now available in several locations throughout the region. Training to convert vehicles and trucks to run on natural gas and to safely construct natural gas fueling stations is one of the methods suggested to augment this field as a developing cluster in Northwest Louisiana.

Agriculture and Processed Foods

Beef, dairy products, feed grains, poultry, nursery stock, rice, and soybeans are just a few of the agricultural products grown in abundance in Northwest Louisiana. Unfortunately, as with forestry products, much of this is exported to other states and nations for further value-added processing. The potential for identifying opportunities to provide value-added processing to at least some of these items will be investigated to determine if this sector can become a dynamic cluster for this region and help to bring manufacturing to this sector.

Hospitality and Tourism

With the region's good all year weather and the many hospitality and tourism features cited above in the *Cultural, Recreational, and Tourism Facilities* section, there is a great interest among the citizens who provided input for this CEDS in further expanding this cluster as a method of creating new jobs and increasing the region's reputation as a "good place to visit for a good time." The major drawback to developing Hospitality and Tourism as a future cluster is the average low salaries paid to employees in this field.

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

The following identifies Northwest Louisiana’s strengths, weaknesses, opportunities, and threats. The listing is based upon input from the CEDS Committee, CDC’s Board of Directors, and feedback that resulted from an emailed request sent to some 300 elected officials, business owners or managers, government employees, educators, minorities, and economic developers in Northwest Louisiana. Ranking under each category is the highest need to the lowest.

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Diverse economy and training/education opportunities ▪ Collaboration within the Economic Development community ▪ Warehouse-distribution hub potential: good interstate system, especially when I-49 is completed, port, air and rail ▪ Barksdale Air Force Base and Camp Minden ▪ Community support for improving the area's ability to develop a highly qualified workforce ▪ Beautiful landscapes and waterways ▪ Wealth of creative talent and caring people ▪ Proximity to larger cities ▪ Low cost of living ▪ The arts community and what they bring to the region ▪ Room for growth ▪ Our geographic location and local environment ▪ Superior healthcare facilities ▪ Cooperation on a regional basis has at least started ▪ Local agencies support new and existing businesses ▪ Superior medical facilities ▪ Natural Resources ▪ Tourism destination 	<ul style="list-style-type: none"> ▪ No prepared industrial sites ▪ Lack of leadership and true cooperation among communities, economic development, workforce development, and education; Turf issues, silos ▪ Need to increase the number of people who are “work ready” ▪ Marginal political leadership ▪ Lack of common vision and/or future planning ▪ Slowness of getting things done ▪ Poor product coming out of the local school system; terrible graduation rate among high school students ▪ Poor worker skills and work ethic, especially among younger workers ▪ Not enough technology businesses ▪ Infrastructure upgrades needed ▪ Leaders not in tune to business needs ▪ Unskilled and undependable workforce ▪ Resistance to change ▪ Poor customer service ▪ Lack of funding availability for businesses and infrastructure improvements ▪ Rural area where large businesses may not be willing to locate ▪ Lack of large university ▪ Lack of job opportunities ▪ Lack of good roads
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Great location, Interstate crossroad ▪ Digital media- entertainment business ▪ Land/space to develop and grow the area ▪ We have an unlimited variety of resources available, just need to put them to good use ▪ Extension of I-49 underway, and I-69 possibility through area 	<ul style="list-style-type: none"> ▪ No prepared industrial sites ▪ Competition by neighboring states ▪ Poorly educated, non-motivated workforce ▪ Continued loss of major industries like GM ▪ Intolerance for differences of race, cultural, religion, and political views

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

Opportunities (Continued)	Threats (Continued)
<ul style="list-style-type: none"> ▪ Opportunities to build upon current successes and infrastructure ▪ Ability to take advantage of available opportunities for our community; when Katrina hit we were ready for impact of the movie industry ▪ Barksdale Air Force Base retirees ▪ Four laning of LA Hwy 6 would open up tremendous opportunities for small businesses that would employ many people ▪ Growing demand for improvements at all levels of education ▪ Efforts being made to coordinate across government, business, education, and economic development ▪ The Red River, and entertainment districts ▪ Regional branding and marketing ▪ Industry and residential development ▪ Industrial parks ▪ Create a mechanism for "apprentice" work while students are in a training program or at a community college 	<ul style="list-style-type: none"> ▪ Too many dropouts and too many of our youth leaving for job opportunities outside of our area ▪ Lack of true cooperation among governments, EDOs: turf issues, silos, resistance to change ▪ Federal government debt ▪ Lack of funding availability for infrastructure improvements ▪ Wide disparity of income potential between whites and minorities ▪ Ongoing decreases in higher education funding ▪ Unionization of local workforce ▪ Gaming legalization in Texas ▪ Decline in sales and property tax revenues ▪ EPA regulations, especially as they affect the oil and gas industry ▪ Mandated new federal health care requirements

REGIONAL NEEDS BASED ON SWOT ANALYSIS

The following represents the priority needs in various categories that was developed based upon the information shown in the input from the CEDS Committee, CDC's Board of Directors, and a request for input that was sent via email to some 300 elected officials, business owners or managers, government employees, educators, minorities, and economic developers in Northwest Louisiana. Ranking under each category is the highest need to the lowest.

ECONOMIC DEVELOPMENT NEEDS

Improved skilled and educated workforce
 Better financing programs available for businesses
 Improved commercial Broadband telecommunications
 Improved coordination of activities among EDOs
 Improved entrepreneurial opportunities and development
 Increased economic diversification
 Improved economic development marketing
 Additional industrial buildings
 Additional industrial sites and parks

PHYSICAL INFRASTRUCTURE NEEDS

Highways and Bridges
 Water and Wastewater Treatment Facilities
 Airports and Landing Strips

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

Physical Infrastructure Needs (Continued)

Waterways and Ports
Railroads

COMMUNITY DEVELOPMENT NEEDS

Improved educational facilities
Improved community leadership development
Improved affordable residential broadband communications
Improved health care facilities and services
Improved cultural/recreational facilities

WORKFORCE DEVELOPMENT NEEDS

Improved Retention Rates for High School Students
More and Better Job Opportunities for Our Citizens
Workforce Development Training Programs that Meet Our Businesses Needs
Improved Interaction between Employers-Local Educational Facilities to Address Employer Needs
Improved “Soft Skills” and Good Attitudes Among Our Workforce
Better Job Opportunities to Keep Our Youth in the Region

In addition to the needs outlined above, since the last 5-year CEDS plan was prepared in 2008, Northwest Louisiana has seen several changes to our economy, that have had both negative and positive impact on the region:

On the negative side:

General Motors closed its Shreveport manufacturing facility in late 2012, resulting in the loss of thousands of jobs from both GM and its suppliers.

Cost and Availability of Business Insurance: The high cost and, in some cases, the unavailability of obtaining business insurance, especially general and product liability insurance, continues to be a major cause of concern for area businesses, most especially start-ups and manufacturers. Insurance companies are hesitant to or will not provide this coverage to start-ups and manufacturers of certain products (i.e.: personal care products, sporting good items such as deer stands), and when it can be purchased, the companies feel that the costs for this insurance is an excessive burden on their cost of doing business. This is a long-term, widespread problem in this area of Louisiana.

Financing Sources: Start-up companies and small businesses continue to suffer from a lack of available financing opportunities. Area banks are restricted and/or reluctant to lend to start-up businesses, especially if the entrepreneur does not have significant personal asset collateral. In the majority of start-ups in this region, either the prospective owners do not have sufficient personal net worth or they are unwilling to pledge the personal assets necessary to secure financing. In an effort to help rectify this situation, the City of Shreveport has brought in the Grow America Funds, a national lending company, to work with our start-up and small businesses, especially those owned by minorities.

On the positive side:

In late 2012, *Benteler Steel/Tube* announced a \$900-million, two-phase facility that will include both a seamless steel tube mill (phase one) and a steel mill (phase two). The project will be built on 330 acres at The Port of Caddo-Bossier, where Benteler will create 675 new direct jobs paying an average annual salary of \$50,000 plus benefits. The facility will be one of the largest manufacturing projects in Northwest Louisiana's history. Benteler selected Louisiana after a lengthy, competitive site-selection process that included more than a dozen states and 100 potential sites. An economic-impact analysis performed by Louisiana State University (LSU) indicates that the Benteler project will have a huge impact on Northwest Louisiana. Specifically, LSU estimates that the 675-job project will lead to the creation of approximately 1,540 new indirect jobs, resulting in a total of more than 2,200 new, permanent jobs in the area as a result of the project. Additionally, during the term of Benteler's contract with Louisiana Economic Development which runs through 2035, LSU estimates that the project will result in total new earnings of \$2.7 billion (approximately \$150 million per year at full employment) in Northwest Louisiana and a total, cumulative economic impact of \$16.2 billion in the region.

Barksdale AFB has been named the site of the headquarters for the Air Force's new Global Strike Command, established to assure the improvement of the management of the United States' nuclear arsenal. It has assumed responsibility for the nuclear-capable assets of Air Force Space Command and the nuclear-capable assets of Air Combat Command.

Camp Minden's Armed Forces Readiness Center has become a reality with the completion of a Phase I construction project. It is anticipated that when all four phases of the Regional Training Institute are completed, the RTI will provide training for more than 5,200 military students annually, with an estimated annual budget that includes \$2.5 million for purchase of goods and services, \$7.5 million for operating cost and \$30 million for payroll, thus infusing a total of \$40 million stimulus into the regional economy. The Coordinating and Development Corporation's staff worked with Camp Minden and Louisiana National Guard officials to obtain resolutions or letters of support for the establishment of the Armed Forces Readiness Center from more than 60 governmental agencies in the region.

The emphasis on *entrepreneurship development* continues to be very actively pursued through business incubation and entrepreneurship development programs. Foremost in the lead of this entrepreneurial development is Louisiana Tech, which in 2011 was awarded a \$1.1 million EDA grant for establishing the Louisiana Tech "LA_i6" Proof of Concept Center to support and expedite the introduction of new "green" technology innovations into markets throughout the region and the nation. Through "LA_i6," the university partners with companies along the I-20 innovation corridor in north Louisiana, south Arkansas, west central Mississippi, and northeast Texas to amplify and promote the social, environmental, and economic impacts of green technologies produced through the center and its partners. Additionally, in 2010, Louisiana Tech University's Enterprise Center was awarded a three-year \$350,000 EDA grant to continue its mission of promoting economic growth throughout north Louisiana. The EDA grant, awarded through the University Center Economic Development Program, helps to make the varied and vast resources of universities available to economic development communities. As a result of the grant, Louisiana Tech promotes economic growth and business development throughout the region through the use of technical assistance, applied research and information dissemination.

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

Additional business incubators in the region include InterTech's BioSpace 1, operated by the Biomedical Foundation of Northwest Louisiana; Southern University in Shreveport's new \$2.5 million Small, Women and Minority Owned Business Incubator located immediately adjacent to the university's facilities in Shreveport; CoHabitat Shreveport, which provides shared space for creative types in downtown Shreveport; and the Green Agora in Natchitoches, now in the planning stages, which will provide co-working space, a food hub, and a retail marketplace. Although CDC's Metro/Regional Business Incubator was closed in 2012 due to financial constraints, CDC continues to provide entrepreneurship services through its newly created Division of Entrepreneurial Development.

INTEGRATION WITH STATE AND LOCAL WORKFORCE INVESTMENT STRATEGIES

Since 2008, numerous legislative changes have been made to programs offered through the Workforce Investment Act (WIA) in an effort to improve Louisiana's workforce readiness. The former Louisiana Department of Labor was converted to the LWC, and the agency has worked diligently to build a stronger, demand-driven workforce system that more effectively meets the needs of the region's employers. A major change is a more active involvement by business leaders in the design of the services and programs offered through the WIA program since LWC believes that employer involvement is the ultimate key to the success of LWC's workforce development system.

The WIA program is administered in Northwest Louisiana through the Region Seven Consortium, comprised of two Workforce Investment Boards (WIBs). CDC administers one of the WIBs, serving all of Northwest Louisiana with the exception of the City of Shreveport, which administers the second WIB. Business and industry drive this region's workforce training system from the highest strategic level to the service delivery level. Business and industry also make up the majority of each Workforce Investment Board, ensuring the responsiveness of our network of Business and Career Solutions Centers (BCSC's), integrating strategy, and assisting with occupational forecasting.

In Louisiana, improving the competency of students, as well as the preparedness of the workforce, is especially challenging. A gap separates many of our residents from the demands of a modern workforce. Public schools have long underperformed, and job seekers and workers often lack the skills or training to perform the work employers need them to perform in order for their businesses to remain globally competitive.

An additional problem is that due to the state's financial constraints, badly needed training programs are often not offered through our local Technical College campus due to a lack of funding for instructors and equipment.

A further dilemma is created by the requirements for funding job-training skills through the WIA program. A crucial example of this is the welders are in such demand that students who partially complete welding training are hired prior to graduation. Because of this situation, WIBs cannot approve welding training – the graduation rates for the courses do not meet the state's graduation threshold. The two WIBs in the Region Seven Consortium are currently working with LWC project managers to affect some type of a satisfactory solution to this problem.

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

PLAN OF ACTION (STRATEGIC ACTIONS, STRATEGIC PARTNERS, EXPECTED RESULTS, AND PERFORMANCE MEASURES)

The Plan of Action, which begins below, is designed to address the regional needs identified as a result of the SWOT Analysis as well as to address EDA Investment Priorities, including:

Collaborative Regional Innovation by facilitating collaboration between the urban and rural areas and intergovernmental and public/private partnership to resolve problems and develop solutions that will make our existing and emerging businesses more competitive in today's global economy.

Public/Private Partnership will be encouraged in the majority of items listed below. Additionally, emphasis will be placed on incorporating federal agencies and programs, including EDA, DRA, USDA, SBA, and the Department of Labor, and state agencies and programs, including the region's universities, Louisiana Culture, Recreation, and Tourism, Louisiana Economic Development, and the Louisiana Workforce Commission, to participate in helping to resolve regional problems to improve the economic development of the region.

Economically Distressed and Underserved Communities will benefit from the majority of activities listed below, thus helping them strengthen their communities and enabling them to become more competitive in the global economy.

ECONOMIC DEVELOPMENT NEEDS			
Goal: The region will have a more diverse economy, with businesses and jobs that provide additional wealth, higher wages, and a high quality of life for the region's citizens.			
STRATEGIC ACTION	STRATEGIC PARTNERS	EXPECTED RESULTS	PERFORMANCE MEASURES
Improved skilled and educated workforce	WIBS, CDC/CEDS, PSBs, Universities, LCTCS LWC	Better Trained Workforce	
Support high school and adult education workplace readiness skills certification program			# of students receiving certificates
Support the Manufacturing Center at Bossier Parish Community College (BPCC) both through CDC and its WIB			# of people employed after completion of the program
Support certified skills training programs through BPCC and the local Tech College (LTC) campuses			# of students receiving certifications

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

ECONOMIC DEVELOPMENT NEEDS (Continued)			
STRATEGIC ACTION	STRATEGIC PARTNERS	EXPECTED RESULTS	PERFORMANCE MEASURES
Work with the LWC and state legislators in an effort to restore funding, facilities, and equipment for vitally needed workforce development training programs such as mechanical, technical, and computer sciences			# of programs reinstated and/or expanded
Better financing programs available for businesses	SBA, USDA, LEDC, Banks, Angel Investors	Improved financing programs for business, especially start-ups and small businesses	
Work to form a Northwest Louisiana Angel Investor network and promote state's Angel Investor Tax Credit program			# of investors # of companies assisted
Work with legislators to reinstate locally run BIDCOs, CAPCOs, and CDFIs			# and type of these programs reinstated
Expand amounts available through USDA and EDA for Revolving Loan Fund programs			# and amount of loans made
More widely promote the SBIR/STTR innovative research program among high tech businesses			# of companies that apply for SBIR/STTR
Encourage consolidation of the administration of loan programs for small businesses			
Promote more widely the availability of loan programs provided through Accion and Shreveport's new Grow America Fund loan program			# and amount of loans made to local businesses
Encourage banks in the region to utilize SBA, USDA, and LED loan guarantee programs			# of loans made using the guarantee programs

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

ECONOMIC DEVELOPMENT NEEDS (Continued)			
STRATEGIC ACTION	STRATEGIC PARTNERS	EXPECTED RESULTS	PERFORMANCE MEASURES
Improved commercial Broadband telecommunications	USDA Broadband, DRA, Cable and Satellite Broadband providers, local communities, and telephone companies	Better access to high speed, reasonably priced Broadband will help local companies market their products and identify new customers and/or vendors	
Work with the entities listed to encourage better and less expensive Broadband services where coverage is currently limited/too expensive			Status report on improved service
Work through local EDOs to develop programs that will help businesses use the Internet for marketing their services/products			# of new websites created
Encourage businesses to use the distant learning for training themselves and their employees on enhanced business processes			# of businesses using distant learning for training purposes
Improved coordination of activities among EDOs	CDC/CEDS, NLEP, CofCs, EDOs, LED, local communities	Improved coordination of economic development activities and local and regional marketing activities	
Plan and implement a regional economic development council			# of meetings # of participants
Hold quarterly meetings of the regional ED council			# of participants
Improved entrepreneurial opportunities and development	Business Incubators, CDC's DED, SBDCs, SCORE, MSI and the cities of Shreveport and Bossier City Business Development Programs	Diversification of the region and new jobs	
Continue to support and promote the region's business incubators and entrepreneurial development programs			# of new start-ups

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

ECONOMIC DEVELOPMENT NEEDS (Continued)			
STRATEGIC ACTION	STRATEGIC PARTNERS	EXPECTED RESULTS	PERFORMANCE MEASURES
Support and promote LA Tech's i-6 program			# of new green businesses created
Provide technical assistance to help the Minority Suppliers Institute with teaming/joint venture activities for government contracting			# of minority firms assisted in obtaining government contracts
Increased economic diversification	CDC/CEDS, NLEP, CofCs, EDOs, LED, local communities	More and better paying jobs for citizens	
Actively assist inventors by providing IP information			# of new patents issued
Support efforts to find new funding sources, such as angel investors, for new high tech and green start-up companies			# of new high tech and green start-up companies formed
Improved economic development marketing	CDC/CEDS, CDC/NLEP, CofCs, Utilities, EDOs, LED, and local	Branding indent established for region	
Coordinate with all stakeholders to assure all regional assets are promoted			Identification of region's assets
Work with EDOs, CofCs, local communities, businesses to create a regional economic development council to develop a regional branding			Development of a branding concept
Coordinate with all stakeholders to assure all regional assets are promoted			Identification of region's assets
Additional industrial/commercial buildings	CDC/CEDS, NLEP, CofCs, EDOs, LED, individual communities	Catalog of industrial/commercial buildings	
Work with local communities to help them identify properties to be promoted as industrial sites			Community prepared list of potential industrial/commercial sites
Additional industrial sites and parks	CDC/CEDS, NLEP, CofCs, EDOs, LED, local communities	Additional industrial sites/parks certified by LED	
Encourage communities to have their industrial parks/sites recognized as Certified Sites by LED			# of LED recognized Certified Sites

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

PHYSICAL INFRASTRUCTURE NEEDS

Goal: Provide the physical infrastructure necessary to serve the existing population and to accommodate business and residential growth in the region.

STRATEGIC ACTION	STRATEGIC PARTNERS	EXPECTED RESULTS	PERFORMANCE MEASURES
Highways and Bridges	USDOT, LDOTD. DRA, LCDBG, Capital Outlay funds	Improved Highways, Roads, and Bridges	
Support extension of Louisiana's TIME program which sets priorities			# of contacts made and report on results of contacts
Support toll prospects when other sources for financing are not available for improvements			# of contacts made and report on results of contacts
Water and Wastewater Treatment Facilities	EDA, DRA, LCDBG, Capital Outlay funds	Improved Water and Wastewater Facility to Create New Jobs	
Promote EDA and DRA funding programs when projects will result in job creation			# of contacts made and report on results of contacts
Promote LCDBG funding for emergency repair situations			# of contacts made and report on results of contacts
Airports and Landing Strips	FAA, Capital Outlay funds, local communities	Improved air service	
Market smaller airports with other community assets			# of contacts made and report on results of contacts
Work with appropriate officials to obtain support for lengthening runways at the region's General Aviation airports to accommodate corporate light, twin engine planes			# of contacts made and report on results of contacts
Market smaller airports with other community assets			# of contacts made and report on results of contacts

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

PHYSICAL INFRASTRUCTURE NEEDS (Continued)

STRATEGIC ACTION	STRATEGIC PARTNERS	EXPECTED RESULTS	PERFORMANCE MEASURES
Waterways and Ports	USCoE, EDA, DRA, LCDBG, Capital Outlay funds	Enhanced water navigation and port facilities	
Support and promote the development of the Red River Waterway to the upper reaches of the river in Arkansas			# of contacts made and report on results of contacts
Support and promote the status quo of local operating hours and dredging/maintenance schedules on Red River			# of contacts made and report on results of contacts
Railroads	USDOT, LDOTD, DRA, LCDBG, Capital Outlay funds	Improved rail service	
Provide more assistance to short line railroads			# of contacts made and report on results of contacts
Work with LA, AR, TX, and MS officials to expand Amtrak service from Marshall, TX to Meridian, MS			# of contacts made and report on results of contacts
Work with state and federal officials to provide incentives to railroads for spurs and off line service to industrial parks and commercial users			# of contacts made and report on results of contacts

COMMUNITY DEVELOPMENT NEEDS

Goal: Cultivate the leadership abilities of elected officials and community leaders to assist them in developing new, innovative ideas and strategies to meet the needs of their citizens.

STRATEGIC ACTION	STRATEGIC PARTNERS	EXPECTED RESULTS	PERFORMANCE MEASURES
Improved educational facilities	CDC/CEDS, PSBs, LCTCS, BoR, BESE, local communities and businesses		
Work with school boards seeking tax increases to improve local school facilities			# of contacts made
Work with local legislators to assure adequate funding is available for universities and community/technical colleges			# of contacts made

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

COMMUNITY DEVELOPMENT NEEDS (Continued)

STRATEGIC ACTION	STRATEGIC PARTNERS	EXPECTED RESULTS	PERFORMANCE MEASURES
Improved affordable residential broadband communications	USDA Broadband, DRA, Cable and Satellite Broadband providers, local communities, and telephone companies	More affordable residential broadband service	
Work with local governments, library systems, higher educational institutions to encourage them to allow citizens to access their Broadband connections free of charge			# of entities making Broadband available free of charge to their constituents
Work with the entities listed to encourage better and less expensive Broadband services where coverage is currently limited/too expensive			Status report on improved service
Improved health care facilities and services	Hospitals, clinics, providers of medical services, Broadband, national healthcare service providers	Improve the Health of the Region's Citizens	
Monitor funding for the LSU Health Science Center and its medical school and be prepared to formulate plans to supplement/replace funding in the event state funding is threatened or eliminated			Create committee to monitor situation; work with area legislators and concerned citizens to retain/find funding to keep the center and its teaching hospital open. # of committee members # of contacts Annual status report
Encourage rural hospitals and clinics not already associated with LARHIX to become participating members of this Broadband based health service			Addition function of above committee # of patients benefitted by this service
Work with local hospitals and clinics to develop additional Broadband strategies for telemedicine to facilitate rural healthcare			# of contacts and report of contacts' activities
Provide copies of DRA Parish Health Reports to shareholders in each of the 7 parishes in NWLA included in DRA's Louisiana parishes			Provide reports to local leadership to use for developing and benchmarking health/healthcare improvement activities

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

COMMUNITY DEVELOPMENT NEEDS (Continued)

STRATEGIC ACTION	STRATEGIC PARTNERS	EXPECTED RESULTS	PERFORMANCE MEASURES
Provide information on DRA's Delta Doctors program to health facilities in each of the 7 parishes in NWLA included in DRA's Louisiana parishes			# of contacts and report of contacts' activities
Improved cultural/recreational facilities	CRT, local municipalities, owners of tourism-oriented businesses	Enhanced cultural/recreational/tourism facilities	
Work with LA CRT to assure adequate funding is available to maintain and keep open cultural/ recreational/tourisms sites in the region			# of Contact and report on results of contacts
Improved community leadership development	LSU AgCenter, CDC/CEDS, parishes, municipalities	More responsive elected leadership	
Offer a series of leadership development training sessions for elected officials			# of meetings # of participants

WORKFORCE DEVELOPMENT NEEDS

Goal: Develop and support workforce development programs that assure a workforce that meets current employers' needs and are flexible and aggressive enough to train the workforce of the future.

STRATEGIC ACTION	STRATEGIC PARTNERS	EXPECTED RESULTS	PERFORMANCE MEASURES
Improved Retention Rates for High School Students	WIBS, CDC/CEDS, PSBs, PTAs, and community activists	Improved Retention Rates	
Identify and work with existing groups who are attempting to improve retention rates in the region's K-12 school systems			Increase in % of students who graduate
Work with school systems to introduce more courses that provide some type of certification for students who do not plan to attend college			# of certification courses introduced # of students who complete certification courses

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

WORKFORCE DEVELOPMENT NEEDS (Continued)			
STRATEGIC ACTION	STRATEGIC PARTNERS	EXPECTED RESULTS	PERFORMANCE MEASURES
More and Better Job Opportunities for Our Citizens	Business owners, WIBS, CDC/CEDS, PSBs, Universities, LCTCS, LWC	Encourage the development and growth of high-paying, high tech and gazelle companies	
Provide technical assistance to high tech companies on tax incentives and SBIR/STTR program			# of contacts # of new jobs created
Promote Louisiana Tech "LA_i6" Proof of Concept Center for green technology companies			# of contacts # of new jobs created
Promote Louisiana Tech's technical assistance, applied research, and information dissemination programs funded in part by EDA			# of contacts # of new jobs created
Workforce Development Training Programs that Meet Our Businesses Needs	Business owners, WIBS, CDC/CEDS, PSBs, Universities, LCTCS, LWC	Better Trained Workforce	
Evaluate education system and the relationship between vocational training and the skills required by local employers			Publish study results and the school systems' capacity to support employers' needs
Partner with school boards to assess educational systems for attainment improvement opportunities			# of school boards that participate
Identify state and federal programs and technical assistance for education, training, and technology transfer			# of programs identified and shared with local school boards and institutions of higher learning
Improved Interaction between Employers-Local Educational Facilities to Address Employer Needs	Business owners, WIBS, CDC/CEDS, PSBs, Universities, LCTCS, LWC	Better Trained Workforce	
Establish an employers' roundtable in each parish to meet on a regular basis with school boards and institutions of higher learning			# of roundtables established # of meetings held
Encourage educators to visit businesses with or without their students.			# of visits

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

WORKFORCE DEVELOPMENT NEEDS (Continued)			
STRATEGIC ACTION	STRATEGIC PARTNERS	EXPECTED RESULTS	PERFORMANCE MEASURES
Encourage businesses to invite students and their teachers to visit their facilities			
Improved “Soft Skills” and Good Attitudes Among Our Workforce	WIBS, CDC/CEDS, PSBs, Universities, LCTCS, LWC	Enhanced workforce	
Support the development of soft skills training programs in high school and adult education classes			# of programs offered # of students completing soft skills training
Support adult basic education programs at BPCC and LTC campuses			# of programs offered # of students completing soft skills training
Better Job Opportunities to Keep Our Youth in the Region	Business owners, WIBS, CDC/CEDS, PSBs, Universities, LCTCS, LWC	Enhanced job opportunities	
Work with all private and public sectors to encourage the development of well-paying jobs for all citizens			# of contacts # number of new jobs

COMMUNITY AND PRIVATE SECTOR PARTICIPATION IN THE CEDS EFFORT

Northwest Louisiana’s Comprehensive Economic Development Strategy (CEDS) is the result of a planning process designed to guide the economic growth of the region. The purpose of the process is to identify the programs, projects, and services that will help create jobs, foster a more stable and diversified economy, and improve living conditions. The CEDS provides a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industry concerned with economic development.

The Coordinating & Development Corporation’s CEDS Committee and CDC’s Board of Directors oversee the compilation of the material for this CEDS report. *(The list of the CEDS Strategy Committee and Board of Directors of the Coordinating and Development Corporation are listed in the Appendix section of this report.)*

To gain the largest possible input in the development of the 2013-2017 CEDS for Northwest Louisiana, emails requesting input were sent to more than 300 individuals representing workforce development, academia, government, social service organizations, businesses, bankers, CofCs, industrial development organizations, etc. Additionally, it should be noted that input was requested from members of the boards other constituted subsidiaries of CDC. These Boards are also composed of cross sections of the economy and reflect the broadest possible input to area development plans. They include the Workforce Investment Board, and the Boards of CDC’s subsidiary corporations; ARK-LA-TEX Investment and Development Corporation, The Red River Valley BIDCO, and the Intelligent Communities of the Ark-

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

La-Tex. Members of these boards represent local governments including the State of Louisiana, the ten parishes of the region and municipalities; business and industry; finance; agriculture; higher education; professionals (such as CPAs, attorneys and others); as well as representatives of minorities and those representing other disadvantaged groups.

RESILIENCY

The Louisiana Fire Service (LFS), in conjunction with the Louisiana Fire Chief's Association, the Office of the State Fire Marshal and the Louisiana Fire Service Emergency Response Committee, has developed a *Statewide Emergency Response Plan* to provide for the systematic mobilization, organization, and operation of necessary state resources to mitigate the effects of emergencies, whether natural or man-caused. The vast majority of the elected leadership in each of the 10-parishes in Northwest Louisiana is aware of this plan.

The Key Concepts of the *Statewide Emergency Response Plan* are directed towards enhancing disaster management and emergency response at the local, parish, and state level of government by:

- Utilizing the National Incident Management System (NIMS) as a model to manage actions during an emergency.
- Pre-designating responsibilities for leadership and resources at the local, parish, and state levels.
- 2. Providing central coordination for Fire-Rescue resource response through Regional Management Teams via Emergency Support Functions
 - a. For firefighting through the state's Department of Agriculture and Forestry
 - b. Providing resources for pre-hospital EMS in coordination with the state's Department of Health and Hospitals
 - c. For search and rescue through the state's Department of Wildlife and Fisheries
 - d. Provide resources to hazardous material incidents in coordination with the state's Department of Environmental Quality, and
 - e. Coordinate and utilize the services of the Governor's Office of Homeland Security and Emergency Operations (GOHSEP), State Fire Marshall, State Police, and the Louisiana Oil Spill Coordinator's Office on an "as-needed" basis.

Each parish in Louisiana is responsible for naming a Parish Emergency Response Plan Coordinator, although rural areas may identify one person to handle several parishes. The Parish Coordinator serves as liaison between the Parish Emergency Manager and the Regional and State Coordinators during times of emergency. This person also is responsible for coordinating assistance among Fire-Rescue agencies in that parish and will serve as the primary contact for the regional logistics officer for resources.

A State Emergency Operations Center (SEOC) would be activated in times of natural or man-caused emergencies and will provide direct liaison to the Parish Coordinator regarding the coordination of state resources operating and/or responding into the affected area. State agencies will provide resources to the local government according to the functional responsibilities outlined in the Plan. When local and state resources are determined to be inadequate to respond to the emergency, the Governor will request assistance from outside the state. The requests will be based on state and local damage reports and expenditure reports for emergency-related activities. Should the President of the United States declare an emergency or a major disaster, federal assistance would then be authorized to assist State government. In Louisiana, the

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

GOHSEP has been designated as the state agency responsible for coordinating assistance received through federal programs.

Beyond government, there is a need for the business community to be alerted to the need for having a resiliency plan in the event of man-made or natural disaster. Business continuity is essential to all activities required to ensure that critical business functions are available to employees, customers, supply chains, regulators, and other entities and that recovery occurs in the event of some disruption in operations. Involving businesses in resiliency planning is currently being looked at by the EDA and other agencies. When recommendations are available from these agencies, their recommendations will be widely dispersed among the business community in Northwest Louisiana.

COOPERATING AND INTEGRATING THE CEDS WITH THE STATE'S ECONOMIC DEVELOPMENT PRIORITIES

Louisiana Economic Development (LED) in its Strategic Plan 2012-2016 states the following goals and priorities:

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

Priorities

1. Increase Louisiana's economic competitiveness
2. Enhance the competitiveness of Louisiana's local communities
3. Cultivate top regional economic development assets
4. Increase focus on business retention and expansion
5. Develop national caliber business recruitment capacity
6. Cultivate small business and entrepreneurship
7. Develop robust workforce solutions
8. Aggressively tell the story of Louisiana

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

With the exception of Priorities #5, if you change Louisiana to read Northwest Louisiana, it is obvious from reading through this CEDS that the goals and priorities established herein are concurrent with LED's goals and priorities. CDC will work with LED and Northwest Louisiana elected officials, business owners or managers, government employees, educators, minorities, social services organizations and EDOs in its efforts to achieve the goals and priorities outlined in this CEDS.

2012-2013 ECONOMIC DEVELOPMENT INVESTMENTS IN THE REGION UNDERTAKEN BY THE PRIVATE SECTOR

Company Name	Parish	Total Investment	New Jobs	Existing Jobs	Construct-ion Jobs
Arcadia Gas Storage, LLC	Bienville	\$ 78,777,525.00	0	17	0
ETC Tiger Pipeline, LLC	Bienville	\$ 44,583,912.00	3	0	0
Family Dollar Stores of Louisiana Inc., #8397-Arcadia	Bienville	\$ 110,000.00	2	0	0
Graphic Packaging Int'l Inc.	Bienville	\$ 63,259.00	0	109	0
Haynes International, Inc.	Bienville	\$ 212,219.00	24	109	1
Builders Supply Company, Inc.	Bossier	\$ 73,314.00	0	44	0
Cactus Wellhead, LLC dba True Turn Machine, LLC	Bossier	\$ 185,261.00	0	49	0
Calumet Lubricants Co., LP	Bossier	\$ 710,425.00	0	89	10
Cellxion LLC	Bossier	\$ 3,100,000.00	99	315	20
Gordon Sales, Inc.	Bossier	\$ 131,122.00	0	101	0
Halliburton Energy Services	Bossier	\$ 727,479.00	0	25	20
McElroy Metal Mill, Inc.	Bossier	\$ 158,792.00	0	160	0
Northwest Pipe Company	Bossier	\$ 1,968,076.00	0	70	10
Raising Cane Restaurants, LLC	Bossier	\$ 1,640,000.00	7	0	12
Sunrise Hospitality IV, LLC dba Holiday Inn Express Hotel	Bossier	\$ 7,560,000.00	22	20	9
Action Machining and Pump Service, Inc.	Caddo	\$ 15,347.00	0	22	0
Allen's Electric Motor Service	Caddo	\$ 98,296.00	3	39	0
Bailsco Blades & Castings, Inc.	Caddo	\$ 267,100.00	3	45	0
Blade Studios, LLC	Caddo	\$ 3,046,719.00	3	2	0
Benteler Steel/Tube	Caddo	\$ 900,000,000.00	625		250
Builders Supply Company, Inc.	Caddo	\$ 395,057.00	0	48	0
Calumet S'port Lubricants	Caddo	\$ 6,277,542.00	0	226	20
Century Marketing Solution	Caddo	\$ 33,386.00	0	4	0
CertainTeed Corporation Roofing Products Group	Caddo	\$ 2,283,869.00	0	63	0
Chemtrade Refinery Services	Caddo	\$ 1,085,367.00	0	0	0
Dr. Reddys Laboratories	Caddo	\$ 2,951,643.00			
ETC - Tiger Pipeline, LLC	Caddo	\$ 31,290,855.00	3	0	0

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

Company Name	Parish	Total Investment	New Jobs	Existing Jobs	Construct-ion Jobs
Etheredge Electric Company	Caddo	\$ 15,914.00	0	46	0
Frymaster, L.L.C.	Caddo	\$ 727,183.00	0	391	0
General Electric Company	Caddo	\$ 188,041.00	0	148	0
Gesipa Fasteners USA, Inc.	Caddo	\$ 145,623.00	0	31	0
Halco Production Machining	Caddo	\$ 240,226.00	0	0	0
Hunt, Guillot & Associates LLC	Caddo	\$ -	8	127	0
International Paper Company	Caddo	\$ 143,995.00	0	17	0
LD Star, Inc	Caddo	\$ 1,419,050.00	25	0	0
Libbey Glass Inc.	Caddo	\$ 3,948,444.00	0	835	0
Logic Nation, Inc.	Caddo	\$ -	20	34	0
Millennium Studios LLC	Caddo	\$ 10,515,483.00	25	3	65
Purina Mills, LLC	Caddo	\$ 621,119.00	0	64	0
Red Ball Oxygen Company, Inc	Caddo	\$ 1,840,811.00	4	71	0
Red River Pharma, LLC	Caddo	\$ 2,150,764.00	4	40	0
Ronpak, Inc	Caddo	\$ 16,500,000.00	175	0	120
Shaw Alloy Piping Products	Caddo	\$ 485,445.00	0	120	2
Southern Foods Group LLC dba Foremost Dairy	Caddo	\$ 760,080.00	0	227	10
Southland Printing Company	Caddo	\$ 111,239.00	2	70	
Southwestern Electric Power Company (Lieberman Plant)	Caddo	\$ 231,511.00	1	23	11
Sports South Partners, LLC	Caddo	\$ 3,779,285.00	25	139	200
Steel Forgings, Inc.	Caddo	\$ 155,726.00	0	52	0
TruSouth Oil, LLC	Caddo	\$ 145,098.00	0	47	0
UOP, LLC	Caddo	\$ 4,154,204.00	0	180	0
Voith Paper Fabric & Roll Systems	Caddo	\$ 3,128,683.00	0	70	0
Family Dollar Stores of Louisiana Inc., Haynesville	Claiborne	\$ 95,000.00	2	0	4
BLC Leasing Company	DeSoto	\$ 4,253,116.00	34	253	0
BNY Mellon RCC, LLC	DeSoto	\$ 919,966.00	0	0	0
Builders Supply Company, Inc.	DeSoto	\$ 576,121.00	0	8	0
Cleco Power LLC	DeSoto	\$ 10,236,316.00	0	114	27
Enterprise Products Company	DeSoto	\$ 107,672,215.00	11	1	200
International Paper Company	DeSoto	\$ 6,276,668.00	0	624	35
Southwestern Electric Power Company (Dolet Hills Plant)	DeSoto	\$ 8,189,052.00	0	57	22
Franke Consumer Products	Lincoln	\$ 289,432.00	8	110	2
Hunt, Guillot & Associates LLC	Lincoln	\$ -	44	127	0
LaSalle Management Co. LLC	Lincoln	\$ 2,721,130.00	9	0	50
Saint-Gobain Containers Inc.	Lincoln	\$ 2,951,965.00	0	351	0

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

Company Name	Parish	Total Investment	New Jobs	Existing Jobs	Construct-ion Jobs
Weyerhaeuser NR Company	Lincoln	\$ 3,387,666.00	0	113	0
Alliance Compressors	Natchitoches	\$ 1,781,403.00	0	367	0
International Paper Company	Natchitoches	\$ 5,415,668.00	0	328	23
Martco Limited Partnership, Plywood Plant	Natchitoches	\$ 3,541,829.00	17	698	14
Rehabilitation Services of Cenla	Natchitoches	\$ -	15	0	0
Weyerhaeuser NR Company	Natchitoches	\$ 787,539.00	0	182	0
Boise Cascade Wood Products, LLC	Sabine	\$ 4,389,367.00	0	354	21
MTP Drivetrain Services, LLC	Sabine	\$ 242,380.00	3	78	17
Rehabilitation Services of Northwest Louisiana, LLC	Sabine	\$ -	15	0	0
Weyerhaeuser NR Company	Sabine	\$ 20,562.00	0	209	0
Builders Supply Company, Inc.	Webster	\$ 4,811.00	0	8	0
Calumet Lubricants Co., L.P.	Webster	\$ 3,017,802.00	0	57	15
GOEX Powder, Inc.	Webster	\$ 215,396.00	0	30	1
Temple-Inland	Webster	\$ 126,028.00	0	70	0
Unimin Corporation	Webster	\$ 6,301,870.00	35		19
Totals		\$ 1,312,567,791.00	1,276	8,431	12,010

2012-2013 ECONOMIC DEVELOPMENT INVESTMENTS IN THE REGION UNDERTAKEN BY THE PUBLIC SECTOR (Listed by Category)

INDUSTRIAL PARK				
ACTIVITY	PARISH	IMPLEMENTING GOVT. OR GROUP	COST	FUNDING SOURCE(S)
Industrial construction, inducement, and/or procurement, including purchasing land for an industrial park	Bienville	City of Arcadia	.10% sales tax	Voter Approved

ENVIRONMENTAL PROJECTS				
ACTIVITY	PARISH	IMPLEMENTING GOVT. OR GROUP	COST	FUNDING SOURCE(S)
Planning and construction of emergency erosion controls	Sabine	South Toledo Bend State Park	\$1,380,000	LA Capital Outlay

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

HIGHWAY/ROAD PROJECTS				
ACTIVITY	PARISH	IMPLEMENTING GOVT. OR GROUP	COST	FUNDING SOURCE(S)
Planning and construction Old River Bridge	Natchitoches	Natchitoches Parish Police Jury	\$35,000	LA Capital Outlay
South Natchitoches drainage improvements, including adjacent roadwork, planning and construction	Natchitoches	Natchitoches Parish Police Jury	\$1,000,000	LA Capital Outlay
Jimmie Davis Bridge rehabilitation planning and construction	Bossier and Caddo	LA Dept. of Transportation	\$10,500,000	LA Capital Outlay
Maintaining, operating and repairing roadways, bridges, garbage disposal and industrial waste facilities, surface water drains and drainage facilities	Caddo	Caddo Parish Commission	5.96 mills	Voter Approved
Jimmie Davis Bridge rehabilitation planning and construction	Bossier and Caddo	LA Dept. of Transportation	\$10,500,000	LA Capital Outlay
Hwy. 71 street lighting project from LA 3032 (Westgate Drive) to LA 511 (Jimmie Davis Hwy.), planning and construction	Bossier	Bossier City	\$780,000	
South Natchitoches drainage improvements, including adjacent roadwork, planning and construction	Natchitoches	Natchitoches Parish Police Jury	\$1,000,000	LA Capital Outlay
Street improvements, planning and construction	Caddo	Town of Vivian	\$400,000	LA Capital Outlay
Constructing, paving, resurfacing, and/or maintaining public streets	Bienville	City of Arcadia	.50%	Voter Approved

SEWER AND WASTEWATER IMPROVEMENTS PROJECTS				
ACTIVITY	PARISH	IMPLEMENTING GOVT. OR GROUP	COST	FUNDING SOURCE(S)
Replace or rehabilitate approximately 950 LF of 15" sanitary sewer main, 650 LF of 8" sanitary sewer main and 6 sanitary sewer manholes	Caddo	City of Shreveport	\$2,000,000	EDA (\$1,200,000) and City of Shreveport (\$800,000)
Drill water well to meet requirements of a new tenant in NWPID industrial park	Webster	North Webster Parish Industrial District	\$408,000	DRA and NPID

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

SEWER AND WASTEWATER IMPROVEMENTS PROJECTS (Continued)				
Acquiring, constructing and installing improvements, extensions and additions to sewer system	Lincoln	Village of Simsboro	\$120,000	Revenue Bonds
Acquiring, constructing and installing improvements, extensions and additions to the wastewater collection, treatment and disposal system	Bossier	Bossier Parish Police Jury	\$300,000	Sewer Revenue Bonds
Constructing and acquiring additions, extensions and improvements to the wastewater collection, treatment, disposal facilities	Lincoln	City of Grambling	\$575,000	Utility Revenue Bonds
Wastewater treatment plant improvements, planning and construction	Bossier	Town of Plain Dealing	\$320,000	LA Capital Outlay
Water and wastewater system improvements and extension, planning and construction	Caddo	Town of Vivian	\$250,000	LA Capital Outlay

WATER IMPROVEMENT PROJECTS				
ACTIVITY	PARISH	IMPLEMENTING GOVT. OR GROUP	COST	FUNDING SOURCE(S)
Upgrade Water Distribution System	DeSoto	North DeSoto Water District	\$300,000	DRA, North DeSoto Water District
Installing a water well and acquiring waterworks equipment and fixtures	Sabine	Ebarb Waterworks District	\$100,000	LA Bond Commission Loan
Matching portion for a Louisiana Community Development Block Grant for improvements to the water distribution system	Webster	Town of Sibley	\$65,000	LA Bond Commission Loan
Constructing and acquiring extensions and improvements for water system	Natchitoches	Natchitoches Parish, Waterworks District No.2	\$1,800,000	Water Revenue Bonds
Emergency construction and replacement of a new water well	Lincoln	Village of Choudrant	\$425,000	LA Bond Commission Loan

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

WATER IMPROVEMENT PROJECTS (Continued)				
Water distribution system repairs and improvements	Lincoln	Louisiana Tech University	\$2,950,000	LA Capital Outlay
Potable water ground storage tank, planning and construction	Webster	Minden	\$535,000	LA Capital Outlay
Water system improvements and extension, planning and construction (\$1,977,300 local match)	DeSoto	Waterworks District #1 DeSoto Parish	\$1,056,000	LA Capital Outlay
Hwy. 538 water line extension, planning and construction	Caddo	Oil City	\$425,000	LA Capital Outlay
Expansion and improvements to the water system, planning and construction	DeSoto	North DeSoto Water System, Inc.	\$100,000	LA Capital Outlay

FIRE PROTECTION PROJECTS				
ACTIVITY	PARISH	IMPLEMENTING GOVT. OR GROUP	COST	FUNDING SOURCE(S)
Acquiring, constructing and improving fire station buildings, machinery and equipment	Webster	Cullen Fire Protection District No.6	\$600,000	General Obligation Bonds
Acquiring, constructing, improving, maintaining and/or operating fire protection facilities and equipment, including emergency equipment	Natchitoches	Fire Protection District No. 6	10 mills tax	Voter Approved
Constructing, improving, maintaining and operating fire protection facilities; purchasing, operating and maintaining fire trucks and other fire-fighting and emergency equipment	Sabine	Fire Protection District No. 1, Wards 1 and 2	8.50 mills tax	Voter Approved
Acquiring, constructing, improving, maintaining and/or operating fire protection facilities and equipment	Webster and Claiborne	Evergreen Fire Protection District	10 mills tax	Voter Approved

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

EDUCATIONAL FACILITIES/PROJECTS				
ACTIVITY	PARISH	IMPLEMENTING GOVT. OR GROUP	COST	FUNDING SOURCE(S)
"LA_i6" Proof of Concept Center	Lincoln	Louisiana Tech University	\$2,000,000	EDA, LA Tech
New classroom building planning and construction	Caddo	Southern University – Shreveport	\$2,000,000	LA Capital Outlay
Constructing, maintaining and operating school buildings and facilities, new school buses, and equipment and furnishings	Lincoln	Lincoln Parish School Board, Consolidated School District No.1	10.25 mills tax	Voter Approved
Constructing, acquiring, erecting, improving and repairing school buildings and related facilities	DeSoto	DeSoto Parish School Board	\$15,000,000	Sales Tax Bonds
Construction, repairs, purchase of equipment and/or supplies and additional improvements	Natchitoches	Natchitoches Parish School Board , Parishwide School District	7 mills tax	Voter Approved
Acquiring, purchasing, erecting and/or improving school buildings and other school related facilities and equipment	Bossier	Bossier Parish School Board	\$210,000,000	General Obligation Bonds
Acquiring, constructing, improving, maintaining or operating public elementary and secondary schools	Natchitoches	Natchitoches Parish School Board , School District No. 9	7 mills tax	Voter Approved
Operation, maintenance and upgrading of public schools	Natchitoches	Natchitoches Parish School Board, Parishwide	1% sales tax	Voter Approved
Visual Arts building renovation for business, planning and construction	Lincoln	Louisiana Tech University	\$500,000	LA Capital Outlay
HVAC issues in Caddo Hall, planning and construction	Natchitoches	Louisiana School for Math, Science and the Arts	\$600,000	LA Capital Outlay
Stair railings – addressing code violations, planning and construction	Natchitoches	Louisiana School for Math, Science and the Arts	\$70,000	LA Capital Outlay

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

TOURISM AND CULTURE RELATED PROJECTS				
ACTIVITY	PARISH	IMPLEMENTING GOVT. OR GROUP	COST	FUNDING SOURCE(S)
Planning and construction of Museum	Natchitoches	Louisiana Sports Hall of Fame and Natchitoches State Museum of North Louisiana	\$8,500,000	LA Capital Outlay
Natchitoches Veterans and Memorial Park, planning and construction	Natchitoches	Natchitoches Veterans Memorial Park Commission	\$50,000	LA Capital Outlay
Repair and renovations to the Strand Theatre of Shreveport	Caddo	Strand Theatre of Shreveport	\$950,000	LA Capital Outlay

MISCELLANEOUS PROJECTS				
ACTIVITY	PARISH	IMPLEMENTING GOVT. OR GROUP	COST	FUNDING SOURCE(S)
Acquiring, equipping, constructing, improving, maintaining and operating (including acquisition of library books, material and equipment) the public library system	Caddo	Caddo Parish Commission	9.4 mills tax	Voter Approved
Acquiring, constructing, and improving a public library, including books, equipment and furnishings	Red River	Red River Parish Police Jury	\$1,200,000	LA Bond Commission Loan
Natchitoches Parish Emergency Communications District, planning and construction	Natchitoches	Natchitoches Communications District	\$2,400,000	LA Capital Outlay
Acquiring, maintaining, improving, and supporting parks and recreation programs, including facilities and equipment	Bienville	City of Arcadia	.60% sales tax	Voter Approved
Acquiring, constructing, improving, maintaining, supporting and operating authorized activities, services, programs and/or facilities of/for and by the Sabine Council on Aging	Sabine	Sabine Parish Police Jury	¼% sales tax	Voter Approved
Infrastructure, Rehabilitation, Phase 2 planning and construction	Webster	Camp Minden	\$2,500,000	LA Capital Outlay

NORTHWEST LOUISIANA 2013-2017 Comprehensive Economic Development Strategy

MISCELLANEOUS PROJECTS (Continued)

Planning and construction of safety walk for manufacturing facility	Caddo	Louisiana Association for the Blind	\$250,000	LA Capital Outlay
---	-------	-------------------------------------	-----------	-------------------

HEALTH FACILITIES PROJECTS

ACTIVITY	PARISH	IMPLEMENTING GOVT. OR GROUP	COST	FUNDING SOURCE(S)
High voltage electrical distribution system upgrade, planning and construction	Caddo	LSU Health Science Center	\$5,400,000	LA Capital Outlay
Patient Care HVAC Replacement, Planning and Construction	Caddo	LSU Health Science Center	\$3,000,000	LA Capital Outlay
Constructing, acquiring, operating, maintaining hospital facilities	Caddo	North Caddo Hospital Service District	1% sales tax	Voter Approved

Children's Hospital, Renovation and Expansion, Planning and Construction	Caddo	LSU Health Science Center	\$10,000,000	LA Capital Outlay
--	-------	---------------------------	--------------	-------------------

PUBLIC FACILITIES PROJECTS

ACTIVITY	PARISH	IMPLEMENTING GOVT. OR GROUP	COST	FUNDING SOURCE(S)
Mechanical and Electrical Renovations	Caddo	Shreveport State Office Building	\$3,000,000	LA Capital Outlay
Downsville recreational facility improvements, planning and construction	Lincoln	Town of Downsville	\$145,000	LA Capital Outlay
Conversion of gym into multipurpose facility, planning and construction	Webster	Village of Heflin	\$485,000	LA Capital Outlay
Town Hall renovations, planning and construction	Claiborne	Town of Homer	\$150,000	LA Capital Outlay
Renovate "Old" fire station into Town Hall, planning and construction	Lincoln	Village of Simsboro	\$100,000	LA Capital Outlay
Town of Campti Multi-Purpose Facility, planning and construction	Natchitoches	Town of Campti	\$200,000	LA Capital Outlay
TOTAL ALL CATEGORIES			\$ 280,224,000	

**INCORPORATION OF DELTA REGIONAL AUTHORITY (DRA)
PRIORITIES IN DEVELOPING CEDS**

Seven of the parishes within CDC's region also are included in the Delta Regional Authorities' (DRA's) service area. These parishes are Bienville, Claiborne, DeSoto, Lincoln, Natchitoches, Red River, and Webster. All, except Webster Parish, are classified as "distressed." The DRA, through its programs, including the State Economic Development Assistance Program (SEDAP) and its health-related initiatives, are consistent with EDA's goals to create jobs, build communities, and improve the lives of the citizens in the region. CDC serves as the Local Development District (LDD) for the DRA in Northwest Louisiana, and as such has incorporated and addressed DRA's priorities, as well as Federal and State of Louisiana DRA priorities, as this CEDS was developed. These priorities include:

DRA Regional Development Plan Priorities

- Competitive, Productive Workforce
- Physical and Digital Connections
- Sustainable Communities

Federal Priority Declarations

- Innovation and Small Business
- Regional Approach
- Multiple Funding Partners
- Emergency Funding Need

Louisiana State Plan Objectives, Initiatives, Strategies

- DRA GOAL 1: regionally, improve employability and productivity
- DRA GOAL 1: strengthen workforce and professional skills programs
- DRA GOAL 1: improve health of the workforce
- DRA GOAL 2: advance iDelta initiative
- DRA GOAL 2: support the Delta Development Highway System
- DRA GOAL 2: expand intermodal and multi-modal transportation
- DRA GOAL 2: expand energy infrastructure and production capacity
- DRA GOAL 3: enhance quality of place
- DRA GOAL 3: promote innovation and diversification local/regional
- DRA GOAL 3: support growth-oriented entrepreneurship
- DRA GOAL 3: foster local leadership
- DRA GOAL 3: build and augment basic infrastructure

APPENDICES

GLOSSARY OF ACRONYMS USED IN ACTION PLAN

BESE – Louisiana Board of Elementary and Secondary Education
BIDCO -- Business & Industry Development Company
BoR – Louisiana Board of Regents
CDC – The Coordinating and Development Corporation
CDC’s DED --CDC’s Division of Entrepreneurial Development
CEDS – Comprehensive Economic Development Strategy Committee
CofCs -- Chambers of Commerce
CRT-- Louisiana Department of Culture, Recreation and Tourism
DRA -- Delta Regional Authority
EDA – Economic Development Administration Public Works Program
EDOs -- Economic Development Organizations
FAA – Federal Aviation Authority
LCDBG – Louisiana Community Development Block Grant Program
LCTCS -- Louisiana Community and Technical College Systems’ campuses/NW Louisiana
LDOTD – Louisiana Department of Transportation and Development
LED – Louisiana Economic Development
LEDC -- Louisiana Economic Development Corporation
LSU AgCenter -- LSU AgCenter Community Development program
LWC -- Louisiana Workforce Commission
MSI -- Minority Suppliers Institute
NLEP -- North Louisiana Economic Partnership
PSBs -- Parish School Boards
PTAs – Parent/Teachers Associations
SBA – Small Business Administration
SBDC – Small Business Development Centers
SCORE – Service Corps of Retired Executives
USCoE – U.S. Corps of Engineers
USDA – U.S. Department of Agriculture, Rural Development
USDA Broadband – USDA Broadband grant/loan program
USDOT – U.S. Department of Transportation
WIBS – Workforce Investment Boards

**NORTHWEST LOUISIANA
2013-2017 Comprehensive Economic Development Strategy**

**THE COORDINATING & DEVELOPMENT CORPORATION
2013-2017 CEDS STRATEGY COMMITTEE**

1. Private Sector Representatives

Last Name	First Name	Company	Position
Crockett	Frank	AEP-SWEPCO	ED Manager
Dean	Jim	Sabre Industries/Cellxion	VP and CEO
Fehr-Niswanger	Debra	Military Truck Parts, Inc.	President
Frankel	Arnie	Consultant	Owner
Houck Hill	Jan	Jan's Optical	Owner
Manno, Jr.	John	Southland Printing Company	VP
Maranto	Charles	Maranto Human Resources	Owner
Murray	Amanda	Citizens Bank & Trust of Vivian	President/CEO
Richardson	Dana	DDP Group	CEO
Scarborough	J.W.	S & S Flower Shop, Inc.	Owner
Taylor	J.T.	J.T. Taylor Realty	Owner
Wessler	Johnny	Louisiana North	CEO

2. Representatives of Other Economic Interests

Busby	Ronald	Sabine Parish Police Jury	Administrator
Davis	Jessie	Red River Parish Police Jury	Manager
Hammet	Beverly	Natchitoches Parish Library System	Director
Holleman	Roy	Red River Waterway Commission	Marketing Director
Lumpkin	Kristi	City of Ruston	Mgr. ED Department
Waldron	Charles	Town of Stonewall	Mayor
Martin	Rebecca	North Webster Parish Industrial	Manager
Williams	Darlene	Northwestern State University	VP, Tech., Research, and ED

**NORTHWEST LOUISIANA
2013-2017 Comprehensive Economic Development Strategy**

**THE COORDINATING & DEVELOPMENT CORPORATION
EXECUTIVE COMMITTEE**

Name	Public/Private Sector
Adkins, The Honorable Jerry	Public
Alford, The Honorable Oscar	Public
Belton, Dr. Ray L.	Public
Bennett, The Honorable Wanda	Public
Breaux, The Honorable Carroll	Public
Brown, Mr. Bob	Private
Cox, The Honorable Johnny	Public
Crockett, Mr. Frank	Private
Davison, The Honorable Vera	Public
Dement, Mr. George	Private
Glover, The Honorable Cedric	Public
Goza, Mr. Darrell	Public
Herrington, Mr. Johnny D.	Private
Hollingsworth, The Honorable Dan	Public
Jones, The Honorable Edward	Public
Lampkins, Dr. Ernest	Private
LeComte, CED, ED, Mr. M. D.	Private
Lee, The Honorable Walter	Public
Maranto, Mr. Charles	Private
McCoy, The Honorable Curtis	Public
McCune, Jr., The Honorable Curtis L.	Public
McDonald, Jr., The Honorable A. W.	Public
Posey, The Honorable Lee	Public
Robertson, The Honorable Bill	Public
Savage, Mr. Walter J.	Private
Scarborough, Mr. J. W.	Private
Shepherd, Mr. Ken	Private
Sims, The Honorable Bill	Public
Smith, The Honorable Alecia	Public
Smith, The Honorable Eugene	Public
Speights, Mr. W. C.	Private
Stawasz, The Honorable Frank	Public
Strong, Mr. Charles	Public
Taylor, Mr. J. T.	Private
Taylor, The Honorable Stephen G.	Public
Waldon, The Honorable Charles	Public
Walker, The Honorable Lorenz	Public
Washington, Mr. Bobby R.	Private
Webb, Dr. Randall J.	Public

**ABOUT THE
COORDINATING AND DEVELOPMENT CORPORATION (CDC)**

The Coordinating and Development Corporation (CDC) was originally chartered in 1954. It is a private, nonprofit, member-supported corporation that serves the economic, community, workforce, financing, and business development needs of 10 parishes in Northwest Louisiana. CDC's clientele includes parishes/counties; municipalities; industrial/economic development organizations; businesses and industries; special purpose governmental bodies, port authorities; and the region's universities, colleges and technical colleges.

Through its Divisions and Subsidiary/Affiliate corporations, CDC provides a wide range of specialized services for its membership, including.

Business Development	Business Investment and Finance
Broadband Connectivity	Community Development
Economic Development	Entrepreneurial Development
International Business Development	Planning and Management
Public Works and Infrastructure	Technical Assistance
Transportation Enhancement	Workforce Development

The State of Louisiana recognizes The Coordinating & Development Corporation as one of the State's eight regional planning and development districts. In this capacity, CDC works with governmental agencies, businesses, civic groups, and citizens to develop programs and services that enable the orderly economic, business, workforce, and community development of Northwest Louisiana.

In addition, CDC is the agency that implements the Federal Workforce Investment Act (WIA) program in Northwest Louisiana, excluding the City of Shreveport, which has its own program. CDC's WIA program is administered locally by Workforce Investment Board (WIB) #70. The WIB is composed of elected officials and representatives of businesses and community organizations, all of whom are dedicated to ensuring that our business community and workforce have the ability to meet the challenges of a global economy.

The WIA program allows local officials to establish broad-based labor market systems using Federal job training funds for adults, dislocated workers, and youth, and requires coordination among a wide range of Federal and State job training programs, including the Louisiana Workforce Commission, adult education and literacy programs, vocational education, and vocational rehabilitation. WIA's goal is to provide workforce development services to employers and workers through CDC's accessible, information-driven Business and Career Solution Centers. A center is available in each of the parishes CDC serves in Northwest Louisiana.

CDC is accredited as a Regional Economic Development Organization by the International Economic Development Council.