

2014 Comprehensive Economic Development Strategy



SCPDC
South Central Planning &
Development Commission
Post Office Box 1870
Gray, Louisiana 70359
Phone: (985) 851-2900

2014 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

SEPTEMBER 2014

PREPARED BY:

SOUTH CENTRAL PLANNING AND DEVELOPMENT COMMISSION

P.O. BOX 1870

GRAY, LOUISIANA 70360

(985) 851-2900

Contents			
ORGANIZATION AND MANAGEMENT	7	Job Projections for Key Industry Sectors	30
Legal Structure of the Organization	7	Additional Revenues from the Oil Spill	32
Brief Description of the Planning Process	7	Upcoming Public Projects:	32
Areas Included in the Economic Development Plan	8	Development Projects	32
Report Organization	8	SCPDC Regional Tax Revenues	34
Board Members and Planning Committee	8	Sales and Use Tax Revenues	34
The CEDS as Strategic Regional Infrastructure and	8	Local Property Taxes	35
Marketing Plan	8	State Individual Income Tax	35
Emergency Planning	8	State Hotel/Motel Taxes	35
Demographics	9	Severance Taxes—Primarily from Oil and Gas	35
Population	9	Goals and Objectives	38
Population and Gender	9	Regional Needs and Environmental Assessment:	
Age Distribution	9	SWOT Summary	40
Distribution by Race	12	On the Coast: Hazard Mitigation and Risk Manage-	42
Housing Data	13	ment	
Housing Types	14	Local Context and Knowledge	42
Age of Housing Stock	15	Flood Protection	43
Home Prices and Housing Costs	16	Experience-Based Model	45
Existing Home Price Trends	17	Reviewing Federal Disaster Policies	45
Household Characteristics	18	Hazard Mitigation	46
District Workforce Profile	19	Other Risks	46
Individual and Family Economic Status	21	Planning for the Future	46
Employability Factors	22	Flood Risk Management	46
Prospects for Future	23	Models for Managing and Financing Flood Risk	48
The Regional Economy	26	ACTION PLAN	48
A Shifting Energy Economy	26	Public Projects	49
Opportunities	26	Private Projects	50
Pipelines	27	Performance Measures	50
Tight Oil and Rail	27	Strategy Committee, CEDS Distribution and Process	63
Safety and Environment	27	References	67
Natural Gas	27		
Shifting Demographics	28		
Other Factors	28		
Employment	28		
Unemployment	29		
A “Super Region”	29		
Skills Gap	29		

ORGANIZATION AND MANAGEMENT

Legal Structure of the Organization

The South Central Planning and Development Commission (SCPDC) is one of eight (8) sub-state regional planning and economic development districts within the State of Louisiana. The district was created in 1972 by resolution passed by each member parish and municipality. At that time, the Commission was also established as the Economic Development District (EDD) for the region. This enables assistance to the Commission and its member governments from the Economic Development Administration (EDA) of the U.S. Department of Commerce. In 1977, the State of Louisiana formalized the eight sub-state planning districts with the passage of Act 472. SCPDC was designated under the act as Planning District 3.

Additionally, SCPDC is incorporated as a non-profit organization as provided in Louisiana Revised Statutes 12:201 et. seq., as amended. Activities must be consistent with accomplishing the purpose of a regional planning or economic development district and for charitable, educational and scientific research purposes. The Commission operates under Articles of Incorporation, Commission By-Laws, Administrative and Personnel Policies.

Brief Description of the Planning Process

The U. S. Economic Development Administration (EDA) mandates development of and provides guidance for developing a Comprehensive Economic Development Strategy (CEDS). The EDA has designed the CEDS as a vehicle for bringing together the public and private sectors to create an economic roadmap for fostering diversity to strengthen regional economies. The CEDS analysis lends itself to establishing goals and objectives for the regional economy and identifying investment priorities and possible funding sources to aid implementation. The regional CEDS is thus the product of a continuous process of strategic economic development planning and action involving both public and private participation.

In the South Central District, the CEDS process is coordinated at the regional level and usually implemented locally at the parish or municipal level. Most member parishes maintain independent economic development committees, which formulate concepts, goals and objectives specific to their communities. The South Central Planning and Development District has a regional Strategy or CEDS Committee composed of public and private representatives from

member governments and communities. Yearly updates to the regional CEDS include progress in advancing goals and objectives at both the regional and local levels, as well as any noteworthy changes in the region's economy.

Each year, SCPDC conducts an annual review of the CEDS with a committee of private sector and community representatives and economic development professionals in the region. The purpose of the review is to monitor progress toward goals and objectives and to update the Action Plan to respond to current conditions. In 2008, the CEDS Strategy Committee began meeting jointly with the South Central Regional Brownfields Coalition, with the intention of encouraging redevelopment and reuse of vacant, abandoned and underutilized properties. In 2010, the combined committee began meeting with the Loan Advisory Committee and Loan Administration Board, which make lending decisions for SCPDC's various revolving loan funds. Combining these previously separate groups ensures a broad range of private-sector participation in a CEDS planning process that incorporates diverse interests in community-level economic development goals as part of the larger regional Action Plan. The annual review process allows those who participate to revisit regional goals and objectives and to recognize accomplishments over the past year. The process also affords regional participants an opportunity to identify constraints to and potentials for development within each parish and in the region as a whole. Collective private and public sector knowledge is applied to the updating of the regional implementation strategy. The strategy that results is approved by the Regional CEDS Committee, which is the SCPDC Board of Commissioners. The approved CEDS is then submitted to EDA.



Lockport Boat Festival

Participants in the 2008 regional CEDS review process recommended periodic meetings to provide regular updates to the regional strategy. This has been accomplished by incorporating quarterly CEDS strategy meetings into regular Loan Advisory and Administration meetings. This has helped to broaden the base of participants in the process to ensure that the regional CEDS is a living document that reflects local experience, knowledge and aspirations and offers the flexibility necessary to meet ongoing regional needs.

Local Contact for the SCPDC CEDS:

For more information on the CEDS process or specific economic development programs contact:

Mr. Kevin Belanger, Chief Executive Officer
South Central Planning and Development Commission
P.O. Box 1870, Gray, LA 70359
985-851-2900
www.scpdc.org

Areas Included in the Economic Development Plan

The area included in the CEDS process is co-terminus with the geographic jurisdiction of the South Central Planning and Development Commission. This includes the parishes of Assumption, Lafourche, St. Charles, St. James, St. John the Baptist, and Terrebonne. Also included in the economic development planning process are the six (6) municipal members of SCPDC: Golden Meadow, Gramercy, Lockport, Litcher, Napoleonville, and Thibodaux. The City of Houma was consolidated with Terrebonne Parish in 1983 to form a single government called the Terrebonne Parish Consolidated Government.

Terrebonne and Lafourche Parishes make up the Houma Metropolitan Statistical Area (MSA). St. Charles and St. John the Baptist Parishes are part of the New Orleans MSA. The South Central District is roughly bounded by Lake Pontchartrain on the east, the Gulf of Mexico on the south, and the Atchafalaya River to the west. The total area exceeds 4,400 square miles. Thibodaux, located approximately 60 miles southwest of New Orleans, is the district's geographic center. The distance from Thibodaux to Baton Rouge is 68 miles and the distance to Lafayette is 103 miles.

Report Organization

The Comprehensive Economic Development Strategy is a mechanism for coordinating the efforts of those concerned with regional economic development and improving the overall quality of life within the region. The CEDS comprises

four main elements:

- An Analysis of the regional economy and the external trends and forces that impact it.
- A Vision encompassed in the statement of the region's goals.
- The Action Plan developed to implement the goals.
- An Evaluation to determine the effectiveness of the Action Plan and to identify any adjustments, improvements or changes that should be made in the strategy.

Board Members and Planning Committee

In December 1991, the SCPDC's Board of Commissioners approved amendments to the Commission's by-laws that enabled the expansion of the Board from 18 to 24 seats in order to add private sector representation. Under the 24 seat system, 6 seats are filled by the Parish Presidents, 6 seats are filled by the Mayors of the municipalities, and 6 seats are filled by minority representatives selected by the parishes. The additional 6 seats are filled by private sector representatives selected by the parishes. The individual parishes oversee economic development issues either through administration, assigned staff and/or economic development committees. An Appendix contains a list of the SCPDC Board of Commissioners, as well as a list of participants in the annual CEDS update and review process.

The CEDS as Strategic Regional Infrastructure and Marketing Plan

This update to the regional CEDS continues with the broader scope initiated with the 2008 regional CEDS. The scope was expanded in response to suggestions from a number of regional development organizations that the district would benefit from a plan that both identifies critical infrastructure needs and can be used as a marketing tool to outside business and industry to help strengthen and diversify the regional economy. It is understood that while each parish and the Bayou and River parishes may have slightly different needs, those needs are closely interrelated. The CEDS as marketing tool can help define and build on common ground to foster development of the region as a whole.

Emergency Planning

In the wake of Hurricanes Gustav and Ike, the 2008 update to the CEDS also included preliminary elements that could be incorporated into pre-planning for emergency response to future disasters. This update to the CEDS continues the practice of including discussion of pre-planning for emergency response.

Demographics

Many factors come together in our communities. There are, of course, the number and distribution of people, land and topography, homes, commercial and industrial buildings, roadway networks, and public facilities. There are also a range of linkages and economic factors—how people make a living and sustain their communities. This section of the CEDS provides a data snapshot of the SCPDC District, including information on district population, housing, families and households, employment and the labor force. The data reflect the close interactions among the various factors.

Population

This 2014 CEDS supplements 2010 U.S. Census data with estimates covering the five years 2008 to 2012. The data (Table 1) indicates that regional population peaked at 352,405 in 2010. The subsequent five-year estimate shows a slight decrease in the aggregate regional population. Among the six district parishes, only Lafourche has experienced slight population growth. A number of factors may be at play. These include the limited supply of affordable worker housing. Many workers employed here live outside the area and don't relocate their families, because they can't find places for them to live. The housing shortage also reflects the limited supply of developable (non-wetland) property where homes can be built, as well as lower profit margins in constructing homes at middle and lower price ranges.

Except for Golden Meadow and Thibodaux, district municipalities (Table 2) have seen slight decreases in population since the 2010 U.S. Census. The presence of Nicholls State University is probably a key factor in Thibodaux's continuing

incremental growth.

In addition to the municipalities, the SCPDC district has two non-municipal population centers (Table 3). The City of Houma, previously a municipality, became part of Terrebonne Parish Consolidated Government in the 1980s. It is designated as the parish's Urban Services District. LaPlace, in St. John the Baptist Parish, is an unincorporated area governed by the parish. As shown by the population figures below, LaPlace continues to be a growth center within the SCPDC district

Population and Gender

All six district parishes have a slightly higher incidence of females than males (Table 4). This is in line with percentages for Louisiana as a whole and the United States overall. Among the district's six municipalities, three have slight male majorities and three have slight female majorities (Table 5).

Age Distribution

As compared to the 2007-2011 Five-Year Estimates, all six district parishes have greater percentages of estimated population aged 65 and over (Table 6). An aging population often represents reduced workforce participation and need for additional services. Other populations in "dependent" status include children under school age and those of school age (5 to 19).

Median ages in some district municipalities also indicate trends toward aging of populations (Table 7). Median ages in the two non-municipal population centers are respectively 36.2 and 35, within the same ranges as in the municipalities.

Table 1: Population by Parish

	2000	2010	2008-2012 Est.
Assumption	23,388	23,421	23,321
Lafourche	89,974	96,318	96,453
St. Charles	48,067	52,780	52,663
St. James	21,216	22,102	21,978
St. John the Baptist	43,044	45,924	45,741
Terrebonne	104,503	111,860	111,666
District Total	330,395	352,405	351,822

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Demographic and Housing Estimates.

Table 2: Population by Municipality

	Parish	2000	2010	2010-2012 Estimate
Golden Meadow	Lafourche	2,193	2,010	2,044
Gramercy	St. James	3,066	3,613	3,558
Lockport	Lafourche	2,624	2,578	2,571
Lutcher	St. James	3,735	3,559	3,536
Napoleonville	Assumption	686	660	459
Thibodaux	Lafourche	14,431	14,566	14,582
Total Municipal		26,735	26,986	26,750

Source: U.S. Census Bureau. American Community Survey. 2012 3-Year Demographic and Housing Estimates.

Table 3: Other Population Centers

	Parish	2000	2010	2010-2012 Estimate
Houma	Terrebonne	32,393	33,727	33,700
LaPlace	St. John the Baptist	27,684	29,872	30,185

Source: U.S. Census Bureau. American Community Survey. 2012 3-Year Demographic and Housing Estimates.

Table 4: Gender by Parish

	Male	Percent	Female	Percent
Assumption	11,395	48.9%	11,926	51.1%
Lafourche	47,493	49.2%	48,960	50.8%
St. Charles	25,847	49.1%	26,816	50.9%
St. James	10,714	48.7%	11,264	50.3%
St. John the Baptist	22,366	48.9%	23,375	51.1%
Terrebonne	55,266	49.5%	56,440	50.5%
Louisiana		48.9%		50.1%
United States		49.2%		50.8%

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Demographic and Housing Estimates.

Table 5: Gender by Municipality

	Male Percentage	Female Percent
Golden Meadow	51%	49%
Gramercy	48.5%	51.5%
Lockport	46%	54%
Lutcher	46.9%	53.1%
Napoleonville	54.2%	45.8%
Thibodaux	50.9%	49.1%

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Demographic and Housing Estimates.



St. James Historical Society

Table 6: Age of Population by Parish

	Median Age	Under School Age	School Age (5-19)	18 and Over	65 and Over
Assumption	38.8	5.9%	21.10%	75.8%	13.8%
Lafourche	36.7	7%	20.7%	75.6%	12.7%
St. Charles	36.7	6.8%	22.5%	73.2%	10.1%
St. James	38.6	6.7%	21.5%	74.3%	13.2%
St. John the Baptist	35.3	7.1%	22.9%	73%	10.3%
Terrebonne	35.1	7.4%	21.4%	74%	11.4%
Louisiana	35.9	6.9%	20.7%	75.4%	12.4%
United States	37.2	6.5%	20.4%	76.1%	13.2%

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Demographic and Housing Estimates.

Table 7: Median Age by Municipality and Population Centers

	Median Age
Golden Meadow	42.2
Gramercy	35
Lockport	40.2
Lutcher	35.6
Napoleonville	46.9
Thibodaux	31.9

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Demographic and Housing Estimates.



Terrebonne Parish Courthouse

Distribution by Race

The SCPDC district has a higher percentage of black/African American residents than the nation as a whole. St. James and St. John the Baptist Parishes have close to equal black and white populations. Assumption and St. Charles Parishes are at or near 30% black. Terrebonne and Lafourche Parishes have respective populations close to 20% and 14% African American. The majority of Asian residents are Vietnamese, representing .3% of the population in Lafourche, .2% in St. Charles, .5% in St. John the Baptist and .2% in Terrebonne. There are also smaller Asian Indian, Chinese, Filipino, Japanese and Korean populations (Table 8).

Racial distributions vary among the district’s six municipalities. Gramercy and Lutcher have close to equal black and white populations. Golden Meadow and Lockport are around 90% and Thibodaux is over 60% white. Napoleonville is over 83% black (Table 9).

Table 8: Race by Parish

	Total Pop	White	Black	Am. Indian	Asian	Hispanic/Latino
Assumption	23,321	67.5%	30.6%	.3%	.2%	2.10%
Lafourche	96,453	80.2%	13.5%	2.7%	.8%	3.8%
St. Charles	52,663	70.2%	26.5%	.2%	.9%	5%
St. James	21,978	48.7%	50.6%	.1%	.4%	1.2%
St. John the Baptist	45,741	44.1%	53.5%	.3%	.6%	4.8%
Terrebonne	111,666	70.7%	18.5%	5.3%	1.3%	3.9%
District Totals	351,822	69%	26%	.3%	.1%	.4%
Louisiana		63.1%	32%	.6%	4.8%	4.3%
United States		74.2%	12.6%	.8%	1.6%	16.4%

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Demographic and Housing Estimates.

Table 9: Race by Municipality

	White	Black	Am. Indian	Asian	Hispanic/Latino
Golden Meadow	89.5%	0.00%	6.3%	0.00%	3.9%
Gramercy	48.1%	50.7%	.3%	0.00%	.9%
Lockport	90%	1.3%	4.7%	0.00%	4.5%
Lutcher	53.8%	45.8%	0.00%	0.00%	3%
Napoleonville	16.8%	83.2%	0.00%	0.00%	0.00%
Thibodaux	60.7%	38%	.9%	1.1%	1.7%

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Demographic and Housing Estimates.

Housing Data

Housing tenure (occupied and vacant; owner and renter occupied) is often as an indicator of community stability. The assumption is that owners are more committed to the area and take better care of properties. SCPDC parishes have a higher incidence of owner occupancy and less renter occupancy than the rest of the country. Except for Lutcher and Napoleonville, district municipalities follow a similar pattern. The population centers also have higher owner than renter occupancy.

Table 10: Housing Data by Parish

	Total Housing Units	Total Occupied	Total Vacant	Owner Occupied	Renter Occupied	Owner Vacancy Rate	Renter Vacancy Rate
Assumption	10,362	83.5%	16.5%	82.6%	17.4%	2.1%	10.7%
Lafourche	38,622	90.6%	9.4%	78.2%	21.8%	1.3%	4.2%
St. Charles	19,558	92.2%	7.8%	82.2%	17.8%	1%	7%
St. James	8,492	90.7%	9.3%	82.7%	17.3%	.1%	4%
St. John the Baptist	17,503	89.8%	10.2%	77.5%	22.5%	2.4%	3.7%
Terrebonne	43,850	89.5%	10.5%	74.2%	25.8%	1.4%	5.4%
Louisiana		86.4%	13.6%	67.4%	32.6%	2%	8.4%
United States		87.5%	12.5%	65.5%	34.5%	2.3%	7.5%

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Selected Housing Characteristics.3

Table 11: Housing Data by Municipality

	Total Housing Units	Total Occupied	Total Vacant	Owner Occupied	Renter Occupied	Owner Vacancy Rate	Renter Vacancy Rate
Golden Meadow	1,030	84.3%	15.7%	85%	.9%	15%	9.7%
Gramercy	1,376	96.9%	3.1%	85%	0.00%	19%	0.00%
Lockport	1,067	97.9%	3.1%	64.9%	0.00%	35.1%	0.00%
Lutcher	1,412	72.9%	27.1%	48%	8.9%	52%	3.7%
Napoleonville	277	72.9%	27.1%	48%	8.9%	52%	3.7%
Thibodaux	5,990	87.6%	12.4%	56.9%	5.5%	43.1%	5.1%

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Selected Housing Characteristics.

Table 12: Housing Data by Population Centers

	Total Housing Units	Total Occupied	Total Vacant	Owner Occupied	Renter Occupied	Owner Vacancy Rate	Renter Vacancy Rate
Houma	13,872	80.6%	10.4%	68%	2.7%	32%	8%
LaPlace	11,494	90.1%	9.9%	77.7%	3.2%	22.3%	3.1%

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Selected Housing Characteristics.

Housing Types

Most housing in the SCPDC district is single-family detached. Mobile homes are the second most prevalent housing type. The district has a limited amount of multi-family housing, especially apartment buildings with 10 units or more.

Among the municipalities, only Thibodaux has significant percentages of multi-unit housing structures. This probably reflects the presence of Nicholls State University and the need of housing for students.

Over two-thirds of housing in the population centers is single-family detached. Mobile homes are the second most prevalent housing type in all parishes and municipalities.

Table 13: Types of Housing and Number of Units by Parish

	1 Unit Detached	1 Unit Attached	2 Units	3 or 4 Units	5 to 9 Units	10 to 19 Units	20 or More Units	Mobile Home	Boat, RV
Assumption	63.7%	.3%	.8%	1.4%	.8%	.6%	0%	32.3%	0%
Lafourche	71.2%	1%	1.9%	2.9%	1.4%	.9%	1.0%	19.3%	.4%
St. Charles	77.8%	1.6%	2.1%	4.2%	2.6%	.3%	.9%	10.4%	.1%
St. James	73.5%	.6%	5.2%	.7%	1.3%	0%	.2%	18.4%	0%
St. John the Baptist	79.4%	1.4%	2.6%	3.7%	1.3%	1.2%	.7%	9.7%	.1%
Terrebonne	69.8%	1.4%	1.8%	2.6%	2.6%	1.6%	2.8%	17.2%	.2%

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Selected Housing Characteristics.

Table 14: Types of Housing and Number of Units by Municipalities

	1 Unit Detached	1 Unit Attached	2 Units	3 or 4 Units	5 to 9 Units	10 to 19 Units	20 or More Units	Mobile Home	Boat, RV
Golden Meadow	74.8%	.8%	1.5%	0%	.6%	0%	1%	21.5%	0%
Gramercy	78.1%	2.8%	3.6%	0%	2%	0%	0%	13.5%	0%
Lockport	64.3%	1%	5.1%	8%	2.7%	0%	2.7%	16.2%	0%
Lutcher	73.6%	0%	6.4%	2.3%	0%	0%	0%	17.8%	0%
Napoleonville	76.2%	0%	9.4%	0%	1.4%	0%	0%	13%	0%
Thibodaux	65.5%	3.2%	7.9%	6.6%	5.6%	4.2%	3.5%	3.5%	0%

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Selected Housing Characteristics.

Table 14: Types of Housing and Number of Units by Population Centers

	1 Unit Detached	1 Unit Attached	2 Units	3 or 4 Units	5 to 9 Units	10 to 19 Units	20 or More Units	Mobile Home	Boat, RV
Houma	79%	1.4%	2.9%	2.1%	2.7%	1.7%	4.2%	6%	0%
LaPlace	81.4%	1.3%	2%	4.7%	1.5%	1.9%	.9%	6.2%	.2%

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Selected Housing Characteristics.

Age of Housing Stock

Age of regional housing stock can serve as an indicator of activity in the residential construction market. Recent data indicates limited home construction in all SCPDC parishes, municipalities and population centers since 2010.

Table 15: Age of Housing Stock by Parish

	2010 or Later	2000-2009	1990-1999	1980-1989	1970-1979	1960-1969	1950-1959	1940-1949	1939 or Earlier
Assumption	.1%	14.4%	16.2%	15.2%	21.1%	11%	10%	3.5%	8.6%
Lafourche	.7%	14.4%	13.2%	15.5%	19.2%	13.8%	11.1%	5.7%	6.5%
St. Charles	.2%	16.1%	17%	23.5%	18.6%	11.7%	8.2%	2.2%	2.7%
St. James	.4%	14.6%	15.5%	13.7%	17.8%	17.4%	9.8%	4.4%	6.4%
St. John the Baptist	.5%	15.2%	13%	23.4%	22.6%	12.4%	6%	4%	3%
Terrebonne	.5%	18.4%	14.6%	13.6%	18.6%	13.6%	10.7%	5.3%	4.7%
Louisiana	.5%	15%	12.9%	15.6%	19.5%	13.3%	10.5%	5.4%	7.3%
United States	.3%	14.2%	14%	14%	16.1%	11.2%	11.1%	5.6%	13.7%

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Selected Housing Characteristics.

Table 16: Age of Housing Stock by Municipality

	2010 or Later	2000-2009	1990-1999	1980-1989	1970-1979	1960-1969	1950-1959	1940-1949	1939 or Earlier
Golden Meadow	7%	3.3%	10.5%	14.5%	8.3%	14%	10%	18.8%	10.9%
Gramercy	0%	17.7%	9.2%	13%	13.2%	26.7%	12.4%	2.8%	4.9%
Lockport	0%	7.9%	12.8%	9.6%	20.8%	13.9%	14.8%	8.1%	12.2%
Lutcher	1.9%	12.5%	13.9%	14.25	15.8%	13.2%	12.7%	13%	2.8%

	2010 or Later	2000-2009	1990-1999	1980-1989	1970-1979	1960-1969	1950-1959	1940-1949	1939 or Earlier
Napoleonville	0%	1.1%	1.1%	10.1%	18.8%	25.6%	4%	8.3%	31%
Thibodaux	.8%	13%	10.8%	8.7%	16.3%	11.8%	17.3%	11.2%	10%

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Selected Housing Characteristics.

Table 17: Age of Housing Stock by Municipality

	2010 or Later	2000-2009	1990-1999	1980-1989	1970-1979	1960-1969	1950-1959	1940-1949	1939 or Earlier
Houma	.3%	15.4%	9.5%	8.1%	15.3%	15.7%	17.6%	9.1%	9.1%
LaPlace	.7%	15.7%	13.7%	25.6%	24%	11.4%	4.6%	2.8%	1.4%

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Selected Housing Characteristics.

Home Prices and Housing Costs

The tables below include median home values and the number of homes with and without mortgages. The tables also include median homeowner costs with and without mortgages, and median gross rents. Home prices throughout the SCPDC district have remained relatively affordable as compared to national markets. Lower prices were probably a factor in limiting foreclosure activity in the SCPDC district, even after the 2010 oil spill and subsequent offshore drilling moratorium curtailed economic activity and reduced incomes for many local workers. The limited supply of affordable worker housing, at the mid-to lower-end of the market, continues to be a drag on expanding the region’s skilled labor force.

Table 18: Housing Value and Cost by Parish

	Median Home Value	With Mortgage	Without Mortgage	Median Monthly Cost with Mortgage	Median Monthly Cost Without Mortgage	Median Gross Monthly Rent
Assumption	\$88,900	44.9%	55.1%	\$950	\$293	\$578
Lafourche	\$123,700	48.9%	51.1%	\$1,153	\$287	\$667
St. Charles	\$180,500	59.8%	40.2%	\$1,480	\$378	\$912
St. James	\$123,400	47%	53%	\$1,115	\$323	\$628
St. John the Baptist	\$149,000	62.5%	37.9%	\$1,311	\$335	\$849
Terrebonne	\$128,500	52.4%	47.6%	\$1,174	\$306	\$787
Louisiana	\$137,700	56.2%	43.8%	\$1,195	\$321	\$762
United States	\$181,400	67.1%	32.9%	\$1,559	\$449	\$889

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Selected Housing Characteristics.

Existing Home Price Trends

New Orleans MSA

The New Orleans Metropolitan Association of Realtors collects information on trends in single-family home sales and prices in the New Orleans MSA (Table 19). This includes information for St. Charles and St. John the Baptist Parishes, both in that MSA, as well as for St. James Parish, previously part of the MSA, but now a non-MSA rural parish. It should be noted that the realtor's report excludes sales of lots, condominiums and multi-family dwellings. The report does include single and double-detached single family dwellings and townhomes.

Bayou Region

No similar report on home prices is available for the Bayou Parishes (Assumption, Lafourche and Terrebonne). The on-line real estate listing and reporting sites Zillow and Trulia do provide useful housing-market information for the three parishes (Table 20 and 21). Formats differ slightly. Zillow provides median listing prices, while Trulia provides an average of listing prices. The prices shown below are as of March 2014.

Table 19: New Orleans MSA Existing Home Price Trends

	2011		2012		2013	
	Jan-Dec Av. Price	Unit Sales	Jan-Dec Av. Price	Unit Sales	Jan-Dec Av. Price	Unit Sales
St. Charles						
East Bank	\$173,136	162	\$187,979	207	\$194,457	184
West Bank	\$195,135	162	\$174,931	171	\$199,256	171
St. James						
East Bank	\$110,658	19	\$118,861	23	\$164,185	5
West Bank	\$25,750	2	\$63,400	5	\$80,520	5
St. John the Baptist						
East Bank	\$127,500	264	\$112,846	286	\$114,177	311
West Bank	\$132,500	4	\$47,270	4	\$153,867	3

Source: New Orleans Metropolitan Association of Realtors.

Table 20: Zillow Median Home Prices

Community	Cost
Houma	\$169,000
Terrebonne	\$289,947
Montegut	\$83,000
Chauvin	\$115,000
Montegut	\$83,000
Dulac	\$144,500
Thibodaux	\$169,000
Napoleonville	\$147,900

Table 21: Trulia Av. Home Prices by Zip Code

Community	Zip Code	Average Price
Assumption		
Pierre Part	70339	\$304,482
Napoleonville	70390	\$139,440
Lafourche		
Thibodaux	70301	\$204,979
Raceland	70394	\$182,170
Terrebonne		
Houma	70360	\$279,463
Houma	70364	\$158,171

Household Characteristics

The U.S. Census Bureau also collects information at the household level. This includes total and family households and those with children under 18 and individuals 65 and over, as well as estimated average for household and family size. For comparison purposes, the tables below also include percentages in the various categories for Louisiana and the nation as a whole.

Table 22: Household Characteristics by Parish

	Occupied HU	Family HHs	HHs with Children Under 18	HHs with Individuals 65 and over	Av. HH Size	Av. Family Size	1 Person HHs
Assumption	8,654	73%	28.2%	9.2%	2.66	3.15	22.5%
Lafourche	34,995	72.8%	31.9%	8.8%	2.7	3.15	22.4%
St. Charles	18,406	76.1%	37.2%	20.7%			
	2.83	3.26	19.4%				
St. James	7,701	78.5%	38.4%	27.5%	2.82	3.24	20%
St. John the Baptist	15,710	72.2%	38.6%	22.2%	2.86	3.43	24.4%
Terrebonne	39,226	71.6%	39%	23.3%	2.81	3.32	22.9%
Louisiana		66.6%	34.2%	23.8%	2.59	3.20	28.3%
United States		66.5%	33.3%	24.9%	2.61	3.21	27.5%

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Selected Social Characteristics.

Table 23: Household Characteristics by Municipality

	Occupied HU	Family HHs	HHs with Children Under 18	HHs with Individuals 65 and over	Av. HH Size	Av. Family Size	1 Person HHs
Golden Meadow	868	62.8%	23.9%	27.3%	2.35	2.94	28.9%
Gramercy	1,334	72.9%	37.3%	34.9%	2.66	3.21	25.6%
Lockport	1,045	61.5%	35.1%	31.2%	2.46	3.03	35.7%
Lutcher	1,254	74.7%	40.1%	25.4%	2.75	3.22	25.1%
Napoleonville	202	66.8%	21.3%	34.7%	2.27	2.87	30.7%
Thibodaux	5,248	61.8%	32%	24.3%	2.48	3.14	28.3%

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Selected Social Characteristics.

Table 24: Household Characteristics by Population Center

	Occupied HU	Family HHs	HHs with Children Under 18	HHs with Individuals 65 and over	Av. HH Size	Av. Family Size	1 Person HHs
Houma	12,429	66.2%	34.6%	24.7%	2.69	3.32	27.8%
LaPlace	10,357	74.9%	41.8%	19.6%	2.90	3.36	21.7%

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Selected Social Characteristics.

District Workforce Profile

The tables below show average SCPDC parish workforces for the second quarter of 2013. The Louisiana Workforce Commission’s Labor Market Area 1 (LMA) encompasses the New Orleans area. This LMA includes St. Charles and St. John the Baptist Parishes, both in the New Orleans MSA. It also includes St. James Parish, which was once in the MSA, but is now a rural, non-MSA, parishes. LMA 3 encompasses the Houma-Thibodaux MSA plus Assumption Parish. Assumption is another rural, non-MSA, parish.



Unit train car carrying crude oil

Table 25: Labor Force by Parish

Labor Market Area 1	Average Employment
St. Charles	25,388
St. James	8,338
St. John the Baptist	14,392
Labor Market Area 3	
Assumption	4,581
Lafourche	39,603
Terrebonne	56,971

Source: *New Orleans Metropolitan Association of Realtors.*

Table 26: Unemployment by Parish:

	Jan 2014	Dec 2013	Jan 2013	Dec 2012
Nation	7%	6.5%	8.5%	7.6%
Louisiana	5.1%	4.7%	7.3%	5.5%
Assumption	6%	5.5%	8.7%	6.7%
Lafourche	3.5%	2.9%	5%	3.6%
St. Charles	4.9%	4.6%	6.8%	5.2%
St. James	7.1%	6.8%	9.8%	7.6%
St. John	6.3%	6.1%	8.5%	6.8%
Terrebonne	3.5%	3.2%	5.3%	3.8%

Source: *LA Works. Labor Market Information. March 2014.*

Recent Unemployment Rates

The federal Bureau of Labor Statistics collects and reports on unemployment data at the state and parish level. Louisiana’s statewide unemployment has generally remained below the national level throughout the recession and slow recovery. In the SCPDC district, Lafourche and Terrebonne Parishes have consistently done better than the rest of the country, posting very low unemployment rates during this unsettled period. The more robust job market is probably a function of the two parish’s energy-based economies, which run counter-cyclical to the national economy and tend to do relatively well when the rest of the country is in economic downturn. Recent low unemployment figures are also indicative of the resurgence of offshore energy activity after the drilling moratorium and the increasing attractiveness of drilling in the Gulf as geo-political factors continue to affect energy exploration and production in other parts of the world. Unemployment has consistently run higher, at or above recent national levels, in Assumption and St. James, the district’s more rural, non-MSA, parishes.

District Labor Force

Table 27 displays five-year estimates generated by the U.S. Census Bureau. According to the Louisiana Workforce Commission, this state has a higher percentage than the rest of the nation of working-age people not participating in the labor force. Some SCPDC parishes have higher non-participation rates than the state. Many potential workers are hampered by limited educational attainment and a mismatch of skills to job openings. At the same time, employers often have difficulty finding employees to fill skilled job openings.

Disability is another factor that can keep people out of the workforce. Louisiana has a higher disability rate than the rest of the country, while rates are even higher in the SCPDC district parishes. This probably reflects the significant portion of the workforce employed in physically taxing and sometimes risky work in sectors like offshore energy exploration and production and heavy industry.

Table 27: Labor Force

	Pop 16 and over	In Labor Force	Employed	Unemployed	Armed Forced	Not in Labor Force
Assumption	18,408	56.2%	50.2%	5.9%	0%	43.8%
Lafourche	75,648	61.2%	57.7%	3.4%	.1%	33%
St. Charles	40,171	67%	62.2%	4.7%	.1%	33%
St. James	17,009	61.1%	54.6%	6.5%	.1%	38.9%
St. John the Baptist	34,998	66.7%	58.9%	7.7%	.1%	33.3%
Terrebonne	86,003	61.4%	57.2%	4%	.2%	38.6%
Louisiana		61.9%	56.3%	5.2%	.5%	38.1%
United States		64.7%	58.2%	6%	.5%	35.3%

Source: U.S. Census Bureau. American Community Survey. 2012 5 Year Selected Social Characteristics.

Table 28: Disability Status by Parish

	Total Non-Institutionalized Pop	Total With Disability	Under 18 with Disability	18 to 64 with Disability	65 & Over with Disability
Assumption	23,081	19.3%	6.5%	16.9%	53.1%
Lafourche	95,411	15.5%	6%	13.2%	46%
St. Charles	52,125	14.4%	6.9%	13.9%	38.5%
St. James	21,733	14.3%	4.1%	12.1%	44.9%
St. John	44,998	14.4%	7.2%	12.1%	47.2%
Terrebonne	110,321	16.5%	6.7%	15%	47.8%
Louisiana	4,425,335	15%	5.3%	13.3%	43.3%
United States	303,984,241	12%	4%	10%	36.8%

Source: U.S. Census Bureau. American Community Survey. 2012 5 Year Selected Social Characteristics.



Compressed Natural Gas Station, Houma



Sugar Cane Harvester

Individual and Family Economic Status

There is a close correlation among education, employability and income. The first table below compares per capita income (PCI) in the SCPDC district to Louisiana and national PCI. Per capita income has risen throughout the district and is now equal or close to Louisiana's statewide PCI of \$24,264. The district still lags the national PCI of \$28,051.

The next two tables provide parish-level percentages for individuals and families living below the federal poverty line. For comparison purposes, the tables also include poverty data for Louisiana and the nation as a whole. This data, as noted previously, covers the five-year period 2008-2012. The poverty guideline for 2012, as established by the U.S. Department of Health and Human Services, was \$11,170 for one person, with \$3,960 added for each additional person. The 2012 poverty guideline for a four-person family was \$23,050.

Poverty rates are higher among families with dependent children. Households with female heads have significantly higher poverty rates. This probably reflects the generally lower wages paid to women, as well as women's need to balance domestic responsibilities, such as child and elder care, with work.

Table 29: Per Capita Income: Comparison to State and National PCI

	PCI	% of LA PCI: \$24,264	% of US PCI: \$28,051
Assumption	\$22,073	90.97%	78.69%
Lafourche	\$24,553	101.19%	86.15%
St. Charles	\$26,308	108.42%	92.31%
St. James	\$23,972	98.8%	84.11%
St. John the Baptist	\$21,604	89.04%	75.8%
Terrebonne	\$23,885	98.44%	88.8%

Source: U.S. Census Bureau. American Community Survey. 2012 5 Year Selected Economic Characteristics.

Table 30: Individuals Below Poverty by Parish

	All People	Under age 18	65 and Over
Assumption	18.8%	15.8%	14%
Lafourche	14.5%	21.1%	10.8%
St. Charles	12.8%	17.4%	10.3%
St. James	16%	25.5%	12.8%
St. John the Baptist	15.8%	23%	11.4%
Terrebonne	16.8%	24.6%	9.6%
Louisiana	18.7%	26.6%	12.5%
United States	14.9%	20.8%	9.4%

Source: U.S. Census Bureau. American Community Survey. 2012 5 Year Selected Economic Characteristics.

Table 31: Families Below Poverty by Parish

	All Families	With Children under 18	With Children under 5	With Female Head of Household
Assumption	12.4%	18.8%	13/1%	35.7%
Lafourche	10.9%	17%	23%	34.4%
St. Charles	11.9%	15.7%	15.6%	31.2%
St. James	14.7%	19.2%	10.10%	38.6%
St. John the Baptist	12.3%	18.8%	17.5%	28%
Terrebonne	12.8%	20.3%	25.6%	35.6%
Louisiana	14.3%	21.7%	24.4%	37.5%
United States	10.9%	17.2%	18.2%	30.1%

Source: U.S. Census Bureau. American Community Survey. 2012 5 Year Selected Economic Characteristics.

Employability Factors

Employability includes job readiness and possessing the necessary skills to meet job requirements. Table 32 below shows educational attainment for individuals aged 25 and older in the SCPDC parishes, as compared to the state and nation. Table 33 links median income and educational attainment.

There is, as noted previously, a strong correlation between limited educational attainment and poverty (Table 34 and 35). In the general population, more education and training typically leads to higher incomes. Females, as also noted previously, are sometimes an exception, generally earning lower wages and needing to balance work with domestic responsibilities. These factors have particular impacts on mothers raising young children on their own.

Table 32: Educational Attainment by Parish, Age 25 and Over

	Pop. 25 +	< 9th Gr.	9-12 No Diploma	HS Grad	Some College	Assoc. Degree	Bachelor's	Grad or Prof. Degree	% HS Grad or Higher	% BA or Higher
Assumption	15,570	14.9%	15.2%	40.7%	15.8%	4.4%	6.9%	2.1%	69.9%	9%
Lafourche	62,777	12.8%	13.6%	39.5%	15.1%	4.1%	10.2%	4.8%	73.6%	15%
St. Charles	38,812	3.4%	10.4%	36.7%	21.8%	7.8%	14.3%	5.6%	86.3%	20%
St. James	14,276	5.4%	12.4%	45.4%	17.7%	6.4%	8.9%	3.8%	82.2%	12.7%
St. John the Baptist	28,923	4.4%	13.2%	37.2%	25%	5.1%	11%	4.1%	82.4%	15.1%
Terrebonne	71,403	10.9%	14.3%	40%	17.1%	3.9%	9.3%	4.5%	74.8%	13.8%
Louisiana		6.4%	11.4%	34.3%	21.4%	5.21%	14.3%	7.1%	82.2%	21.4%
United States		6%	8%	28.2%	21.3%	7.7%	17.9%	10.6%	85.7%	28.5%

Source: U.S. Census Bureau. American Community Survey. 2012 5 Year Selected Social Characteristics.

Table 33: Educational Attainment and Median Earnings by Parish

	Pop 25 and over with earnings	Less than HS Grad	HS Grad (includes equivalency)	Some College of Associate Degree	Bachelor's Degree	Graduate or Professional Degree	Percent imputed to Educational Attainment
Assumption	\$34,269	\$23,125	\$34,612	\$30,297	\$46,447	\$61,618	4.2%
Lafourche	\$36,587	\$27,136	\$32,307	\$34,495	\$47,012	\$51,535	4.6%
St. Charles	\$41,402	\$26,094	\$32,818	\$41,582	\$51,489	\$61,184	4.2%
St. James	\$36,893	\$12,086	\$35,997	\$40,943	\$51,458	\$53,681	2.6%
St. John the Baptist	\$32,953	\$22,974	\$30,139	\$32,994	\$48,785	\$52,765	5.1%
Terrebonne	\$32,970	\$27,024	\$31,298	\$31,298	\$46,356	\$52,290	4.8%
Louisiana							
United States	\$35,522	\$19,642	\$27,607	\$33,857	\$50,096	\$66,109	4.6%

Table 34: Poverty Rate Determined by Educational Attainment by Gender: Less than HS & HS Grad

	Less than HS	Male	Female	HS Grad	Male	Female
Assumption	27.4%	25.7%	29.3%	11.2%	6.9%	15.1%
Lafourche	18.6%	11.8%	26.2%	10.4%	6.8%	13.7%
St. Charles	27%	23.4%	31%	11.7%	6.2%	16.8%
St, James	35.6%	35.4%	35.7%	8%	4.2%	11.8%
St. John the Baptist	24.7%	20.7%	29.9%	11.3%	8.2%	14%
Terrebonne	22.6%	17%	29.5%	11.9%	7.5%	16%
Louisiana	29.6%	23.6%	35.8%	27.4%	25.7%	29.3%
United States	26.5%	22.6%	30.3%	13.1%	11.2%	14.9%

Source: U.S. Census Bureau. American Community Survey. 2012 5-Year Estimate. Educational Attainment.

Table 35: Poverty Rate Determined by Educational Attainment by Gender: Some College & BA or Higher

	Some College	Male	Female	BA or Higher	Male	Female
Assumption	11.1%	10.8%	11.3%	4.4%	6.1%	3.2%
Lafourche	11.4%	7.2%	14.8%	2.3%	1.5%	3%
St. Charles	7.6%	4.3%	10.6%	1.6%	1.3%	1.8%
St, James	8.5%	3.6%	12.5%	2.9%	3.6%	12.5%
St. John the Baptist	9.7%	3.2%	14.3%	3.9%	4.6%	3.4%
Terrebonne	8.5%	5.6%	10.9%	5%	3.7%	5.9%
Louisiana	11.3%	7.5%	14.4%	4.4%	4%	4.7%
United States	9.6%	7.6%	11.2%	4.1%	3.7%	4.5%



Prospects for Future

The educational attainment figures are indicative of the skills gap which affects not just Louisiana, but the whole country. Prospective workers who need jobs often can't meet education, training and skills requirements for available jobs. Those jobs remain unfilled, affecting local, regional and national economic vitality and competitiveness. There is general agreement that the first step toward reducing the skills gap is to increase high school graduation rates. The Alliance for Excellent Education has projected the economic benefits of raising the number of students who graduate. In Louisiana, approximately 64% of the class of 2012 earned a high school diploma. What if 90% of that class had graduated with a high school diploma? That would produce an increase of 14,000 graduates. The projected results would be:

- 1,300 new jobs;

2014 Comprehensive Economic Development Strategy

- \$166 million in increased annual earnings;
- \$132 million in increased annual spending;
- \$214 million in increased gross state product;
- \$271 million in increased home sales;
- \$15 million in increased auto sales;
- \$26 million in increased annual federal tax revenue;
- \$8.1 million in increased annual state/local tax revenue.

Table 36 summarizes high school graduation rates for district public schools. State graduation rates are also provided for comparison.

Many factors affect students' ability to finish and graduate from high school and, later, from college. Louisiana has lower graduation rates at both educational levels than the rest of the country. State and national graduation rates at both levels vary among different ethnic groups (**Table 37**). Factors often cited as affecting students' ability to finish school include family support and stability, neighborhood cohesiveness and condition, and role models from the family and/or community.

Standardized tests also play a part, with some students struggling to meet proficiency requirements. **Table 38** shows percentages testing at basic and above in the six SCPDC parishes and, for comparison purposes, the state. The 2012 figures do not include the Graduate Exit Exams for seniors in English Language Arts and Math.

The Alliance for Excellent Education notes significant gaps

between the results of state standardized tests and the National Assessment of Educational Progress (NAEP) test. The average differential in scores was found to be 40% in reading and 32% in math. These differentials also affect students' ability to meet educational requirements moving forward (**Table 39**).

Literacy has been shown to be a fundamental, underlying issue in students' experiences with education. There is a strong correlation of limits in literacy with race, as well as with low-income status. This is especially relevant to children being raised by single mothers likely, as noted previously, to have lower incomes (**Table 40**).



Table 36: High School Graduation Rates by Parish

	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	Change: 2010-2012
Assumption	58.6%	55.7%	54.7%	45.9%	57.4%	73.1%	79.4%	+6.3%
Lafourche	64.8%	65.5%	69.7%	74.4%	72%	79.3%	81.6%	+2.3%
St. Charles	79.5%	79.3%	82.4%	84.4%	79.4%	78.5%	84.7%	+6.2%
St. James	68.3%	78.1%	78.5%	77%	74%	75%	72.2%	-2.8%
St. John the Baptist	56.7%	65.6%	58.2%	58.5%	60.5%	64.1%	68%	+3.9%
Terrebonne	61.7%	59.5%	67%	66.2%	65.6%	70.5%	77.3%	+6.8%
Louisiana	64.8%	66.3%	66%	67.3%	67.2%	71.4%	72.3%	+0.9%

Source: NOLA.com--New Orleans Times-Picayune. Reporting Louisiana Department of Education data

Table 37: High School and 4-Year College Graduation Rates By Race

	All Students	White	Black	Hispanic	Asian	American Indian
High School						
Louisiana	71%	77%	64%	70%	84%	71%
United States	79%	85%	67%	71%	87%	64%
4-Year College						
Louisiana	42%	47%	30%	42%	56%	36%
United States	56%	60%	30%	48%	68%	39%

Source: Alliance for Excellent Education. September 2013.

Table 38: Standardized Tests: Percent at Basic and Above By Parish

	Spring 2011	Spring 2012*	Rank in State
Assumption	64%	67%	33
Lafourche	66%	68%	32
St. Charles	77%	79%	9
St. James	67%	70%	26
St. John the Baptist	61%	61%	49
Terrebonne	68%	71%	23
Louisiana	66%	68%	

Source: Louisiana Department of Education. 2013.

Table 39: Louisiana LEEP Test vs. NAEP Test Scores

	Reading	Math
Louisiana LEEP	67%	64%
NAEP	22%	22%

Source: Alliance for Excellent Education. September 2013.

Table 40: Literacy: Underlying Issue

	Louisiana	United States	White	Black	Hispanic	Low-Income
Below Basic Proficiency	34%	25%	24%	49%	42%	43%
Basic	43%	43%	46%	41%	39%	43%
Proficient (At Grade Level)	21%	29%	29%	10%	17%	14%
Advanced	1%	3%	2%	<1%	2%	1%

Source: Alliance for Excellent Education. September 2013.

Table 41: Louisiana Compared to the Nation As a Whole

	8th Grade Reading Proficiency	HS Graduation	College Ready	Four-Year College Graduation	Employability
Louisiana	22%	71%	17%	42%	30%
United States	32%	78%	26%	39%	39%

Source: Alliance for Excellent Education. September 2013.

The Regional Economy

The six parishes that make up the SCPDC district are part of what has been one of the world's most productive industrial corridors, with some of the largest concentrations of oil and natural gas extraction and refining and chemical manufacturing capacity in the United States. The area has also supported one of the world's most productive "wild caught" fisheries, producing shrimp, crab and fin fish. In addition, coastal areas also produce cultivated oysters. The regional economy has historically capitalized on the abundant natural resources, natural and built waterways and other infrastructure, and local knowledge and skills. Settlement began in the early 18th century, with subsistence farming, fishing, hunting and trapping. In the 19th century, the economy expanded to include large-scale agriculture in the growing and processing of sugar cane. The U.S. Department of Agriculture's Sugarcane Research Unit in Houma (Terrebonne Parish) has played a pivotal role in developing new, higher-yield and disease- and pest-resistant varieties of cane. Thibodaux (Lafourche Parish) was an early center for development of mechanized sugar cane harvesting equipment. In the early 20th century, Louisiana moved into oil production. The first commercially significant land-based well was sunk near Jennings, to the west of the district, in 1901. By mid-century, oil production moved offshore into the Gulf of Mexico. The first offshore well was sunk in 1947, at a location south of Morgan City, just to the west of the district. This area has helped pioneer ongoing development of offshore oil exploration and production techniques now used worldwide. Some 42% of U.S. patents related to oil and gas exploration and production have been granted in this area. Port Fourchon, in Lafourche Parish, is the hub of deepwater exploration in the Gulf.

A Shifting Energy Economy

The United States is entering a new paradigm, moving from being a major energy importer to becoming, in the near future, a major energy producer and a net energy exporter. The shift is the result of increased domestic oil and gas production, both from offshore fields and from oil and natural gas "shale plays." The U.S. Energy Information Administration (EIA) publishes the Annual Energy Outlook. The 2014 edition (AEO2014) offers projections for U.S. energy markets through 2040. Crude oil production is actually approaching the historic level of 9.6 million barrels a day, last achieved in 1970. Increased domestic production is driven by development of deepwater resources in the Gulf of Mexico and tight oil resources onshore. Tight oil refers to oil produced from shale or other very low-permeability rocks, with horizontal drilling and multi-stage hydraulic fracturing technologies.

Hydraulic fracturing ("fracking") involves the injection of water and chemicals to extract the resources. In addition to opening new fields, these technologies often allow a return to fields previously drilled using conventional means. The EIA expects oil production to increase sharply from 2014 through 2016, going up to 9.5 Million barrels a day. Production is expected to level off and then slowly decline after 2020. Natural gas production is projected to grow steadily, with a 56% increase from 2012 through 2040 to 37.6 trillion cubic feet.



Underwater pipeline maintenance.

Opportunities

The Louisiana Economic Outlook: 2014 and 2015 (LEO 2014 and 2015) recognized a "sudden boom in the shale plays in the U.S. and the return of activity in the GOM (Gulf of Mexico) after the BP spill." Tight-oil shale developments have boosted U.S. oil production by 25% since 2008. The rig count in the Gulf had dropped to seven in the wake of the oil spill and subsequent offshore drilling moratorium. Since then, the number of deepwater rigs working in the Gulf has continued to rise. In 2012, there were 36 rigs in operation in the deepwater Gulf. That number is expected to grow to 50 by mid-2014 and to climb to 60+ from 2015-2017. Many of these rigs stage and have their land bases at the SCPDC district's Port Fourchon. The LEO 2014 and 2015 lists the Gulf's many advantages for oil producers. First and foremost is the fact that Gulf oil wells are often prolific producers. Other advantages are close proximity to the world's largest energy consumer and the vast network of pipelines already in place. Taxes and royalties are among the lowest in the world and companies operating here do not face the risk of having their assets nationalized.

The SCPDC district is well-positioned geographically and

has infrastructure in place to participate in the offshore component of the emerging energy boom. The Louisiana Offshore Oil Port (LOOP), located offshore from Port Fourchon, manages extensive carrier facilities for offshore and imported oil. The LOCAP pipeline connects LOOP's storage facility at Clovelly (Lafourche Parish) to the St. James terminal (St. James Parish). The St. James hub is one of the locations where domestic oil prices are set. This reflects St. James' central position in the Gulf Coast crude oil refining and distribution system and long history as a trading center for crudes like the benchmark Light Louisiana Sweet. The LOOP facility has eight breakout tanks with over 2.6 million barrels of storage capacity situated on 140 acres of land. The 48-inch diameter pipeline has a throughput capacity of 1.7 million barrels per day and can expand to 2.4 million barrels per day. Crude oil arriving at St. James is dispatched to any one of four local refineries serving Louisiana and Texas. Two of the refineries, Motiva in Convent (St. James Parish) and Marathon in Garyville (St. John the Baptist Parish) are in the SCPDC district.

Pipelines

Onshore, a flurry of proposed pipeline expansion and construction projects in south Texas could link inland crude oil and condensate production to St. James and Gulf Coast refineries. Shell Pipeline's Houma to Houston (Ho-Ho) pipeline reversal project promises to connect Louisiana to all inbound crude from the Permian Basin and Eagle Ford tight-oil formations in Texas, as well as from another pricing hub at Cushing, Oklahoma and Canada. A Houston to Nederland, TX segment of the reversed Ho-Ho line opened in 2012, with a 200,000 barrels/day capacity. This was the first phase of a larger reversal project of the line that currently moves crude from offshore production and LOOP from Louisiana to Texas. Shell has also proposed construction of a new Westward Ho pipeline from St. James to Nederland/Port Arthur. That line would enhance Texas refiners' access to domestic offshore crude via the St. James hub.

Tight Oil and Rail

St. James has also become a major destination for tight oil from formations like the prolific Bakken shale play in the North Dakota/Montana/Saskatchewan/Manitoba region. Daily production there reached 800,000 barrels a day in 2012 and is projected to go as high as 1.6 million barrels/day by 2016. Take-away capacity is the most critical issue, given the isolated location, far from existing pipelines and most U.S. refining capacity. The bulk of the oil is therefore shipped by rail, in "unit trains" of up to 100 tanker cars. Several rail expansion projects are in the works to further increase exit

capacity for Bakken producers. Even with high per-barrel transportation costs, rail has the advantage of greater destination flexibility and better netback than existing pipelines. The long journey to St. James and the Gulf is motivated by price, often \$20 a barrel higher than in the Midwest. At the receiving end, St. James has increased rail capacity to accept Bakken crude. With recent expansions, terminal operators like Nustar and Plains All America can respectively handle 140 and 150 million barrels/day.

Safety and Environment

There are some safety and environmental concerns in transporting volatile liquids by both pipeline and rail. The boom in production of shale-play oil has increased the volume of rail transport to an unprecedented scale. In 2008, the American Railroad Association reported only 9,500 tank loads of crude oil shipped. By 2013, an estimated 434,000 tanker loads of crude were shipped. Of 16 significant rail-freight accidents since 2006, nine involved crude oil and seven involved ethanol. The commonly used DOT-111 tanker cars have proven susceptible to damage, catastrophic spillage and violent fire in derailments. Multiple cars increase potential risk of chain-reaction fires and for hazardous releases into water and air in the vicinity. In 2011, the industry adopted a voluntary standard that requires thicker walls for hazmat tankers. That standard has been applied to all tank cars built since then. Federal rulemaking has lagged, as often happens with new technologies or new uses of existing technologies and industry is reluctant to invest in new tank cars until a final standard is issued. Retrofitting the 29,000 older tank cars still in operation would cost an estimated \$3 billion. Industry continues to lead the way. BNSF, a major shipper of crude oil, recently ordered 5,000 new tanker cars to be built to specifications above the voluntary industry standard.

Natural Gas

Natural gas is a key feed stock for the bulk chemical industry. The abundant supply of lower cost shale-play gas is spurring a resurgence of basic chemical production at plants in the River Parishes (St. Charles, St. James and St. John the Baptist). Previous high and rising gas prices had prompted over a decade-long cutback in the price-sensitive industry, with local plants closed or reducing production and shedding jobs. Natural gas is expected to continue to supplant coal as the primary fuel for U.S. electrical power generation. This may affect regional power plants. Export of natural gas, by pipeline and in liquefied form, is also expected to increase, rising to 3.5 trillion cubic feet by 2029 and remaining at that level through 2040. Such activity could potentially become an additional profit center for ports like the district's

Port Fourchon. Liquefied natural gas (LNG) is also expected to gain favor as a potential fuel choice for freight rail locomotives and, to a lesser extent, for domestic marine vessels. The latter is already beginning to happen in the SCPDC district, with Harvey Gulf constructing LNG vessels that will operate out of Port Fourchon.

Shifting Demographics

Profound shifts in the energy economy run parallel to shifts in the nation’s demographic profile. The U.S. Census Bureau has reduced population estimates by 6% to reflect lower projected net international migration into the country. The most recent population estimates for the SCPDC district also show a slight reduction from the 2010 Census. Slower population growth means lower labor force growth, which will contribute to slower GDP growth. Projected per capita GDP and disposable income are, however, expected to rise. The AEO2014 also projects a smaller increase in light-duty vehicle miles traveled (VMT), with a rise of only 30% from 2012-2040, rather than the 41% AEO2013 projection. This reflects a nationwide drop in rates of driver licensing and travel among younger age groups. These factors will likely have less of an impact in the SCPDC district, which has limited public transit and a mix of small town-city-rural settlement patterns located at distances sufficient to make personal vehicles the likely transportation mode of choice for the foreseeable future.

Other Factors

The Wells-Fargo Economics Group issues an *Annual Eco-*

nomie Outlook. The 2014 edition, subtitled *Finding Balance*, noted a number of significant demographic trends. Most notable are probably tight labor markets and lower workforce participation rates. At the national level, the report relates lower participation to ongoing retirement of the “baby boom” generation. Lower participation means fewer working adults for each person 65 and older. Again, less workforce participation means reduced per capita real GDP. Louisiana and the SCPDC district are already affected by low workforce participation rates and a mismatch of many workers to the skills required for the jobs that are available. Other predictions include a slide in housing affordability. The limited supply of affordable worker housing is already an issue in the SCPDC district, to the extent that many of those who come here to work don’t move their families into the area, because they can’t find permanent housing.

Employment

What is all this likely to mean in terms of employment in the SCPDC district? In the near term, the LEO 2014 and 2015 projected the New Orleans MSA (including St. Charles and St. John the Baptist Parishes) would add 5,000 jobs in 2013 and 6,000 jobs in 2014, while the Houma MSA would add 2,600 jobs in each of the two years. Long-term, a Greater New Orleans Community Data Center (now renamed The Data Center) report issued in January 2014 projected significant long-term regional job growth from 2013 to 2020 in the linked Houma-New Orleans-Baton Rouge MSA districts. Over 42,000 new jobs and job openings due to retirement are anticipated in high-demand energy, petrochemical and advanced manufacturing occupations.

Table 42: Comparative Parish, State and National Unemployment 2009-2014

	Dec 2008	Dec 2009	Dec 2010	Dec 2011	Dec 2012	Dec 2013	Jan 2014	Mar 2014
Assumption	6.6%	9.4%	10.8%	9.4%	6.7%	5.5%	6%	5.4%
Lafourche	3.7%	5.2%	4.9%	4.2%	3.6%	2.9%	3.5%	3.0%
St. Charles	4.9%	6.7%	6.3%	6.0%	5.2%	4.6%	4.9%	4.3%
St. James	8.7%	9.1%	11.4%	10.4%	7.6%	6.8%	7.1%	6.1%
St. John the Baptist	6.6%	9.3%	9.4%	7.7%	6.8%	6.1%	6.3%	5.7%
Terrebonne	3.9%	5.5%	5.3%	4.3%	3.8%	3.2%	3.5%	3.2%
Louisiana	5.6%	7.2%	7.2%	6.4%	5.5%	4.7%	5.1%	4.5%
United States	7.1%	9.7%	9.1%	8.3%	7.6%	6.5%	7%	6.8%

Source: LA Works. *Workforce at a Glance*

Unemployment

Recent unemployment figures were included in the demographics section of the CEDS. The table below shows comparative, year-end, local, state and national unemployment data for 2008 to 2013, the period of the recession and slow recovery. The final column shows the most recent 2014 figures. As the data indicates, unemployment in Louisiana stayed below the national level throughout the period. Lafourche and Terrebonne Parishes consistently maintained jobless rates well below both state and national levels. This reflects the counter-cyclical nature of their energy-based economies. The Houma MSA was, however, the first in the state to begin losing jobs during the Great Recession. The LEO 2014 to 2015 noted a drop of 4,800 jobs from 2009-2010 and suggested a link to additional federal taxes on the extraction industry. Other likely factors are the combined effects of the recession and the moratorium on offshore drilling after the 2010 oil spill. The River Parishes (St. Charles, St. James and St. John the Baptist) benefit from their location on the Mississippi River, which draws industry like basic chemical production. Pre-recession, the regional chemical industry was shrinking, due to the high price of natural gas feed stocks. Now, abundant and low cost shale gas seems likely to spur resurgence in production, with potential for job growth. Assumption and St. James, the two non-MSA parishes within the SCPDC district, have historically had the highest unemployment, reflecting their rural locations and limited job opportunities. The situation for St. James seems to be shifting, with a number of planned major projects, described in the following section, taking advantage of remaining access to the river, as well as proximity to the St. James energy hub.

A "Super Region"

Over the past few years, there has been growing recognition that the Houma MSA is an economically important part of the south Louisiana "Super Region" that also includes the New Orleans and Baton Rouge MSAs. In April 2012, the Greater New Orleans Community Data Center (GNOCDC) issued an analysis of economic ties and commuter patterns, with the Houma MSA forming the third point of a triangle and the New Orleans MSA (including the River Parishes) and the Baton Rouge MSA as the other points. The analysis found significant interaction and synergies. Major economic drivers/job generators in the Houma-Thibodaux economy are:

- Oil and Gas;
- Shipping and Other Transportation;
- Industrial Machinery Leasing and Repair;
- Ship Building;
- Machinery Manufacturing;
- Heavy Construction;
- Management of Companies;
- Fabricated Metal Manufacturing;
- Waste Management;
- Sugar and Seafood.

New Orleans has complementary concentrations in oil and gas, shipping, heavy construction (including engineering) and ship building. Baton Rouge has complementary concentrations in heavy construction and engineering, shipping; industrial machinery leasing and repair, fabricated metal manufacturing and waste management.

The synergies among the three MSAs are apparent in the movement of workers. In 2010, about 11,000 workers commuted from Houma-Thibodaux to New Orleans, while about 8,000 commuted in the opposite direction. Around 2% of New Orleans workers were from Houma, while 10% of Houma workers were from New Orleans. That same year, just over 25,000 workers commuted from the New Orleans MSA to Baton Rouge, while just over 20,000 drove in the opposite direction.

Skills Gap

The SCPDC district, like the rest of the country, is experiencing a mismatch of the supply of qualified workers for the available jobs. Individuals with less than a high school education especially are at a growing disadvantage, often resulting in long-term unemployment. The national skills gap is complicated by its intersection with the retirement of the "baby boom" generation of skilled and experienced workers. The regional skills gap is further complicated by the new "energy boom," which increases the need for skilled, trained workers. This convergence has raised concerns about how the skills gap will affect regional competitiveness. A GNOCDC report, issued in January 2014, focused on the energy boom as a "transformative" opportunity to create a more systematic, regional, approach to workforce development. The opportunity is significant, given the estimated 42,000 new and replacement job openings projected from 2013 to 2020. Job categories include welder, cutter, solderer, brazer, machinist, petroleum pump station operator, refinery operator and gauger and first-line supervisor. Most require just a high school degree plus various levels of training and certifications. Median wages range from \$15 to \$35 an hour.

With the strong economy and low unemployment, this could be an opportunity for young people preparing to enter the job market and for individuals not currently participating in the workforce to gain skills and improve employability. In 2012, the non-participation rate among African-Americans in Southeast Louisiana's was 33% for males and 32% for females, while whites had a non-participation rate of 20% for males and 31% for females.

Job Projections for Key Industry Sectors

Louisiana Workforce Commission data also projects significant job growth in key regional industry sectors to 2020.

Table 43: Short-Term Job Projections: Labor Market Area 1

(St. Charles, St. James, and St. John the Baptist Parishes)

	2011 Av. Employment	2014 Projected	Emp. Change 2011-14	% Change
MINING				
Oil and Gas Extraction	2,638	3,034	396	15%
Mining Support	4,617	4,994	377	8.2%
CONSTRUCTION				
Buildings	6,279	6,682	403	6.4%
Heavy and Civil Engineering	8,836	10,467	1,631	18.5%
MANUFACTURING				
Chemical	5,180	5,344	164	3.2%
Fabricated Metal	2,323	2,547	224	9.6%

Source: *New Orleans-Southeast-Regional Labor Market Area 1. 2014 Projected Employment by Industry. Louisiana Workforce Commission.*

Table 44: Short-Term Job Projections: Labor Market Area 3

(Assumption, Lafourche and Terrebonne Parishes)

	2011 Av. Employment	2014 Projected	Emp. Change 2011-14	% Change
MINING				
Oil and Gas Extraction	882	954	72	8.2%
Mining Support	4,483	5,402	919	20.5%
CONSTRUCTION				
Buildings	514	570	56	10.9%
Heavy and Civil Engineering	2,206	2,332	126	5.7%
MANUFACTURING				

Chemical	173	208	35	20.2%
Fabricated Metal	2,029	2,328	299	14.7%

Source: Houma-Bayou-Regional Labor Market Area 3. 2014 Projected Employment by Industry. Louisiana Workforce Commission.

Table 45: Long-Term Job Projections: Labor Market Area 1

(St. Charles, St. James, and St. John the Baptist Parishes)

	2010 Av. Employment	2020 Projected	Emp. Change 2010-20	% Change
MINING				
Oil and Gas Extraction	2,877	3,349	472	16.4%
Mining Support	4,605	5,099	494	10.7%
CONSTRUCTION				
Buildings	5,777	6,786	1,009	17.5%
Heavy and Civil Engineering	8,816	9,600	784	8.9%
MANUFACTURING				
Chemical	4,953	5,414	461	9.3%
Fabricated Metal	2,210	2,942	732	33.1%

Source: New Orleans-Southeast-Regional Labor Market 1. 2020 Projected Employment by Industry. Louisiana Workforce Commission. Revised June 18, 2013.

Table 46: Long-Term Job Projections: Labor Market Area 3

(Assumption, Lafourche and Terrebonne Parishes)

	2010 Av. Employment	2020 Projected	Emp. Change 2010-20	% Change
MINING				
Oil and Gas Extraction	858	1,005	147	17.1%
Mining Support	4,978	6,633	1,655	33.2%
CONSTRUCTION				
Buildings	2,080	2,639	559	26.9%
Heavy and Civil Engineering	2,826	3,997	1,171	41.4%
MANUFACTURING				
Chemical	195	267	72	36.9%
Fabricated Metal	1,799	2,515	716	39.8%

Source: Houma-Bayou-Regional Labor Market Area 3. 2020 Projected Employment by Industry. Louisiana Workforce Commission. Revised June 18, 2013.

Additional Revenues from the Oil Spill

The 2010 oil spill and subsequent moratorium on offshore drilling had immediate negative impacts on the SCPDC district. Over the long-term, funds will continue to flow into the state related to claims and penalties arising from the oil spill. From May 2011 through May 2013, BP claims paid to individuals and businesses totaled \$3.64 billion. According to LEO 2014 and 2015, this represented 2% of Louisiana's \$181.4 billion in total personal income in 2012. Funds will also come through the criminal plea agreement approved between BP and Transocean (the drilling company) and the U.S. Department of Justice and accepted by the presiding judge. The National Fish and Wildlife Foundation will receive just over \$2.5 billion to be placed in a Gulf Environmental Benefit Fund. Louisiana's share will be \$1.272 billion, to be used primarily to rebuild barrier islands and build sediment and saltwater diversions. There will also be Clean Water Act (CWA) penalties, 80% of which will be dedicated to the Gulf Coast. The amount of the penalties has yet to be determined, but the law allows collection of \$1,100 per barrel of oil spilled, which could rise to \$4,300 per barrel, if there is a finding of gross negligence. Estimates range from \$4.5 billion to \$21.1 billion. Whatever the final amount, 35% will be allocated equally to the five coastal states for ecological and economic recovery along the coast. Louisiana will allocate its share to its 20 coastal parishes, based on a formula. Another 70% of penalty funds will go to a Gulf Coast Ecosystem Restoration Council, which will fund development of a plan for ecological recovery and resilience and its implementation. The funding will also support establishment of a Gulf Coast fisheries monitoring programs and a Gulf Coast Center of Excellence in each state.

Upcoming Public Projects:

The Louisiana Department of Transportation and Development (DOTD) has \$60.2 million in road projects planned for the Houma-Terrebonne MSA. This includes \$13.6 million rehabilitation of the West Larose vertical lift bridge and \$9.5 million widening of Hollywood Road in the Houma area.

Terrebonne Levee District let the first of several projects, including the \$22 million floodgate on Bayou Little Caillou. The projects are tied to \$95.8 million in new bond revenues.

Port Fourchon (Lafourche Parish) has Slips A & B completed and fully leased. Slip C, with bulkheads or roads not yet complete, is already 65% leased.

LA 1: The next section to be constructed will take the road over the levee south of Golden Meadow.

Development Projects

Another sign of the active economy is the number of major private projects planned or underway in the SCPDC district.

Marathon Refinery (Garyville, St. John the Baptist Parish) spent \$117 million in 2013 and will spend another \$108 million in 2014 on existing units to optimize diesel and gasoline yields.

Valero Refinery (Norco, St. Charles Parish) is considering building a \$700 million methanol unit at its refinery.

Harvey Gulf International plans to build \$400 million LNG fueling facility at Port Fourchon (Lafourche Parish) to support a \$540 million fleet expansion with natural gas powered vessels.

Danos announced major expansion with its new \$10 million new headquarters in Gray (Terrebonne Parish). The company will add 326 jobs at the location, with an average annual salary of \$75,000. Danos is also examining other possible sites in Terrebonne Parish for a new \$20 million manufacturing facility with 100 new jobs.

Standard Crane has opened a new \$1.1 million manufacturing plant in Gray (Terrebonne Parish) to employ 19 people.

Chet Morrison (Terrebonne Parish) Construction is projected to add 400 jobs to its workforce in 2014-2015.

Genesis Energy will invest \$75 million to build a crude oil unloading facility in Raceland (Lafourche Parish). The facility will have at least 400,000 barrels of oil storage capacity. This will enable unloading two "unit" trains a day. Such trains, typically 100 tank cars long, carry only crude oil, usually from shale oil plays like the Bakken. The oil will be sent to refineries in Baton Rouge and St. James.

Edison Chouest has a number of projects in the works.

LaShip (Terrebonne Parish) already has employment up to 700 and holds regular job fairs to attract another 600 workers. The facility has 30 ships under construction for operations in the Gulf. Each ship requires a crew of about 28, so the company will need 840 new mariners as the vessels become active.

Chouest is also spending \$80 million on Phase 1 of Seaport 3 at Port Fourchon. The company will add 200 employees there when construction is completed in early 2014. Construction on the \$50 million Phase 2 will start immediately after. Seaport 4 is already in the design phase.

Bollinger Shipyards (Lafourche Parish) is in midst of a \$1.5 billion, 32-vessel contract with the U.S. Coast Guard to build Fast Response Cutters. The contract for the first 12 ships totaled \$597 million. The contract for an additional six vessels was to be awarded in 2013. The company can complete about four of these vessels a year. Bollinger currently has 3,000 employees and expects to add 400 to 500 new employees over the next two years.

Bollinger also has a \$50 million contract with Hornbeck Offshore for upgrades on six offshore supply vessels.

Gulf Island Fabricators (Terrebonne Parish) has a good backlog of work and should keep its workforce stable through 2015. The company specializes in constructing topsides for offshore platforms. It has bid on 12 shallow water project and is also preparing significant deepwater bids. Gulf Island is also moving to diversify its product mix. Efforts in the marine market include fabricating a 335 foot lift boat for Montco and a 275 foot lift boat of C&S. Gulf Island also has two 220 foot offshore supply boats under construction. The company is also looking to diversify into fabrication business associated with large chemical industry expansions in Baton Rouge and Lake Charles.

In the River Parishes, as noted previously, there has been significant activity in St. James Parish. St. James has the advantage of being the only rural parish on the river between Baton Rouge and the mouth of the river that has sufficient remaining Mississippi River frontage to support docking of deep-draft ships. This, as the LEO 2014 to 2014 noted, an indication of how valuable Mississippi River access is to economic development in Louisiana. Some projects listed are in the planning stage, with no firm construction date yet set.

Nucor has completed the \$750 million phase I of its iron production plant. The facility, opened in September 2013, employs about 150 permanent workers. Work on Phase II is expected to start in early 2014. That facility, a \$400 million reduced iron plant, would add an additional 100 jobs.

Other planned phases:

\$500 million pellet plant (+200 jobs)

\$1 billion blast furnace and coke ovens (+300 jobs)

\$750 million steel mill (+500 jobs)

For Nucor to receive the full incentive package from the state, all five phases must be completed by 2019.

South Louisiana Methanol, with Zero Emissions Energy and Todd Company, has plans to build a \$1.5 billion ethanol plant across from Nucor. The air permit has been received.



Construction scheduled to start in 2014 and should end in mid-2016. Once opened, the plant will employ 63 people at an average annual wage of \$66,500. It will be the largest ethanol plant in North America.

Wolverine Terminals, on the eastbank of the river, is finalizing plans for a \$30 million crude oil terminal and blending operation on east bank of the river. Five tanks will have capacity to store 450,000 barrels of crude received by rail from US and Canada. Projected to be completed in Q2 2014 and to employ 20 people.

Nustar Terminals at the St. James Hub is in the middle of a \$350 million petroleum storage expansion project.

Petroplex International has proposed to spend \$500 million on a new, multi-bulk liquid, terminal complex. Capital for the project has been raised, but the start date for construction has not yet been set.

Union Pacific Railroad has plans to spend an estimated \$75 million plus on railway and rail yard expansions to service the area and move the expected large expansion of chemical and crude oil traffic.

There are additional possible projects were at various stages of planning and/or discussion. Some projects have been canceled, while others may be affected by changes in company ownership.

Mosaic Corporation canceled plans to construct a \$700 million ammonia plant.

Gavillon Commodities, previously part of the Conagra Grain Elevator division, was sold to the Japanese firm Marubeni. Previous plans to build a \$250 million greenfield grain export elevator are on hold or may be canceled.

Russian Firm has been doing due diligence on a site in St. James as a possible location to build a new \$1.5 billion, 125-worker urea plant. The air permit application was submitted in late November 2013.

D2 Renewables: The project is still in planning stages and working on financing. It would make biodiesel out of animal fat.

SCPDC Regional Tax Revenues

Sales and Use Tax Revenues

Sales and use taxes are a major source of local government revenues. Tax collections based on purchase of goods and services can serve as a useful reflection of current economic conditions in local communities. Revenues increase during large construction or renovation projects that require significant purchases of materials and services and then, after construction, typically adjust nearer to previous levels. (Table 47)

Table 48 provides additional information on parish sales and use tax revenues. This includes the percent change from 2012 to 2013 and parish rankings in sales tax collections for both years.

Table 47: Parish Gross Sales Tax Revenues 2011-12 and 2012-13

Parish	Gross Sales Tax 2011-12	Sales Tax Per Capita 2011-12	Gross Sales Tax 2012-13	Sales Tax Per Capita 2012-13
Assumption	\$2,427,051	\$105	\$2,495,885	\$108
Lafourche	\$28,197,124	\$292	\$31,048,400	\$320
St. Charles	\$30,396,658	\$579	\$34,036,044	\$646
St. James	\$15,931,946	\$731	\$18,333,543	\$844
St. John the Baptist	\$17,251,662	\$381	\$16,423,227	\$367
Terrebonne	\$41,784,778	\$373	\$42,971,243	\$384

Source: 2011-12 and 2012-2013 Annual Tax Collection Reports. Louisiana Department of Revenue.

Local Property Taxes

Property taxes are the other major source of local government revenues. Based on assessments, property taxes are less sensitive to short-term economic forces than sales taxes. Assessments sometimes lag trends in the housing market. (Table 49)

State Individual Income Tax

State income tax collections, based on individual earnings, are another indicator of economic conditions at the local level. (Table 50)

State Hotel/Motel Taxes

Taxes on room rentals help support parish tourist commissions, which promote visitor traffic to local communities. Visitors also pay sales taxes on their purchases and contribute to local government revenues in that way. In Lafourche Parish, hotel/motel taxes also help support the Lafourche

Retarded Citizens Training and Development Fund, which may train workers for the hospitality industry. Assumption Parish, with only one bed and breakfast (Madewood Plantation) and no hotels or motels, generates no hotel/motel taxes. (Table 51)

Severance Taxes—Primarily from Oil and Gas

Severance taxes from extractive industries, especially the energy industry (oil and natural gas) are an important part of the revenue streams for the state of Louisiana and local governments like those in the SCPDC district. (Table 52)

Lafourche and Terrebonne Parishes were among the eight Louisiana parishes reporting over 2 million barrels of oil produced in FY June 30, 2013. (Table 53)

Lafourche was the fourteenth of the 14 Louisiana parishes reporting over 25 million cubic feet of natural gas produced in FY June 30, 2013. (Table 54)

Table 48: Sales and Use Tax Revenues: Year to Year Change and Yearly Rankings

Parish	% Change 2012-2013	FY 12 Rank	FY 2013 Rank
Assumption	2.84%	60	60
Lafourche	10.11%	24	22
St. Charles	11.97%	4	4
St. James	15.07%	1	1
St. John the Baptist	-4.80%	15	17
Terrebonne	2.84%	16	15

Source: 2012-2013 Annual Tax Collection Report. Louisiana Department of Revenue.

Table 49: Parish Property Tax Revenues 2011-12 and 2012-13

Parish	Local Property Tax Revenues 2011-12	Property Tax Per Capita 2011-12	Local Property Taxes 2012-13	Property Tax Per Capita 2012-13
Assumption	\$14,275,631	\$610	\$14,453,376	\$628
Lafourche	\$94,081,157	\$977	\$101,536,254	\$1,046
St. Charles	\$125,882,648	\$2,385	\$131,423,253	\$2,495
St. James	\$44,678,153	\$2,021	\$53,210,485	\$2,450
St. John the Baptist	\$43,409,673	\$945	\$48,145,987	\$1,076
Terrebonne	\$75,173,355	\$672	\$78,027,034	\$697

Source: 2011-12 and 2012-2013 Annual Tax Collection Reports. Louisiana Department of Revenue.

Table 50: Income Tax Collections By Parish

Parish	LA Adjusted Individual Income Tax 2011-12	Income Tax Per Capita 2011-12	LA Adjusted Individual Income Tax 2012-13	Income Tax Per Capita 2012-13
Assumption	\$10,715,909	\$458	\$11,045,737	\$480
Lafourche	\$67,214,790	\$698	\$59,165,396	\$610
St. Charles	\$34,608,909	\$656	\$35,701,508	\$678
St. James	\$11,629,528	\$526	\$11,743,848	\$541
St. John the Baptist	\$20,682,622	\$451	\$19,395,394	\$433
Terrebonne	\$68,222,915	\$610	\$71,716,787	\$641

Source: 2011-12 and 2012-2013 Annual Tax Collection Reports. Louisiana Department of Revenue.

Table 51: State Hotel/Motel Taxes

Parish	Funds	Revenues
Lafourche	Lafourche Parish Enterprise Fund	\$250,883.64
Lafourche	Lafourche Retarded Citizens Training and Development Fund	\$247,120.07
St. Charles	St. Charles Parish Visitor Enterprise Fund	\$276,162.70
St. Charles	St. Charles Parish River Parish Convention, Tourist & Visitor Fund	\$92,984.10
St. James	St. James Parish Enterprise Fund	\$21,016.99
St. James	St. James Parish River Parish Convention, Tourist & Visitor Fund	\$7,076.45
St. John the Baptist	St. John the Baptist Parish Convention Facility Fund	\$309,287.54
St. John the Baptist Parish	St. John the Baptist Parish River Parish Convention, Tourist & Visitor Fund	\$104,137.08
Terrebonne	Terrebonne Parish Houma Tourist Fund	\$574,914.84
Terrebonne	Terrebonne Parish Visitor Enterprise Fund	\$566,290.65

Source: 2012-2013 Annual Tax Collection Report. Louisiana Department of Revenue.

Table 52: Severance Taxes

Parish	Oil/Condensate	Natural Gas	Timber/ Pulpwood	Minerals	Total Severance Tax
Assumption	\$3,291,089.89	\$412,886.93	\$397.98	\$30,504.28	\$3,734,879.08
Lafourche	\$71,172,758.77	\$3,910,003.95	\$2,144.07	\$3,033.09	\$75,087,939.88
St. Charles	\$11,282,113.45	\$535,051.04	\$234.33	\$28,720.23	\$11,846,119.05
St. James	\$1,793,926.12	\$52,820.32	\$309.45	\$13,082.35	\$1,860,138.02
St. John the Baptist	\$307,999.49		\$208.31	\$1,621.22	\$309,829.02
Terrebonne	\$46,562,565.32	\$3,500,619.01	\$791.02		\$50,063,975.35

Source: 2012-2013 Annual Tax Collection Report. Louisiana Department of Revenue.

Table 53: Taxable Barrels Reported By Parish

Parish	Oil Barrels	Rank in State
Lafourche	5,609,330.62	2
Terrebonne	3,559,025.80	4
St. Charles	855,718.47	18
Assumption	242,895.23	34
St. James	134,512.90	42
St. John the Baptist	27,761.70	52

Source: 2012-2013 Annual Tax Collection Report. Louisiana Department of Revenue.



Assumption Parish Administrative Building

Goals and Objectives

In 2001, the South Central region established six goals that remain, with slight adjustments, generally applicable today. The 2008 CEDS added a seventh goal regarding pre-planning of regional disaster response. These goals link the regional vision to the state's Vision 2020 goals. The goals and the objectives intended to advance each of them are designed to help the region maximize its strengths, capitalize on its opportunities and resolve any problems. The SCPDC goals and objectives are as follows:

Goal One: Improve the region's public infrastructure in order to support and sustain a viable economy and environment.

- *Objective 1:* Improve road infrastructure and capacity.
- *Objective 2:* Improve water and wastewater treatment and collection capacities.
- *Objective 3:* Improve public facilities and services.
- *Objective 4:* Continue infrastructure improvements at area ports and airports.
- *Objective 5:* Improve flood protection and drainage.

Goal Two: Create and retain quality jobs and foster a more diversified economy.

- *Objective 1:* Work within existing industry sectors to identify workforce development needs
- *Objective 2:* Provide technical support and infrastructure necessary to support start up, relocation and recruitment of businesses.



- *Objective 3:* Support research and development in new and emerging industry sectors.
- *Objective 4:* Promote regional coordination among various public and human resource transportation providers to ensure residents of the region have access to work and necessary services.

Goal Three: Improve the region's overall capacity to make efficient land use decisions.

- *Objective 1:* Develop and/or update Parish Comprehensive Plans
- *Objective 2:* Develop and implement other programs that enhance existing land uses and encourage development near existing business centers or in areas identified by local governments.
- *Objective 3:* Promote development practices that reduce vulnerability to severe weather events.
- *Objective 4:* Promote mitigation efforts such as elevating structures in flood-prone areas to reduce risk.
- *Objective 5:* Promote use of pervious paving to reduce runoff that can contribute to flood risk.

Goal Four: Improve the region's overall capacity to make economic development decisions.

- *Objective 1:* Identify potential funding sources that will facilitate various types of business development and enhance economic development programs.
- *Objective 2:* Support efforts that sustain regional tourism.
- *Objective 3:* Continue to explore opportunities to further new and emerging industry sectors
- *Objective 4:* Improve regional knowledge of sources of small business assistance.

Goal Five: Improve the fiscal capacity of local government and the community to make the region financially attractive for economic development and to enhance quality of life.

- *Objective 1:* Identify and educate the public about business incentives available to the region
- *Objective 2:* Promote uniform enforcement of construction codes to bring private insurers back into the regional property insurance market
- *Objective 3:* Expand and enhance financial incentive

programs offered to resident and new businesses.

- *Objective 4:* Enhance and build leadership capacity in small communities to foster revitalization and sustainability.
- *Objective 5:* Cooperate and assist in the formation of a community foundation to aid community development projects in the Houma-Thibodaux area, currently the only MSA in the state without such a foundation.

Goal Six: Protect and conserve the region's natural resources and promote more equitable use of these resources for business and recreation.

- *Objective 1:* Conserve the available resources for future generations
- *Objective 2:* Advance implementation of barrier island, wetland and levee projects to protect communities and regional economic interests
- *Objective 3:* Recognize open land, marsh, wetlands and barrier islands as critical infrastructure provid-

ing friction to help reduce the region's vulnerability to high-water events.

- *Objective 4:* Identify and promote eco-tourism opportunities.

Goal Seven: Pre-Plan to improve the region's emergency operations and recovery systems.

- *Objective 1:* Develop quick recovery plan and use it as a marketing asset for the region.
- *Objective 2:* Establish uniform re-entry policies and inter-governmental agreements to allow essential personnel and businesses to cross through neighboring parishes as necessary.
- *Objective 3:* Develop alternate power sources for critical public infrastructure, businesses and public services.
- *Objective 4:* Improve emergency operations center communications during emergency situations to provide business with critical, up-to-date information.



Regional Needs and Environmental Assessment: SWOT Summary

This section is a review of two previous SWOT updates, the first from the 2008 CEDS and the second from the International Economic Development (IEDC) teams that worked in Lafourche and Terrebonne Parishes following the 2010 oil spill.

STRENGTHS	WEAKNESSES
Natural Resources—oil and gas, fisheries, wildlife	Lack of Hurricane Protection Levees—St. Charles, St. James, St. John the Baptist on East Bank; St. Charles, Lafourche and Terrebonne on West Bank and Gulf.
Navigable waterways—Mississippi River, Gulf Intracoastal Waterway, Gulf of Mexico, Bayou Lafourche	Severe weather events a fact of life; long-term impacts of disasters
Regional Ports—Port Fourchon, Port of South Louisiana, LOOP, Port of Terrebonne	Chronic labor shortages, especially in skilled labor categories.
Healthy, expanding mfg sector creating job opportunities	Loss of Barrier Islands and Coastal Wetlands
Strong buy-in to regionalism between River Parishes & organizations	Absence of port cargo terminal on the WB of MS River.
	Limited Housing Stock, especially affordable worker housing.
Airports—Houma Regional, St. John the Baptist, South Lafourche Leonard J. Miller, Thibodaux Municipal, Easy Access from River Parishes to New Orleans' Armstrong Airport	Low overall educational attainment; high percentage of high school dropouts.
Pipeline Systems—Extensive and Connected to majority of US Refining Capacity	Economy remains largely undiversified
Highway Access-Interstate 10, U.S. 90	Over-reliance by state and local government on oil and gas severance and sales taxes
Skilled Workforce; Disaster Knowledge and Experience	Need more worker certification and training programs
Industrial Knowledge Infrastructure	Little population growth
Technical and Community College Systems	Water system infrastructure in some areas has inadequate capacity—Salt water intrusion in many areas.
Nicholls State University	
Fletcher Technical Community College	
South Central Louisiana Technical College	
Should you incl. the private providers (ABC, ITT, Gulf Coast Safety Council, etc...)	Roadways in need of upgrading and repair; part of LA 1, critical oil and gas corridor, in deteriorated condition and prone to over-washing even in regular high tides and flooding in high water events and hurricanes.
	Pipelines affected by deferred maintenance more vulnerable in high water
Cultural identity and sense of place; Eco- and Cultural Tourism	Lack of rail access in the Bayou Parishes

Regional Needs and Environmental Assessment: SWOT Summary

Entrepreneurial spirit and Inventiveness	Lack of adequate drainage systems and levees throughout the region
Retail Centers	Lack of or limited public transit
Medical Centers; Healthcare Cluster	Limited industrial/business park space or buildings and sites
Fisheries Cluster	Lack of North-South transportation corridor
Foreign Trade Zones	Insurance cost and availability barrier to area business
Local, Community Banks	Limited Access to Capital
Proximity to New Orleans and Baton Rouge MSAs	Debt Limits; Lack of Venture Capital
Rail access in St. Charles, River Region	Lack of Research University
Uniform enforcement of building Codes by Regional Construction Code Council.	
Award winning mypermitnow.org	

OPPORTUNITIES	THREATS
New energy boom in deepwater oil production and processing of oil and gas from shale-play formations.	
Lower-priced shale play natural gas spurring resurgence of chemical industry along the River.	Rail traffic congestion
Delay in changes to National Flood Insurance Program may allow time to develop more affordable options.	Increased level of highway congestion results in longer worker commute times & freight deliveries
	Coastal erosion/subsidence and increased vulnerability to flooding
Dredging program in Bayou Lafourche creating additional capacity.	Necessary to triage coastal restoration projects, because some areas of the coast are too eroded and deteriorated, to be restored.
Growth centers in Houma, LaPlace and Lafourche Parish	Saltwater intrusion
Project to reintroduce Mississippi River to Bayou Lafourche to reduce saltwater intrusion	Public Health issues due to lack of comprehensive sewerage.
Louisiana Optical Network Initiative (LONI) will foster collaboration and technology transfer	Drop in sales and severance tax revenues in current economic downturn and slow recovery.
Development of state-of-the art coastal restoration technologies	Rising insurance costs; many private insurers have withdrawn from regional homeowners' insurance market
Expansion of beach nourishment and marsh redevelopment projects funded with additional federal funding and BP funding for coastal restoration projects will allow work on key projects identified in the state's Coastal Master Plan.	New federal legislation requiring increase in National Flood Insurance Program premiums tied to revised FEMA flood maps could make bank mortgages that require NFIP coverage unaffordable in many areas.
Potential commuter rail service through the River Parishes	
Development of state-of-the art logistical and cargo handling technologies	Displaced workers with few options due to shrinkage of commercial fishing community and changes in sugar cane production

Development of technologies to make productive use of waste materials like bagasse for biomass, cattle feed, as absorbent materials.	Lingering effects of disruption and increased costs of adjustment to new regulations on offshore drilling.
Use of CDBG Disaster Recovery funding to improve water systems, install backup generators, etc.	
-St. Charles has installed and St. James and St. John the Baptist Parishes are installing waterlines under the river to link east and west bank plants	Limited availability and increased cost of insurance for offshore activities.
Install sewer lines in previously un-served areas	Projections indicate higher incidence of flooding of LA 1 by mid-21st Century.
River Parishes Transit Authority increases access to jobs.	Lack of federal funding for flood protection
Bayou Lafourche Corridor Plan for redevelopment	Lack of state/federal funding for highway construction projects.
Atchafalaya National Heritage Area in Assumption and Terrebonne Parishes	Long-term negative health & fisheries impacts resulting from the BP Oil Disaster.
Medical center for cardiac care and surgery and trauma care.	
St. James Parish mobile classroom brings targeted training programs to disadvantaged communities	
Small Business Center opening at South Central Louisiana Technical College in Reserve	
New Bayou Community Foundation in Lafourche and Terrebonne Parishes.	
Available acreage on Mississippi River	
Low Cost Natural Gas	
Paul Maillard Rd. Revitalization Project	
Edible Enterprises Food Incubator	

On the Coast: Hazard Mitigation and Risk Management

Local Context and Knowledge

The SCPDC district is water-based, geographically, economically and culturally. All six of our parishes are in the state’s coastal zone. Lafourche and Terrebonne Parishes border directly on the Gulf of Mexico. Farther inland, Assumption Parish is aligned along both banks of Bayou Lafourche. Settlement patterns in the three River Parishes (St. Charles, St. James, and St. John the Baptist) extend along both sides of the Mississippi River. This has been called a working coast, where locational advantages have created linked economic bases in offshore energy exploration, production and refining, chemical production using the raw materials, and waterborne commerce. Louisiana ranks third in domestic energy

production, with the district’s Port Fourchon accounting for about 18% of the nation’s oil. The Louisiana Offshore Oil Port (LOOP), off Port Fourchon, accounts for 15% of imported oil and connects by pipeline to 50% of the nation’s refinery capacity. The state also accounts for 20% of domestic waterborne commerce, much of it on the river.

Challenges come long with the advantages. Recurrent severe weather and high-water events and periodic major hurricanes cause damaging floods, high winds and storm surge. Long-term, coastal Louisiana faces the nation’s greatest risk from sea-level rise, coastal erosion and land loss. The state and its coastal areas have not waited passively to wash away. For over 30 years, state and local governments have worked diligently to fund and implement targeted coastal restoration projects like Mississippi River diversions, rebuilding of barrier islands, and restoration of beaches, dunes, marshes and wetlands. The state has also continuously organized and lob-

bied to gain national support for long-term solutions to save the coast. Local governments have strong Coastal Zone Management Programs. Passage of the federal Coastal Wetlands Planning, Protection and Restoration Act (CWPPRA) in 1990 provided a source of funds for dredging and sediment placement projects to restore protective wetlands, marsh and barrier islands. The state and the five CWPPRA federal agencies developed the Coast 2050 Plan, issued in 1999, to define the problem and propose a list of projects. Many of the projects were incorporated into the Barataria Basin Barrier Shoreline (BBBS) study and the U.S. Army Corps of Engineers' Louisiana Coastal Area (LCA) environmental impact study. The Louisiana Coastal Protection and Restoration Authority (CPRA), established in 2005 in the wake of Hurricane Katrina (2005), created for the first time a central authority to oversee coastal restoration on a comprehensive basis. CPRA's Louisiana Coastal Master Plan is updated every five years with significant stakeholder input. The CPRA is moving forward with barrier island, wetland and marsh projects. The master plan will guide projects funded with additional royalties from offshore drilling, slated to flow in 2017, as well

as funds from the various BP oil-spill settlements.

Flood Protection

Flood protection is another aspect of risk management, with the goal of limiting negative impacts when high-water events occur. Such efforts have taken on added urgency in the decade since Hurricanes Katrina and Rita. In the interim, Hurricanes Gustav and Ike (2008) highlighted risks across the region. Flooding in the River Parishes from Hurricane Isaac (2012) added pressure in that area for enhanced protection. Completion of the West Bank Hurricane Protection Levee continues to be top priority for St. Charles. The U.S. Army Corps of Engineers has continued to study and plan for a possible Donaldsonville to the Gulf system that would augment flood protection for St. Charles and part of Lafourche. After Isaac, the Corps revisited a longstanding idea for improving protection from Lake Pontchartrain storm surge. A number of alignments were studied. The preferred option, with a projected cost of \$881 million, is located primarily in St. John the Baptist Parish, tracking the north side of Interstate 10 from the Bonnet Carré Spillway and con-



necting with the river levee west of Garyville. This alignment would help protect LaPlace, which suffered major flooding in Isaac. It would not include St. James Parish and residents and public officials there urged the Corps to rethink the project. It was suggested that adding another 10-mile stretch of levees would protect parts of St. James, as well as parts of neighboring Ascension Parish, and could be constructed for only an extra \$11 million. Even if the preferred alignment stands, the Corps has committed to construct flood-proofing measures in St. James, including ring levees of populated areas, culvert gates, closures and pumping stations to help protect residents in vulnerable areas.

In the Bayou Parishes, Assumption has a system of pumps that divert flood waters to Lake Verret. Backup generators purchased with Gustav/Ike disaster funding now ensure the electric-powered pumps will continue to operate during

power outages. Lafourche Parish continues to maintain and upgrade the South Lafourche Ring Levee system. Efforts to improve levees in the central part of the parish are ongoing. The Lafourche Water District has installed a saltwater control structure on Bayou Lafourche between Larose and Valentine. This is important for alleviating saltwater intrusion in the bayou, a major source of drinking water for Lafourche and a number of neighboring parishes. Terrebonne Parish has continued to pursue construction of the Morganza to the Gulf flood protection system on a phased basis, utilizing proceeds from dedicated local sales taxes and federal funds, as available. The project is included in the recently passed and signed Water Resources Development Act (WRDA) of 2014, with an estimated cost of \$10.3 billion. The Morganza system will link to the South Lafourche Ring Levee and help protect parts of Lafourche Parish as well. Actual implementation will require passage of an appropriations bill.



Experience-Based Model

Flood protection systems alone cannot alleviate all risks. Rising sea levels and more frequent and severe storms pose a growing threat to the sustainability of coastal areas in this country and around the world. Superstorm Sandy (2013) caused massive storm-surge flooding and wind damage in New York City and other parts of the Northeast. This was a proverbial “wake up call” for communities that may not previously have considered the full extent of risk. An additional issue for many such communities is often their relative inexperience in planning for and managing water-related risks on a regional scale. Louisiana, in contrast, has generations of experience in balancing the benefits and risks of our coastal economy. The Data Center’s Coastal Index (2014) suggested that this treasure house of local knowledge and experience could provide a valuable model for other coastal regions in learning to deal with severe weather events. Such local expertise has potential to become an exportable asset that could be scaled up over time, as happened when skilled workers from this region helped carry oil-field knowledge and skills around the world.

Reviewing Federal Disaster Policies

Federal disaster management policy is shifting, even as risks and awareness of them continue to rise. One notable change is growing emphasis on pre-planning and hazard mitigation to reduce damages and the cost of recovery assistance. The scale of federal recovery expenditures after Hurricane Katrina, the global financial crisis and subsequent budget tightening at all levels of government combined to put a spotlight on the cost side of recovery. All of these factors contributed to passage of the Biggert-Waters Act of 2012, which made major changes in the National Flood Insurance Program (NFIP) to shift more of the cost of currently subsidized premiums to policyholders. The Homeowner Flood Insurance Affordability Act of 2013 delayed those changes for a few years, but it seems likely they will return.

Experience in the aftermath of major events like Katrina and Sandy also highlighted gaps between pre- and post-disaster planning and rigidities in existing federal legislation and programs that may actually increase the cost and reduce the effectiveness of recovery assistance. A 2014 Lincoln Land Institute report *Lessons from Sandy* offers a number of general recommendations for improvement at the local level. The first of these, strengthening connections between pre-disaster and post-disaster planning, will be discussed in greater detail below. Using a life-cycle approach that includes environmental impacts to evaluate projects is suggested as an effective method for teasing out true costs and risks. De-

veloping and sharing data, science-based guidance materials and decision-support tools can help local governments and property owners make forward-looking decisions. Expanding the use of new technologies can help integrate two-way flow of information into the planning process. Disseminating guidance and best management practices across federal programs and using data visualization aids like maps can be effective in communicating risk to the public

Another section of the post-Sandy report made recommendations for improvements to federal disaster assistance legislation, policies and programs. The goal was to close gaps and reconcile disparate elements to reduce long-term costs and promote community resilience and sustainability.

- **Coordination of Funding Criteria:** At present, each agency uses different evaluation methods and requirements. Developing common criteria based on resiliency standards could facilitate working toward a shared vision for community resilience.
- **Rebuilding to Reduce Vulnerability:** The Public Assistance (PA) program, funded under the Stafford Act Disaster Relief Fund, allows repair, restoration or replacement of public facilities only to pre-disaster conditions, which made them vulnerable to damage. Coupling PA funding with Hazard Mitigation Grant Program funds could allow hazard mitigation activities to reduce vulnerability. At present, if such improvements add to the cost of rebuilding, they are not reimbursable by FEMA. Developing mandatory regional risk reduction standards and incentives could help address this issue. Any changes would require amending the Stafford Act.
- **Relocation of Vulnerable Facilities:** PA also does not permit relocation to remove public facilities from hazard areas. A life-cycle approach to project evaluation could advance community resilience goals by minimizing development in risky areas prone to repetitive damages. Again, any change would require amending the Stafford Act.
- **Including Projections of Future Risk:** FEMA’s Hazard Mitigation Grant Program has, until recently, relied almost exclusively on historical data to identify hazards and vulnerabilities. This approach does not properly account for future risks due to factors such as coastal land and wetland loss and sea-level rise. Local governments must also demonstrate that mitigation activity is cost-effective in the long-term. This is difficult when decisions are based on historical records.

Hazard Mitigation

Hazard mitigation includes planning to reduce risk, as well as discouraging development in vulnerable areas. The federal Disaster Mitigation Act of 2000 amended federal law to require local governments to develop hazard mitigation plans in order to qualify for certain types of non-emergency disaster assistance. More than 25,000 communities now have FEMA-approved hazard mitigation plans. Unfortunately, many of the plans were developed as stand-alone documents, with little connection to key local planning tools like local and regional comprehensive, land use and transportation plans. Treating hazard mitigation as much more than an add-on and actively weaving it into the local planning framework has the potential to create a structure and context for post-disaster action. In addition to reducing damages, this approach can also help relieve pressure to rebuild as soon as possible that may lead to quick decisions which compromise future resilience.

Other Risks

In addition to natural disasters, the SCPDC region is periodically affected by technological disasters. The Deepwater Horizon oil spill of 2010 is a notable recent example. Another is Assumption Parish's Bayou Corne sinkhole, which began to collapse beneath a salt mining operation in 2012. Seismic activity was detected and mandatory evacuations were ordered as the sinkhole expanded. Monitoring and pumping continue. The area is still in a state of emergency. Sometimes natural and technological disasters converge. The Marathon Refinery in Garyville sustained significant damage in a tornado in May 2014. Parts of the facility were shut down for repairs expected to take about a month.

Planning for the Future

There are number of tools available to help local communities include hazard mitigation in planning for the future. Louisiana has its own *Louisiana Coastal Hazard Mitigation Guidebook*, issued in 2008. In 2010, the American Planning Association (APA) publication *Hazard Mitigation: Integrating Best Practices into Planning* (developed under contract with FEMA) covered much of the same ground from a nationwide perspective and also included a number of local case studies. In 2013, FEMA and APA partnered in a follow up report titled *Integrating Hazard Mitigation Into Local Planning*. The following is a sampling of recommended questions to help prompt including hazard mitigation in local planning processes:

Comprehensive Plan:

- Do future land-use maps clearly identify natural hazard areas?
- Do land-use policies discourage development or redevelopment in natural hazard areas?
- Does the plan provide adequate space for expected future growth in non-hazard areas?

Transportation Plans:

- Does transportation planning limit access to hazard areas and guide growth to safe locations?
- Are movement systems designed to function well under disaster conditions (evacuation, re-entry)?

Environmental Planning:

- Are protective environmental systems (marsh, wetlands) identified and mapped?
- Do policies maintain and restore protective ecosystems?
- Are there incentives for development outside protective ecosystems?

Capital Programs/Infrastructure:

- Do policies limit expenditures on projects that would encourage development in hazard areas?
- Do policies limit extension of existing facilities and services that would encourage development in hazard areas?

Building Codes:

- Do Building Codes contain provisions for strengthening or elevation of structures to withstand hazard forces?

Special Programs:

- Can special programs like Transfer of Development Rights (TDRs), Tax Increment Financing (TIFs) and/or Impact Fees help create opportunities to promote safe

Flood Risk Management

The National Flood Insurance Program (NFIP) continues in the state of flux that began with passage of the Biggert-Waters Flood Insurance Reform Act of 2012. The initial legislative intent was to limit federal government exposure after disaster events by taking a "beneficiary pays" approach that would raise previously subsidized flood-insurance premi-

ums closer to actuarial rates. Additional premium revenues were viewed as a way to replenish NFIP's financial reserves and restore solvency to a program that has had to borrow nearly \$20 billion from the U.S. Treasury to pay claims from a series of catastrophic flood events since Hurricane Katrina. The new law also responded to possible equity issues, due to perceptions of unequal distribution of NFIP costs across the country, while benefits only go to flood-prone areas.

Failure to address affordability issues led to a groundswell of nationwide opposition. Louisiana legislators, local governments and stakeholders took prominent roles in the effort, which resulted in successful passage of the Homeowner Flood Insurance Affordability Act of 2014. That law delays implementation of changes to NFIP while key issues are reviewed. The delay could potentially extend through June 2016. Delay does not mean that changes to NFIP will simply go away. State and local leaders have committed to continue working for long-term and permanent solutions. While affordability is the immediate concern, a number of other unsettled issues also probably merit consideration.

- **Balancing Actuarial Soundness, Solvency and Affordability:** The intended goal of adjusting premiums to improve NFIP's financial condition could have the unintended consequence of making premiums unaf-

fordable. The SCPDC district could see an increase in the number of households not covered by flood insurance. Property owners with mortgages are required to carry flood insurance, but rising premiums could also spur an increase in defaults on mortgages, which would impact the soundness of local banks. There has been some discussion of using means-tested premiums to allow some degree of subsidy for low-income families.

- **Data Gaps and Mapping Non-Accredited Levees:** FEMA maps don't accurately depict risk or fully map all at-risk properties. The agency is not authorized to consider sea-level rise and long-term erosion in updating the maps and lacks complete elevation data for buildings constructed before their community's adopted FIRM maps. This means the maps fail to take account of increasing risk to key infrastructure due to higher water levels. Biggert-Waters allowed for maps to include only levees certified by the U.S. Army Corps of Engineers. Some mapping issues seem to be moving toward resolution. FEMA has, for example, promised to redo local maps to include and give communities "credit" for locally-built levees in setting flood premiums.
- **Integrated Risk Management Approach:** This country currently faces significant water management challenges related to widespread drought and water quality



issues. Developing comprehensive and integrated watershed management protocols could help broaden risk perception and move management and disaster strategies beyond basic floodplain management. This is very much in line with the previous section's discussion of strategies for fully integrating hazard mitigation into local and regional planning frameworks. Such integration would also help maximize efficient use of increasingly scarce funds.

- **Debt Forgiveness and Long-Term NFIP Solvency:** At the time of the 2013 CEDS, FEMA owed the U.S. Treasury about \$17.5 billion for notes and other debt issued to pay Katrina claims. After Superstorm Sandy, Congress increased NFIP's borrowing authority from \$20.725 billion to \$30.425 billion. Even with higher premiums, it is doubtful that the debt can be repaid in the next decade. A realistic approach to reforming NFIP should probably include some level of debt forgiveness to help improve the program's long-term stability.

Models for Managing and Financing Flood Risk

This section revisits a number of possible program models offered in a Congressional Research Service report and included in SCPDC's 2013 CEDS. These are serious proposals, which might add a problem-solving perspective to the debate on long-term and permanent solutions for the NFIP.

- **Long-Term Flood Insurance Contracts:** This concept couples contracts with mitigation loans for activities like retrofitting, elevating, and flood proofing. Private insurers could offer contract maturities of 5, 10 or 20 years, corresponding to the length of the loan. This would essentially pre-fund disaster costs by guaranteeing premiums for a period of time. Longer terms and spreading risk through mandatory purchase would compensate for present inability to predict future costs from major flood events. Policies could stay with the property and not terminate when it is sold.
- **Federal Government Reinsurance Pool:** This concept calls for private insurers to "make available" private flood insurance policies at actuarial rates in flood-prone areas, with the federal government providing federal reinsurance. The obvious disadvantage is potential to create new liabilities for federal tax payers. Other potential issues relate to mismatches in ways the public and private sectors manage and finance risk and deal with catastrophic losses. There are, as well, possible equity issues, in terms of who benefits and who pays for

development in hazard areas.

- **Multi-Peril Insurance:** This concept calls for encouraging private insurers to offer policies that cover not just floods, but also segment risks for other disasters like tornadoes and earthquakes. This approach has potential to increase the pool of policy holders and the revenue stream from the premiums they pay. It would probably also require transferring risk through federal reinsurance, which again has the potential to create federal taxpayer liability issues. There could also be similar implementation issues as with the previous model.
- **Community Flood Insurance:** This concept calls for purchasing group flood insurance on behalf of all residents of entire communities, of identified floodplain areas or of residual risk areas behind levees. Residents would pay their share through property taxes or as a utility-type payment.
- **More Integrated Watershed-Based Risk Management Strategy:** A comprehensive approach to risk management could weave flood hazard protections developed in support of NFIP into risk assessment based in watershed management. This is, again, similar to recommendations in the previous section for fully incorporating hazard mitigation into local planning frameworks. The reasoning is that floodplain management has proven insufficient to manage risks. Increasing public awareness and understanding of risk management challenges could potentially create a platform for more proactive public participation and cooperation to address growing vulnerability to flood risk. Such do-it-ourselves, community-based, cooperation seems likely to assume increasing importance as sea levels continue to rise and federal budgets and funding continues to tighten.

ACTION PLAN

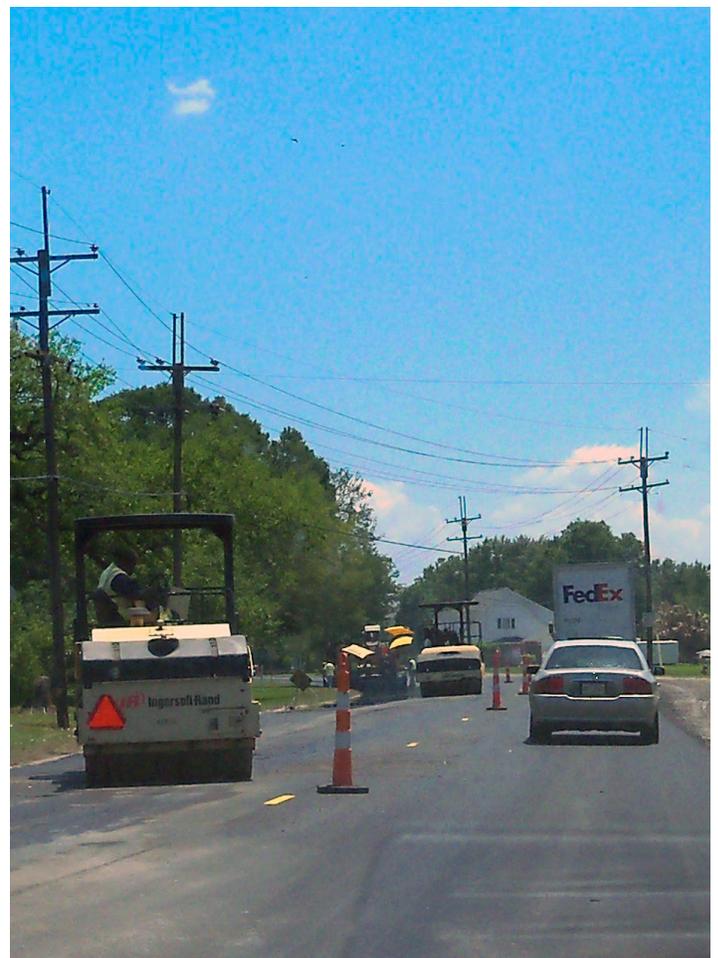
This section focuses on progress in advancing goals and objectives and on actual projects implemented since the previous CEDS. All three elements serve as performance measures to gauge the CEDS' usefulness to the region. Annual review by regional public and private partners also serves as an indicator of the CEDS' effectiveness in serving the region.

Quicker turnaround in offshore permitting, increasing production of shale-play oil and gas, demand for energy and waterborne commerce have spurred economic growth despite the slow pace of recovery in the national economy. Major projects planned for the region reflect regional assets and potential to enhance economic vitality, resilience and sustainability.



Public Projects

- **Water Systems**
 - Waterlines under the Mississippi River: St. John the Baptist is in the design phase. St. James will use CDBG Disaster Recovery funds. As with St. Charles' previously completed line, this will allow greater efficiency and increase capacity on both sides of the river and will be especially helpful in post-disaster situations;
 - Expansion of the Lions Water Plant and tank renovations in St. John the Baptist Parish are complete.
- **Hurricane Protection Levees:**
 - St. Charles continues to give top priority to completion on the West Bank. The US Army Corps of Engineers continues to work on planning for the Donaldsonville to the Gulf levee system.
 - The **Morganza to the Gulf** hurricane protection system was included in the recently passed and signed Water Resources Development Act (WRDA) of 2014. The estimated cost was \$10.3 billion. Terrebonne Parish and the Terrebonne Conservation and Levee District have continued to move forward with the Morganza system. Several projects have been recently let, including the \$22 million floodgate on Bayou Little Caillou. These projects are tied to \$95.8 million in new bond revenues. Terrebonne Levee District has potential activity with almost \$350 million flowing to the state over the next two years via the Gulf Environmental Benefit Fund based on BP



finances, as well as potential with Restore Act funds;

- o St. John the Baptist Parish: The Corps has identified a preferred alignment for a hurricane protection levee in St. John the Baptist Parish.
- o St. James Parish: The Corps has committed to providing ring levees and other flood protection in vulnerable area;
- **Road and Bridge Projects:**
 - o US Department of Transportation has approved refinancing of LA 1 Improvement Project debt. Lower interest rates on the TIFIA loans and public market bonds will allow maintaining tolls at the current level. Approval has also been granted to segment the remaining improvements. The new Leeville Bridge and the Phase I elevated highway have been completed. Segment C, next on the list, will take the highway over the levee south of Golden Meadow and Highway 3235. The estimated cost of that segment is \$45 million.
 - o Louisiana Department of Transportation and Development (DOTD) has \$6.2 million in road projects upcoming for the Houma-Terrebonne MPO. This includes the \$13.6 million rehabilitation of the West Larose vertical lift bridge and \$9.5 million widening of Hollywood Road in the Houma area;
 - o Greenwood Bridge Roadway improvements and bridge replacements in St. John the Baptist Parish are complete. Country Bridge replacement in the parish is also complete. Airline Highway improvements and Fairway Bridge repairs are in design.
 - o In Lafourche Parish, extension of the East-West Corridor to LA 3185 and extension of the Laurel Valley Road adds an additional evacuation route for the parish;
 - o Also in Lafourche, the Tiger Drive bridge replacement is underway.

Private Projects

Projects previously mentioned in the Economic Section are summarized here.

- Marathon Refinery in Garyville (St. John the Baptist Parish) upgraded existing units to optimize diesel and gasoline yields;
- Port Fourchon (Lafourche) had Slips A & B fully leased in 2013. Slip C was already 65% leased before bulkheads and roads were in place;
- Harvey Gulf International has plans to build a lique-

fied natural gas (LNG) fueling facility at Fourchon to support the company's fleet expansion with natural gas powered vessels;

- Nucor's million iron production plant opened in St. James Parish in September 2013 with 150 permanent workers;
- South Louisiana Methanol has received its state air permit to build an ethanol plant across from Nucor;
- Danos' new headquarters in Gray adds 326 jobs. Danos is also considering possible sites in Terrebonne for a new manufacturing facility providing an estimated 100 new jobs.
- Standard Crane has opened a new \$1.1 million manufacturing plant in Gray that will employ 19 people;
- Wolverine Terminals in Paulina (St. James Parish) is planning a crude oil terminal and blending operation on the east bank of the Mississippi River. The facility will have five tanks with capacity to store 450,000 barrels of crude received by rail from US and Canada. The facility, projected to be completed mid-2014, will employ 20 workers;
- Genesis Energy has plans to construct a crude oil unloading facility in Raceland (Lafourche). The facility will receive from shale oil plays like the Bakken in North Dakota, the Utica in Ohio and/or the Marcellus in Pennsylvania and will be sent to refineries along the river.
- Edison Chouest: LaShip in Terrebonne Parish is doubling its workforce and is building new facilities at Port Fourchon that will add 200 employees.

Performance Measures

Goal One: Improve the public infrastructure of the region in order to support and sustain a viable economy and environment.

Objective 1: Improve road infrastructure and capacity

- Continue efforts to complete I-49;
- Continue progress on development of transportation loop around Thibodaux.
- Continue to investigate adequacy of La. Highways 1 and 308 as alternate hurricane evacuation routes through Assumption Parish;
- Improve access in Sr. John the Baptist from Highway 3127 and U.S. 90;
- Develop an additional North/South access road from Highway 3127 to Highway 18 on the West Bank of St. John the Baptist Parish;

- Develop plans and seek funds for an additional East-West roadway for the East Bank of St. John the Baptist Parish;
- Continue to implement turning lane projects to reduce congestion in identified areas of the Houma-Thibodaux MPO area (Lafourche, Terrebonne and part of Assumption).
- Continue installation of ITS Infrastructure—cameras and VMS in Terrebonne Parish; future traffic synchronization on La 24; VMS on I-10 through River Parishes and on I-310 in St. Charles Parish; use of 511 and Twitter;
- Continue expansion of Terrebonne Parish ITS fiber line to Schriever;
- The South Central Regional Transportation Safety Plan developed to implement DOT's Strategic Highway Safety Plan at the local level;
- The Coordinated Human Services Transportation program developed in 2001 to facilitate efforts by representatives of public, private, and non-profit transportation and human service providers and the public;
- Environmental Assessment completed on LA 311 with Finding of No Significant Impact.

Accomplishments: The elevated highway section of LA 1 from Leeville to Port Fourchon has been completed and is in operation. Louisiana DOTD agreed to break up construction of the remaining 8.7 miles of LA 1 construction into three segments to make it more feasible to secure funding. Planning is underway for Segment C of LA 1 Improvements that will take the highway over the levee south of Golden Meadow and the four-lane LA Highway 3235. DOTD has completed a project to overlay and add paved shoulders on LA 1 from Fourchon to Grand Isle. Construction is underway to upgrade the Laurel Valley Road from LA Highway 308 to Choctaw Road (about six miles) as an additional evacuation route. LA 308 and LA 304 overlay projects are in process. St. James used CDBG disaster recovery funds to construct evacuation links on streets in areas that previously had limited means of access and egress. St. James received an LCDBG grant of \$517,000 for asphalt overlay of streets in District 5. Total anticipated cost of the street improvement project is \$635,200. The additional costs will be covered through transfer of funds for the Parish Road and Bridge Maintenance Fund. In St. John the Baptist Parish, replacement of the Country Club Bridge and Greenwood Bridge Roadway improvements and bridge replacement have been completed. Improvements on Airline Highway and repairs to the Fairway Bridge in St. John the Baptist Parish are in the design phase. The new Larose lift bridge in Lafourche Parish has been completed and is in

operation. Major projects in Terrebonne Parish include widening of Hollywood Road from LA 311 to LA 3040 (Tunnel Boulevard). Bayou Gardens Road has been extended from Coteau Road to Bayou Blue Road. Valhi Boulevard will be extended from Hollywood Road to Equity Boulevard. Bridge projects in Terrebonne include replacing the Marmande and Dr. Beatrous Bridges in Dularge, the Falgout Canal Pontoon Bridge and the Texas Gulf Road Bridge. St. Charles has invested \$14.5 million in road projects since 2008.

Lafourche Parish's two Transportation Development Districts have tax millages for repair and replacement of roads. Road projects completed or in process include improvements to enable use of the Laurel Valley Road as another evacuation route. Road improvements have been made on Fourchon Beach. East-West Corridor Project extends Thibodaux corridor through Highway 3185. The region continues to monitor the North - South Access Road, including investigation of LA 1 and LA 308 as evacuation routes. The New Orleans MPO Transportation Improvement Plan (TIP) included new road construction at the Port of South Louisiana in St. John the Baptist Parish. Study completed for a City of Thibodaux Northeast Bypass, which would provide a transportation route from Highway 20 N and utilize the Laurel Valley Road. The study was conducted for a partnership of the City of Thibodaux and Lafourche Parish Government.

Other Louisiana DOTD projects include restoration of the Houma Navigation Canal Bridge. The multi-million dollar project is nearing completion. The New Orleans Boulevard Bridge in Houma is being repaired. Work on Grand Caillou Road began in mid-March 2014.

The Houma-Thibodaux MPO is starting the process of the five-year update to the Metropolitan Transportation Plan (MTP). Many potential projects involve turning lane improvements as the most cost-effective way to ease the flow of traffic. Federal MAP-21 legislation puts additional emphasis on transportation safety, freight movement and support of bicycle and pedestrian activity. The Edgard River Walkway in St. John the Baptist Parish has been completed. In the New Orleans MPO Area, projects identified in previous CEDS continue to move forward. These include drainage and drainage improvements, overlay and resealing projects. Key roadways affected include I-10, I-310, LA 61/Airline Highway, LA 3127.

In the coming year, the region will continue to monitor progress of all of these projects.

Objective 2: Improve water and wastewater treatment and collection capacities; upgrade gas intake and distribution services

- Continue to upgrade water treatment facilities and capacities in all communities;
- Continue to improve wastewater treatment and build additional collection systems throughout the Region;
- EPA funded wastewater treatment feasibility analyses for Bayou Area and River Region West Bank are nearing completion;
- Identify priorities for implementation of sewerage projects;
- Seek funding to expand wastewater collection system in St. John the Baptist Parish;
- Continue to identify funding sources and assist member governments in securing funds to provide wired-in generators to ensure alternate, redundant sources of power to keep water and sewer systems operational during power outages;
- Continue to investigate ways to improve water flow along Bayou Lafourche and counteract salt water intrusion;
- Continue efforts to upgrade old and provide new or expanded municipal wastewater systems throughout the Region through Community Development Block Grant projects;;
- Prepare engineering work for update of St James Parish-wide Sewage System facilities plan;
- Increase wastewater treatment capacity for the West Bank of St. Charles;
- First stage of Bayou Lafourche Diversion Project to Re-introduce the Mississippi River will increase the volume of water and reduce saltwater intrusion in the bayou;
- Upgrade salt water control on Bayou Lafourche south of Lockport, on the Gulf Intracoastal Waterway and in the Houma Navigation Canal; In works
- Implementation of \$20 million in improvements to the South Lafourche Levee District System is nearly complete. This system provides flood protection for the communities of Larose, Cut Off, Galliano and Golden Meadow.

Accomplishments: The Louisiana Coastal Protection and Restoration Authority Master Plan included the joint Bayou Lafourche Freshwater District and U.S. Army Corps of Engineers project to divert the Mississippi River to increase the flow in Bayou Lafourche to 1,000 cubic feet per second. The project was implemented under the existing Bayou Lafourche Freshwater District permit. The Louisiana Coastal Protection and Restoration Authority (CPRA) also participated. St. John the Baptist Parish completed the EDA-funded project to expand and upgrade the Lions Water Plant. As-

sumption Parish has completed the CDBG disaster funded projects to increase the size of waterlines and add another water storage tank. Lutcher's water intake structure, previously in danger of falling into the Mississippi River, has been upgraded, with emergency funding from the Delta Regional Authority, LGAP and other sources. St. Charles Parish completed construction of the waterline under the Mississippi River to connect its two water plants. Related projects include the new East Bank water treatment plant in Norco and upgrading of the existing East Bank treatment Plant C. St. Charles is also continuing sewer improvements.

The completed linkage between the St. Charles Parish East and West Bank water treatment facilities continues to provide additional treatment capacity for the East Bank. The project was funded through Gustav/Ike Disaster CDBG program. Similar linkages between St. James Parish and St. John the Baptist Parish East and West Bank Water Treatment facilities are planned, again with funding through Gustav and Ike Disaster CDBG program. St. John the Baptist has completed expansion and upgrading of treatment capacity at its Lions water treatment plant.

St. John the Baptist Parish has completed Phases 1 and 2 of water tank renovations. St. James continues to move toward the goal of parish wide sewerage and is negotiating with the two municipalities of Gramercy and Lutcher to include them in the project. St. James used a grant from the Lake Pontchartrain Foundation to fund engineering and design of sewer lines in districts 3. The parish used CDBG disaster recovery funds to replace undersized waterlines.

St. James also transferred Coastal Impact Assistance Program (CIAP) funds for its east bank wetlands assimilation sewage treatment project.

Terrebonne Parish continues to expand sewerage. This includes constructing an additional holding basin near Woodlawn Ranch Road to receive flow from the Airbase, Woodlawn and Presque Isle sewer pump stations. Other Terrebonne sewer projects will install lines, build or upgrade pump stations, rehabilitate existing water plants and build additional holding basins to accommodate growth of population and industry. The parish used EDA funding to install a sewer line to serve the Edison Chouest- LaShip shipyard at the Port of Terrebonne. SCPDC has completed final reports of wastewater feasibility analyses funded by two grants from the Environmental Protection Agency. The first grant funded the analysis in the Bayou Parishes (Assumption, Lafourche and Terrebonne). The second grant funded the analysis of the west banks of St. James, St. John and St. Charles Parishes. The two analyses identified available treatment capacities and priority projects for implementation.

The EDA-funded Sewer Force Main project in Thibodaux was issued a Certificate of Substantial Completion for a total project cost of \$1,256,725. Lafourche Parish Government, through a grant from FEMA/GOHSEP for emergency generators, has installed emergency generators at the Thibodaux Wastewater Treatment Facility, along with Sewer District #1 Wastewater Treatment Facility and Lift Station and Sewer District #4 Lift Station.

Work will continue on each of these objectives during the coming year.

Objective 3: Improve public facilities and services

Continue upgrades to public libraries;

Provide generators to allow public libraries to serve after disasters as connection sites where businesses can use laptop computers and charge cell phones and thus continue to function and do business;

- Continue public transit service throughout the region, including inter-city bus service through the River Parishes;
- Seek funding to expand the existing River Parishes Transit Authority;
- Continue efforts to improve regional health facilities and services;
- Improve neighborhood and municipal parks;
- Continue work with the Regional Criminalistic Laboratory;
- Continue Regional Solid Waste Authority efforts to address solid waste disposal and transportation issues;
- Upgrade fire protection facilities throughout the Region.

Accomplishments: Parishes continue to upgrade libraries throughout the region. St. John the Baptist is renovating and upgrading the West Bank Courthouse in Edgard. The River Parishes Transit Authority continues to operate, with funding from the Federal Transit Administration and the La. Department of Transportation and Development. The RPTA is also included in the New Orleans Transit TIP. The SCPDC, under a grant from the FTA, analyzed the feasibility of providing public transit service in Thibodaux. The Thibodaux route is now open. Terrebonne Parish's Good Earth Transit continues to provide services across parish lines to assist students from Terrebonne who attend Nicholls State University in Thibodaux. Assumption Parish constructed a new parish administration building and a new community center with CDBG disaster recovery funding. The parish is planning to build a new public library branch in Belle Rose. SCPDC's

Regional Brownfields Program has assisted that project with Phase I and Phase II environmental assessments. An expanded Phase II to remove/close the tanks and take soil and groundwater samples is nearing completion. The final report has been submitted for LDEQ review. Lafourche Parish's new community center in the Raceland, constructed with LCD-BG funding, is open and in operation, with programs for seniors and a Head Start classroom.

In the coming year the region will continue to monitor and implement these programs.

Objective 4: Continue infrastructure improvements at area ports and airports.

- Continue to construct improvements at all area airports;
- Construct a road to connect the South Lafourche Airport to La. Highway 3235, including a Bayou Lafourche Bridge crossing;
- Continue to pursue general cargo opportunities to better serve the maritime industry;
- Port of South Louisiana continues to acquire property in St. Charles Parish for development of an industrial park.
- Port of South Louisiana is pursuing development of a container facility within its Globalplex area. The exact location has yet to be determined.;
- Assist St. John the Baptist Parish and the Port of South Louisiana in the expansion of the St. John General Aviation Airport, to include extending the runway;
- Slip B of Northern Expansion area project at Port Fourchon has been completed;
- Continue development of Slip C of Northern Expansion area at Port Fourchon;
- Explore feasibility of establishing rail service to Port Fourchon;
- Support initiatives to improve public facilities and access to Port Fourchon beaches;
- Conduct an Airport Feasibility Study to identify potential sites for development of a municipal airport for Thibodaux;
- Provide rail service to the Port of Terrebonne;
- Complete infrastructure improvements at the Port of Terrebonne facility;
- Deepen the existing east-west channel connecting the Houma Navigation Canal to Port Fourchon to 12-feet to facilitate flow of traffic between the ports of Terrebonne and Fourchon;

- Continue efforts to ensure the planned Houma Navigation Canal and lock system are designed for medium draft vessels at 200 feet wide and 20 feet deep.

Accomplishments: The Greater Lafourche Port Commission was awarded Louisiana Capital Outlay funds and a \$1.4 million EDA grant to elevate N. J. Theriot Road to reduce future flooding. The road is a major road within the port, as well as the primary means of access to the port's Northern Expansion growth area. Recurrent flooding causes significant disruption of port operations. The Port of South Louisiana received state supplemental appropriation funding to extend the runway at the St. John the Baptist Parish airport from 4,000 to 5,000 feet. The Houma-Terrebonne Airport is doing road improvements on Aviation Road, one of its major roadways;

The Greater Lafourche Port Commission completed and fully leased all 5,300 feet of Slip B of its Northern Expansion. The Port Commission has constructed and leased an additional 3,600 feet of bulkhead in the Northern Expansion. In 2008, the GLPC received a 3-year, \$15 million DOTD Port Priority grant to construct the road and complete bulkheading at Slip B. The GLPC has completed construction of 770 linear feet of bulkhead at the Port's Martin Slip. Funding for the project was from a 2009 EDA grant of \$2 million related to impacts from Hurricanes Gustav and Ike. In 2010, the GLPC received a \$2.196 million EDA grant for construction of the Northern Expansion road and waterline related to the Gulf oil spill. This funding allowed the GLPC to dedicate the majority of Port Priority funds to bulkheading to add to leasable space at Slip B. The project to convert the Golden Meadow floodgates to locks has been completed.

The region will continue to monitor these programs and projects in the coming year.

Objective 5: Improve flood protection and drainage.

- Improve area levees, in particular the Morganza to the Gulf, Donaldsonville to the Gulf, and the St. Charles West Bank levee;
- Support efforts to create a Comprehensive Hurricane Protection Plan for Coastal Louisiana;
- Support Governor's LA 1 Task Force plans for hurricane evacuation route from Grand Isle to Alexandria;
- Continue drainage improvements throughout the Region;
- Construct floodgates along Bayou Lafourche;
- Clear and widen major drainage canals in Lafourche and Terrebonne Parishes and throughout the region;
- Continue to reduce regional businesses' vulnerability

to natural disasters by coordinating informational resources to facilitate preparedness and recovery planning;

- Continue to upgrade and improve area pump stations and pump capacities;
- Construct the West Bank flood protection levee and support planning and implementation of Donaldsonville to the Gulf project to help protect St. Charles Parish and Lafourche Parish;
- Construct hurricane protection levees for St. John the Baptist Parish;

Accomplishments: Parishes and levee districts continue to work on flood protection projects throughout the district. Lafourche and Terrebonne Parishes continue to coordinate flood-protection efforts. Lafourche Parish is implementing drainage projects. These include improvements, repairs, and relocation of pump stations, installation of pumps, waterline and forced drainage system improvements, ditch and canal upgrades, as well as acquisition of portable pumps. St. Charles Parish is implementing drainage projects, including a master drainage plan for one area, upgrading of pump stations and canal crossing improvements.

Terrebonne voters approved a ½ cent sales tax, in addition to the existing ¼ cent sales tax previously approved by voters, to provide the local match for federal funding for flood protection. To date, the original tax has funded parts of the Morganza to the Gulf system, including \$39.512 million for levee construction; \$14.2 million for the Bush Canal Floodgate; \$8.4 million for the Placid Canal Floodgate; and \$9.8 million for the H2 levee. An additional \$612,000 was used for the Pointe aux Chenes tie-in to the Donaldsonville to the Gulf Levee. The Lafourche Parish Master Drainage Plan was funded with CDBG disaster recovery funds. St. Charles has completed the West Bank Hurricane Protection Levee, using a combination of \$1.1 million in state funds, \$13,559,480 in local funds and \$2,613,567 in federal funds. St. James Parish has elevated its water treatment facility and installed essential operating controls. Terrebonne Parish's capital outlay boardwalk project in downtown Houma has been completed and plans to extend it are in the works. The project includes a safe harbor for fishing boats at the nearby public marina. Lafourche Parish is partnering with the Greater Lafourche Port Commission on plans for a "Storm Harbor" project just inside the Bayou Lafourche floodgates. Assumption Parish has used CDBG disaster recovery funds to create a redundant pump system using propane fuel to operate pumps in the event of a power failure or temporary need for additional capacity.

Goal Two: Create and retain quality jobs and foster a more diversified economy.

Objective 1: Work within existing industry sectors to identify workforce development and training needs.

- Continue efforts to design education programs that match training to the area job market and update capacity to track training efforts;
- Continue to support efforts to expand on existing job training programs in Emergency Preparedness and Response and Marine Manufacturing Technology at Louisiana Community and Technical Colleges;
- Seek opportunities to expand and upgrade the South Central Technical College for the River Parishes to meet current and future training needs;
- Continue to explore potential for local adaptations of model joint labor-management partnership programs and of state community and technical colleges and community-based organizations to improve access to on the job and skill training.
- Assist development of a long-term funding stream for the Work It! Louisiana program to encourage young people to pursue alternate career paths;
- Continue to explore potential for building on existing institutional assets like the Chef John Folse Culinary Institute at Nicholls State University and the Louisiana Coastal Recovery Authority, the Barataria-Terrebonne National Estuary Program and the Louisiana Universities Marine Consortium in implementing additional training alliances;
- Continue to explore potential for developing additional training programs, such as one focused on job training for the marine logistics industry in the River Parishes;
- Increase coordination to match basic and occupational skills training for adults with limited education and skills with workforce needs identified by employers;
- Coordinate with the Greater New Orleans Region SBDC and regional Chambers of Commerce to expand on existing leadership programs to develop a regional “young president’s forum” to provide mentoring and peer networking to improve fledgling entrepreneurial companies’ chances of success;
- Explore potential for using the St. James Parish mobile classroom program as a model for taking sector-specific job training linked to actual employment opportunities into communities where a significant part of the adult population possess limited education and skills;
- Identify funding source for a Business Incubator facility

at Nicholls State University in cooperation with South Louisiana Economic Council.

Accomplishments: SCPDC cooperated with public, private and non-profit partners to develop a workforce training program to develop a cadre of trained and skilled workers in the environmental and safety sector. The goal was to help replace workers ready to retire in the energy industry’s “big crew change.” SCPDC has worked with the River Parishes technical college on a possible EDA application to expand and upgrade welder training facilities. Vocational-technical schools continue to offer skills training and to offer customized training to employers. The City of Thibodaux has increased pump capacity to provide sufficient water to serve the Nicholls State University campus and support its planned expansion of the Chef John Folse Culinary Institute.

Objective 2: Provide technical support and infrastructure necessary to support start up, relocation and recruitment of businesses

- Create business incubators in Thibodaux and Terrebonne Parish and other communities and continue to support the incubator program in St. Charles Parish;
- Provide ongoing technical assistance concerning tax incentives and loan programs;
- Continue administration and expansion of SCPDC Revolving Loan Fund Programs;
- Continue Enterprise Zone Assistance;
- Increase the number of regional businesses marketing on-line in order to enhance individual firms’ ability to return to business, even if a storm or other disaster destroys or damages their physical facilities);
- Create a micro-lending program for very small businesses and self-employed individuals;
- Assist expansion of Louisiana Small Business Development Center (LSBDC) office located at Nicholls State University;
- Seek funding to assist River Region Economic Development Initiative (RREDI) with a Small Business Resource Center located at the South Central Technical College, River Parishes Campus, at the Edible Enterprise food incubator facility in Norco and on the West Bank of St. Charles Parish;
- Seek funding to assist small business startups and meet the training needs of such small businesses in St. John the Baptist Parish; Upgrade services such as broadband across the region in order to improve local competitiveness and open greater opportunities and access for local businesses;

- Continue to expand small business development services, with the creation of an “e-center” that will provide small business consulting and training services, starting with a base in Houma and Thibodaux;
- Explore potential to develop a satellite extension location in the River Parishes, with space at the Community and Technical College to house SCPDC personnel and regional Small Business Development Center (SBDC) services.

Accomplishments: The South Louisiana Economic Council (SLEC) has developed a business incubator in Thibodaux. Nicholls State University houses a Small Business Development Center. SCPDC is working with the SBDC and the River Region Community and Technical College to explore potential to open a satellite location and services there. SCPDC’s Revolving Loan Funds include the EDA RLF, the Regional Capital Fund based on repayments of loans through the post-Katrina and Rita Business Recovery Grant and Loan Program, and the South Louisiana Brownfields Coalition RLF, which provides loans and sub-grants for cleanup of properties with environmental concerns. The combination significantly expands regional RLF lending capacity and provides gap financing to regional small businesses and rede-

velopment and reuse projects. These financing mechanisms, in combination with USDA financing programs for rural areas, can also help in taking the first steps toward providing improved broadband service throughout the region. Edible Enterprise, the previously noted food incubator facility in St. Charles Parish, assists regional entrepreneurship in the food technologies sector. The project currently operates under Good Will Industries. SCPDC is assisting in identifying possible funding sources to help the project achieve financial self-sufficiency.

Objective 3: Support research and development of new and emerging sectors

- Continue to develop logistics, digital media, alternative energy and advanced manufacturing sectors in St. Charles Parish;
- Continue to investigate feasibility of a warehouse distribution center in St. John the Baptist and St. James Parishes;
- Seek RREDI funding to continue research and development of new and emerging industry sectors;
- Seek funding for a promotional video for St. John the Baptist Parish;



Fracking Operation



Nicholls State University, Thibodaux, LA

- Explore potential to expand on existing institutional structures at Nicholls State University to create cluster development centers to spur technological innovation and commercialization and export of products, expertise and services in the maritime-shipbuilding, culinary and information technology industries;
- Increase coordination among training providers and the business community in order to explore potential for undertaking regional, cluster-based workforce development, planning, training, job matching and outreach;
- Further the development of a distribution, light industrial, digital media, energy and advanced manufacturing cluster in St. Charles Parish with programs providing needed job and skill training;
- Assist expansion of high-quality shrimp business model using on-boat freezing and direct, contract-based marketing to increase price per pound;
- Coordinate access to university-based technology transfer programs to help commercialize technologies in emerging economic sectors.

Accomplishments: SCPDC coordinated, with private, public and non-profit sector partners, development of a workforce training program in the environmental and safety sector. SCPDC continues to assist the Louisiana Department of Wildlife and Fisheries in conducting intake for fisheries assistance programs. These include conducting a phone survey to determine how many licensed fishermen are actually fishing and a program to help oyster and shrimp fishers install freezers on their vessels.

Goal Three: To improve the overall capacity of the Region

to make efficient land use decisions.

Objective 1: Develop and/or update Parish Comprehensive Plans

- Complete Terrebonne zoning effort in areas outside Houma;
- Update the Lutcher Zoning and Subdivision Ordinances;
- St. James Parish Comprehensive Plan has been approved
- Update Thibodaux Zoning Ordinance;
- Explore possible land use Master Plan for Lafourche Parish;
- Develop Lafourche Parish Comprehensive Plan
- Develop Land Use Plan for St. John the Baptist Parish;
- Update of the St Charles Parish Comprehensive Plan is complete;
- Continue to keep parish and municipal codes current;
- Begin implementation programs for Assumption comprehensive plan.

Accomplishments: SCPDC assisted Assumption Parish in developing its Comprehensive Plan. The parish is considering land use controls. SCPDC also assisted St. James Parish in developing its recently approved Comprehensive Plan. Terrebonne Parish has updated its strategic plan. St. John the Baptist Parish is advancing toward development of linked Comprehensive Land Use and Strategic Plans, with assistance from the University of New Orleans. Lafourche Parish has developed its comprehensive plan, with technical and financial assistance from the Center for Planning Excel-

lence (CPEX) Parishes and municipalities continue to update their codes and make land use planning decisions.

Objective 2: Develop and implement other programs that enhance existing land uses and encourage development near existing centers of business and industry.

- Continue to share expenses related to enforcement of the State Uniform Building Code through participation in a regional inspection program;
- Continue updating historic structure inventory;
- Revitalize the Thibodaux CBD and Historic District Area;
- Continue revitalization of Paul Maillard Road mixed use corridor in St. Charles Parish;
- Investigate feasibility of creating historic districts in Lockport, Napoleonville and Reserve;
- Assist in seeking funds for implementation of Historic Redevelopment designation for the Edgard, Reserve and LaPlace communities of St. John the Baptist Parish;
- Investigate feasibility of developing mini-Main Street program for communities along the Bayou Lafourche Corridor;
- Plan for access and development along U. S. Highway 90 (future I-49 corridor);
- Continue to extend the boardwalk along Bayou Terrebonne in the Houma central business district;
- Investigate feasibility and market potential for development of a multi-purpose Sports Complex in Thibodaux.

Accomplishments: St. Charles Parish is in the midst of a \$442,000 HUD Community Challenge grant project to revitalize the Paul Maillard Corridor that extends from U.S. 90 to River Road in Luling and Boutte. The Regional Building Code Council continues to reduce inspection costs for the region's residents and businesses. SCPDC continues to update the historic structure inventory. Current state budget constraints have put a possible mini-Main Street program on hold. However, such a program could be revisited in the future. The extension of the boardwalk along Bayou Terrebonne in Houma was funded in the state capital outlay budget.

Objective Three: Promote development practices that reduce vulnerability to severe weather events.

- Continue community education efforts to inform the public of the location of flood-prone areas;
- Continue educational programs for contractors on practices like use of pervious paving to reduce runoff.

Objective Four: Promote mitigation efforts such as elevating existing structures in flood-prone areas to reduce risk.

- Continue to utilize FEMA mitigation program and other programs to assist homeowners in elevating houses.

Objective Five: Promote use of pervious paving to reduce runoff that can contribute to flood risk.

- Continue contractor education program.

Goal Four: To improve the overall capacity of the Region to make economic development decisions.

Objective 1: Identify Sites Suitable for Various Types of Industrial Development

- Update and continue existing site inventories;
- Create GIS based inventories of available sites for communities where no such inventories exist;
- Utilize and continue to update Brownfields sites inventory completed, with assistance from the Louisiana Department of Environmental Quality's Targeted Brownfields Assessment Program;
- Continue to assess Brownfields sites as a first step in making them ready for cleanup, redevelopment and reuse to turn them from community liabilities to community assets;
- Continue to work for amendments and revisions to the Bigger-Waters Act 2012 in order to ensure access to affordable flood insurance within the district;
- Explore potential for and support an amendment to the National Flood Insurance Program that would allow coastal homeowners to purchase flood and wind protection in the same policy;
- Explore potential to add guidelines to regional building codes for installing energy-efficient technologies like solar panels, wind turbines, etc.;
- Develop a plan for an industrial development district on the West Bank of St. John the Baptist Parish.

Accomplishments: SCPDC member governments took active and prominent roles in public information and lobbying efforts that resulted in passage of the Flood Insurance Affordability Act of 2013. The Act delayed implementation of Biggert-Waters and requires FEMA to consider possible approaches to ensure flood insurance remains affordable. It also requires FEMA to take local levee improvements into account in drawing flood maps that provide the basis for setting premium levels. SCPDC is working with St. John the Baptist Parish to conduct environmental assessments of two Brownfields properties in the parish. The agency's previous

Brownfields grants have funded environmental assessment of approximately 30 properties over this and two earlier rounds of funding. Assessments in Lockport have assisted revitalization of the downtown area, while assessments in Houma have contributed to downtown redevelopment in that Louisiana Main Street community. SCPDC is also lead agency of a Brownfields Coalition RLF (BCRLF) that provides sub-grants and loans for cleanup of Brownfields sites with loans and sub-grants. Partners in the BCRLF are the Acadiana Regional Development District, the City of Lake Charles and the City of Baton Rouge and East Baton Rouge Parish. EPA awarded the RLF program an additional \$500,000 in recapitalization in 2011. Two cleanup projects funded by the BCRLF to date are located in the SCPDC district. The cleanup at the Raceland Community Center site was completed and the Louisiana Department of Environmental Quality (LDEQ) issued a No Further Action (NFA) letter. Construction of the LCDBG-funded community center there has been completed. The cleanup of the UST site contiguous to the Lockport boat center has been completed and the certificate of completion under the state's Voluntary Remediation Program has been issued. The Port of South Louisiana continues to maintain a GIS industrial site inventory within the River Parishes and SLEC is developing a program which will accomplish a similar goal in the Bayou Region.

Objective 2: Support efforts that sustain regional tourism.

- Support coordination of efforts of area tourism commissions and chambers of commerce to promote regional culture and heritage;
- Promote the culture and heritage of the entire region;
- Develop docking facilities at tourist attractions along the Mississippi River;
- Expand tourism efforts throughout the South Central Region;
- Continue implementation of Bayou Lafourche Corridor Plan to develop cultural and ecological assets;
- Provide additional public access to outdoor scenic and recreational areas such as Lake Verret;
- Explore potential for coordination among regional tour bus and hospitality industry to create a shuttle bus service from the New Orleans airport to locations in the district;
- Support the Greater Lafourche Port Commission's development of the Maritime Forest Ridge, which will provide a world-class birding trail to complement birding opportunities offered by Grand Isle's Nature Conservancy trails. Both areas are integral parts of the Grand Isle Loop on the State of Louisiana Birding Trail;

- Explore the potential to develop historic sites as tourist attractions in St. John the Baptist Parish.
- Provide way-finding tour guidance throughout the region.

Accomplishments: SCPDC updated the Parish profiles used by the Louisiana Department of Economic Development for the region and identified a prime site in each parish that is being promoted for development. The City of Thibodaux has been certified as a Louisiana Main Street Community and a certified retirement community. Houma was one of the state's charter Main Street communities and continues in the program. Lafourche Parish received a state Recreational Trails Grant of \$55,066 for Phase I of the Lockport Elevated Wetlands Boardwalk project. This will be supplemented with \$83,872 in local funds. Lafourche has also received a grant award for a Bayouside Wharf and Overlook. Construction of Lafourche Parish's Central Market pavilion, beside the Tourist Commission office in Raceland, is completed and the market is in operation, with local fishermen and gardeners offering local products. The South Louisiana Economic Development Council's website promotes its region (which includes part of the South Central district) and features sites suitable for development, demographic information, tourist information and other important data that will promote the area. After the BP oil spill, Lafourche and Terrebonne Parishes were each allocated \$2.1 million from the Louisiana Tourism Recovery Program to promote/market tourism in their communities. Projects utilizing these funds began February-March 2011 and continued through November 2013.

Objective 3: Continue to explore opportunities to further new and emerging sectors.

- Increase the Region's understanding of industry sectors and their role in the regional economy;
- Increase linkages to connect the business community and university-based research and development expertise in order to expedite innovation, early adoption of new technologies, development of information technology products and services and entry into export markets;
- Coordinate with the Small Business Development Center at Nicholls State University, Chambers of Commerce and other development organizations to offer small businesses access to up-to-date, industry oriented market data to help them forecast and respond to market and industry trends and identify and act on opportunities;
- Continue to implement construction of communi-

ty-based projects included in the Bayou Lafourche Corridor Plan to foster revitalization along the Bayou Lafourche waterfront from Donaldsonville to the Gulf of Mexico;

- Investigate feasibility of pursuing Congressional designation of Bayou Lafourche Corridor as a National Heritage Corridor;
- The Houma-Terrebonne Airport Authority has established a foreign trade zone at the airport;
- The Edible Enterprises incubator in St. Charles Parish continues to provide certified kitchen facilities and assists over 25 regional businesses in developing, packaging and marketing local food products.

Accomplishments: Assumption and Lafourche Parishes and the municipalities of Napoleonville, Lockport, Thibodaux and Golden Meadow have begun implementation of elements of the Bayou Lafourche Corridor Plan. Assumption Parish used Transportation Enhancement funds to develop a bayou side park across from the Assumption Parish Courthouse and a Safe Routes to School grant to improve sidewalks and school crossings along LA Highway 1. Lockport's Center for the Traditional Louisiana Boat is open, attracting visitors and offering boatbuilding classes that are fully subscribed. The center is located in the town-owned former Ford dealership on Main Street (c. 1917). The Town accepted donation of the area around the old canal lock, with plans to develop walking trails on the property. Lafourche Parish, as noted above, has completed construction of the Central Market at the junction of the La. Hwy. 1 and U.S. Highway 90 in Raceland. The parish obtained Louisiana Department of Transportation and Development Transportation Enhancement funds to develop the Bayou side Wharf and Overlook across LA 1 from the Tourist Center and market.

Objective Four: Improve regional knowledge of resources providing small business assistance

- Utilize Small Business Development Center (SBDC) programs serving the region to help businesses applying for RLF loans to create business plans and to provide a broader business audience with access to training classes such as use of Quick Books.

Goal Five: To improve the fiscal capacity of local government and to make the region financially attractive for economic development.

Objective 1: Identify and educate the public about business incentives available to the region.

- Prepare and continue to update a brochure on existing regional and state incentive programs;

- Identify new incentives and other programs that would be of use to existing and developing cluster industries;
- Investigate feasibility of implementation of such programs;
- Identify other assistance programs that area industry would find helpful.

Accomplishments: SCPDC hosts annual workshops on incentive programs offered by the state. The target audience is businesses. Workshops held in cooperation with BTNEP focus on comprehensive planning and economic development as part of the comprehensive planning effort to enhance the sustainability of the region's natural environment.

Objective 2: Promote uniform enforcement of construction codes to bring private insurers back into the regional property insurance market.

- The South Central Regional Code Council continues regional enforcement of the International Building Codes in five of the region's parishes and five of its municipalities;
- The MyPermitNow.org software has provided a best-practice model for real-time coordination of building inspection programs. The software, with SCPDC providing technical assistance, is licensed to a growing number of local governments throughout Louisiana and in neighboring Texas.

Objective 3: Expand and enhance financial incentive programs offered to resident and new businesses.

- Encourage cooperation and joint production and marketing ventures among businesses in sectors and across interrelated "super cluster;"
- Cooperate with the business community, parish economic development departments, Chambers of Commerce and other development organizations to implement a district wide business retention program to counter migration of businesses and innovations out of the region;
- Explore potential to increase the regional pool of investment capital for entrepreneurial development in the district by utilizing incentives such as tax credits under the Louisiana Early Stage Angel Investment Incentives program;
- Increase the number of regional businesses qualifying for tax credits and abatements under the Louisiana Enterprise Zone, Quality Jobs and Industrial Property Tax Exemption programs;
- Increase the number of regional businesses complying

with ISO 9000 and ISO 1400 standards in order to improve quality control and increase “exportability” of local products, expertise and services;

- Investigate potential to develop strong regional branding of food and tourism products and services and promoting improved coordinated scheduling of festivals and other events, bundling of services and use of the internet to organize and market tour packages;
- Explore possible resources to establish a micro-loan fund for entrepreneurs in self-employment businesses such as tour guide, fishing guide and craftsperson in the tourism and eco-tourism cluster;
- Encourage the use of state and federal incentives to promote growth related to production and use of alternate energy resources.

Objective 4: Enhance and build leadership capacity in small communities to foster revitalization and sustainability.

- Promote development of programs like Mini/Corridor Main Street to support revitalization efforts in small communities.

Objective 5: Cooperate and assist in the formation of a community foundation to aid community development in the Houma-Thibodaux area, currently the state’s only MSA without such a foundation.

- SCPDC continues encourage efforts to organize the community foundation for the Houma MSA;
- Bollinger Shipyards corporate giving program and the Gheens Foundation in Lafourche Parish, and The Buquet Family Foundation in Terrebonne Parish are working to advance development of a community foundation.

Accomplishments: The region’s economic development planners continue to promote development within regional sectors. Repayments of loans through the Business Recovery Grant and Loan program have been used to create a second RLF that significantly expands regional capacity to provide gap financing to regional small businesses. The Brownfields RLF assists cleanup to ready properties with environmental concerns for redevelopment and reuse. SCPDC continues to seek opportunities to expand community-university partnerships with Nicholls State University and other academic institutions for development in areas like alternate energy resources, environmental compliance, sustainable community development and seafood marketing. SCPDC has cooperated with local foundations and corporate giving entities on efforts to develop the community foundation for the Houma MSA (Terrebonne and Lafourche Parishes).

Goal Six: To protect and conserve the natural resources of the Region and to promote more equitable use of these resources for business and recreation.

Objective 1: Conserve the available resources for future generations

- Promote the wise and sustainable uses of non-renewable resources;
- Create education and outreach programs that promote use of same.

Objective 2: Advance implementation of barrier island, wetland and levee projects to protect communities and regional economic interests

- Implement Barrier Island Restoration and levee projects;
- Implement the Coast 2050 Ecosystem and Louisiana Coastal Area Strategies and the Coastal Protection and Restoration Authority of Louisiana Comprehensive Coastal Protection Master Plan;
- Promote fresh water diversions from the Mississippi River into Bayou Lafourche and to restore coastal wetlands and marshes;
- Promote installation of permanent pipeline infrastructure to transport sediment from the Mississippi River for marsh and wetland restoration;
- Explore potential for development related to renewable energy resources.

Accomplishments: Barrier island restoration projects are ongoing, despite continued losses in severe weather events. The first phase of the Bayou Lafourche diversion project is complete. Nicholls State University continued to coordinate the Clean Power & Energy Research Consortium to develop technologies and the knowledge base to advance production and generation of “next generation” fuels for clean power and energy production.

Objective 3: Recognize open land, marsh, wetlands and barrier islands as critical infrastructure providing friction to help reduce the region’s vulnerability to high-water events.

- Continue public information efforts to raise regional residents’ and stakeholders’ awareness of how all elements of the regional system, both natural and man-made, can work together to reduce vulnerability and increase sustainability.

Objective 4: Identify and promote eco-tourism opportunities

- Continue to promote events like the annual Grand Isle

Birding Pilgrimage;

- Support the development of a new marina in St. Charles Parish;
- Lafourche and Terrebonne Parishes were each allocated \$2.1 million from the Louisiana Tourism Recovery Program following the BP Deepwater Horizon oil spill. The funds have been used to promote/market tourism in the two parishes and the region, including eco-tourism, fishing, cultural fairs/festivals and events. This initiative began February-March 2011 and continued through November 2013;
- Continue researching potential to develop a marina along Highway 51 in LaPlace.

Accomplishments: The guidebook developed based on comprehensive planning and sustainability workshops conducted by SCPDC and the Barataria Terrebonne National Estuary Program (BTNEP) focused on comprehensive planning, economic development planning, implementation tools and conservation easements and similar programs. The U.S. Army Corps of Engineers \$446 million plan to rebuild the Caminada Headland south of Port Fourchon is moving forward with funding from the National Fish and Wildlife Foundation. In 2013, the Foundation was given charge of the \$2.5 billion from BP and Transocean plea agreements related to the Gulf oil spill. That money was to be used for ecosystem restoration. In November 2013, the Foundation announced a \$3 million award for the engineering and design of the second phase of the Caminada project. Construction of the first phase was funded with a combination of state and parish shares of the Coastal Impact Assistance Program (CIAP) and \$30 million in 2008 state surplus money. The first phase started in August 2013 and involves pumping 3.3 million cubic yards of material from Ship Shoal, located offshore, to an area just south of Fourchon. The result will be six miles of dune and beach restoration, totaling 303 acres. All additional work on that phase, such as plantings to help hold the dune in place, is expected to be completed by early 2015. An additional \$144.5 million in Foundation funding, announced in April 2014, will pay for actual construction of the second phase as construction moves toward Grand Isle.

Goal Seven: Pre-Plan to improve the region's emergency operations and recovery systems

Objective 1: Develop quick recovery plan and use it as a regional marketing asset.

- The recovery plan will recognize periodic severe weather events as a fact of life for the region and focus on mitigation to reduce vulnerability and planning to expedite recovery.

Objective 2: Establish uniform re-entry policies and inter-governmental agreements to allow essential personnel and businesses to cross through neighboring parishes/areas as necessary.

- Establish re-entry policies that track the state plan: Tier 1—critical services and infrastructure repair; Tier 2—oil field service and environmental impacts; Tier 3—critical retail, including fuel, pharmacies, grocery stores and critical medical services;
- Reduce misinformation by developing systems for communicating to businesses and members of the public who have to wait for re-entry.

Objective 3: Develop alternate power sources for critical infrastructure, businesses and public services.

- To ensure the availability of alternate power for critical services during emergency power outages, assist member governments and other key entities in the purchase and installation of wired-in generators;
- Assist critical businesses such as fuel, pharmacies, groceries and critical medical services to purchase and install wired-in generators to provide alternate power during power outages;
- To reduce potential business failures following disasters, provide generators at public libraries so businesses can use laptop computers and charge cell phones and return to at least partial operation as soon as possible;
- Identify resources to aid regional businesses in marketing on the Internet and utilizing other strategies to continue generating income and reduce potential for business failures.

Objective 3: Improve emergency operations center communications during emergency situations to provide businesses with critical, up-to-date information.

- Develop data bases with contact information for regional businesses by parish, industry sector, etc.;
- Use electronic formats like twitter, regular press releases and other methods for keeping businesses informed during and after disasters. This could include re-entry schedules and assistance available to businesses.

Accomplishments: The Greater Lafourche Port Commission has completed installation of its Phase I MDA Command and Control System, which allows remote access/data sharing from 16 port cameras and 3 elevated highway cameras with other state and federal agencies following natural disasters. SCPDC district parishes and municipalities have used Gustav/Ike CDBG disaster funds and funding prompt-

Strategy Committee, CEDS Distribution and Process

SCPDC's goal is to make the CEDS a living document of maximum use to the region. SCPDC, as per EDA guidelines for the CEDS process, works with a CEDS Strategy Committee. Beginning with the 2010 CEDS, SCPDC has utilized as its CEDS Strategy Committee the existing Loan Advisory Committee for its EDA Revolving Loan Fund and the Regional Capital Fund based on repayments of post-disaster business recovery loans. This groups is made up entirely of bankers who review and make recommendations on loan applications submitted to the RLF. Additional CEDS distribution lists represent the main economic interests of the region. This includes private sector representatives, as well as public officials, community leaders, representatives of workforce training institutions and private individuals. This year's CEDS review process included a meeting with the Loan Advisory Committee and invitations to committee members and other stakeholders to provide comments and input by telephone or email.

SCPDC Board of Commissioner

Assumption Parish Representation	
Martin Triche, Parish President	Assumption Parish
Willie Reed	Assumption Parish
Jeff Naquin	Assumption Parish
Ron Animashaun, Mayor	Village of Napoleonville
Lafourche Parish Representation	
Charlotte Randolph, Parish President	Lafourche Parish
Mark Atzenhoffer	Lafourche Parish
Al Archer	Lafourche Parish
Tommy Eschete, Mayor	City of Thibodaux
Paul Champagne, Mayor	Town of Lockport
Joey Bouziga, Mayor	Town of Golden Meadow
Tammy Landry	Community Bank (Assumption Parish)
St. Charles Parish Representation	
VJ St. Pierre, Parish President	St. Charles Parish
Ellis Alexander	St. Charles Parish
Wendy Vendetto	St. Charles Parish
<i>Vacant</i>	St. Charles Parish
St. James Parish Representation	
Timmy Roussel, Parish President	St. James Parish
Ken Brass	St. James Parish
Michael Guillot, Jr.	St. James Parish
Terry Borne, Mayor	Town of Gramercy
Rowdy Scott, Mayor	Town of Lutchter
St. John the Baptist Parish Representation	
Natalie Robottom, Parish President	St. John the Baptist
Leroy Mitchell	St. John the Baptist
Randy Noel	St. John the Baptist
Dr. Henry Hardy	St. John the Baptist

Terrebonne Parish Representation	
Michel Claudet, Parish President	Terrebonne Parish
Marvin Marmande, Jr.	Terrebonne Parish
Arlanda Williams	Terrebonne Parish
Leroy Charles	Terrebonne Parish
Al Badeaux, Jr.	Terrebonne Parish
John Rogers	Terrebonne Parish
<i>Vacant</i>	Terrebonne Parish

Loan Advisory Committee

Brian Nosaka	Investar Bank
Doug Bourg	Terrebonne Parish Consolidated Government
Grant Martin	First American Bank (St. James Parish)
Grayling Hadnott	Lafourche Parish Government
Ira Cazenave	Capital One Bank (St. Charles Parish)
Jim Sublett	South Louisiana Bank (Terrebonne Parish)
Marie Morris	Synergy Bank (Terrebonne Parish)
Rhonda Hotard	Louisiana Federal Credit Union (St. John the Baptist Parish)
Ron Gallagher	Iberville Bank (Assumption Parish)
Stephen Baudoin	State Bank (Lafourche Parish)
Tammy Landry	Community Bank (Assumption Parish)

SCPDC CEDS Distribution List

Al Levron	Terrebonne Parish Consolidated Government
Andrew Barron	Barataria-Terrebonne National Estuary Program
Audrey Temple	St. James Parish-Economic Development
Carmen Sunda	Louisiana Small Business Development Centers
Charlotte Randolph	Lafourche Parish Government President
Chassity McComack	River Region Chamber of Commerce
Chett Chiasson	Greater Lafourche Port Commission
Corey Fauchoux	St. Charles Parish-Economic Development
Cullen Curole	SCPDC-Economic Development
David Rabalais	Port of Terrebonne
Debi Benoit	Nicholls State University
Donald Picou	Terrebonne Parish Consolidated Government
Earl Hicks	Houma-Terrebonne Airport Commission
Erin Watson	Assumption Parish Economic Development
Grayling Hadnott	Lafourche Parish Government
Henri Boulet	LA 1 Coalition

Strategy Committee, CEDS Distribution and Process

Hugh Caffrey	Valentine Chemicals, Inc.
Jamie Elfert	Terrebonne Parish Consolidated Government
Jane Arnett	South Central Industrial Association
Jim Edmonson	South Louisiana Economic Council
Jim Sublett	South Louisiana Bank
Jo-Anna Jones	SCPDC—Economic Development
Jody Chenier	St. James Parish
Katherine Gilbert	Terrebonne Parish Consolidated Government—Economic Development
Kevin Belanger	SCPDC CEO
Kim Marousek	St. Charles Parish-Planning
Kim Torres	Assumption Parish
Lin Kiger	Chamber of Commerce of Lafourche and the Bayou Region
Linda Prudhomme	Port of South Louisiana
Luci Sposito	City of Thibodaux
Mart Black	Providence Engineering
Martha Cazaubon	SCPDC—Community Development
Martin Triche	Assumption Parish President
Michel Claudet	Terrebonne Parish Consolidated Government President
Natalie Robottom	St. John the Baptist Parish
Pat Gordon	Terrebonne Parish-Planning
Paul Aucoin	Port of South Louisiana
Paul Champagne	Town of Lockport, Mayor
Ron Gallagher	Iberville Bank
Tim Roussell	St. James Parish President
Tom Bourg	Terrebonne Parish Consolidated Government—Utilities
Tommy Eschete	City of Thibodaux Mayor
Vic LaFont	South Louisiana Economic Council
V.J. St. Pierre	St. Charles Parish President
Windell Curole	South Lafourche Levee District

References

- American Iron and Steel Institute. *Profile 2013*.
- The Data Center. *The Coastal Index*. April 2014.
- FEMA. *Integrating Hazard Mitigation Into Local Planning: Case Studies and Tools for Community Officials*. March 1, 2013.
- Greater New Orleans Community Data Center. *Cross-metro Commuting Patterns in Southeast Louisiana*. Date?
- Hobor, George and Elaine Ortiz. *The Transformative Possibility of the New "Energy Boom" in Southeast Louisiana*. Greater New Orleans Community Data Center. January 2014
- Ortiz, Elaine and Allison Plyer. *Economic Synergies Across Southeast Louisiana*. Greater New Orleans Community Data Center. April 2013.
- Ortiz, Elaine, Allison Plyer and Ben Horwitz. *Economic ties across Southeast Louisiana: Preliminary findings from commuter data*. Greater New Orleans Community Data Center. April 2012.
- Pirani, Robert and Laura Tolkoff. *Lessons from Sandy: Federal Policies to Build Climate-Resilient Coastal Regions. Policy Focus Report*. Lincoln Institute of Land Policy. c2014.
- Platts Special Report. *New Crudes, New Markets*. Price Group/Oil Division. March 2013.
- Scott, Loren C. and James A. Richardson. *The Louisiana Economic Outlook: 2014 and 2015*. October 2013.
- Wells Fargo Securities Economics Group. *2014 Economic Outlook: Finding Balance*. December 11, 2013.

SCPDC
**South Central Planning &
Development Commission**
Post Office Box 1870
Gray, Louisiana 70359
Phone: (985) 851-2900

