



ALLEN



CALCASIEU



BEAUREGARD



CEDS 2021

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Southwest Louisiana Parishes

Allen • Beauregard • Calcasieu • Cameron • Jefferson Davis



CAMERON



JEFF DAVIS

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- Mike Danahay, Mayor, City of Sulphur – Vice Chair
- Mike Harper, President, Beauregard Parish Police Jury – Secretary
- Bob Hardey, Mayor, City of Westlake – Treasurer
- Clair Hebert Marceaux, Cameron Parish Port, Harbor & Terminal District – Immediate Past Chair

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- Town of Kinder
- Town of Oberlin
- Village of Elizabeth
- Village of Reeves
- Coushatta Tribe of Louisiana

BEAUREGARD PARISH

- Beauregard Parish Police Jury
- City of DeRidder
- Town of Merryville

CALCASIEU PARISH

- Calcasieu Parish Police Jury
- City of Lake Charles
- City of Sulphur
- City of Westlake
- City of DeQuincy
- City of Vinton
- City of Iowa
- Port of Lake Charles (Lake Charles Harbor & Terminal District)
- Chennault International Airport Authority
- West Calcasieu Port
- Port of Vinton

2021 CEDS COMMITTEE

- Gus Fontenot, Southwest Louisiana Economic Development Alliance
- Jamie Gaines, Imperial Calcasieu Regional Planning & Development Commission
- Henry Guinn, Mayor, City of Jennings
- Robert Hardey, Mayor, City of Westlake
- Clair Hebert Marceaux, Cameron Parish Port, Harbor & Terminal District
- Haley Armand Tarasiewicz, Healthy Image Marketing Agency

CAMERON PARISH

- Cameron Parish Police Jury
- Cameron Parish Port, Harbor & Terminal District

JEFF DAVIS PARISH

- Jeff Davis Parish Police Jury
- City of Jennings
- Town of Welsh
- Town of Lake Arthur
- Town of Elton
- Village of Fenton

MISSION

The Imperial Calcasieu Regional Planning & Development Commission (IMCAL) is committed to the future of Southwest Louisiana. By focusing on the key aspects of sustainable growth in the region, we help maintain a healthy environment and streamline infrastructure, while driving economic development. Our mission is to ENGAGE our members, IDENTIFY their needs, wants and shovel-ready projects, PLAN for growth and sustainability, and IMPLEMENT those plans.



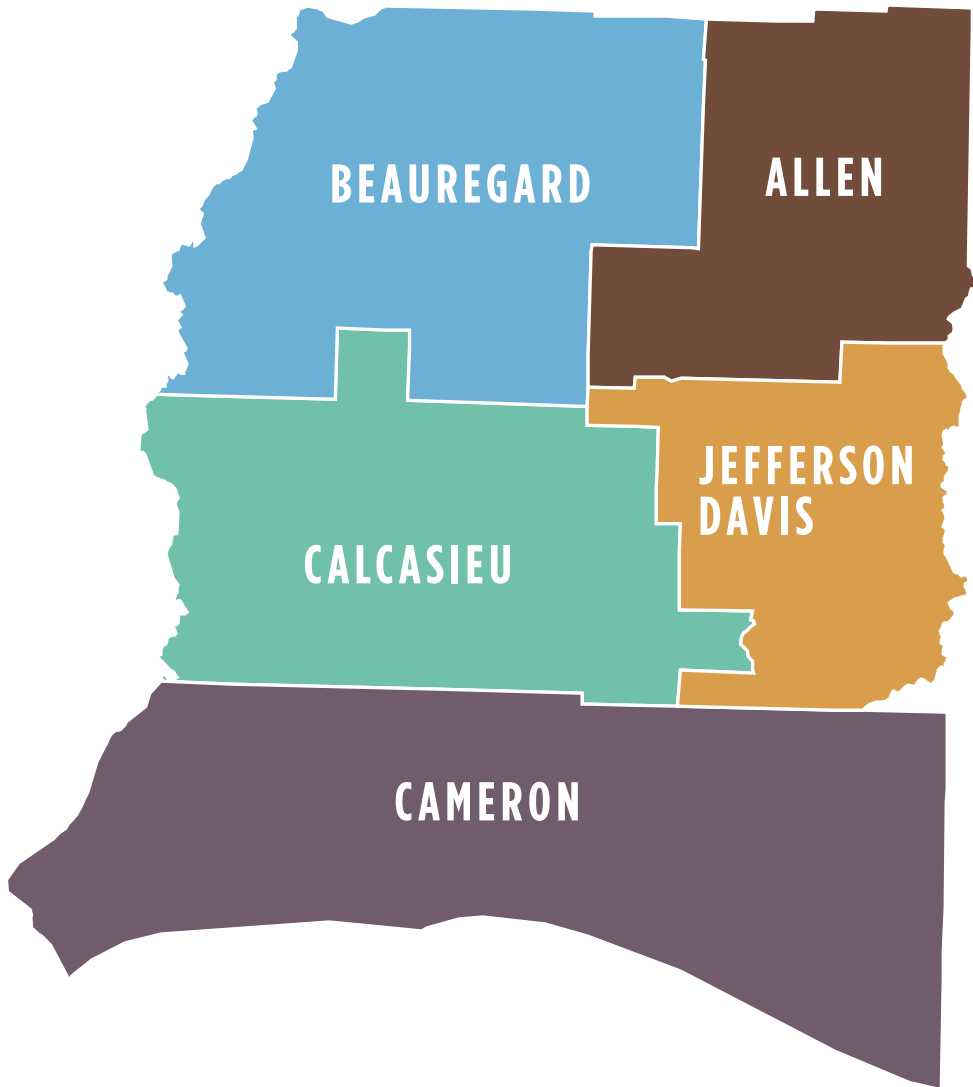
INTRODUCTION

The Imperial Calcasieu Regional Planning & Development Commission (IMCAL) is designated by the U.S. Economic Development Administration as an Economic Development District (EDD) serving Allen, Beauregard, Calcasieu, Cameron and Jefferson Davis Parishes, as well as the Metropolitan Planning Organization (MPO) for greater Lake Charles. Our primary goal is the continued growth and development of Southwest Louisiana.

IMCAL is responsible for developing a Comprehensive Economic Development Strategy (CEDS) to identify both short- and long-term priorities for economic and community development in the region. Together with residents, community organizations, private industry and local governments, the EDD develops the region’s strategy-driven plan to overcome and mitigate challenges by capitalizing on opportunities to support a stable and diversified economy.

The following sections form the basis for the Southwest Louisiana CEDS:

- I. A SUMMARY BACKGROUND of economic conditions in the region.
- II. A SWOT ANALYSIS to identify regional Strengths, Weaknesses, Opportunities and Threats.
- III. An ACTION PLAN focused on regional priorities, developed through strategic planning processes and stakeholder feedback, and implemented to accomplish the region’s goals and objectives.
- IV. An EVALUATION FRAMEWORK to identify and monitor performance measures associated with the region’s CEDS.
- V. An ECONOMIC RESILIENCE PLAN focusing on the region’s ability to prevent, withstand, and quickly recover from major disruptions to its economic base.



SUMMARY BACKGROUND

In early March 2020, IMCAL optimistically asked member governments for a list of needs, wants and shovel-ready projects. The responses were many and varied – and were obsolete within two weeks as the world was plunged into a global pandemic and economic freefall – and Southwest Louisiana faced the first of five federally declared disasters over the next 14 months.

COVID-19 Pandemic

One casualty of the pandemic was the decline in chemical and petroleum production. The leading industry in Southwest Louisiana, oil and gas provides approximately one-third of all industrial activity in the state. Despite strong demand growth for its products, the price of oil and natural gas fell in 2020 by more than 50% due to the rise of renewables combined with the fall in consumption exacerbated by the pandemic. According to Louisiana’s top economist, Loren C. Scott, professor emeritus of economics at Louisiana State University, approximately 60 percent of oil consumption in the world is for transportation. During the week of April 11, 2020, there was a 46 percent decline in the demand for gasoline. This steady drop is pushing the industry into what some call “terminal decline.”

The impact of the pandemic on the region’s hospitality and construction industries was also significant. The Lake Charles Metropolitan Statistical Area is home to Louisiana’s largest casino market and one of its largest industrial construction markets, both of which were heavily impacted by the pandemic. The result was an initial loss

of 7,000 jobs in 2020, the second worst hit (-6.1%) in the state.

Every major industry in the region, including agriculture and forestry, advanced manufacturing, aviation, hospitality, and, of course, health care, was impacted by the pandemic.

Hurricane Laura

Just shy of six months into the pandemic, Southwest Louisiana took a direct hit from category 4 Hurricane Laura, which has been classified as the strongest storm to hit Louisiana since 1856, and has tied as the fifth strongest to make landfall in the continental U.S.

With 154 mile-an-hour sustained winds, Laura has been classified as the 16th costliest hurricane on record. Losses are estimated at over \$19.1 billion, with 32 people killed in Louisiana alone. And at \$1.6 billion, Laura did more agriculture damage than 2005’s historic hurricanes, Katrina and Rita, combined.

Laura’s intensity caused severe damage to the power distribution and transmission systems across Louisiana and Texas. Repairs to the power grid, which were still being restored 35 days after the storm made landfall, are estimated to cost up to \$1.4 billion. According to Entergy, the major power supplier with more than 1 million customers in Louisiana, the storm destroyed seven of nine transmission ties into Texas, more than 14,000 distribution poles, some 4,800 transformers, four power plants and more than 300 substations.

The second federally declared disaster in Southwest Louisiana in 2020, Laura was estimated to cost as much as \$88.63 billion in reconstruction costs (RCV) due to wind and surge damage to more than 500,000 insured residential and commercial properties, according to property data analysis from CoreLogic, a consumer, financial and property data, and analytics provider. However, those estimates were based on Laura making landfall as a category 3 storm. Actual RCV numbers are still pending.

The 154-mph storm had a ripple effect throughout the Southwest Louisiana economy. According to CoreLogic, the Lake Charles metropolitan area home mortgage delinquency rate, which is defined as 30 days past due and includes those in foreclosure, was already above the national average of 7.3% during the pandemic. Following a hurricane, the ability to make loan payments becomes compromised, which suggests that Hurricane Laura will add significantly to the economic downward spiral.

Hurricane Delta

Six weeks after Hurricane Laura, Southwest Louisiana was again classified as a federal disaster area following category 2 Hurricane Delta, which made landfall with 101 mph winds, a 9.3-foot storm surge, and 17.57 inches of rain reported in Calcasieu Parish. According to CoreLogic, insured wind losses for residential and commercial properties are estimated to be \$500 to \$900 million.

Winter Storm Uri

As 2021 dawned, most of Southwest Louisiana was in still in storm recovery when the temperature dipped to 14 degrees Fahrenheit, more than 30 degrees below average. At the pinnacle of Winter Storm Uri, the city’s power supply abruptly shut off, taking the six water plants with it. It took nearly a week for the city’s water supply to come online after identifying several hundred water breaks in uninhabited buildings, which was attributed to the 2020 hurricanes. For residents, the loss of water presented particularly acute challenges, further impacting those who were battered by extreme weather mere months ago.

Historic Flood

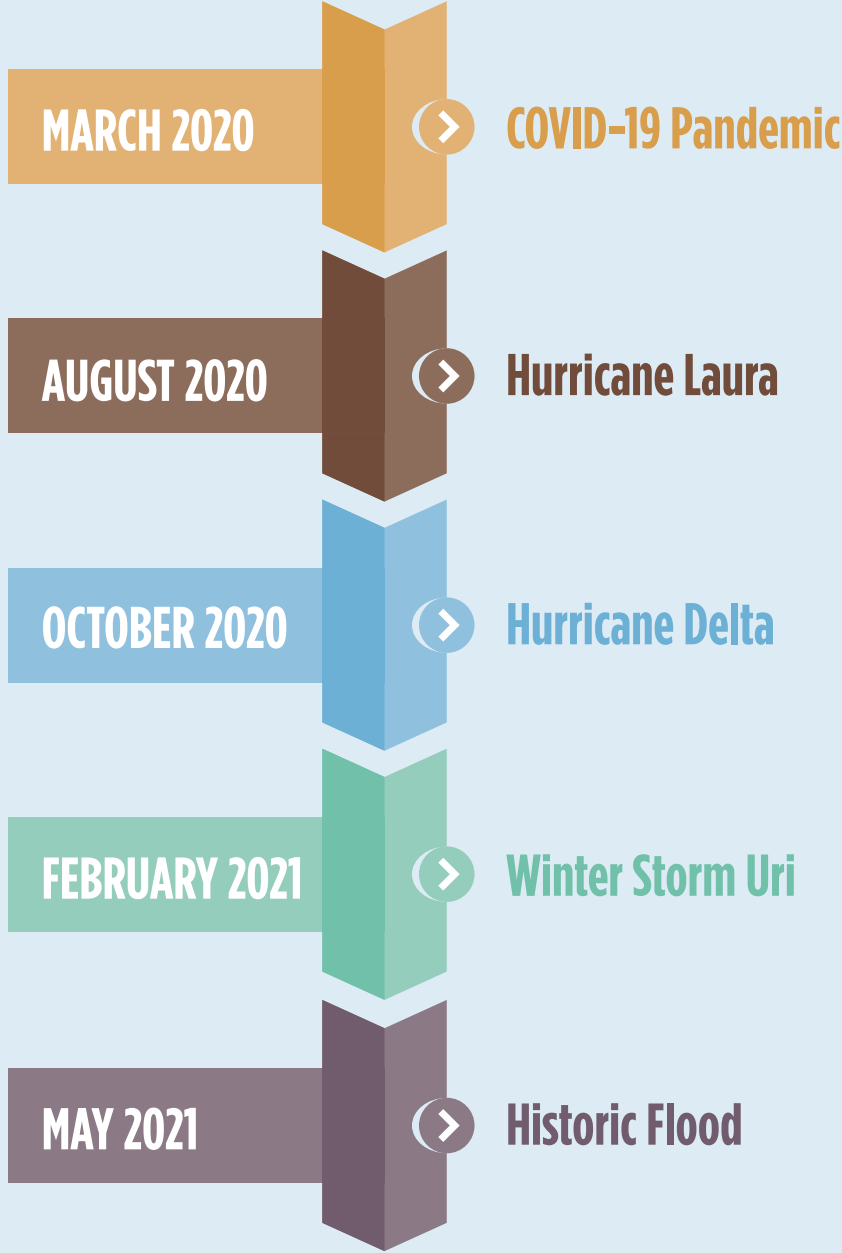
On May 17, 2021, the area was again inundated by historic rainfall. Southwest Louisiana endured up to 20 inches of rain in just six hours, which created life-threatening floods and challenged the region’s ongoing recovery.

Economic Resilience

Where once the growth in the region was expected to result in a 35 percent increase in the population by the year 2040, Southwest Louisiana is now struggling to keep up with each new disaster, let alone prepare for future growth or future disasters – which is reflected in the 2021 SWOT analysis.

In response, the Imperial Calcasieu Regional Planning & Development Commission and its member entities have adopted five essential district-wide initiatives focusing on Public Fiber Infrastructure, Underground Utilities, Public Software Development, Housing, and designated Special Projects, such as the I-10 Calcasieu River Bridge, Regional Watershed Planning, Comprehensive Planning, and Regional Bikeway and Pedestrian Planning, among others, as the essential framework for economic resiliency in Southwest Louisiana.

SWLA FACED 5 FEDERALLY DECLARED DISASTERS WITHIN 14 MONTHS



SWOT ANALYSIS

One of the key activities undertaken by the Imperial Calcasieu Regional Planning & Development Commission (IMCAL) is to assist in the completion of an updated SWOT analysis of the five parish region. This analysis should answer the question ‘Where are we now?’

A **Strengths, Weakness, Opportunities and Threats (SWOT)** analysis is a planning tool to help identify strategies for a more resilient economy. Seize OPPORTUNITIES, by building on STRENGTHS and addressing WEAKNESSES, while managing THREATS to success.

The analysis identifies what local government staff, elected officials, community members and other stakeholders in the region believe to be important in each category. This helps guide the process to identify regional priorities for economic and community development.

The 2021 SWOT analysis had a 17 percent completion rate among representatives from Allen, Beauregard, Calcasieu, Cameron and Jefferson Davis Parishes.

Respondents selected their answer choices from the following options:

- | | | |
|---|---|---|
| <ul style="list-style-type: none">• Accessible & Affordable Childcare• Quality Primary & Secondary Education• Higher Education & Training Availability• Ports & Waterways Network & Infrastructure• Livability & Community• Access to Major Transportation Modes• Military Strategic Location—Fort Polk Traffic• Aging, Strained & Lack of Infrastructure• Short & Long-Term Comprehensive Planning• Resiliency• Crime Rates• Income Inequality & Racial Disparities• Youth Flight• Housing Options, Availability & Affordability• Workforce Development• Local & State Funding• Resistance to Change | <ul style="list-style-type: none">• Tourism• Small Business Support & Local Buying• Public Transportation Network• Public & Private Partnerships• Walkability/ADA Accessibility• Broadband/Telecommunications Access, Infrastructure & Affordability• Healthcare Availability & Affordability• Mineral, Oil & Gas Development• Outsiders’ Perception & Stereotypes• Diversification of Economy• Agriculture Land• Wildlife & Fishery• Natural Resources & Environmental Well-Being• Skilled Workforce• Job Growth• Combating Substance Abuse• Attractive Location for Project Development and New Enterprises (Big & Small) | <ul style="list-style-type: none">• Air Transportation• Data Gaps• Extreme Weather• Capital Mobilization & Maintenance• Foreign Direct Investment• Recruiting & Retention• Railway Infrastructure & Connectivity• Roads & Bridge Network & Infrastructure• Pockets of Poverty• Food Security• Sprawl Concern• Veteran Support• Local Policy & Legislation• Cost of Living• Parks & Recreation• Public Services |
|---|---|---|

SWOT ANALYSIS RESULTS

To support these findings and their related industries, it is essential that local governments in the region continue to collaborate on essential services such as education, workforce development, infrastructure, housing options and quality of life.



STRENGTHS	
WHAT ARE WE GOOD AT? WHAT ARE ASSETS TO OUR ECONOMY/REGION? WHAT ARE OUR EXISTING COMPETITIVE ADVANTAGES?	
Ports & Waterways Network & Infrastructure	(78.05%)
Wildlife & Fishery	(73.17%)
Tourism	(65.85%)
Higher Education & Training Availability	(60.98%)
Parks & Recreation	(56.10%)
Agriculture Land	(53.66%)
Resiliency	(53.66%)
Mineral, Oil & Gas Development	(51.22%)
Military Strategic Location—Fort Polk	(41.46%)
Livability & Community	(41.46%)

WEAKNESSES	
WHAT ARE WE NOT GOOD AT? WHAT ARE CHALLENGES THAT STAND IN THE WAY OF GROWING OUR REGION? WHAT ARE OUR EXISTING RELATIVE COMPETITIVE DISADVANTAGES?	
Aged, Strained & Lack of Infrastructure	(63.41%)
Housing Options, Availability & Affordability	(56.10%)
Resistance to Change	(53.66%)
Broadband/Telecommunications Access, Infrastructure & Affordability	(48.78%)
Pockets of Poverty	(48.78%)
Accessible & Affordable Childcare	(43.90%)
Roads & Bridge Network Infrastructure	(43.90%)
Traffic	(41.46%)
Extreme Weather	(41.46%)
Youth Flight	(41.46%)

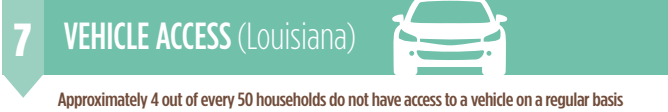
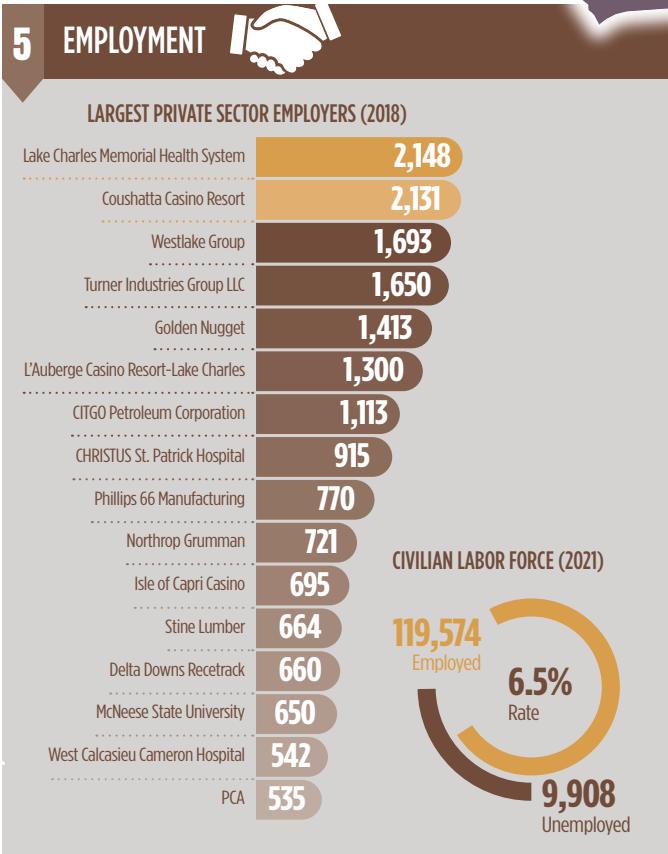
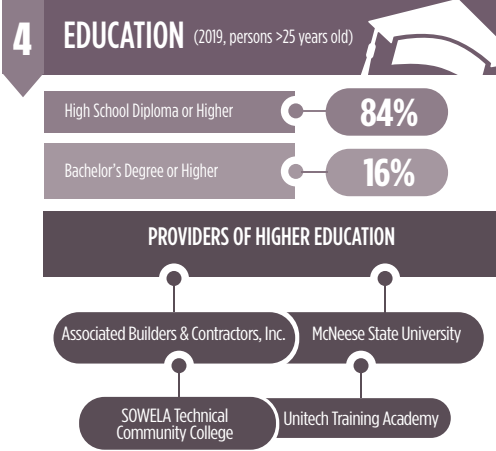
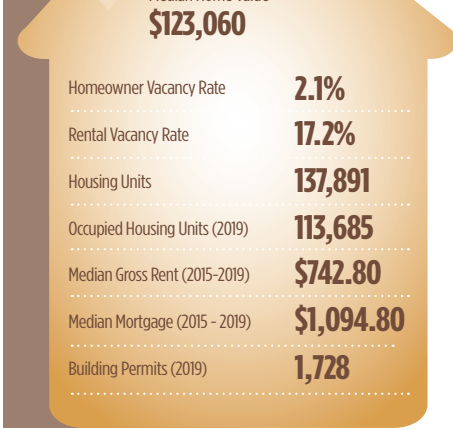
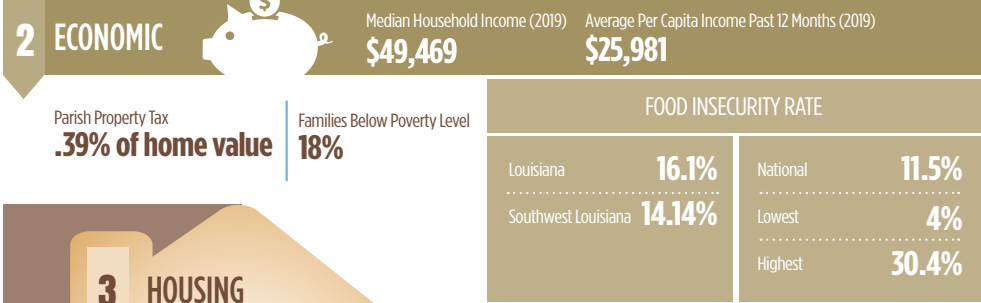
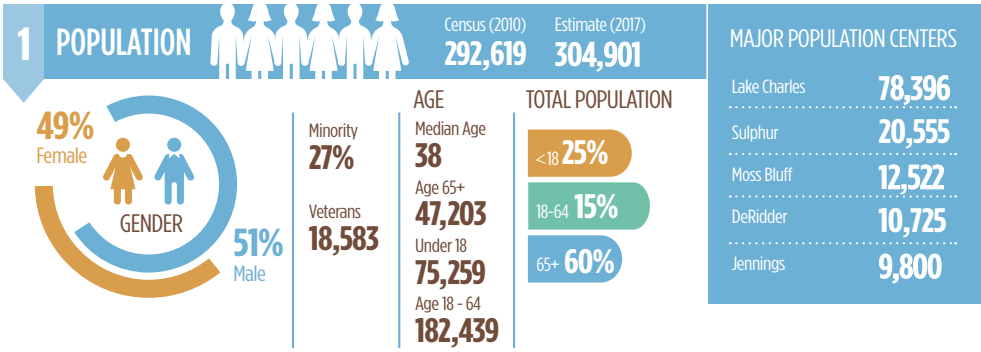
OPPORTUNITIES	
WHERE DO WE SEE BIG POSSIBILITIES FOR OUR REGION? WHAT SHOULD WE SUPPORT AND ADVOCATE FOR? WHAT ARE OUR CHANCES/OCCASIONS FOR REGIONAL IMPROVEMENT OR PROGRESS?	
Tourism	(46.34%)
Diversification of Economy	(46.34%)
Housing Options, Availability & Affordability	(41.46%)
Workforce Development	(36.59%)
Skilled Workforce	(36.59%)
Job Growth	(36.59%)
Attractive Location for Project Development and New Enterprises (Big & Small)	(31.71%)
Broadband/Telecommunications Access, Infrastructure & Affordability	(31.71%)
Ports & Waterways Network & Infrastructure	(29.27%)
Short & Long-term Comprehensive Planning	(29.27%)

THREATS	
WHAT DO WE SEE ON THE HORIZON AS BEING POTENTIALLY HARMFUL TO OUR REGION? WHAT THREATENS OUR ECONOMIC WELL-BEING, REGIONAL IMPROVEMENT OR PROGRESS?	
Aged, Strained & Lack of Infrastructure	(56.10%)
Extreme Weather	(45.34%)
Resistance to Change	(41.46%)
Crime Rates	(36.59%)
Housing Options, Availability & Affordability	(34.15%)
Pockets of Poverty	(31.71%)
Income Inequality & Racial Disparities	(29.27%)
Youth Flight	(29.27%)
Traffic	(21.95%)
Roads & Bridge Network & Infrastructure	(21.95%)

REGIONAL AND PARISH PROFILES

Southwest Louisiana Region

Includes Allen, Beauregard, Calcasieu, Cameron and Jefferson Davis



REGIONAL AND PARISH PROFILES

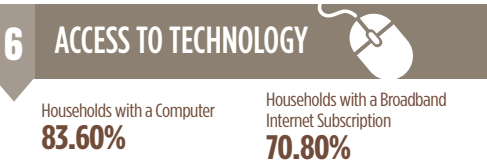
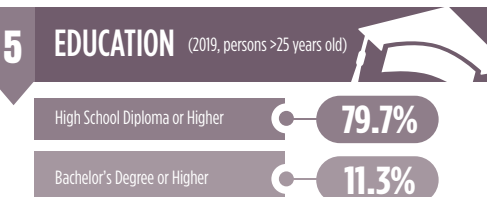
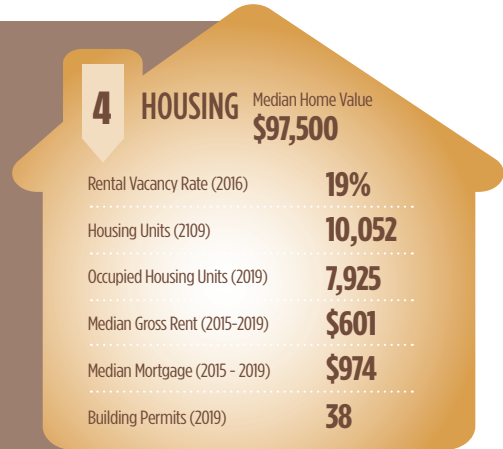
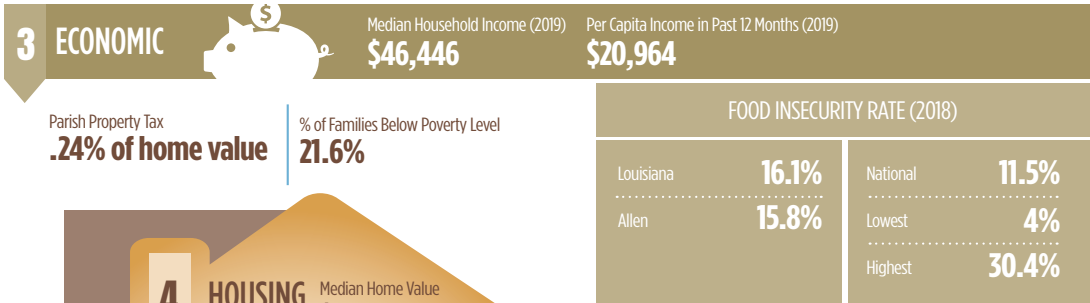
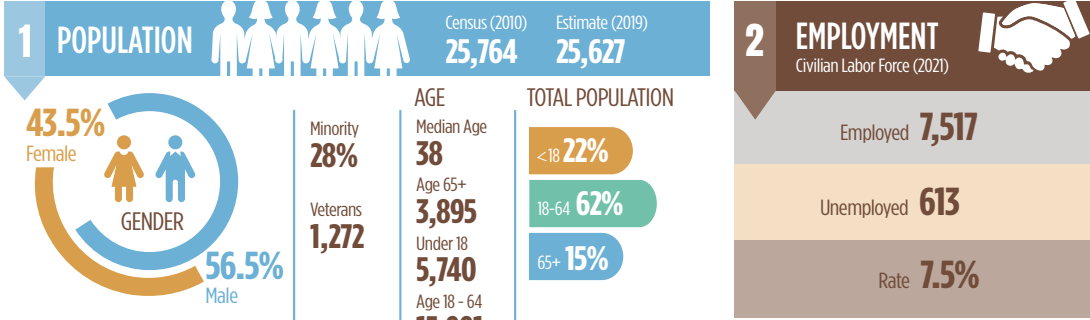
Allen Parish | Founded in 1912



Allen Parish is comprised of the city of Oakdale, towns of Kinder and Oberlin and villages of Reeves and Elizabeth. It is the home of the Coushatta Indian Tribe known as the “Red Shoes People,” and the Coushatta Casino Resort, the largest land-based casino in Louisiana. This large rural community is known for its farming, hunting, fishing and canoeing. Each year, approximately 56,000 acres of rice are grown and 15,000 of those are also crawfish farms.

POINTS OF INTEREST:

- One of Louisiana’s most enjoyable scenic waterways, Ouiska Chitto Creek, runs through the parish offering many recreational opportunities.
- The Southern Tier Cycling Trail on Hwy 26 draws in visitors from all over the world traveling from San Francisco, CA, to St. Augustine, FL, allowing them to dip their tires in both the Pacific and Atlantic Ocean.
- Trips to the Leatherwood Museum and Elizabeth Haunted Hospital Museum offer history, folklore and ghost stories for all.
- The annual fall Re-Thunk Junk Flea Market Trail provides 60 miles of bargain shopping for hidden treasures.
- Select live Christmas trees and partake in traditional holiday celebrations at the Grant Christmas Tree Farm where there is fun for the whole family.



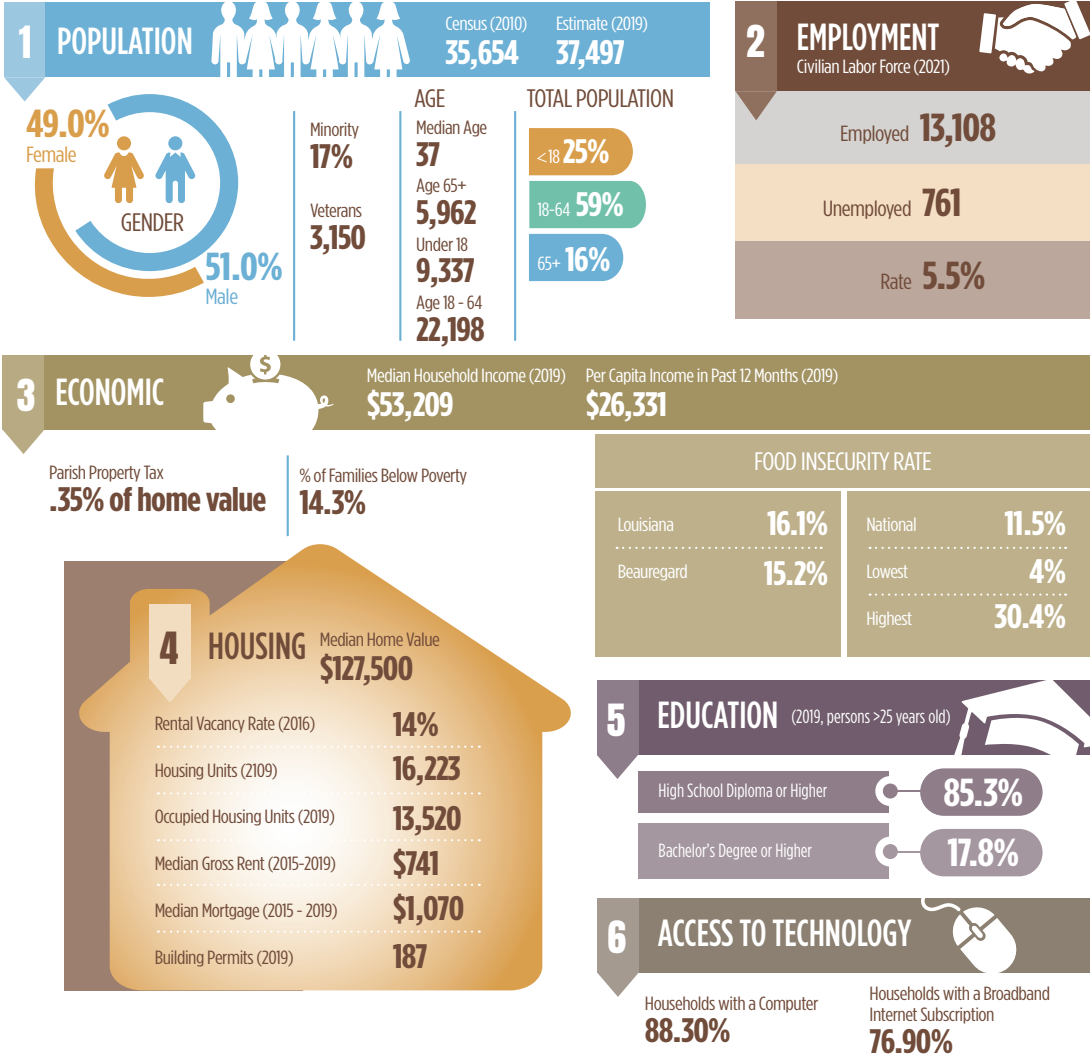
Beauregard Parish | Founded in 1913



Beauregard Parish is comprised of the city of DeRidder, town of Merryville, and communities of Longville, Oretta, Singer, Sugartown, Dry Creek, and Ragley. It is often referred to as the Southern gateway to the Western corridor, with a heritage that reflects a mix of Louisiana and Texas.

POINTS OF INTEREST:

- Experience every growing season at a real working farm—**CM Farms**, with more than 40 attractions, animals, live entertainment and events.
- Travel through history on the **Myths and Legends Byway**, a 178-mile drive based on true stories, legends and tall tales.
- Be spooked at the **Gothic Jail**, also known as the “Hanging Jail,” a site on the National Register of Historic Places.
- Visit the first United Services Organization (USO) in the nation used during World War II at the **War Memorial Civic Center**, a site on the National Register of Historic Places. The building honors 47 young men from the area who were killed in action during the war, including a **War Room Museum** with many items on display.



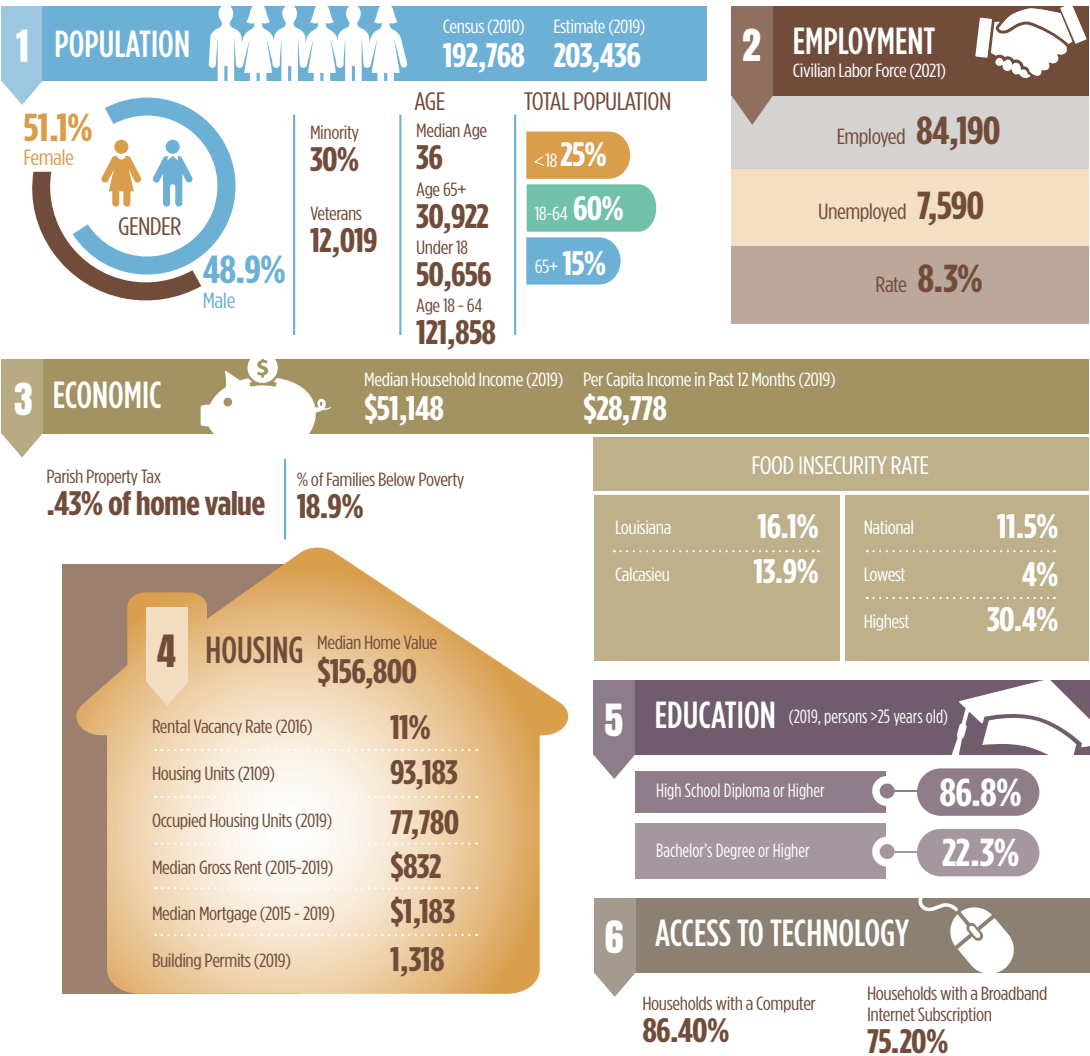
Calcasieu Parish | Founded in 1840



Calcasieu Parish is comprised of the cities of Lake Charles, Sulphur, Westlake, DeQuincy and Vinton, town of Iowa, and communities of Carlyss, Gillis, Hayes, Starks, Bell City and Moss Bluff. This corner of the state was the famed “no-man’s land” where the pirates met the cowboys, and where Cajuns, Creoles, German immigrants, Midwesterners and pioneers from the South and West met to build a unique and vibrant community.

POINTS OF INTEREST:

- Step back in time and experience history at museums, including: the **DeQuincy Railroad Museum**, the **Mardi Gras Museum**, the **Imperial Calcasieu Museum** and the **Brimstone Museum**.
- Travel the more than 180-mile **Creole Natural Trail All-American Road**, a designated scenic byway and affectionately known as Louisiana’s Outback. Kick-off the journey at **Creole Nature Trail Adventure Point**—a free, fun attraction that immerses you in nature through imaginative, hands-on displays.
- Attend one of the 75 annual festivals and special events to enjoy local sounds and delicacies, including **Mardi Gras**, the **Louisiana Pirates Festival**, the **Black Heritage Festival**, the **Calcasieu-Cameron Fair** and more.
- Be your own guide along **Southwest Louisiana’s Boudin Trail**, visiting mom-and-pop food establishments, specialty meat shops and grocery stores that have this staple snack of the Bayou State made fresh or packaged.
- Sip on local brews and spirits at **Crying Eagle Brewing Co.**, **Yellowfin Vodka**, **Acadian Coffee Roasters** and **Rikenjaks Brewing Company**.
- Hit the jackpot, score a hole-in-one, relax at the spa and enjoy a vibrant nightlife with headlining entertainment at the casinos, including **Delta Downs Racetrack Casino**, **Golden Nugget Lake Charles** and **L’Auberge, Lake Charles**.



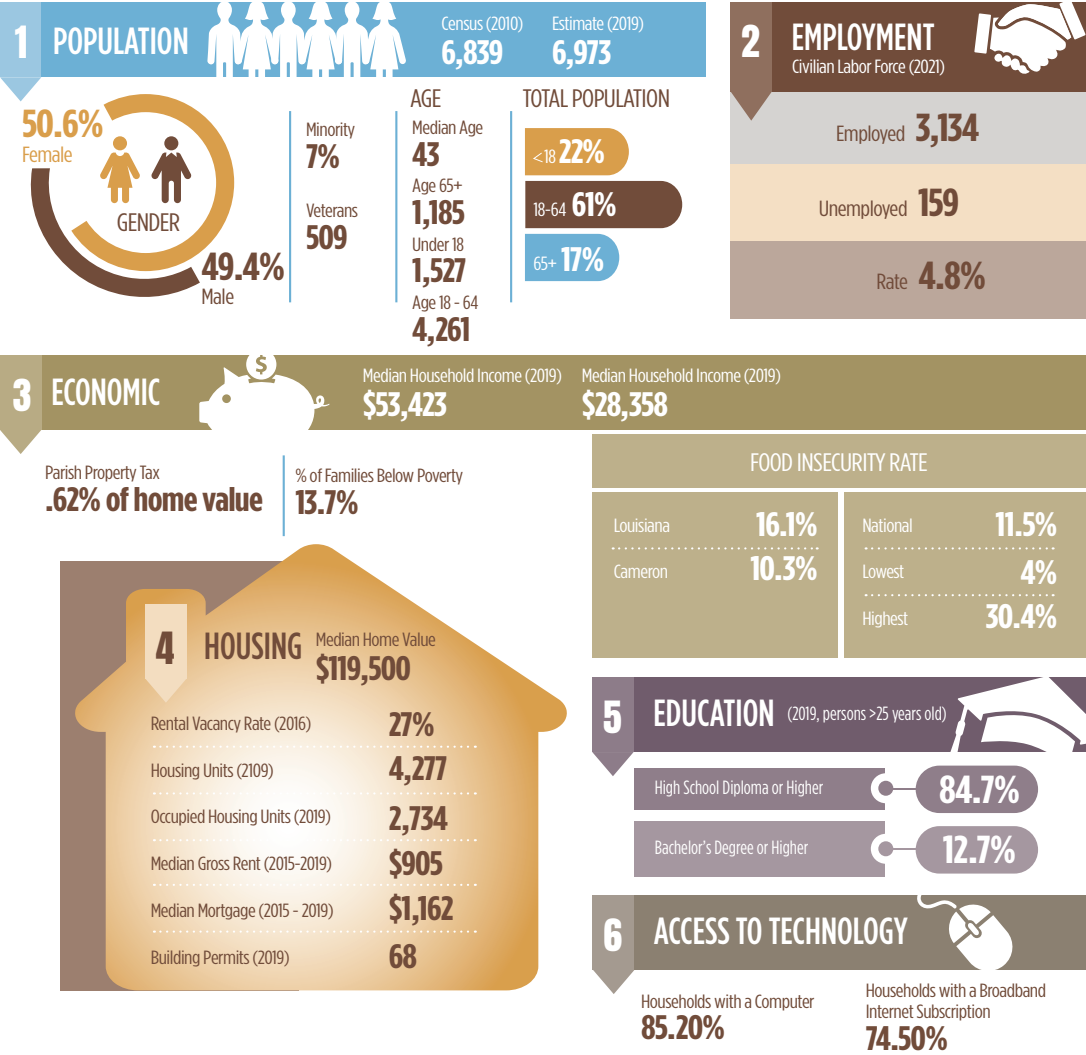
Cameron Parish | Founded in 1870



Cameron Parish is comprised of the communities of Cameron, Hackberry, Big Lake, Grand Chenier, Creole, Grand Lake, Johnson Bayou and Holly Beach. Often referred to as the “heel of the boot,” Cameron Parish is the largest geographic parish in Louisiana with 1,313 square miles of land and 619 square miles of water—making it a natural gem of the Gulf Coast with marshlands, beaches, freshwater and saltwater fishing.

POINTS OF INTEREST:

- Explore, fish, hunt and relax at one of three wildlife refuges in Cameron Parish, including **Sabine National Wildlife Refuge, Cameron Prairie National Wildlife Refuge, and the Rockefeller Wildlife Refuge.**
- Go shelling, swimming, fishing, birding and sun bathing at one of the natural Gulf Coast beaches spanning 26 miles, including **Holly Beach, Constance Beach, Gulf Breeze Beach, Little Florida, Long-Dun Beach, Mae’s Beach and Rutherford Beach.**
- Enjoy the outdoors at one of the many recreational areas, including **Blue Crab Recreation Area, Blue Goose Trail, Cameron Jetty Fishing Pier, Hog Island Gully Recreation Area, Northline Recreation Area, Peveto Woods Bird Sanctuary, Pintail Wildlife Drive and Sabine-Byway Observation Area.**



ACTION PLAN & EVALUATION FRAMEWORK

DISTRICT-WIDE INITIATIVES

As the regional planning commission for Southwest Louisiana, IMCAL is in a unique position to engage regional stakeholders to explore and develop possible solutions to regional issues. Our goal in adopting these district wide initiatives is to take a proactive approach in five key areas we believe will contribute most significantly to rebuilding a more resilient community: public fiber infrastructure, underground utilities, public software development, housing and special projects.

Although identified as 2021 initiatives, we recognize that these are complex issues and will likely take years to be fully developed and implemented.



INITIATIVE 1: Public Fiber Infrastructure

By late May 2020, more than 200 countries worldwide were affected by the COVID-19 pandemic. Nearly all implemented lockdowns, shuttering public gatherings and face-to-face interactions, including schools; visits with at-risk populations like the elderly and those with compromised health issues; malls and storefront businesses; hospitality venues like restaurants, casinos and transportation hubs, churches and offices. As a result, most took to the internet to communicate, shop, learn, continue with their job responsibilities or create new business opportunities.

According to the National Center for Biotechnology Information and the United States National Library of Medicine, a branch of the National Institutes of Health, internet services rose from 40 percent to 100 percent during the pandemic, compared to pre-lockdown levels throughout the country. Video-conferencing services increased by 10 times and content delivery services increased in usage by 30 percent. Some cities saw a 100 percent increase in internet traffic just in the first two months.

As the use of video-conferencing increased, organizations ramped up their technology infrastructure to account for the surge. This led to increased investments in bandwidth expansion, network equipment, and software that leveraged cloud services. But, those who could not afford services and predominantly rural communications,

such as Southwest Louisiana, remained underserved or without internet access completely.

Most providers advertise business services ranging from \$35 to \$500 per month, depending on the type of connection: DSL, cable, or fiber, special features like a dedicated line, and speed. Yet, many small businesses in Southwest Louisiana pay upwards of \$2,500 per month due to their proximity to the internet service provider’s infrastructure.

While the pandemic revealed cracks in the region’s digital infrastructure, Hurricanes Laura and Delta and Winter Storm Uri exposed major fault lines. Months following the first natural disaster impact, the region’s major internet provider was still unable to restore service to all existing customers. By mid-November, only 77.5 percent, or 33,364 of its 43,000 customers in Lake Charles and throughout Calcasieu Parish, had service.

These fault lines amplify the increasingly important role that safe, reliable and affordable fiber networks and broadband technology have in our society. Currently, there are as many as 10 providers offering partial coverage of varying quality across the region via vulnerable overhead service lines, and fiber optic service is only available in a small portion of Calcasieu and Cameron parishes.

INITIATIVE 1: Public Fiber Infrastructure			Short (1 - 3 years) Mid (3 - 5 years) Long (5 + years)
GOAL	PERFORMANCE MEASURES	RESPONSIBLE ENTITY	TIMEFRAME
Create Economic Technology Enterprise (ETE) Centers	Target a two-mile corridor	EDA, IMCAL, LUS Fiber, Beauregard, Calcasieu and Jeff Davis Parishes	Short (1 - 3 years)
	House 30 cubicles for local employers	EDA, IMCAL, LUS Fiber, Beauregard, Calcasieu and Jeff Davis Parishes	Short (1 - 3 years)
	Be supported by underground chase conduits	EDA, IMCAL, LUS Fiber, Beauregard, Calcasieu and Jeff Davis Parishes	Short (1 - 3 years)
	Include the creation of a public technology IMCAL to facilitate operating the ETE Center and underground fiber conduit	EDA, IMCAL, LUS Fiber, Beauregard, Calcasieu and Jeff Davis Parishes	Mid (3 - 5 years)
	Employ a public fiber operator to maintain the center and fiber line	EDA, IMCAL, LUS Fiber, Beauregard, Calcasieu and Jeff Davis Parishes	Mid (3 - 5 years)
	Receive administrative support from the regional planning commission	EDA, IMCAL, LUS Fiber, Beauregard, Calcasieu and Jeff Davis Parishes	Mid (3 - 5 years)
	Replicate Economic Technology Enterprise (ETE) Centers throughout the IMCAL	EDA, IMCAL, LUS Fiber, Beauregard, Calcasieu and Jeff Davis Parishes	Long (5 + years)
	Fund and manage public fiber infrastructure for the major urban areas throughout the region	EDA, IMCAL, LUS Fiber, Beauregard, Calcasieu and Jeff Davis Parishes	Long (5 + years)

DISTRICT WIDE INITIATIVES



INITIATIVE 2: Underground Utilities

The impact of Hurricane Laura destroyed electricity services in Southwest Louisiana, leaving 144,000 customers served by the region’s three electric providers without service for as long as 42 days. The magnitude of the damage is impossible to comprehend—thousands of power poles were toppled, and hundreds of miles of distribution lines were downed. This outage created a severe hardship for the region that only escalated following additional hits from Hurricane Delta and Winter Storm Uri. Repairs to the fragile infrastructure system are still ongoing almost a year later.

With the recent devastation, communities throughout the region are focused on opportunities to rebuild sustainably. Underground utilities have the potential to reduce widespread, extended power outages, improve emergency preparedness for power providers and reduce downtime for businesses and residences.

While underground power lines would not prevent outages caused by damage to high-voltage lines or towers, they are not susceptible to damage from high winds or falling trees, and they are aesthetically more appealing than above ground power lines that now lean precariously since the 2020 storms.

Like public water treatment facilities, underground utilities are an expensive undertaking. Installing underground lines cost seven to 10 times more than overhead lines—a cost that would otherwise be paid by consumers in the form of higher rates if undertaken by the energy providers. Some of those costs lie in protective conduits to prevent shortages from groundwater, and in avoiding other underground utility lines such as gas, water or telecommunication. Buried lines can also take longer to repair because damaged areas are often more difficult to locate.

INITIATIVE 2: Underground Utilities			
GOAL	PERFORMANCE MEASURES	RESPONSIBLE ENTITY	TIMEFRAME
Further economic resiliency by funding and implementing an underground utility program throughout Southwest Louisiana	Analyze the feasibility of underground electrical distribution, public chase conduits and fiber optics	EDA, IMCAL	Short (1 - 3 years) Mid (3 - 5 years) Long (5 + years)
	Identify a program to build an underground utility infrastructure in a predominantly rural community	EDA, IMCAL	Short (1 - 3 years)
	Fund underground utilities for the major urban areas throughout the region	EDA, IMCAL, City of Lake Charles	Mid (3 - 5 years)
	Implement an underground utility program throughout Southwest Louisiana	EDA, IMCAL, Allen Beauregard, Calcasieu, Cameron, Jeff Davis Parishes	Long (5 + years)

DISTRICT WIDE INITIATIVES



INITIATIVE 3: Public Software Development

At a time when government agencies are trying to balance their need for customized computer programs and data management with their ever-diminishing budgets, open-source software is a viable solution.

While open-source software is a commercial product, meaning not free, the total cost of ownership

is generally much lower than proprietary software. Customized open-source software is an efficient and cost-effective option with easy access to coding, whereas customized proprietary software is often limited to a few certified partners. Easy access to the coding also facilitates efficient maintenance of the

software making it possible to diagnose, debug and correct the program, even when it is no longer officially supported.

Open-source software can create shared value for private and public sectors, community governance, and financial sustainability.

INITIATIVE 3: Public Software Development			
GOAL	PERFORMANCE MEASURES	RESPONSIBLE ENTITY	TIMEFRAME
Develop public software needed for regional growth, business expansion and community resiliency. These coded products can include, but are not limited to: geospatial products, website development, data tracking, comprehensive planning, and specific applications as identified by our members	Analyze the needs of member entities for open-source software	IMCAL	Short (1 - 3 years) Mid (3 - 5 years) Long (5 + years)
	Identify possible open-source programs to meet those needs	IMCAL	Short (1 - 3 years)
	Customize open-source programs to meet the specific needs of member entities	IMCAL	Mid (3 - 5 years)
	Create open-source software where needed	IMCAL	Mid (3 - 5 years)
	Serve as the regional depository and clearinghouse for a data inventorying currently available information, assembling data available from others, and developing new data for the region. The final product will ensure that information is reliable, easily retrievable, and accessible for IMCAL members and the public	IMCAL	Long (5 + years)
	Meet key public needs data management businesses may be unwilling or unable to assist	IMCAL	Long (5 + years)

DISTRICT WIDE INITIATIVES



INITIATIVE 4: Housing

One of the most pressing needs for Southwest Louisiana is housing – both short and long term. According to a recently commissioned study by the Community Foundation of Southwest Louisiana, more than 50 percent of the current housing stock was heavily damaged by Hurricanes Laura and Delta in Calcasieu Parish alone, and approximately 25 percent of that was deemed uninhabitable. Short term pressure created by historically low growth in construction and very low vacancy rates, even pre-pandemic and 2020 hurricanes, resulted in fewer options for displaced residents who relocated as far as New Orleans or Houston.

Between 2012 and 2020, the region experienced a \$117 billion industrial expansion, including a \$20 billion investment by Houston-based Cheniere Energy and an \$11 billion expansion by South African-based Sasol. Just to put those staggering figures into perspective, consider this: that sum is approximately a third of the total capital investment that takes place in the entire United States in a typical year, yet this investment happened in a predominantly rural region with a population of 300,000.

As a result of the influx of out-of-state construction workers, peaking at 7,000 per day, needing temporary housing and newly hired staff needing permanent

housing, the magnitude of the shortage quickly became evident. Long term housing faced challenges due to a lack of available homes to purchase, and affordable options for renters just weren’t available. In fact, renters in Southwest Louisiana currently pay a higher percentage of their income for housing than in many other areas of the United States.

When the rebuilding process started to gear up post Hurricanes Laura and Delta, a glaring lack of skilled construction workers was apparent. The scope of work was massive and construction companies had more projects than they could keep up with. A worker shortage prevented most companies from being able to take on multiple projects at one time. According to the U.S. Chamber of Commerce, two-thirds of contractors nationwide are having trouble finding skilled workers – and that’s in regions without natural disaster(s) devastation.

The lack of skilled workers has been attributed to natural attrition and the defunding of vocational training in high schools. Baby boomers, who make up the lion’s share of the skilled trades workforce, are retiring—for every five tradesmen who retire there is only one skilled worker available to fill those positions.

Previously, high school students were able to learn hands-on skills while earning their diploma, but the emphasis shifted over the years to college preparatory tracks only. Despite an opportunity to earn a better-than-average income, the “college as the only option” trend negatively influenced the appeal of skilled trades jobs. Compounded by long hours in inclement conditions, construction trades quickly became a dying art. Gone was the innate respect for the master plumber, master electrician or master carpenter.

A possible solution to the housing crisis in Southwest Louisiana may be modularization, which has become an increasingly popular means for removing risk from a jobsite, lowering local manpower demand – which currently doesn’t exit – and exerting greater control over construction schedules. This housing move, coupled with job training and creative financing to ensure affordability, could mean a win-win for the region.

INITIATIVE 4: Housing			Short (1 - 3 years) Mid (3 - 5 years) Long (5 + years)
GOAL	PERFORMANCE MEASURES	RESPONSIBLE ENTITY	TIMEFRAME
Close the gaps in local housing needs	Inventory housing stock	HUD, IMCAL, Community Foundation	Short (1 - 3 years)
	Identify funding and resources	HUD, IMCAL	Short (1 - 3 years)
	Identify housing coalition partners	HUD, IMCAL	Short (1 - 3 years)
	Recognize and address the spectrum of housing needs for a wide range of income groups	IMCAL, Coalition Partners	Short (1 - 3 years)
	Enhance and coordinate local, regional, public and private housing assistance programs	IMCAL, Coalition Partners, Calcasieu Parish Public Trust	Mid (3 - 5 years)
	Implement a skilled trade vocational training and modularization center	IMCAL, Coalition Partners	Mid (3 - 5 years)
	Support a variety of sustainable housing designs	IMCAL, Coalition Partners	Mid (3 - 5 years)
	Expand and support training programs for construction trades	IMCAL, Coalition Partners	Long (5 + years)
	Develop shared equity/shared appreciation finance opportunities to achieve affordable, resilient home ownership programs	IMCAL, Coalition Partners, Calcasieu Parish Public Trust	Long (5 + years)

DISTRICT WIDE INITIATIVES



INITIATIVE 5: Special Projects (3)

IMCAL has identified the following special projects to address regional economic development issues:

Special Projects 1 – I-10 Calcasieu River Bridge

Vital to the economic foundation of Southwest Louisiana, the I-10 Calcasieu River Bridge was constructed in 1952. Designed for a traffic load of 37,000 vehicles per day and a 50-year life span, the average daily crossings of the nearly 90-year-old span now exceed 90,000. With the unprecedented economic growth taking place in Southwest Louisiana, daily crossings will only continue to increase. Usage, age, safety and structural concerns mandate construction of a new bridge.

On behalf of the Metropolitan Planning Organization (MPO) for the Lake Charles Urbanized Area, the Imperial Calcasieu Regional Planning and Development

Commission (IMCAL) manages transportation planning activities within the region, including the long-term Metropolitan Transportation Plan (MTP 2045). The MTP identifies both Sampson Street in Westlake, which is located to the west of the bridge, and I-10 as needing improvement due to demand.

Approximately 28,186 vehicles per day traveled on Sampson Street between Sulphur Avenue and I-10 prior to the industry expansions that began in 2015. Currently, vehicles exceed the 34,636 vehicles per day capacity threshold with 40,000 vehicles plus per day, which hampers economic growth from continuing.

INITIATIVE 5: Special Projects 1 - I-10 Calcasieu River Bridge			Short (1 - 3 years) Mid (3 - 5 years) Long (5 + years)
GOAL	PERFORMANCE MEASURES	RESPONSIBLE ENTITY	TIMEFRAME
Facilitate the timely flow of information on the I-10 Calcasieu River Bridge between federal, state and private stakeholders, and our member entities	Support the selection of Alternate Alignment and Design “5G” that includes an overpass on Sampson Street in Westlake, as well as identified features to enhance the aesthetics of the bridge. This overpass will alleviate traffic in a significant industrial area	IMCAL, MPO	Short (1 - 3 years)
	Collaborate with the railroad, state, federal and local stakeholders on the satisfactory conclusion of a rail spur alignment in a planned Economic Development IMCAL in Westlake	FHWA, LaDOTD, HNTB, KCS and IMCAL	Mid (3 - 5 years)
	Monitor and collaborate on the progress through the Environmental Impact Study, Design & Construction phases	IMCAL	Long (5 + years)

Special Projects 2 – Regional Watershed Planning

As a result of extensive flooding in March and August 2016, areas that were once considered to have low flood risks were devastated in 2016. Unprecedented storms produced trillions of gallons of rainwater and impacted 56 of Louisiana’s 64 parishes. More than 145,000 rental and owner-occupied homes across the state were damaged, according to FEMA-verified loss data, and more than \$10 billion in damages were reported with recovery efforts that remain ongoing today.

While the 2016 flooding could be attributed to any number of causes, these devastating events exposed key deficiencies in state agencies’ approaches to floodplain management

and community planning – the same state agencies that existed to manage risks to homes and businesses, develop effective solutions that protect the state’s unique cultures, and improve quality of life.

In response, Louisiana Governor John Bel Edwards called for the coordination of programs and efforts toward future flood risk mitigation. As a result, the Council on Watershed Management was formed. The council worked with local government to develop a multi-phased plan, early actions and initial Louisiana Watershed Initiative program framework to conduct watershed-based floodplain management in eight regions across the state.

Through a Regional Steering Committee (RSC) composed of a representative from each of the nine western parishes, the Calcasieu Parish Police Jury has since managed hazard mitigation funding, future flood risk and capacity building for Region 4. Parishes included in this region are: DeSoto, Sabine, Vernon, Rapides, Beauregard, Allen, Calcasieu, Jefferson Davis and Cameron.

Management of Region 4 transitions to the Imperial Calcasieu Regional Planning & Development Commission (IMCAL) in 2021. As the regional administrator, IMCAL will also map and analyze watershed processes and develop regional initiatives to address watershed concerns.

INITIATIVE 5: Special Projects 2 - Regional Watershed Planning			Short (1 - 3 years) Mid (3 - 5 years) Long (5 + years)
GOAL	PERFORMANCE MEASURES	RESPONSIBLE ENTITY	TIMEFRAME
Collectively maximize program effectiveness; provide sound flood risk management; and pursue sustainable sources of funding and leverage existing resources toward a common goal of watershed management	Watershed monitoring, mapping, and modeling, including topography, bathymetry and surveys of river crossings, river gauges, hydraulic and hydrologic watershed models, data platform and portal, other data required to understand and address flood risk	LCDBG, CPRA, GOHSEP, DWF, IMCAL	Short (1 - 3 years)
	Cost share assistance and coordination, including: Hazard Mitigation Grant Program (HMGP), underfunded HMGP project requests and other eligible programs	LCDBG, CPRA, GOHSEP, DWF, IMCAL, Region 4 Watershed Coalition	Mid (3 - 5 years)
	Planning, policy, technical assistance and capacity building	Region 4 Watershed Coalition	Long (5 + years)
	Watershed improvements and waterway restoration	Region 4 Watershed Coalition	Long (5 + years)
	Strategic land acquisition and flood easements	Region 4 Watershed Coalition	Long (5 + years)
	Economic development	Region 4 Watershed Coalition	Long (5 + years)

Special Projects 3 – Regional Bikeway & Pedestrian Planning

The Imperial Calcasieu Regional Planning & Development Commission is developing a coordinated plan to promote transportation by non-motorized users. Initially, plans will incorporate a bike/pedestrian network within the Lake Charles, Westlake and Sulphur metropolitan areas, and will then expand throughout the district.

Walking and bicycling are affordable forms of transportation, and studies have shown that support for and investment in pedestrian and bicycle infrastructure result in economic benefits for communities.

According to the “2015 Urban Mobility Scorecard” compiled by the Texas A&M Transportation Institute and INRIX, a pioneer in the practice of managing traffic by analyzing road sensor and vehicles to provide insight into how people move around the world, the cost of congestion for the nation was \$160 billion in 2014. That cost accounted for an additional 6.9 billion hours driven and 3.1 billion gallons of fuel purchased by urban Americans due to congestion. For the average auto commuter, the cost of congestion in 2014 was \$960.

In a 2010 report by the American Public Health Association and Urban Design 4 Health, Inc., the hidden costs of transportation cited were health-related: obesity accounted for \$142 billion; air pollution was recognized as costing \$50 – \$80 billion; and \$180 billion was attributed to traffic crashes. Yet, employees who biked to work regularly had up to 32 percent fewer sick days, 55 percent lower health costs and 52 percent increased productivity.

And while the average annual cost of owning and operating a new vehicle is \$9,282, the cost of biking is \$308 a year – and walking is free.

Biking and/or walking is a challenge throughout Southwest Louisiana, which is predominantly rural. As such, public transit

is limited, residents are heavily dependent on passenger vehicles, and sidewalks and biking lanes are limited to urban areas.

To facilitate a bike/pedestrian infrastructure in the region, the Imperial Calcasieu Regional Planning & Development Commission (IMCAL) employs the guidelines set by the Complete Streets Program. Designed by the U.S. Department of Transportation to provide safe access to all users, including pedestrians and bicyclists, Complete Streets encompasses various approaches to planning, designing, and operating roadways and rights of way with users of all ages and abilities in mind – regardless of whether they are travelling as drivers, pedestrians, bicyclists, or public transportation riders – in an effort to make the transportation network safer and more efficient.

In 2015, Complete Streets projects averted \$18.1 million in crash and injury costs in one year and cost less per mile than average arterials. In some cases, the avoided crash savings within the first year alone exceeded the cost of the entire project, and they achieved significant results despite the lower cost.

Complete Streets also have an impact on job creation. In a 2011 study, the Political Economy Research Institute found that “...bicycle and pedestrian infrastructure projects created more jobs than road-only infrastructure projects. Bicycle-only projects created the most jobs at 11.41 jobs per \$1 million invested, compared to 7.75 jobs per \$1 million invested for road-only projects, which had the lowest level of job creation.” One specific example of bicycling impacting economic development is bicycle tourism in the North Carolina Outer Banks, which is estimated to be \$60 million annually.

INITIATIVE 5: Special Projects 3 – Regional Bikeway & Pedestrian Planning			Short (1 – 3 years) Mid (3 – 5 years) Long (5 + years)
GOAL	PERFORMANCE MEASURES	RESPONSIBLE ENTITY	TIMEFRAME
Provide a continuous, connected and accessible bicycle/pedestrian network that enables people of all ages and abilities, including children, older adults, and individuals with disabilities to move safely and comfortably between places and destinations	Analyze existing and potential bike/ped opportunities in the metropolitan planning areas	Lake Charles MPO, IMCAL, LaDOTD, Community Foundation	Short (1 – 3 years)
	Identify possible funding opportunities	Lake Charles, MPO, IMCAL, LaDOTD	Short (1 – 3 years)
	Increase the percentage of streets with bicycle/pedestrian access in the larger metropolitan areas	Lake Charles, MPO, IMCAL, LaDOTD	Mid (3 – 5 years)
	Make intersections in the larger metropolitan areas safe and comfortable for bicycle/pedestrian traffic	Lake Charles, MPO, IMCAL, LaDOTD	Mid (3 – 5 years)
	Increase the number and quality of off-street pedestrian connections that provide links between adjacent destinations not connected by the street network, such as neighborhoods, multi-family housing developments, shopping districts, parks, schools and trails	Lake Charles, MPO, IMCAL, LaDOTD	Mid (3 – 5 years)
	Create a safe and comfortable pedestrian environment that encourages walking and is functional for people of all ages and abilities, including children, older adults and individuals with disabilities	Lake Charles, MPO, IMCAL, LaDOTD	Long (5 + years)
	Ensure that all streets, trails and intersections have accessible curb ramps, and that pedestrian crossings are well designed using national best practices for safety and accessibility	Lake Charles, MPO, IMCAL, LaDOTD	Long (5 + years)
	Partner with area Police Departments to improve the safety of pedestrians and drivers through effective law enforcement implemented in coordination with other pedestrian-focused programs, policies and facility improvements	Lake Charles, MPO, IMCAL, LaDOTD	Long (5 + years)
	Reduce conflicts between pedestrians, vehicles, and bicyclists by implementing a range of bicycle facility treatments appropriate to a street and its surrounding context	Lake Charles, MPO, IMCAL, LaDOTD	Long (5 + years)

ECONOMIC RESILIENCE

Resilience is defined as “the capacity to recover quickly from difficulties; toughness.” Planning for resilience includes a multi-phased approach that anticipates risk, evaluates potential impact on key assets and develops a response. In the context of economic development, economic resilience becomes inclusive of three primary attributes: the ability to recover quickly, the ability to withstand and the ability to avoid a shock or disruption.

- Often, the shocks or disruptions to the economic base of a region are manifested in three ways:
- Downturns or other significant events in the national or international economy which impact demand for locally produced goods and consumer spending.
 - Downturns in specific industries that constitute a critical component of the region’s economic activity.
 - Other external shocks—a natural or man-made disaster, closure of a military base, exit of a major employer, the impacts of climate change, etc.

The Economic Development District provides guidance on integrating regional economic resilience through a two-pronged approach:

- **Steady-state:** planning for and implementing resilience through specific goals or actions to bolster the long-term economic durability of the region.
- **Responsive:** establishing information networks among the various stakeholders in the region to encourage active and regular communication between the public, private, education and nonprofit sectors to collaborate on existing and potential future challenges.

A Region of Resilience

Southwest Louisiana is a region of resilience. After what most deemed as an incredible streak of bad luck—Hurricanes Rita (2005), Ike and Gustav (2008) devastation and British Petroleum oil spill (2010), business leaders, political delegations and the people of the five-parish area took adversity and created opportunity.

By rebuilding the economy and diversifying its base of industry, the region resurfaced poised for unprecedented growth. The region’s many infrastructure assets—ports, waterways, petrochemical facilities, refineries, and more— provided a huge economic boost for companies looking to expand.

Overall employment climbed by an average of 28.3 percent in the five years preceding the pandemic —the greatest gain of any U.S. metro area and nearly quadrupled the 7.2 percent national employment growth. Over half of the newly employed residents found work in the petrochemical, refining or construction industry—partially attributed to several major projects. The projects have spillover effects as well, boosting employment in other supporting industries like manufacturing and healthcare.

While there are many challenges associated with the adversity that Southwest Louisiana is currently facing as a result of the pandemic and Hurricanes Laura and Delta in 2020, followed by Winter Storm Uri, historic flooding and EF-2 tornadoes in 2021, the future could shape up to be Southwest Louisiana’s finest hour. It is during these times of recovery and rebuilding that communities have the opportunity to increase resiliency, economic diversity and smart growth. Shocks are inevitable and waiting just around the corner. A region’s long-term prosperity is linked to its ability to



deal with disruptions to its economic base, and economic developers play an important role in building a region’s economic resiliency.

Planning for Resilience

Unfortunately, this region, like much of Louisiana, has been disproportionately impacted by natural disasters. Over the past dozen years, there have been four major hurricanes, a pandemic and three 500-year flooding events that each carried disaster declarations. Because of the repetitious impact and behavior associated with the path of these storms, the region continues to be negatively impacted and set back with recovery and disaster mitigation. According to Mayor Nic Hunter, quoted in an October 2021 article in the Lake Charles American Press, Hurricane Laura alone left 300-400 commercial buildings that are being condemned or tagged for demolition. Due to the severity of disasters, it is critical to have planning efforts in place prior to, during and post shock.

- Steady-state:**
- Comprehensive planning efforts that incorporate a vision for resiliency.
 - Implementing efforts to diversify the industrial base.
 - Adapting business retention programs to assist firms with recovery following a shock.
 - Developing a workforce that can shift between jobs and industries.
 - Using geographic information systems (GIS) to map business establishment data and available development sites, integrated with hazard information to allow for rapid post-incident impact assessments.
 - Ensuring redundancy in communication networks to protect commerce and public safety.
 - Promoting business continuity by ensuring businesses understand their vulnerabilities, such as their supply chains, in the face of disruptions.
 - Employing safe development practices, such as locating structures outside of floodplains, preserving natural lands as buffers, and protecting existing development from extreme weather.

- Adapting public utilities to be more disaster-resistant (locating power underground, replacing antiquated water systems, planning regional public broadband) so that businesses can recover more quickly from disaster.

- Responsive:**
- Pre-disaster recovery planning that defines key stakeholders, roles, responsibilities and actions.
 - Developing a system for regular communication, monitoring and updating of business community needs for use after or during an incident.
 - Establishing the capability to rapidly contact key officials (local, regional, state and federal) to relate business sector needs and impact assessments.
 - Creating coordination mechanisms and leadership succession plans for short, middle and long-term recovery.



NATURAL DISASTERS



No person or place is immune from natural disasters or natural disaster-related losses. These lead to large-scale consequences not just for the affected communities, but the nation, thus facing difficult fiscal, social, cultural and environmental choices about the best ways to ensure basic security and quality of life.

As climate change, extreme weather viability and demographic patterns shift, the effects and cost of these types of events will only increase. As these natural disasters become more frequent and intense, strategies must be developed to ensure communities are resilient. Enhancing resiliency allows for better anticipation of these disasters and better planning to reduce disaster losses.

Natural disasters have both short and long-term effects on the region, and we must develop plans that mitigate the short term challenges such as immediate need for shelter, loss of power, flooding and destruction of property, as well as the long-term challenge of building back stronger and more disaster-resistant structure and infrastructure. With this in mind, strategies such as stronger, hurricane-resistant construction,affordable and adaptable housing options, relocation of buildings outside of floodplains, installation of generators to minimize time lost due to power outages, relocation of utilities underground and region-wide fiber for internet service have been recommended.

BUILDING RESILIENCE: NATURAL DISASTERS			Short (1 - 3 years) Mid (3 - 5 years) Long (5 + years)
GOAL	PERFORMANCE MEASURES	RESPONSIBLE ENTITY	TIMEFRAME
Shore up the region’s resiliency against natural disasters, reducing downtime and assuring economic growth continuity	Support the creation of affordable, adaaptable housing solutions from the Centerpiece Housing InitiativeTM which will provide expedient solutions to shelter needs after a disaster as wall as long-term	IMCAL, Chennault	Short (1 - 3 years)
	Support establishment of underground utilities and reion-wide biber broadband as well as Entergy’s Pass Through generator program for project for businesses	IMCAL, Entergy Louisiana, LUS Fiber	Mid (3 - 5 years)
	Continue to monitor disaster resilience and revise, initiate and adopt regional plans as needed	IMCAL	Long (5 + years)

CYBERSECURITY



The world faces unprecedented and unrelenting cybersecurity challenges, as was evident in May 2021 when a small group of hackers launched a ransomware attack on the Colonial Pipeline, the United States’ largest pipeline network for delivery of refined petroleum products—which has a direct tie in Southwest Louisiana. The hack revealed that not just businesses, but societies and economies are vulnerable to serious disruption and physical harm from overreach by criminals.

No one is immune from cyberattacks, and it is not a question of if you get hacked, but rather when. Therefore, we must enhance our modernized defense to reduce the frequency of incidents and bolster our capacity to respond when incidents do happen. The information security crisis represents relentless threats to our data, wealth, hospitals, industry and even our water supply. The potential

threats we face aren’t going away—but neither are we.

First, we focus on a risk-based approach to determine what risks to prioritize and how to allocate limited resources. But, as important as it is to address immediate needs, security teams and IT leaders need to remain strategic and plan for the long-term.

Secure internet is the first vital step towards effective defense against cybercrime. The region-wide fiber broadband initiative will alleviate the threat, bringing increased net safety to businesses. The technology refit of the McNeese State University SEED Business Incubator and establishment of Electronic Technology Enterprise (ETE) Centers in the region will further arm Southwest Louisiana against the threat.

BUILDING RESILIENCE: CYBERSECURITY			Short (1 - 3 years) Mid (3 - 5 years) Long (5 + years)
GOAL	PERFORMANCE MEASURES	RESPONSIBLE ENTITY	TIMEFRAME
Increase cybersecurity throughout the region	Support the implementation of region-wide fiber broadband	IMCAL, LUS Fiber	Short (1 - 3 years)
	Upgrades to technology for the McNeese State University SEED Center Business Incubator	IMCAL, McNeese State University	Short (1 - 3 years)
	Establishment of ETE Centers throughout the region to provide more secure internet access for rural and underserved populations	IMCAL, municipal and parish agencies	Mid (3 - 5 years)

HEALTHCARE



The COVID-19 pandemic has brought the light the vital need to rethink the way health systems are delivered, financed and governed across the globe. The pandemic has illustrated the vital role frontline health workers play at the center of health systems, how our health is interconnected and therefore only as strong as the weakest link and the importance of agile systems that are in touch with the realities on the ground. As the worldwide distribution of COVID-19 vaccines ushers us into a new phase in the pandemic response, we believe that the time is right to shift from disease-centric to resilience-centric thinking.

With healthcare at the top of every government agenda—not to mention front and center in every individual mind—we must seize this opportunity to build forward better and work towards resilient health systems.

With healthcare at the top of every government agenda—not to mention

front and center in every individual mind—we must seize this opportunity to build forward better and work towards resilient health systems. Every business and community has a responsibility to respond to the need for healthcare security. Solutions may range from education and training such as workplace safety, CPR classes or proper use of personal protection equipment (PPE) in a particular industry or business sector. Employers may choose to staff health units on site, provide information on a range of health-related topics, or give employees remote access to healthcare providers. Pandemic-related solutions may include giving employees access to COVID testing, treatment and vaccination availability. Community health units can be utilized to reach rural and underserved populations.

BUILDING RESILIENCE: HEALTHCARE			
GOAL	PERFORMANCE MEASURES	RESPONSIBLE ENTITY	TIMEFRAME
Development of a regional healthcare system model which is more resilient and agile for community and business	Support the implementation of specific training programs for healthier workplaces such as CPR, general tsafety, transportation safety; provid information to employers regarding COVID information	IMCAL, Safety Council of Southwest Louisiana	Short (1 - 3 years)
	Maintain IMCAL web page COVID-19 dashboard with interactive content including current local cases, testing and vaccination information. Include pertinent information for businesses from the CDC and other official advisories and advice.	IMCAL	Short (1-3 years)
	Establish stronger collaboration between educational entities, health care system and employers through marketing and partnerships	IMCAL, Region 5 Office of Public Health, McNeese State University, school districts	Mid (3 - 5 years)
	Continue partnerships to further promote healthcare resiliency and establish and promote community health units for rural and underserved communities	IMCAL, Region 5 Office of Public Health	Long (5 + years)

ECONOMIC OPPORTUNITIES

Southwest Louisiana offers a myriad of economic opportunities for community growth and investors, including opportunity Zones, LED Certified Sites and other potential development sites.

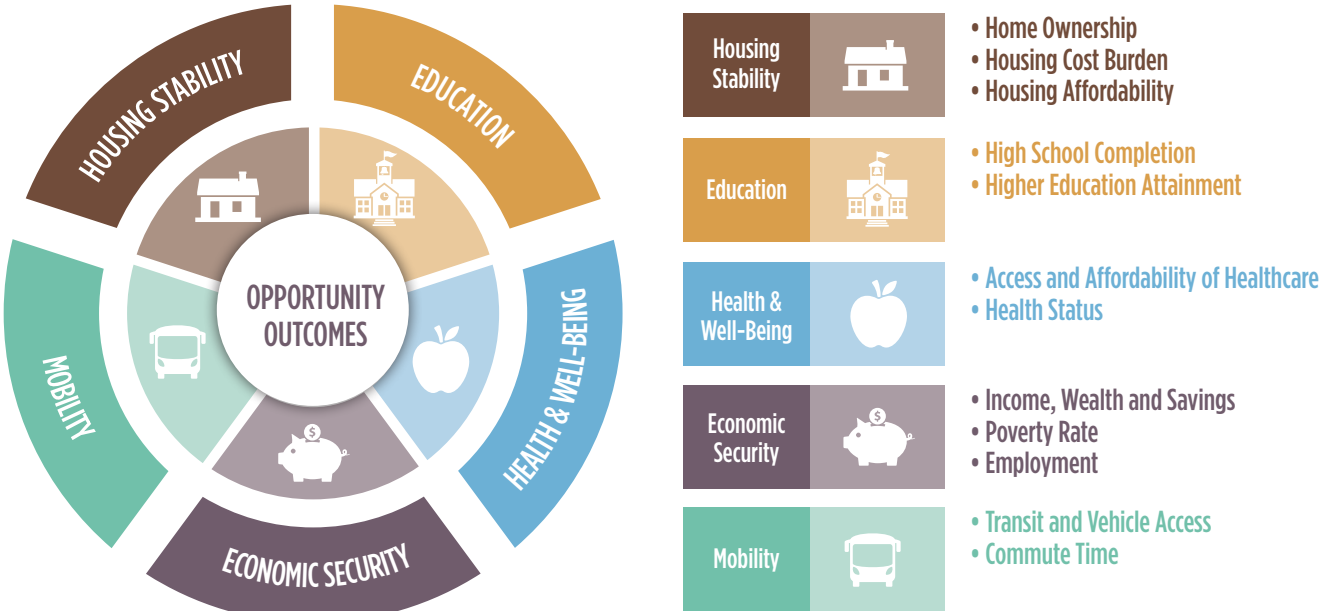
OPPORTUNITY ZONES

Opportunity Zones were established by the federal government to spur economic development and job creation in distressed communities while providing tax benefits to investors. Investors are allowed to invest capital gains, that would have normally been taxed, into these areas in exchange for tax incentives that stretch over several years. Simplified, it’s a federal tax incentive program.

The goal of Opportunity Zones is to increase economic growth in the area. This allows local entrepreneurs and developers to build businesses and employ local workers, while bringing tax incentives to investors who lend their capital and expertise to enhance the community’s educational, housing, health, mobility and economic stability.

Opportunity Zones represent potential for economic recovery for the region as well as significant gains for investors with an interest in building economic prosperity while gaining long-term tax benefits.

OPPORTUNITY ZONES - An Investment in Community COMMUNITY GOALS



INVESTMENT OPPORTUNITIES



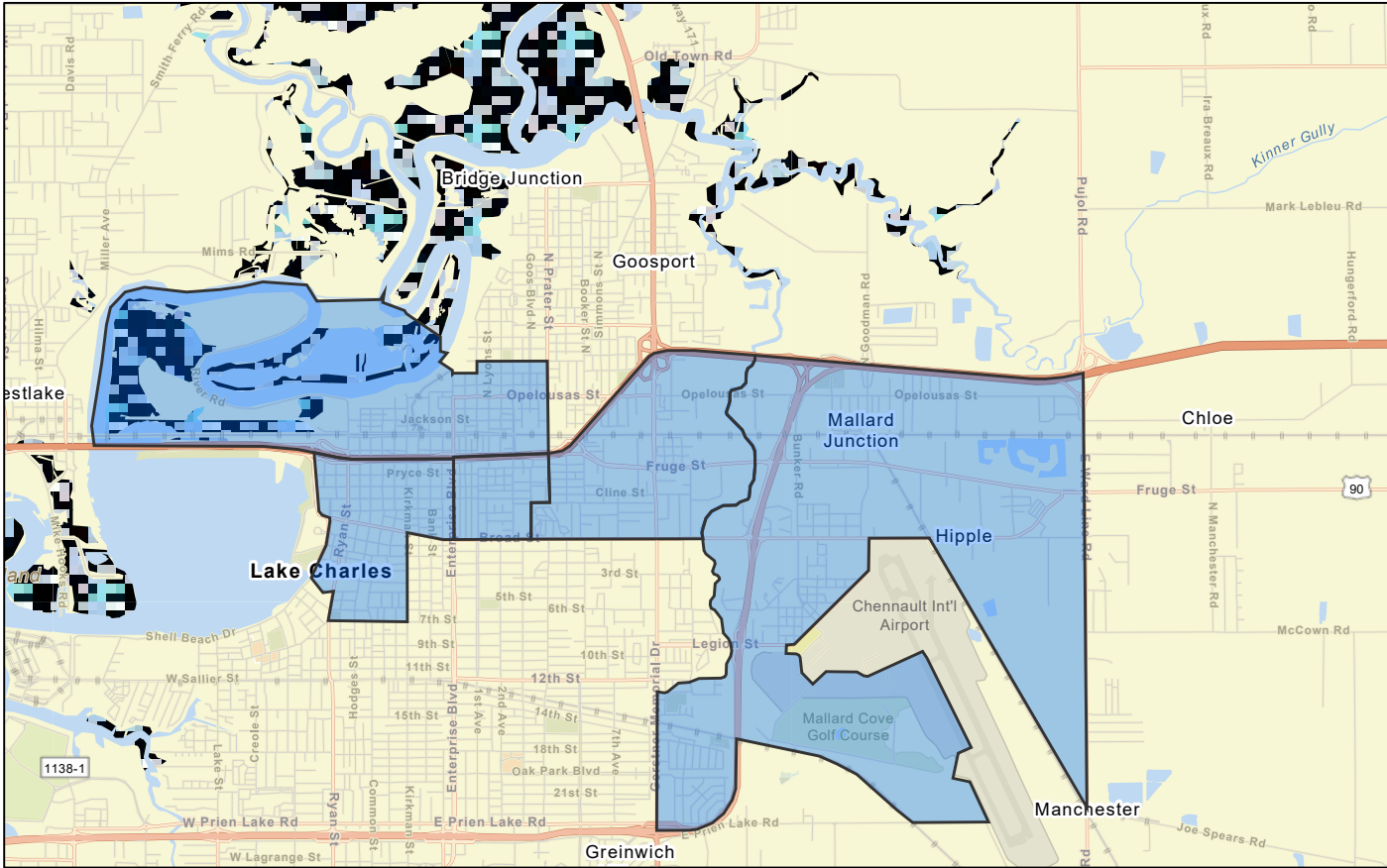
SOUTHWEST LOUISIANA OPPORTUNITY ZONES

SWLA has several Opportunity Zones as represented by the following maps:

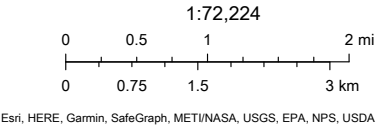
CALCASIEU PARISH

Lake Charles Census Tracts 1, 2, 4, 15, 16

North Lake Charles, along the I-10 Corridor west to the Calcasieu River and east to include much of the development area of Chennault Airport. Includes approximately 6 LED Certified Sites with some larger ones at Chennault Airport (like the golf course property).



August 23, 2021



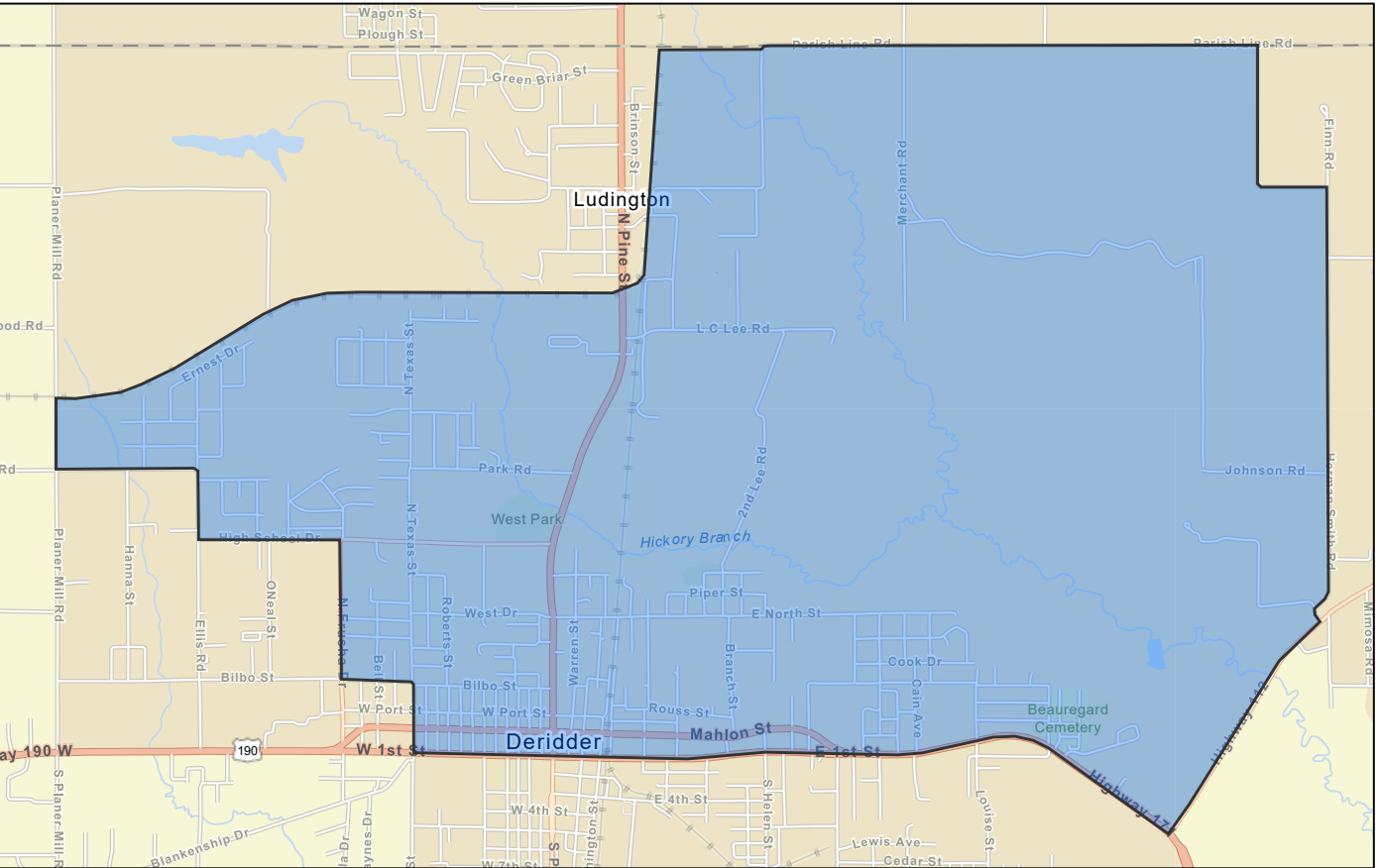
Total population: 16,499
Median household income: 23,712
Households in poverty: 33%
Home Value: \$106,250
Educated high school: 77%

Total jobs: 15,415
Total businesses: 91

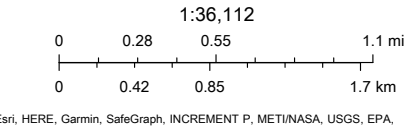
BEAUREGARD PARISH

DeRidder Census Tract 9603

North of Hwy 90 at and along Hwy. 171 extending north to the Vernon Parish line at some points. Contains one LED Certified Site.



August 23, 2021

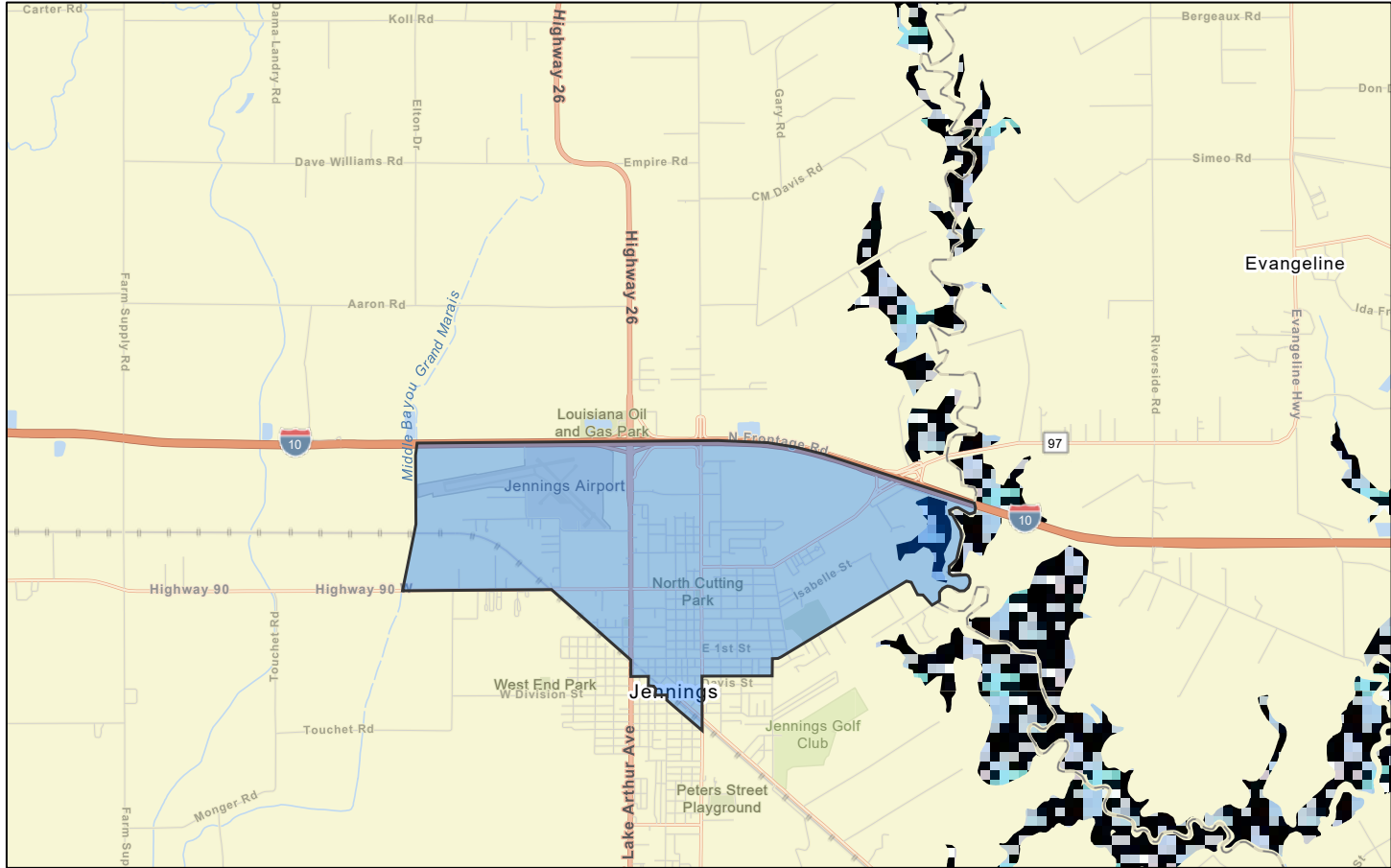


Total population: 4,486
Median household income: 35,927
Households in poverty: 24%
Home value: \$147,000
Educated High School: 85%

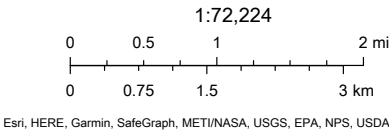
Total jobs: 2,852
Total businesses: 316

JEFFERSON DAVIS PARISH
Jennings Census Tract 5

South of I-10 at Hwy 26, north of Hwy 90, contains 12 LED Certified Sites



August 23, 2021

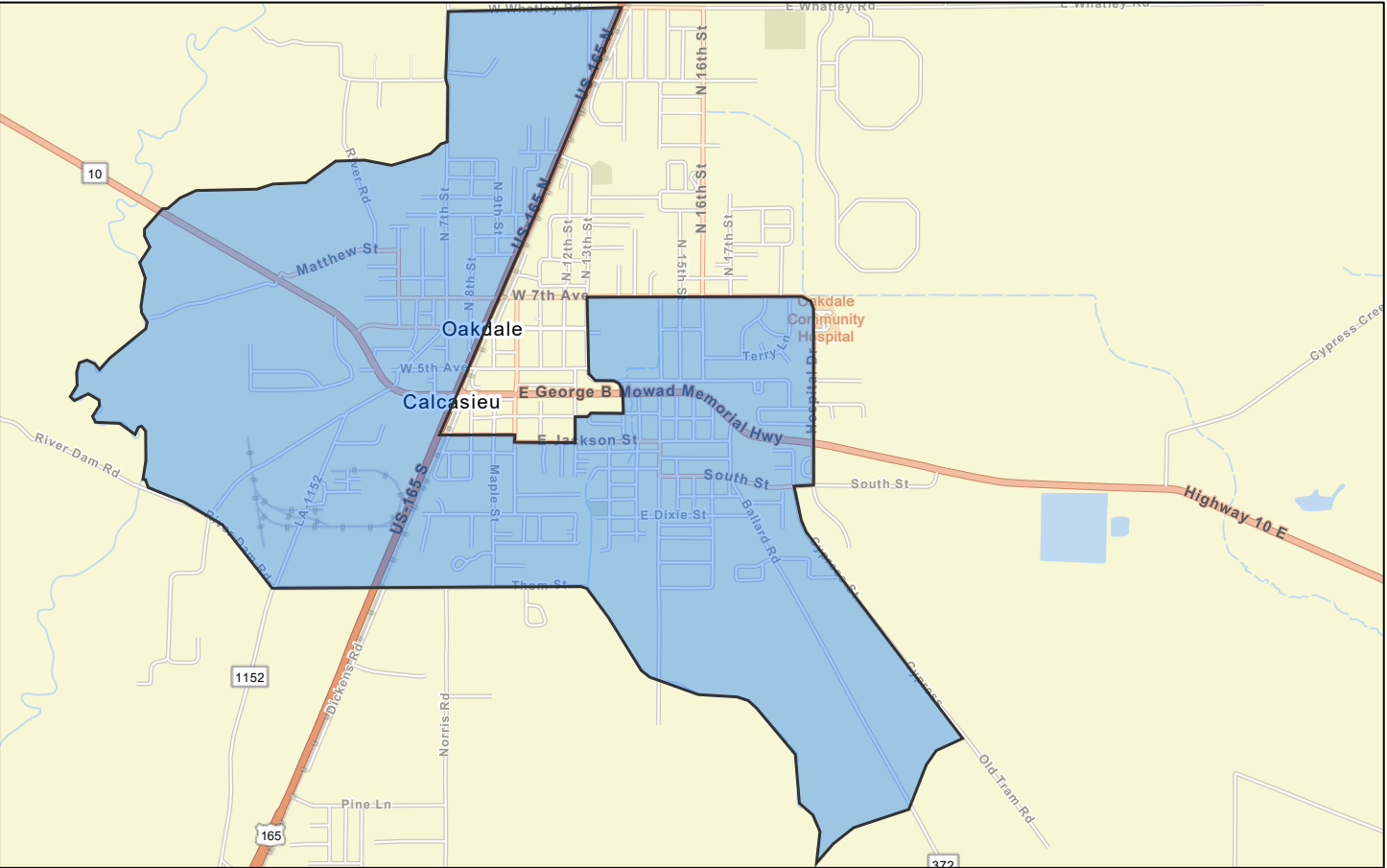


Total population: 4,333
Median household income: 41,630
Households in poverty: 26%
Home Value: \$153,000
Educated High School: 80%

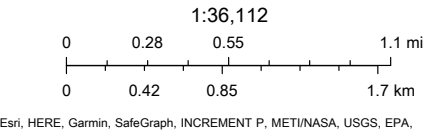
Total jobs: 4,984
Total businesses: 493

ALLEN PARISH
Oakdale Census Tract 9503

Area along Hwy. 165 and including the area around the airport. Includes 3 LED Certified Sites.



August 23, 2021



Total population: 3,085
Median household income: 25,408
Households in poverty: 30%
Home Value: \$63,000
Educated High School: 77%

Total jobs: 802
Total businesses: 115

OPPORTUNITY ZONE PROJECTS IN SWLA

We currently have one Project in SWLA according to LED:

1. Gophr App, Inc. – Started by some entrepreneurs from McNeese, this Project is a delivery and courier service delivering from local businesses of all types. The App matches you with businesses (currently about 100 on their website) and drivers are employed to deliver the products to your designated site. The company received pandemic PPE loans and reported payroll expenses of \$1.61 million in 2019 and 20 jobs saved through the loans. See their website at www.gophrapp.com for more information.

Other Opportunity Zone Projects in other Louisiana regions vary widely including arts organizations, mixed use buildings, manufacturing and industrial sites, affordable housing, adaptive reuse of a church, and vacant real estate are just a few examples.

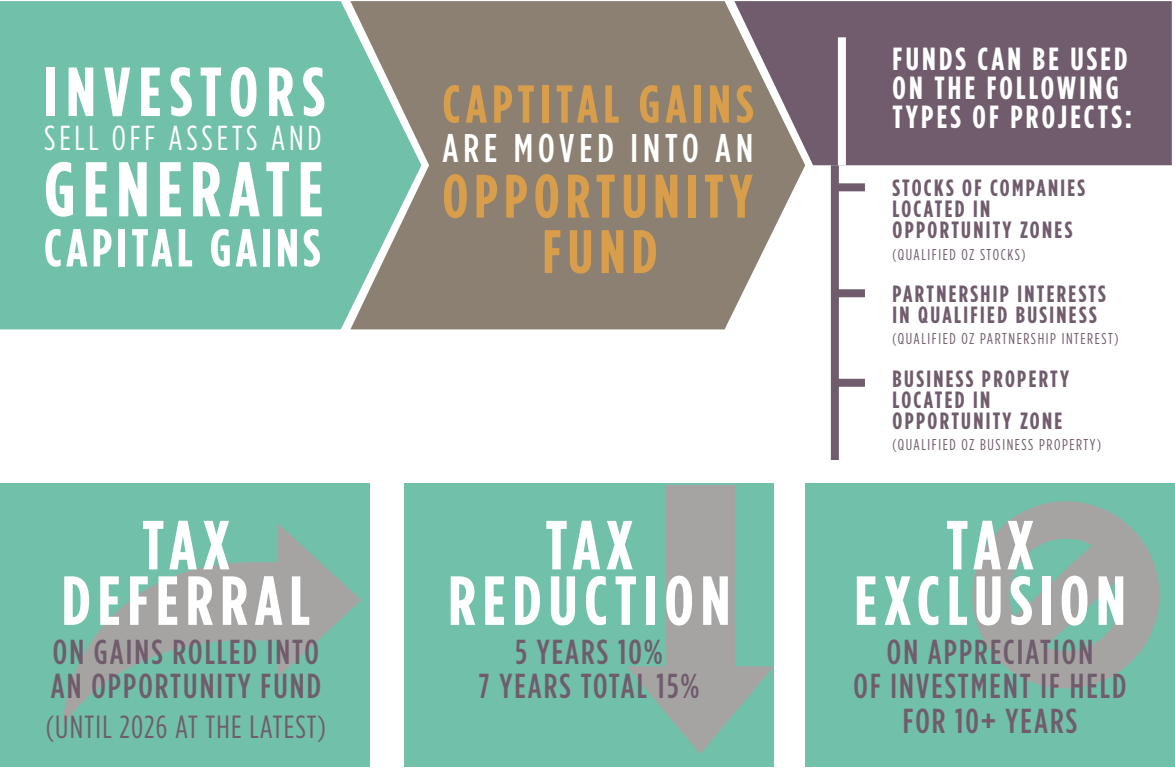
HOW IT WORKS

If You’re an Investor

Investors direct capital gains into privately established Opportunity Funds which are the vehicles set-up to accept their contribution to a particular business venture called a Project. This is a good graphic from the LED website illustrating the investors perspective.

If You’re Seeking an Investor in Your Business

You complete the forms, undoubtedly with the advice of your business attorney and banking institution, to set up an Opportunity Fund which becomes the vehicle by which money is invested into your Project (assuming you meet all the conditions including being located and primarily doing business within the opportunity zone). The program is designed to be very flexible to meet the many development needs of local communities. The Project can be a new business, expansion of an existing business, a vacant building, real estate, mixed use developments, redevelopments, and there are even a couple of single-family homes.



LOUISIANA ECONOMIC DEVELOPMENT (LED) CERTIFIED SITES

The Louisiana Department of Economic Development (LED) Certified Sites Program is designed to take the unknowns out of potential development for business prospects by having site owners undergo a substantial review and data collection process to assure the viability of their site for development. The sites are screened for suitability and readiness and the process provides more complete information to businesses looking to locate, relocate, or expand. One reference described the process as assuring sites are ready for development within 180 days.

Sites are classified as Industrial for sites greater than 25 acres and Business Sites for those 10-25 acres in size that are suitable for light industrial, office and mixed uses.

Interested properties are required to first file a preapplication. If selected, the full application includes an extensive checklist of items including surveys,

easements, soil/geo-technical analysis, title work, access analysis, zoning, infrastructure within 2500 ft. of the site (water, sewer, gas, etc.), environmental studies (Phase 1 environmental assessments if required), and an analysis of impediments to development including pipelines, wetlands, floodplains, and environmental hazards.

In addition, LED Certified Sites are required to go through a re-certification process every 5 years which ensures the information remains current.

The LED website maintains a full inventory of all sites it has screened for availability. Not all these sites are LED Certified but Certified Sites are distinctly identified on the website. The website, produced in partnership with Entergy, is interactive and allows a user to search for available properties by parish or town and various other parameters.


The table below identifies LED sites and available development sites and buildings for the Southwest Louisiana parishes.

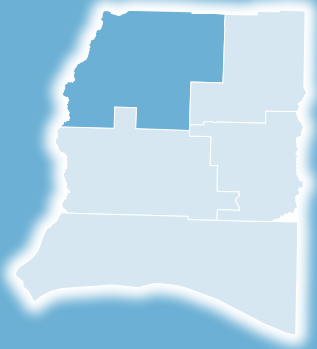
LED partners with regional economic development organizations (referred to as established Site Funding Contacts) to help promote the LED Certified sites. Within our area, the SWLA Economic Development Alliance is that organization.

The SWLA EDA website also links and lists the LED Certified Sites information for each parish and includes all the documentation assembled during the certification process (e.g., maps, surveys, environmental review documents, etc.)

SWLA PARISH	TOTAL CERTIFIED SITES	TOTAL OTHER AVAILABLE DEVELOPEMENT SITES	TOTAL BUILDINGS AVAILABLE
Allen	0	6	0
Beauregard	1	1	3
Calcasieu	9	38	5
Cameron	0	2	0
Jefferson Davis	2	24	3
Total	12	71	11

Beauregard Parish | BEAUREGARD AIRPORT INDUSTRIAL SITE





1,188
Acres:

Contiguous Available

AIRPORTS	
Primary: Beauregard Regional Airport	Additional: Lake Charles Regional (LCH)
1 Miles	48.8 Miles

INTERSTATES	
Primary: I-10	Additional: I-49
40.6 Miles	54.3 Miles

U.S. HIGHWAYS	
Primary: US Hwy 190	Additional: State Rte 3226
0 Miles	0.1 Miles

RAIL	
Primary: Timper Rock Railroad	Additional: Timber Rock Railroad
0 Miles	1 Miles

NAVIGABLE WATER	
Primary: Calcasieu River	Additional: Vinton Waterway
Calcasieu River Miles	39 Miles

PORTS	
Primary: Port of Lake Charles	Additional: Port of Lake Charles
43.6 Miles	48.6 Miles


Subdividable: Yes

Max Divisible Available: 1,1188 Acres

Min Divisible Available: 1.00 Acres

Property Type:
Industrial

Calcasieu Parish | INDUSTRIAL PARK EAST-PLC TRACT 175





339
Acres:

Contiguous Available

AIRPORTS	
Primary: Chennault Intl (CWF)	Additional: Lake Charles Regional (LCH)
0.4 Miles	7.8 Miles

INTERSTATES	
Primary: I-10	Additional: I-210
1.3 Miles	1.9 Miles

U.S. HIGHWAYS	
Primary: State Rte 397	Additional: US Hwy 90
0 Miles	0.5 Miles

RAIL	
Primary: Union Pacific Railroad	Additional: Union Pacific Railroad
0 Miles	0.1 Miles

NAVIGABLE WATER	
Primary: Calcasieu River	Additional: Lake Charles
Calcasieu River Miles	5 Miles

PORTS	
Primary: Port of Lake Charles	Additional: Port of Orange
11.5 Miles	42.4 Miles

Subdividable: Yes

Max Divisible Available: 339 Acres

Min Divisible Available: .00 Acres

Property Type:
Industrial

Calcasieu Parish | H. C. DREW DEVELOPMENT AREA





183
Acres:

Contiguous Available

AIRPORTS	
Primary: Lake Charles Regional (LCH)	Additional: George Bush International
22 Miles	120 Miles

INTERSTATES	
Primary: I-10	Additional: I-49
6 Miles	94 Miles

U.S. HIGHWAYS	
Primary: US Hwy 90	Additional: State Rte 388
0 Miles	0 Miles

Subdividable: Yes

Max Divisible Available: 183 Acres

Min Divisible Available: .00 Acres

RAIL	
Primary: Union Pacific Railroad	Additional: Union Pacific Railroad
0.1 Miles	0.2 Miles

NAVIGABLE WATER	
Primary: Vinton Waterway	Additional: Calcasieu River
Vinton Waterway Miles	11 Miles

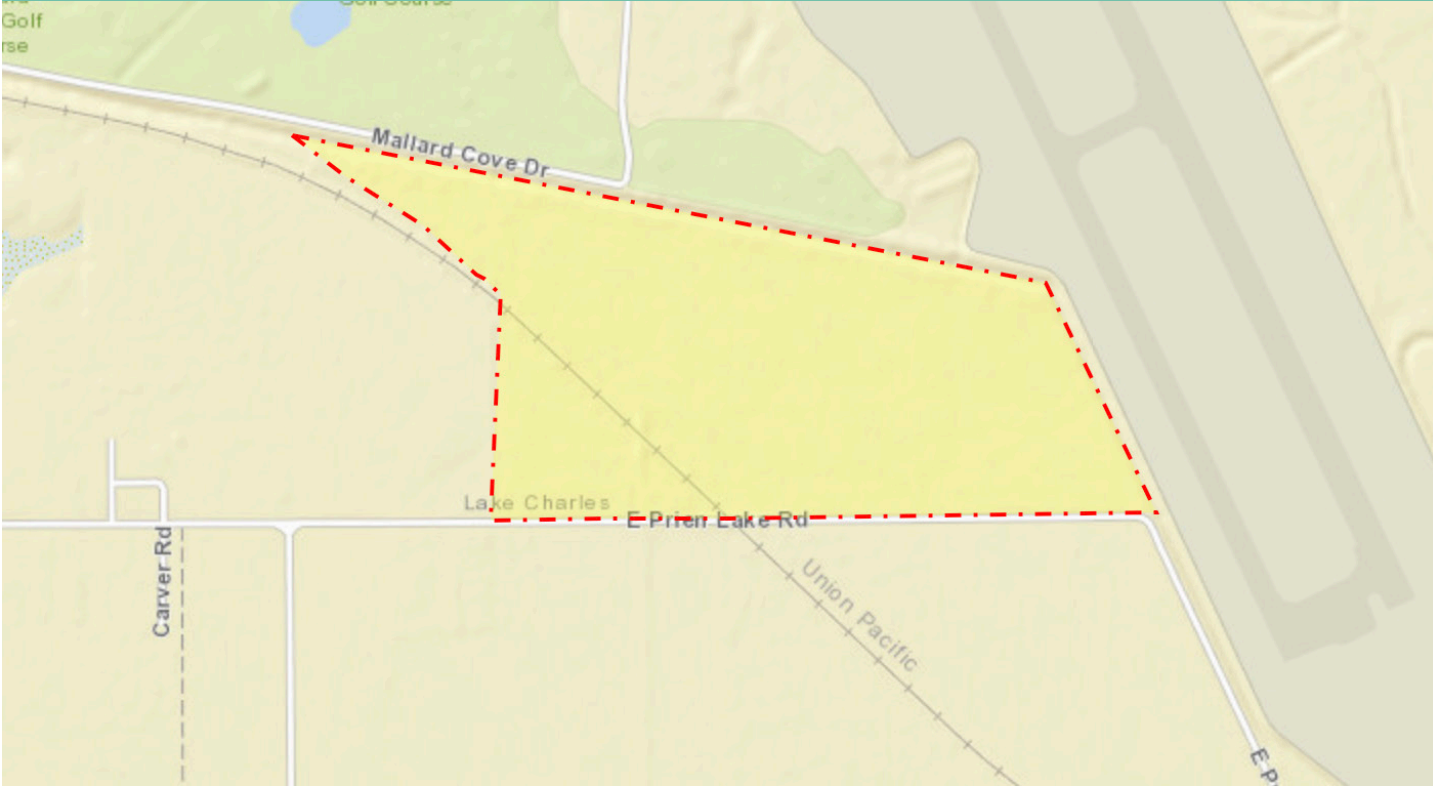
PORTS	
Primary: Port of Lake Charles	Additional: West Calcasieu Port, Harbor and Terminal District
12.2 Miles	14.6 Miles

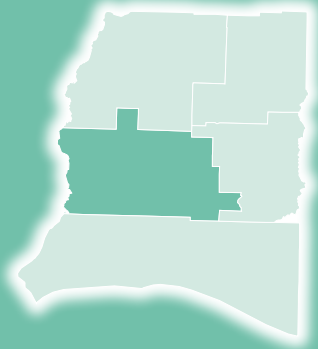
Property Type:

Industrial

Commercial

Calcasieu Parish | CHENNAULT AIRPORT SITES 2-2A





185
Acres:

Contiguous Available

AIRPORTS	
Primary: Chennault Intl (CWF)	Additional: Lake Charles Regional (LCH)
0.5 Miles	6.5 Miles

INTERSTATES	
Primary: I-210	Additional: I-10
0.9 Miles	2.8 Miles

U.S. HIGHWAYS	
Primary: State Rte 397	Additional: State Rte 1138-3
0.7 Miles	1 Miles

Subdividable: Yes

Max Divisible Available: 185 Acres

Min Divisible Available: 50.0 Acres

RAIL	
Primary: Union Pacific Railroad	Additional: Kansas City Southern Railway
0 Miles	5.9 Miles

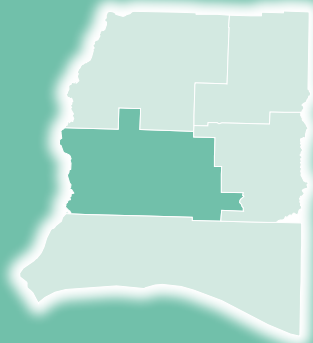
NAVIGABLE WATER	
Primary: Lake Charles	Additional: Calcasieu River
Lake Charles Miles	4.6 Miles

PORTS	
Primary: Port of Lake Charles	Additional: Port of Orange
10.1 Miles	41 Miles

Property Type:

Industrial

Calcasieu Parish | CHENNAULT AIRPORT SITE 5



183
Acres:

Contiguous Available

AIRPORTS	
Primary: Lake Charles Regional (LCH)	Additional: George Bush International
22 Miles	120 Miles

INTERSTATES	
Primary: I-10	Additional: I-49
6 Miles	94 Miles

U.S. HIGHWAYS	
Primary: US Hwy 90	Additional: State Rte 388
0 Miles	0 Miles

Subdividable: Yes

Max Divisible Available: 183 Acres

Min Divisible Available: .00 Acres

RAIL	
Primary: Union Pacific Railroad	Additional: Union Pacific Railroad
0.1 Miles	0.2 Miles

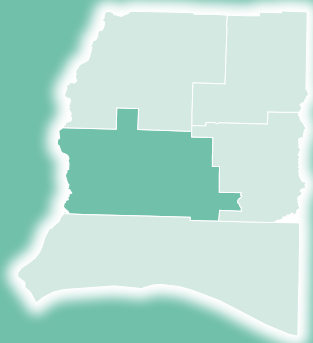
NAVIGABLE WATER	
Primary: Vinton Waterway	Additional: Calcasieu River
Vinton Waterway Miles	11 Miles

PORTS	
Primary: Port of Lake Charles	Additional: West Calcasieu Port, Harbor and Terminal District
12.2 Miles	14.6 Miles

Property Type:

Industrial

Calcasieu Parish | PORT OF VINTON LOT 11



156
Acres:

Contiguous Available

AIRPORTS	
Primary: Southland Field (UXL)	Additional: Lake Charles Regional Airport
10.7 Miles	20.4 Miles

INTERSTATES	
Primary: I-10	Additional: I-210
1.6 Miles	15.8 Miles

U.S. HIGHWAYS	
Primary: State Rte 108	Additional: State Rte 3063
1 Miles	1.7 Miles

Available Acreage: 156 Acres

Property Type:

Industrial

RAIL	
Primary: Union Pacific Railroad	Additional: Sabine River & Northern Railroad
2.4 Miles	9.6 Miles

NAVIGABLE WATER	
Primary: Vinton Waterway	Additional: Gulf Intracoastal Waterway
Vinton Waterway Miles	6.6 Miles

PORTS	
Primary: Port of Lake Charles	Additional: Port of Orange
16.3 Miles	17.1 Miles

Calcasieu Parish | LAKE CHARLES REGIONAL AIRPORT SITE 1





156
Acres:

Contiguous Available

AIRPORTS	
Primary: Lake Charles Regional	Additional: Chennault International
0.2 Miles	7.7 Miles

INTERSTATES	
Primary: I-210	Additional: I-10
5.1 Miles	7.8 Miles

U.S. HIGHWAYS	
Primary: State Rte 385	Additional: State Rte 3092
0 Miles	0.2 Miles

Subdividable: Yes

Max Divisible Available: 156 Acres

Min Divisible Available: .00 Acres

RAIL	
Primary: Union Pacific Railroad	Additional: Kansas City Southern Railway
1.5 Miles	7.4 Miles


NAVIGABLE WATER	
Primary: Calcasieu River at Devils Elbow	Additional: Gulf Intracoastal Waterway
Calcasieu River at Devils Elbow Miles	4.7 Miles

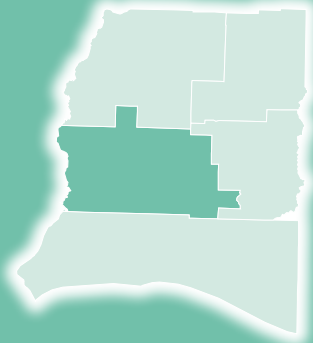
PORTS	
Primary: Port of Lake Charles	Additional: West Calcasieu Port, Harbor and Terminal District
4.1 Miles	4.3 Miles

Property Type:

Industrial

Calcasieu Parish | DEQUINCY INDUSTRIAL PARK





50
Acres:

Contiguous Available

AIRPORTS	
Primary: Lake Charles Regional (LCH)	Additional: Alexandria Internation (AEX)
26.5 Miles	71.5 Miles

INTERSTATES	
Primary: I-10	Additional: I-210
18.4 Miles	19.3 Miles

U.S. HIGHWAYS	
Primary: LA-12	Additional: State Rte 12
0 Miles	0 Miles

Subdividable: Yes

Max Divisible Available: 50.0 Acres

Min Divisible Available: .00 Acres

RAIL	
Primary: Kansas City Southern Railray	Additional: Union Pacific Railroad Company
0 Miles	0.2 Miles

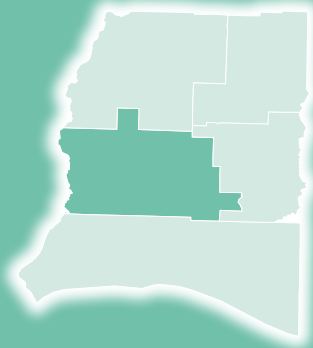
NAVIGABLE WATER	
Primary: Vinton Waterway	Additional: Calcasieu River
Vinton Waterway Miles	18.2 Miles

PORTS	
Primary: Port of Lake Charles	Additional: Port of Lake Charles
21.6 Miles	24.9 Miles

Property Type:

Industrial

Calcasieu Parish | WEST CALCASIEU PORT



32
Acres:

Contiguous Available

AIRPORTS	
Primary: Southland Field (UXL)	Additional: Lake Charles Regional (LCH)
4.7 Miles	8.6 Miles

INTERSTATES	
Primary: I-10	Additional: I-210
10.3 Miles	10.7 Miles

U.S. HIGHWAYS	
Primary: State Rte 27	Additional: State Rte 384
0.1 Miles	3.8 Miles

Subdividable: Yes

Max Divisible Available: 23.0 Acres

Min Divisible Available: 1.00 Acres

RAIL	
Primary: Union Pacific Railroad	Additional: Kansas City Southern Railway
4.4 Miles	11.8 Miles

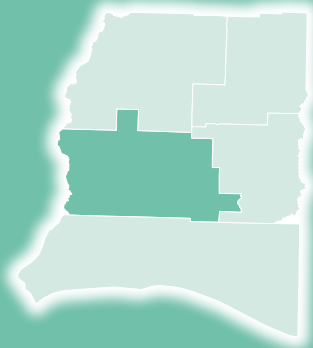
NAVIGABLE WATER	
Primary: Gulf Intracoastal Waterway	Additional: Calcasieu River
Gulf Intracoastal Waterway Miles	1.4 Miles

PORTS	
Primary: Port of Lake Charles	Additional: Port of Orange
4.7 Miles	27.7 Miles

Property Type:

Industrial

Calcasieu Parish | HOUSTON RIVER ROAD



50
Acres:

Contiguous Available

AIRPORTS	
Primary: Chennault International (CWF)	Additional: Lake Charles Regional (LCH)
10.9 Miles	19.3 Miles

INTERSTATES	
Primary: I-10	Additional: I-210
3.1 Miles	3.5 Miles

U.S. HIGHWAYS	
Primary: State Rte 379	Additional: State Rte 27
0 Miles	2.5 Miles

Subdividable: No

Available Acreage: 51.0 Acres

Additional Acreage: 59.0 Acres

RAIL	
Primary: Kansas City Southern Railroad	Additional: Union Pacific Railroad
0 Miles	2 Miles

NAVIGABLE WATER	
Primary: Calcasieu River at Coon Island	Additional: Calcasieu River
Calcasieu River at Coon Island Miles	4.2 Miles

PORTS	
Primary: Port of Lake Charles	Additional: Port of Orange
11.7 Miles	34.1 Miles

Property Type:

Industrial

Jefferson Davis | T.O. ALLEN INDUSTRIAL PARK SOUTH



143

Acres:

Contiguous Available

AIRPORTS	
Primary: Welsh (6R1)	Additional: Chennault International (CWF)
7.6 Miles	10.8 Miles

INTERSTATES	
Primary: I-10	Additional: I-210
1.8 Miles	12 Miles

U.S. HIGHWAYS	
Primary: US Hwy 90	Additional: State Rte 3258
0 Miles	1 Miles

Subdividable: No

Available Acreage: 143 Acres
Max Divisible Available: 143 Acres

RAIL	
Primary: Burlington Northern and Santa Fe	Additional: Union Pacific Railroad
0.4 Miles	0.7 Miles

NAVIGABLE WATER	
Primary: Calcasieu River	Additional: Lake Charles
Calcasieu River Miles	15.5 Miles

PORTS	
Primary: Port of Lake Charles	Additional: West Calcasieu Port, Harbor and Terminal District
20.9 Miles	21.4 Miles

Property Type:
Industrial
Commercial

Jefferson Davis | T.O. ALLEN INDUSTRIAL PARK NORTH



562

Acres:

Contiguous Available

AIRPORTS	
Primary: Welsh (6R1)	Additional: Chennault International (CWF)
7.5 Miles	9 Miles

INTERSTATES	
Primary: I-10	Additional: I-210
0.8 Miles	10.1 Miles

U.S. HIGHWAYS	
Primary: US Hwy 90	Additional: US Hwy 165
0 Miles	0.2 Miles

Subdividable: Yes

Max Divisible Available: 562 Acres
Min Divisible Available: 100 Acres

RAIL	
Primary: Burlington Northern and Santa Fe	Additional: Union Pacific Railroad
0 Miles	0.1 Miles

NAVIGABLE WATER	
Primary: Calcasieu River	Additional: Lake Charles
Calcasieu River Miles	13.6 Miles

PORTS	
Primary: Port of Lake Charles	Additional: Port of Mermentau
19.5 Miles	30 Miles

Property Type:
Industrial
Commercial

GLOSSARY & TECHNICAL NOTES

SWOT Analysis
A **Housing Unit** is a house, an apartment, a mobile home, a group of rooms, or a single room that is occupied (or if vacant, is intended for occupancy) as separate living quarters. The occupants may be a single family, one person living alone, two or more families living together, or any other group of related or unrelated persons who share living arrangements.

A **Household** includes all the persons who occupy a housing unit as their usual place of residence. Building permits represent the number of new privately-owned housing units authorized by building permits in the United States. Building permits do not necessarily reflect all residential building activity that occurs. Some units are constructed or created without a building permit or are issued a different type of building permit. For example, some units classified as commercial structures are not reflected in the residential building permits.

Vacancy Rate is the percentage of total housing units in which no one is living, or persons are staying fewer than two months with another permanent residence at the time of survey. A housing unit is vacant if no one is living in it at the time of the interview, unless its occupants are only temporarily absent. In addition, a vacant unit may be one which is entirely occupied by persons who have a usual residence elsewhere. New units not yet occupied are classified as vacant housing units if construction has reached a point where all exterior windows and doors are installed, and final usable floors are in place. High vacancy rates may

indicate low demand, unaffordability, or other concerns about construction, maintenance, or unstable tenure.

Gross Rent refers to the sum of contract rent and the estimated monthly cost of utilities (electricity, gas, and water and sewer) and fuels (oil, coal, kerosene, wood, etc.). Civilian Labor Force is the portion of the population, age sixteen or older, which is unemployed or unemployed and actively seeking employment during the reference week of the twelfth of the month.

Poverty Level refers to families that fall below the income thresholds as set by the Census Bureau for a given year. These thresholds vary by family size and composition.

Food Insecurity refers to USDA’s measure of lack of access, at times, to enough food for an active, healthy life for all household members and limited or uncertain availability of nutritionally adequate foods. Food-insecure households are not necessarily food insecure all the time. Food insecurity may reflect a household’s need to make trade-offs between important basic needs, such as housing or medical bills, and purchasing nutritionally adequate foods.

- Food insecurity can have a wide impact, depending on each individual’s circumstances. Some of the most common, yet complex, effects of food insecurity include:
- Serious health complications, especially when people facing hunger are forced to choose between spending money on food and medicine or medical care;
 - Damage to a child’s ability to learn and grow; and
 - Difficult decisions for seniors — often living on fixed

incomes — such as choosing between paying for food and critical healthcare.

Sources: *United States Census Bureau, Feeding America, Louisiana Workforce Commission, the Louisiana Housing Corporation, Southwest Louisiana Economic Development Alliance, LiveStories, SmartAsset, DataUSA*

Summary Background
https://www.americanpress.com/news/local/virus-is-double-trouble-for-economy/article_81cb1feb-dbf8-501a-93b2-a131de33d235.html

https://www.americanpress.com/news/local/virus-is-double-trouble-for-economy/article_81cb1feb-dbf8-501a-93b2-a131de33d235.html

<https://www.corelogic.com/>

<https://www.theadvertiser.com/story/news/local/louisiana/2020/08/31/hurricane-laura-damage-estimates-up-12-billion-insured-losses/5657746002/>

District Wide Initiatives
Public Fiber Infrastructure
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7280123/>

<https://www.highspeedinternet.com/resources/business-internet-guide>

<https://www.kplctv.com/2020/11/11/suddenlink-says-percent-service-be-restored-by-mid-november/>

<https://www.internetservicecompanies.com>

Underground Utilities
<https://emergencypreparednesspartnerships.com/pros-and-cons-of-underground-power-lines/>

Public Software Development
<https://www.exoplatform.com/blog/2017/02/08/9-reasons-governments-favor-open-source-software/>

Housing
<https://www.1012industryreport.com/projects/32b-in-construction-projects-are-lined-up-through-2022-can-louisiana-handle-it/>

<https://siteselection.com/issues/2017/mar/index.cfm>

https://static1.squarespace.com/static/5b6c60224611a06e12b5da29/t/600f4c5cd52c160bdea1a735/1611615327310/202011+Hurricane+Laura+Delta+recovery_vFINAL.pdf

<https://www.ksla.com/story/38099392/skilled-worker-shortage-creating-challenges-opportunities/>

<http://gillmannservices.com/the-skilled-trades-industry-2020-pain-point-its-not-covid-19/#:~:text=%EF%84%85-,The%20Skilled%20Trades%20Industry%202020%20Pain%20Point%20%E2%80%93%20it%27s%20not%20COVID,pain%20point%20for%20the%20industry.&text=Companies%20that%20employ%20skilled%20tradespeople,to%20maintain%20quality%20and%20productivity.>

<https://www.nachi.org/modular-manufactured-homes.htm>

<https://www.triadfs.com/news/how-manufactured-homes-differ-from-mobile-and-modular-homes#:~:text=The%20major%20difference%20between%20manufactured,transported%20to%20the%20home%20site.&text=Modular%20homes%20are%20either%20built,or%20on%20a%20temporary%20one.>

Special Projects
Regional Watershed Planning:
<https://www.watershed.la.gov/assets/docs/Region-4-Map.pdf>

<https://watershed.la.gov/assets/docs/LWI-Vision-White-Paper-9-6-19.pdf>

Regional Bikeway & Pedestrian Planning:
<https://www.pedbikeinfo.org/>

<https://www.railstotrails.org/resourcehandler.ashx?id=4546>

<https://www.bts.gov/>

https://www.pedbikeinfo.org/resources/resources_details.cfm?id=5058

https://www.pedbikeinfo.org/factsfigures/facts_economy.cfm

<https://www.bikeleague.org/>

Evaluation Framework Key:
CPRA - Coastal Protection and Restoration Authority
DWF - Department of Wildlife & Fisheries
EDA - Economic Development Administration
FHWA - Federal Highway Administration
GOSESP - Louisiana Governor’s Office of Homeland Security and Emergency Preparedness
HNTB - Howard, Needles, Tammen & Bergendoff Engineers
HUD - Housing & Urban Development
IMCAL - Imperial Calcasieu Regional Planning & Development Commission
KCS - Kansas City Southern Railroad
LaDOTD - Louisiana Department of Transportation & Development
LCDBG - Louisiana Office of Community Development
MPO - Lake Charles Metropolitan Planning Organization
Region 4 Watershed Coalition includes: DeSoto, Sabine, Vernon, Rapides, Beauregard, Allen, Calcasieu, Jefferson Davis, and Cameron Parishes



CEDS 2021

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Southwest Louisiana Parishes

Allen • Beauregard • Calcasieu • Cameron • Jefferson Davis