

The background of the cover is a photograph of a large offshore supply vessel, likely an FPSO (Floating Production Storage and Offloading) ship, at sea during dusk. The vessel is illuminated with warm yellow lights, and its complex structure, including a large deck and a tall tower, is visible. The sky is a mix of blue and orange, and the water is dark with some whitecaps. The vessel has "FTO Services" written on its side. In the foreground, the wake of a smaller boat is visible, suggesting the photo was taken from a nearby vessel.

SLEC

South Louisiana Economic Council
Assumption • Lafourche • St. Mary • Terrebonne

2017-2019

Strategic Plan

Table of Contents

04 Overview and Process

05 History and Accomplishments

09 Summary of Stakeholder Survey

12 Summary of S.W.O.T. Analysis

13 Goals and Action Strategies
Impacting the Bayou Region

17 SLEC Goals and Action Strategies 2017–2019

25 Accountability Matrix

27 Path to Implementation and
Organizational Roles and Responsibilities

29 Governance and Operations

30 1-Page Summary



Overview and Process

This strategic plan is an update of plans prepared for the South Louisiana Economic Council (SLEC) (www.bayouregion.com) in 2011 and 2013. Since the “Organizational Framework and Action Agenda 2013-2016” was prepared, the majority of the strategies laid out in those plans have been met; and a number of changes have occurred at local, state, and national levels. These include a new administration in Louisiana, and soon at the federal level, an oil field bust, and a reoccurrence of economic pressures on business activity throughout South Louisiana. These conditions call for an adjustment in the services SLEC delivers in the Bayou Region and a re-defining of the role SLEC can play in assisting local businesses. This update seeks to validate the scope of SLEC’s services over the next 3 years and who should be its target clients. Key discussion topics include defining SLEC’s leadership, work program and priorities assigned to staff, and sustainable funding.

Another major dynamic this plan addresses is the possible partnership with South Central Planning and Development Commission (SCPDC). SLEC and SCPDC are currently drafting a Cooperative Endeavor Agreement (CEA) that would increase the effectiveness of programs in both organizations throughout the SCPDC 7-parish region. A strategy aimed at implementing this CEA is included in this plan as well as an overall tone to work cooperatively throughout the Bayou Region and SLEC’s partnering with SCPDC in the River Parishes on services to be identified over the next 6 to 12 months.

This update also coincides with the adoption of new economic strategic plans at the federal and state levels. At the federal level, the Delta Regional Authority (DRA) (www.dra.gov) has adopted goals, strategies and actions that address the communities of the Mississippi River delta. This territory encompasses the Bayou Region parishes of Assumption, Lafourche, and St. Mary, and the 3 River Parishes. The Louisiana Economic Development Corporation (LED) (www.opportunitylouisiana.com) is incorporated into the Louisiana’s strategic plan as well as the goals and strategies of the Louisiana Association of Planning and Development Districts (www.lapdd.org). SLEC’s updated plan aligns with these plans, essential to maintaining eligibility for some federal and state grants.

The process used to gather information and prepare tactics for use in developing this update included working closely with South Central Planning and Development Commission (SCPDC) (www.scpdc.org), Nicholls State University (Nicholls) (www.nicholls.edu), Parish Economic Development Organizations (EDO’s), local businesses and stakeholders. Information about the region’s Strengths, Weaknesses, and Opportunities, and Threats (SWOT) and infrastructure needs was provided by SCPDC. Antidotal information and guidance on SLEC’s direction and action steps for the immediate future, and funding sustainability were gleaned from interviews and surveys with the EDO’s and business.

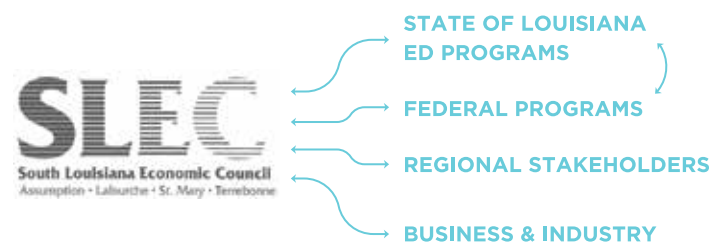
History and Accomplishments

The area known as the Bayou Region is one of the strongest economic regions in Louisiana, a tribute in large measure to an abundance of natural resources, a productive workforce, a progressive approach to economic growth, and the establishment of SLEC.

The parishes of Assumption, Lafourche, St. Mary and Terrebonne make up one of LED's eight regional economic development partners. The Bayou Region has consistently led the State and often the nation for having the lowest unemployment rate until the recent drop in the price of oil. As evidence of the severity of the oil bust, within a 12 month period the region experienced its highest level of employment, ever, and then quickly lost 13,000 jobs, or 9% of its employment.

SLEC'S ROLE IN THE BAYOU REGION

Facilitating Economic Development



SLEC was organized in 1984 under the collective wisdom of some of the strongest business minds of that time including: Mr. Donald Bollinger, Mr. Jimmie Buquet, Mr. L.J. Folse and Dr. Ridley Gros, Dean of the College of Business at Nicholls. Over the years SLEC has benefitted from the personal involvement of key business and industry leaders such as Mr. Dick Barker, Mr. Paul Cancienne, Mr. Jim Davis, Mr. Hank Danos, Mr. Jacob Giardina, Mr. Charlie Melancon, and Mr. Clifford Smith.

SLEC was formed as a 501c3, not for profit, economic development organization (EDO) with the following rationale in mind:

...That the four parishes of Assumption, Lafourche, St. Mary, and Terrebonne were logically bound together through our common waterways, culture, economy and connections to the production of oil and gas and that each parish had much more in common than any one parish had apart.

...That each parish had the right and obligation to define its own course for economic development BUT many things, just as a matter of common sense, are more efficiently and effectively addressed by pooling resources on a regional basis.

...That resource providers at the state and national level were more interested in leveraging their support across a region than duplicating efforts within each parish or fragmenting limited resources.

...That business and industry, not government, should set the agenda for economic development and that the constituents to be served by SLEC were always to be business above all else.

It was also accepted that the one place common to each of the four parishes was our regional university, Nicholls State. That while physically located in Lafourche, Nicholls State University belonged equally to each parish. By design it was a Geneva where each parish could come to the table as equals and peers.

Just as SLEC's 4 parishes have a common bond, commonalities and co-dependence of the Bayou Parishes with the 3 River Parishes has become more apparent. SLEC and SCPDC have held planning sessions on the benefits of providing some level of service across the same 7 parish region. Most recently, the SLEC Board of the Director's approved formulating a CEA with SCPDC and extending some services to the River Parishes.

While not overt in publicizing its many success stories, SLEC has long been recognized as a premier and effective Economic Development Organization (EDO). Additional notoriety and extraordinary service was provided by SLEC as the regions' lead economic development response and recovery agency after hurricanes Katrina, Rita, Gustav, and Ike, and the BP Deepwater Horizon Disaster. In fact, SLEC has been chosen to provide service and expertise as a charter EDO on the newly established Louisiana Business Emergency Operations Center, an annex to the State Emergency Operations Center.

While not overt in publicizing its many success stories, SLEC has long been recognized as a premier and effective Economic Development Organization.

SLEC functions as the key player in facilitating economic development to the region's business and industry. The capital investment and job creation that occurred in the region from 2013 to 2015 is reported in LED's Fastlane (www.fastlane.louisianaeconomicdevelopment.com). The table below represents applications approved by the state for one or more of the following incentive programs in each Bayou Region Parish:

- ◆ Enterprise Zone;
- ◆ Industrial Tax Exemption;
- ◆ Quality Jobs;
- ◆ Restoration Tax Abatement;
- ◆ Motion Picture Industry Development Tax Credit;
- ◆ Digital Interactive Media and Software Development Incentive.

LED APPROVED PROJECTS IN THE BAYOU REGION 2013-2015

Parish	No. of Projects	Retained Jobs	Est. Const. Jobs	Est. New Jobs	Jobs Created	Est. Payroll	Total CAPX
Assumption	7	2,918	73	70	121	\$82,705,387	\$6,568,598
Lafourche	53	6,051	1,002	1,724	4,532	\$1,152,746,736	\$871,359,968
St. Mary	51	6,580	608	1,081	4,275	\$363,323,407	\$166,382,381
Terrebonne	68	7,352	441	796	7,815	\$290,319,603	\$147,258,143
Total	179	22,901	2,124	3,671	16,743	\$1,889,095,133	\$1,191,569,090

A sample of Parish Projects include:

Assumption Parish

- ◆ Danos, Promix, LLC.

Lafourche Parish

- ◆ Nicholls Athletic Fields Upgrade for the MPA, the MPA’s economic impact to the region in 2015 was \$4.5 million;
- ◆ Renovated Babington Hall on the Nicholls campus for SLEC’s new office;
- ◆ Bollinger, Danos, Discovery Product Services, Halliburton, Chard, Energy Services, C-Port 3, John Deere, Galliano Marine Services, Verdia.

St. Mary Parish

- ◆ Bollinger, Conrad, Cameron, Orion, Columbian Chemicals, Sterling Sugars, Gulf Craft, Southern Recycling, Seacraft, Intermoor, Swiftships.

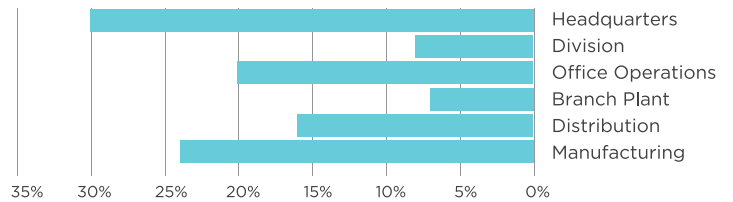
Terrebonne Parish

- ◆ Gulf Island, K&B, Cortec, Benoit Premium Threading, Southern Recycling, Performance Energy, LEEVAC Shipyards, Mallard Machine, Premier Machine, Baker Hughes.

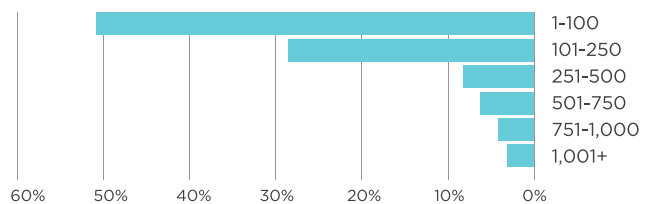
Many of these projects were identified during the 111 visits to local businesses SLEC, LED, and Parish representatives made over the same period of time and recorded in its contact management system, *Synchronist*. Businesses visited from 2013 through 2015 had the following company type and employment characteristics:

PERCENT OF VISITS

By Type of Operations



By Size of Company



SLEC also provided administrative support and referrals to the following organizations that assisted hundreds of businesses:

- ◆ LA Small Business Development Center
- ◆ LA 1 Coalition;
- ◆ Restore or Retreat;
- ◆ Gulf Economic Survival Team;
- ◆ Procurement Technical Assistance Center;
- ◆ Technical Assistance Network.

Summary of Stakeholder Survey

To identify the scope and direction of services best performed by SLEC over the next several years, a survey was sent to local businesses, non-profits, and government officials in the Bayou Region. The questions and results are included on the following page.



◇ **In light of the recent collapse in the oil sector, what steps should be taken to stabilize and grow the regional economy?**

- 1 Diversify the economy;
- 2 Help existing local business expand, and;
- 3 Work with federal and state legislators to change regulatory policy beneficial to local businesses.

◇ **When attracting new business or assisting an existing business expand, a number of critical site location factors come into play. Please rank how the Bayou Region stands in regard to the following factors.**

Most Competitive Factors

- 1 Quality of life
- 2 Waterways with ocean port access
- 3 Large quantity of drinking and process water
- 4 Low union profile
- 5 Energy availability and cost
- 6 Availability of telecommunications
- 7 Availability of skilled labor in some trades

Least Competitive Factors

- 1 Rail Service
- 2 Access to major airport
- 3 Corporate tax rates
- 4 Cost of buildings and sites
- 5 Fast track permitting
- 6 Construction costs
- 7 Availability of skilled labor in some trades

◇ **Please rank the importance of vital workforce, infrastructure, and community building activities to improve the economy.**

Important

- 1 Increase workforce education and skills
- 2 Work with educators and business to improve employability and productivity of the workforce
- 3 Promote innovation and diversify the economy
- 4 Increase the number of vocational certificates
- 5 Expand highway capacity to lower travel times
- 6 Increase number of jobs that pay more than \$20/hr

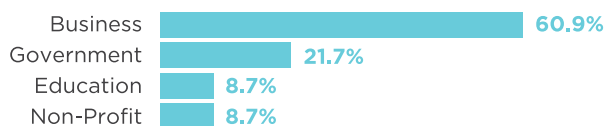
Not Important

- 1 Increase number of residences with post graduate degrees
- 2 Conduct visits to local employers
- 3 Increase R&D / number of patents
- 4 Foster leadership training

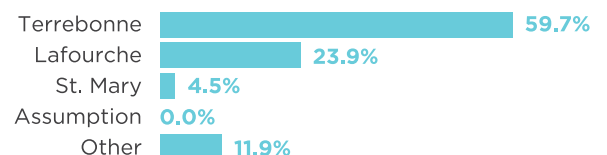
◇ **Other Comments**

- 1 Diversify the economy although it will be difficult due to the dominant oil and gas sector and the geography of the region.
- 2 SLEC needs to raise funds and hire a full-time staff.

◇ **Please indicate your affiliation:**



◇ **Please indicate your principle location:**





Summary of S.W.O.T. Analysis

Displayed are the results of a Strength, Weakness, Opportunities, and Threat (SWOT) exercise conducted by SCPDC in the planning district's 7-parish region for inclusion in the 2016 Comprehensive Economic Development Strategy.

Strengths

- ◇ Post-secondary Education Institutions
- ◇ Natural Resources
- ◇ Infrastructure (shallow draft ports and east / west 4 lane highway)
- ◇ Culture/Resilience

Weaknesses

- ◇ Cultural attitude toward the value of education
- ◇ Skilled Labor
- ◇ Infrastructure (rail, except St. Mary, and no north/south 4 lane highway)
- ◇ Regional Divides
- ◇ Coastal/Wetlands Protection

Opportunities

- ◇ Harmonize development efforts in the region
- ◇ Diversify regional economy by developing adjacent clusters
- ◇ Advocate for middle-skills development
- ◇ Develop regional and national brand appeal messages to the country and world about the value of this region to overcome negative perceptions

Threats

- ◇ Overreliance on few industries for employment
- ◇ Inter-region migration (long travel times for workforce)
- ◇ Growth vs. Place-building

Goals and Action

Strategies Impacting

the Bayou Region

As SLEC formulates its strategy, it does so within the framework of multiple layers of economic development strategy operating both inside and outside the Bayou Region.

To put SLEC's strategy in perspective, and to identify areas of cooperation and coordination of shared services, the following economic development organization's goals and strategies are outlined below. Each has detailed reports regarding each goal in their plans.

At the federal level, the **DRA** embraces 3 goals.

- 1 Workforce Competitiveness**
Advance the productivity and economic competitiveness of the Delta workforce.
- 2 Infrastructure**
Strengthen the Delta's physical, digital, and capital connections to the global economy.
- 3 Community Competitiveness**
Facilitate local capacity building within Delta communities, organizations, businesses, and individuals.

At the State level, LED has a vision, mission statement, goals, and strategies that become part of the Governor's statewide plan coordinated with and incorporated into the DRA plan. LED's plan includes several area of focus. Our attention is on the Office of Development, Business Development Program.

LED's Office of Business Development has two programs; the Business Development Program and the Business Incentives Program. The Business Development Program has the following activities: Community Competitiveness; Small Business Services; Business Expansion and Retention Group; Business Marketing and Recruitment; Office of Entertainment Industry Development; Office of Business Development; and the Office of International Commerce. The Office of Business Development offers a number of incentives to business for expansion. Each requires a certain number of jobs to be created or investment. The most popular include: Enterprise Zone Program; Industrial Facility Tax Exemption; Quality Jobs; and the Restoration Tax Abatement. Under legislation just passed by the State Legislature, local government will now have authority to approve or deny a request.

LED's overall goals are:

- 1 Lead efforts to retain and grow jobs and business opportunities for all Louisiana citizens through aggressive business development and marketing efforts; cultivating top regional assets; and delivering turnkey workforce solutions.**
- 2 Reposition Louisiana as one of the best places in the country in which to start and grow a business.**
- 3 Implement policy and program changes that improve Louisiana's tax, regulatory, and operating climate thereby improving its economic competitiveness.**
- 4 Lead Louisiana's effort to create a diversified, growing economy.**
- 5 Assist local and regional communities in their efforts to improve their economic competitiveness.**

SLEC operates at the sub-state regional level in conjunction with the state's planning and development districts. SCPDC's planning district region overlaps SLEC's service territory. Therefore working together makes sense.

SCPDC Goals and Objectives for 2015 are:

- 1 Improve the region's public infrastructure in order to support and sustain a viable economy and environment.**
- 2 Create and retain quality jobs and foster a more diversified economy.**
- 3 Improve the region's overall capacity to make efficient land use decisions.**
- 4 Improve the region's overall capacity to make economic development decisions.**
- 5 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.**
- 6 Protect and conserve the region's natural resources and promote more equitable use of these resources for business and recreation.**
- 7 Pre-Plan to improve the region's emergency operations and recovery systems.**

In addition to goals and objectives, SCPDC has developed working themes to target action strategies. These are:

Workforce Development

The vitality of the region is predicated upon the skills and productivity of its workforce. Therefore continued growth in the region requires an expansion of employment opportunities and the creation of more pathways for advancement for all Bayou Region residents. Efforts to develop a skilled workforce throughout the region and across the entire wage spectrum will be a core contribution to the region's ongoing economic competitiveness. Workforce needs vary widely across the region, particularly along rural and urban lines, but key priorities for the entire region do exist.

Entrepreneurship & Growth Acceleration

With a strong entrepreneurial ecosystem and the resources of the region's businesses and universities, the Bayou Region is a well-positioned launch point for entrepreneurs looking to compete in the global innovation economy. Likewise, facilitating the growth of the region's existing businesses is critical to retaining the pillars of the local ecosystem. The Bayou Region must be a region where businesses are constantly being started and being re-invented to remain economically competitive.

Economic Resilience

Resilience encompasses the notion that the Bayou Region must be prepared to respond and recover from a disaster. The SCPDC is focused on developing the region's economic resilience, which includes working to reduce the region's vulnerabilities to economic shocks, enhancing the regional economy's ability to recover from a shock, and supporting innovation in the region so that industry clusters in the Bayou Region remain competitive as industries evolve.

Place Building

The Bayou Region is growing, and it is incumbent on those shaping that development to guide it in a sustainable, efficient, and distinct direction. Place-building encompasses the notion that local businesses, residents, and developers can craft development scenarios that are both locally-driven and advantageous for future growth.

Nicholls State University also addresses economic development related activities within their mission and strategic goals. In addition to delivery accredited degree programs, Nicholls also is focused on providing quality workforce and citizens for the Bayou Region. Fletcher and the South Central Louisiana Technical College both provide critical training and certificate programs for area residents and industry.



SLEC Goals and Action Strategies 2017–2019

With multiple regional organizations, parish departments, chambers of commerce, ports, and trade organizations working in overlapping spaces that touch the practice of economic development or provide service to business and industry, where does SLEC fit in?



To answer this question, it is important to understand where the gaps in service exist. After a review of the above goals, responses to the survey, relationships with LED and Parish EDO's and community partners several gaps in service are easily identified. These include marketing the attributes of the region; operation of a comprehensive business retention and expansion program; attracting new business in a way to diversify the economy; addressing regional transportation issues; incubating start-ups; and educating officials at the federal and state levels on key issues to the Bayou Region.

SLEC's focus will be on issues critical to sustaining the Bayou Region's growth and competitiveness in a global economy.

The following goals and strategies focus on providing service in the identified gaps and needs expressed by survey respondents and interviews with stakeholders.

SLEC's mission is to facilitate regional economic development for Assumption, Lafourche, St. Mary and Terrebonne Parishes.

SLEC's core prosperity strategies for 2017-2019 are:

- 1 Increase the retention and expansion of existing business**
- 2 Aggressively market the Bayou Region and its attributes for business; Adjust business attraction to diverse industry sectors**
- 3 Advocate the expansion of infrastructure important to economic development**
- 4 Be the Lead advocate for issues of importance to the region's business community**
- 5 Work with SCPDC to deliver joint services throughout the Bayou and River Parishes**

SLEC's focus will be on issues critical to sustaining the Bayou Region's growth and competitiveness in a global economy. Further, this focus will include leveraging Louisiana's investment in advanced manufacturing and training/workforce development, as well as fostering international opportunities for Bayou Region business and industry; and supporting innovation, entrepreneurship, and business start-ups. To accomplish these goals, SLEC will work closely with appropriate organizations at all levels and in particular, support the activities of Parish EDO's and administration.

Goal 1

Marketing of Business and Industry in the Bayou Region

Take the leadership role in partnership with the business and industry community to “BRAND” the Bayou Region and market to the world the assets, resources, and business products of the Bayou Region.

Strategic Initiatives

- ◇ Participate in industry-specific trade shows with resident industry of the Bayou Region;
- ◇ “Brand” the Bayou Region as a readily recognized symbol that relates to quality workmanship and quality products and services;
- ◇ Participate in industry-specific trade missions to develop foreign markets for SLEC stakeholders, particularly throughout the Americas;
- ◇ Whenever possible, leverage funds by partnering with the federal, state, and local stakeholders to market the products and services of the Bayou Region;

Goal 2

Business Retention and Expansion

Retain and expand businesses located within the Bayou Region.

Strategic Initiatives

- ◆ Implement a proactive retention program focused near-term on “at risk” small businesses impacted by the economic downturn in the oil and marine transportation businesses;
- ◆ Implement an aggressive business expansion and outreach program to identify high-impact companies in the region, provide lead support for their identified expansion opportunities, and address business challenges that ensure their retention;
- ◆ Establish and support operations of a business incubator as part of the Center for Economic Growth and Technology in Babington Hall on the Nicholls State University campus;
- ◆ Continue to host business development programs of the Small Business Development Center and Nicholls’ College of Business;
- ◆ Work in partnership with chamber of commerce and business associations to expand the number of events such as small business conferences and training seminars, as well as host regional economic development forums;
- ◆ Encourage advancement of Bayou Region business expertise and use of advanced technology and innovation; Encourage business participation in the development of curricula and training platforms at Nicholls State University, South Central Louisiana Technical College, and Fletcher Technical Community College;
- ◆ Work with Bayou Region businesses that require workforce housing solutions to sustain production.

Goal 3

Business Attraction

Attract new and diversified business to the Bayou Region which builds upon the region's most competitive assets and industry sectors.

Strategic Initiatives

- ◇ Maintain the Bayou Region's reputation as an internationally-recognized location for energy extraction and advanced manufacturing, and attract companies looking for ideal central Gulf locations;
- ◇ Undertake a comprehensive business attraction program with emphasis on diversification that may include the following tactics:
 - ◆ Conduct a targeted industry analysis that exploits the region's assets to diverse industry sectors;
 - ◆ Engage a lead generation program to engage corporations on the move or expanding;
 - ◆ Network with Site Selection Consultants within the target industry sectors;
 - ◆ Work with partners and organize a FAM tour of the region;
 - ◆ Invest in and sustain a compelling marketing plan, brand and messaging; maintain website;
 - ◆ Continue quarterly newsletter, annual economic update, and other forms of communication;
 - ◆ Lead efforts to identify, develop and deploy advanced technologies;
 - ◆ Leverage LED's Fast Start and other workforce training incentives through DRA at the federal level;
- ◇ Promote the region's capacity to collaborate locally, nationally, internationally in the design, building, and operation of ships, oil rigs, and major/advanced equipment.

Goal 4

Economic Development Footprint

Expand SLEC's technical capacity, functions, and services for the Bayou Region.

Strategic Initiatives

- ◆ Work with critical stakeholders to advance the North-South Highway and I-49 plans;
- ◆ Continue to support the LA 1 corridor development;
- ◆ Continue efforts as a first business aid responder after disasters;
- ◆ Work with regional ports to improve their multi-modal transportation hub capabilities;
- ◆ Improve the region's real estate portfolio and work with SCPDC to increase the number of LED certified sites;
- ◆ Address the following economic development functions and services within SLEC:
 - ◆ Continue efforts for sustained funding;
 - ◆ Add an operations position to oversee and support all SLEC ED functions;
 - ◆ Add a coordinated, expanded and unified grants requests and stewardship program for all Bayou Region parishes;
 - ◆ Provide business intelligence services for site selection assistance, data and custom research;
 - ◆ Implement and maintain interactive web portals and social media tools;
 - ◆ Maintain and enhance the selection sites and demographic database; Working with SCPDC to conduct a 7-parish visioning exercise.

Goal 5

Lead Advocacy

Provide lead advocacy and education on community development, business issues and legislative matters that impact the Bayou Region's ability to compete in the marketplace nationally and globally.

Strategic Initiatives

- ◇ Provide a "Voice for the Bayou Region" in routine and emergency situations by providing the immediate and aggressive industry leader advocacy required;
- ◇ Be the lead support organization for Bayou Region community and business development organizations such as:
 - ◆ LA 1 Coalition;
 - ◆ Restore or Retreat;
 - ◆ Gulf Economic Survival Team;
- ◇ Monitor and call for improving business climate including: incentives, workforce training, regulation, fiscal policy, education partnerships, and trade policy;
- ◇ Support and promote quality of life in the Bayou Region to include health care resources and cultural amenities;
- ◇ Identify and seek to mitigate cost of living issues in the Bayou Region with an early focus on home insurance;
- ◇ Partner with SCPDC on projects of mutual benefit within the Bayou and River Regions.



Accountability

Metrics

No program operates effectively without the ability to measure progress and the flexibility to make adjustments along the way.

Bayou Region Job and Investment Goals

- ◇ Assist regional stakeholders and business to create, through business retention, expansion, and attraction efforts, 14,000 jobs.
 - ◆ **14,000** total new jobs created;
 - ◆ **\$90 million** in new capital investment;
 - ◆ **\$75 million** in new annual payroll;
 - ◆ Strive to maintain the Bayou Region's unemployment rate below that of the state and nation.

The following measurable, performance-based goals will be attained over the course of the 3-year Strategic Action Plan:

- 100** qualified leads identified, generating 15 appointments;
- 05** advanced media placements nationally;
- 04** trade shows attended;
- 01** trade mission;
- 20** visits to corporate headquarters of Bayou Region businesses;
- \$500 million** for infrastructure projects obtained by assisting partners;
- 20%** increase in the number of sites and buildings in the data base;
- 75%** success rate of getting supported legislative bills passed;
- 100** personal BRE assessments with Bayou Region businesses;
- 02** site consultant/broker visits to the Bayou Region;
- 100** business intelligence and research requests fulfilled;
- 03** new, entrepreneurial-growth companies started;
- 02** new businesses attracted to the Bayou Region;
- 02** new site certifications obtained;
- 05** programs or events conducted in partnership with Nicholls and the Technical Colleges.

Path to Implementation and Organizational Roles and Responsibility

Finding a clear path for SLEC to implement effective programs must be done within the context of local business needs and concerns, and the goals and objectives of federal, state, and local government economic development programs.

DRA's primary role is to provide project funding support and policy guidance at the federal level. Likewise, LED incentivizes local projects and also provides project funding support, particularly infrastructure. SCPDC is a regional planning agency with its pulse on the needs of local government, and to a lesser extent small business through its loan fund. It also coordinates with the U.S. Department of Commerce, Economic Development Administration and U.S. and State Departments of Transportation to provide funding support to government as a means to stimulate economic development projects. Each organization mentioned above is a government agency.

SLEC on the other hand is a public-private partnership with industry and government support. It has its pulse on business and industry throughout the region. Assigning roles and responsibilities to each organization according to their mission, goals and strategies; SLEC will operate with the roles defined below when addressing its mission, goals and strategies.

Parish EDO's play a critical, on the ground, role when coordinating with regional, state, and federal agencies.

Of course, the boundaries of these roles are not rigid and optimal implementation and success occurs as a result of working closely together and lending each other a hand. Parish EDO's play a critical, on the ground, role when coordinating with regional, state, and federal agencies. Often times, parishes receive requests directly from companies interested in expansion opportunities and will need to work closely with the appropriate agencies to garner the greatest success.

SLEC's Lead Roles

- ◇ Business retention and expansion, assist businesses growth;
- ◇ Diversify the economy through business attraction;
- ◇ Tax policy analysis and advocacy;
- ◇ Emergency operations and recovery for local business and industry;
- ◇ Market the assets of the region to corporate site selectors and industry.

SCPDC's Lead Roles

- ◇ Infrastructure development;
- ◇ Land use and natural resource planning;
- ◇ Emergency operations and recovery for government and public infrastructure.

LED's Lead Goals

- ◇ Workforce training;
- ◇ Project incentives and infrastructure assistance;
- ◇ Community competitiveness;
- ◇ Market the state's assets to corporate site selectors and industry;
- ◇ Assist SLEC with BR&E visits.

DRA's Lead Goals

- ◇ Education attainment;
- ◇ Workforce development;
- ◇ Infrastructure support.

RESPONSIBILITY MATRIX OF THE BAYOU REGION

BRE/Attraction/Diversify		Infrastructure		Workforce Development		Community Competitiveness	
1 SLEC	3 SCPDC	1 SCPDC	3 DRA	1 LED	3 SCPDC	1 LED	3 DRA
2 LED	4 DRA	2 SLEC	4 LED	2 SLEC	4 DRA	2 SCPDC	4 SLEC
Tax Policy/Advocacy/Regulatory		Emergency Operations and Recovery		Regional Marketing		Land Use/Resource Planning	
1 SLEC	3 DRA	1 SCPDC	3 LED	1 SLEC		1 SCPDC	
2 LED	4 SCPDC	2 SLEC	4 DRA			2 SLEC	

*Agencies ranked as #1 have primary responsibility of the task they are listed under, with following agencies taking a supportive role.

Governance and Operations

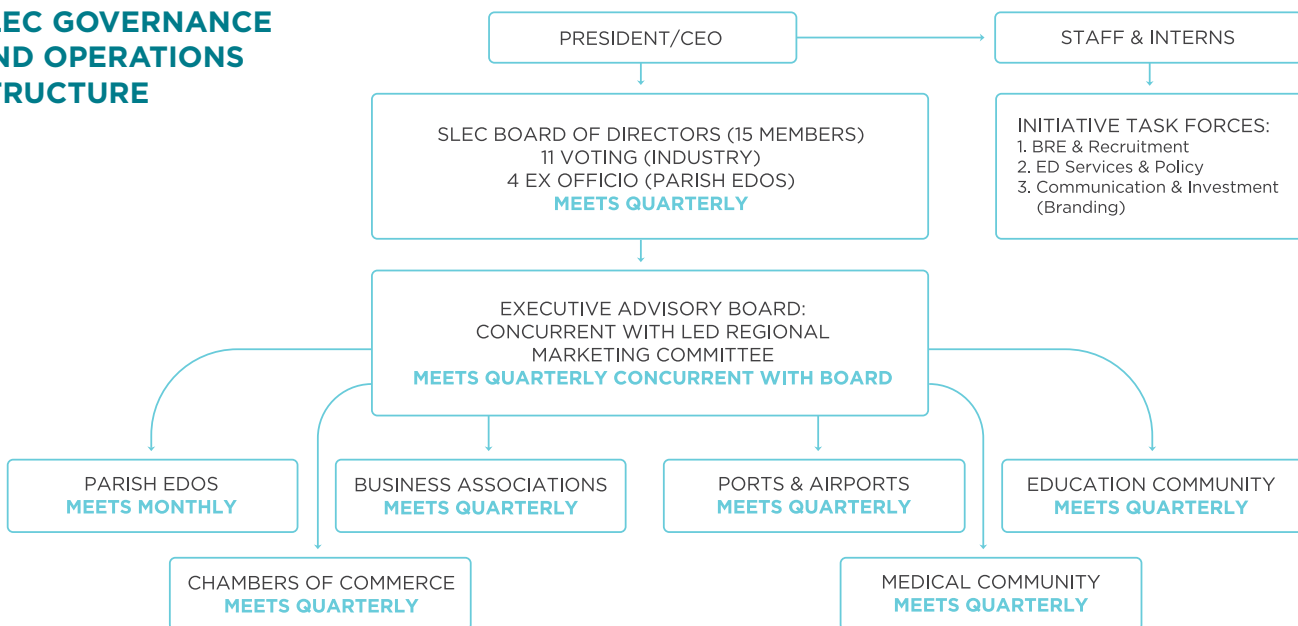
SLEC governance and operations is structured as outlined in the adjacent chart. The board consists of business and industry representatives and officials from the four Bayou Region Parishes. Community stakeholders and organizations are engaged primarily through the Executive Advisory Board and committee functions, events, and interviews. SLEC’s goal for staffing will be to employ four full-time personnel; a president, a BRE program manager/economic developer, an administrative assistant/office manager, and an office clerk/receptionist. Interns will also be used when available.

To financially support the organization over the next 3 years, a minimum annual budget of \$550,000 will be required. The source of funds is to be as follows:

- ◇ Parishes **\$85,000**;
- ◇ Grants and Program Income **\$200,000**;
- ◇ Business and Non-profits **\$215,000**.

SLEC’s Executive Committee will be preparing a detailed budget of income and expenses for presentation to financial supporters.

SLEC GOVERNANCE AND OPERATIONS STRUCTURE



1-Page Summary

SLEC's mission is to facilitate regional economic development for Assumption, Lafourche, St. Mary and Terrebonne Parishes.

Growth

- ◇ Business Expansions;
- ◇ Market the Bayou Region Brand and Assets;
- ◇ Attend Trade Shows and Trade Missions;
- ◇ Attract a Diversity of Business through a Target Industry Study;
- ◇ Network with Site Selectors.

Sustain

- ◇ Business Retentions;
- ◇ Operate the Bayou Business Emergency Operation Center;
- ◇ "At Risk" Assistance to Oil and Marine Companies;
- ◇ Host Conferences, Events, and Training in Support of Business Development;
- ◇ Target the Americas for New Markets;
- ◇ Support the Region's Quality of Life.

Innovate

- ◇ Business Incubation;
- ◇ Support Small Business Start-up Assistance;
- ◇ Host the Small Business Development Center;
- ◇ Leverage Business Expertise with Advanced Technology;
- ◇ Partner with SCPDC in the 7-Parish Region.

Advocate

- ◇ Educate Key Leadership on Issues of Importance to Business;
- ◇ Support Workforce Training and Housing Solutions;
- ◇ Emphasize Importance of North-South Corridor and I-49;
- ◇ Be the Voice within the Region for LA 1; Coalition, Restore or Retreat and the Gulf Economic Survival Team;
- ◇ Work toward an Improved Business Climate.

The **South Louisiana Economic Council** is a regionally focused economic development agency serving the parishes of Assumption, Lafourche, St. Mary, and Terrebonne. Formed in 1983, SLEC provides industrial assistance and programs designed to create economic growth for the Bayou Region.

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Cover Photo provided by **Port Fourchon**

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