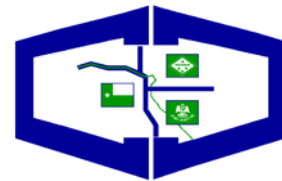




2010 Update to

# COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY For NORTHWEST LOUISIANA



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**2010 ANNUAL UPDATE**

**COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY**

**THE COORDINATING AND DEVELOPMENT CORPORATION**  
**(NORTHWEST LOUISIANA)**

*Introduction*

This report is an update to the 5 year *Comprehensive Economic Development Strategy* (CEDS) for Northwest Louisiana adopted in July 2008 by the Board of Directors of The Coordinating & Development Corporation. The 2008 CEDS was developed as a collaborative effort between the Northwest Louisiana CEDS Strategy Committee, The Coordinating and Development Corporation's Board of Directors and staff, local units of government, economic development officials, workforce development officials, community colleges, chambers of commerce, business owners, and citizens.

Its purpose is to help lay the foundation upon which the 10-parish area of Northwest Louisiana will provide useful resources to enable and enhance local decision-makers', stakeholders', and the public's ability to evaluate and make the best possible choices to protect, enhance, and promote a high quality of life in the region as we continue our efforts to improve the area's economic development and retain and create new jobs.

The CEDS begins with a thorough analysis of the region; including an examination of pertinent demographic and socioeconomic data; profiles of the geographic, climatic, environmental and natural resources; an overview of the infrastructure; an outline of major sectors of the economy; a synopsis of the relationship of the area's economy to the State and region; and a breakdown of factors that directly and indirectly affect economic performance. Additionally, it looks at the strengths, opportunities, weaknesses, and threats in the region. Based on those factors, it lists goals and objectives and describes an action plan to achieve certain objectives.

The CEDS is a method of helping to coordinate the efforts of everyone involved in and concerned with the economic development of region in order to improve overall quality of life for the citizens of Northwest Louisiana. The CEDS is updated from cover to cover every five years (the most recent 5 year CEDS report was completed by CDC in 2008 and is available on CDC's website at [www.cdconline.org/New/PDFS/2008%20CEDS%20w%20hyperlinks1.pdf](http://www.cdconline.org/New/PDFS/2008%20CEDS%20w%20hyperlinks1.pdf).)

During the four year period following the preparation of the 5 year CEDS, annual reports are prepared to reflect the region's current economic development conditions. Each yearly update provides information on the previous year's economic development activities, discusses significant changes in the region's economic conditions, evaluates the region's effectiveness in meeting goals, and develops goals for the coming year.

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## ADJUSTMENTS TO THE 2008 CEDS

### Labor Force, Employment, and Unemployment

Northwest Louisiana's labor force decreased to 266,831 from 268,287 from 2008 to 2009, reflecting the downturn in the nation's economy. On the positive side, the overall 2009 unemployment rate for Northwest Louisiana was 7.6%, markedly lower than of the nation as a whole, with the exception of Bienville (unemployment rate of 9.6%), Claiborne (9.3%), and Red River Parishes (9.7%), which experienced unemployment rates as high as or almost as high as the nation.

#### **2009 Annual Labor Force, Employment and Unemployment Data for Northwest Louisiana**

Civilian Labor Force	Employment	Unemployment	Unemployment Rate (%)
266,831	246,454	20,377	7.6

Source: Louisiana Workforce Commission. Not Seasonally Adjusted

#### **2008 Annual Labor Force, Employment and Unemployment Data for Northwest Louisiana**

Civilian Labor Force	Employment	Unemployment	Unemployment Rate (%)
268,287	254,667	13,620	5.1

Source: Louisiana Workforce Commission. Not Seasonally Adjusted

#### **2009 Labor Force, Employment and Unemployment Date by Northwest Louisiana Parishes**

Parish Name	Civilian Labor Force	Employment	Unemployment	Unemployment Rate (%)
Bienville	6,306	5,701	605	9.6
Bossier	53,454	50,209	3,245	6.1
Caddo	118,826	109,602	9,224	7.8
Claiborne	6,770	6,138	632	9.3
De Soto	11,469	10,492	977	8.5
Lincoln	19,397	17,963	1,434	7.4
Natchitoches	17,571	16,150	1,421	8.1
Red River	3,495	3,156	339	9.7
Sabine	9,673	8,895	778	8.0
Webster	19,870	18,148	1,722	8.7
Total	266,831	246,454	20,377	7.6

Source: Louisiana Workforce Commission. Not Seasonally Adjusted

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### Additions to the Development Strategy

On the Positive Side: Thousands of new jobs are anticipated to be created by three major economic development projects that experienced much activity in Northwest Louisiana during 2009:

Haynesville Shale natural gas extraction; the U.S. Air Forces' new Global Strike Command which will be located at Barksdale Air Force Base (in lieu of the now defunct Cyber Command, and the 2009 groundbreaking for Phase I of the Regional Training Institute at Camp Minden

Haynesville Shale: According to a report prepared by Loren Scott & Associates for the Louisiana Department of Natural Resources released in 2009, expenditures provided by seven of the seventeen firms (72 percent of the acreage) operating in the shale are “show the following estimated annual impacts on: (1) *new sales* for firms in the state, (2) *22 new household earnings* for residents in the state, (3) *new jobs* in the state, and (4) *tax collections* by the state and local governments.”

- “During the year 2008, the extraction activity of these seven firms generated approximately \$2.4 billion in new business sales within the state of Louisiana.
- “New business sales in turn created new household earnings for residents of the state. As a result of these activities, nearly \$3.9 billion in household earnings was created in 2008. This estimate includes both direct and indirect earnings and includes almost \$3.2 billion in lease and royalty payments to private landowners.
- “Including the direct employment of approximately 431 employees and contract workers reported by these seven firms, there was an increase of 32,742 new jobs within the state in 2008. As a reference point, this is slightly larger than total employment in all of Louisiana’s banks and credit unions. The job multiplier is remarkably large in this case due to the fact that \$3.2 billion in lease and royalty payments were injected into the state’s economy by the extraction firms.
- “Finally, we estimate the increase in state and local tax collections that were generated by these seven firms due to their extraction activities in the Haynesville Shale. These new taxes came from two sources: taxes paid directly by the seven firms and additional taxes paid by households who experienced an increase in their household earnings via the multiplier effects. Our conservative estimate is that collectively, state and local tax revenues increased by at least \$153.3 million in 2008 due to the extraction activities in the Haynesville Shale. In one parish sales tax collections alone are up over 300 percent in the first quarter of 2009. “

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Global Strike Command: Air Force Global Strike Command (AFGSC) is a major new command of the United States Air Force (USAF) designed to improve the United States' nuclear arsenal. It assumed the nuclear-capable assets of Air Force Space Command on Dec. 1, 2009 and took over the nuclear-capable assets of Air Combat Command on Feb. 1, 2010. The command was activated August 7, 2009, at Barksdale Air Force Base in lieu of the now defunct CyberSpace Command, which the Air Force eliminated in late 2008. An estimated 1,000 new jobs will be created in Northwest Louisiana as the AFGSC ramps up to fulfill its responsibilities.

Regional Training Institute, US. Army National Guard, Camp Minden: Groundbreaking ceremonies for Phase I of this four phase project was undertaken in the early fall of 2009. During the next three to eight years, construction and continued planning until, ultimately the Institute will provide training for more than 8,000 military students annually, with an estimated annual budget of \$12 million for purchase of goods and services, \$5 million operating costs, and \$8 million payroll, thus infusing a total of \$25 million stimulus into the regional economy. Currently, Camp Minden has an employee force of 650, with that number expected to increase by 35 to 50% when the Training Institute is fully operational.

Cyber Innovation Center: CIC, a major facility designed to house components of the Air Force’s CyberSpace Command, was completed, and although the CyberSpace program was eliminated by the Air Force, the facility will be utilized by components of the USAF Global Strike Command. A second facility is in the planning stages as the first CIC has been rented in total by the 8<sup>th</sup> Air Force Command as major improvements are made to Barksdale AFB to coincide with the activation of the Global Strike Command. Planning continues on the National Cyber Research Park, which will be built on acreage near the Cyber Innovation Center.

Louisiana Tech University Enterprise Campus Research Park held groundbreaking ceremonies in October 2009. The university and city of Ruston received a \$2 million grant from the Economic Development Administration for infrastructure development for the new research park. Tech and the city will use the funds on new roads, underground utilities and for green space on the Homer. The \$2 million grant follows \$250,000 the EDA awarded Tech two years ago to plan the research park. Additionally, the EDA's University Center Economic Development Program has renewed funding for Tech's University Center for Economic Development, amounting to \$270,000 over a three-year period.

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Additionally, more than 80 new and expanding companies in Northwest Louisiana reported more than \$1 billion in new investments during 2009 as the following table shows:

<b>2009 Investment Projects</b>					
<b>Company Name</b>	<b>Parish</b>	<b>Amount of Investment</b>	<b>New Permanent Jobs</b>	<b>Existing Jobs</b>	<b>Temporary Construction Jobs</b>
Arcadia Gas Storage, LLC	Bienville	\$89,937,822	0	9	85
Benton & Brown, LLC	Bossier	\$195,738	0	0	0
Calumet Lubricants Co., LP	Bossier	\$725,585	10	0	0
Cellxion, LLC	Bossier	\$7,515,404	24	43	60
Gordon Sales, Inc.	Bossier	\$1,848,056	4	82	47
<b>Company Name</b>	<b>Parish</b>	<b>Amount of Investment</b>	<b>New Permanent Jobs</b>	<b>Existing Jobs</b>	<b>Temporary Construction Jobs</b>
McElroy Metal Mill, Inc.	Bossier	\$1,541,062	5	84	5

Plastimayd Corporation	Bossier	\$1,417,098	28	0	25
Raising Cane Restaurants, LLC dba Raising Canes #62	Bossier	\$4,158,134		82	75
Raytech Industries, Inc.	Bossier	\$1,410,328		196	
Seal Craft Corporation	Bossier	\$887,289		56	
True Turn Machine, LLC	Bossier	\$243,456		16	
Ambulatory Surgery Center of Louisiana LLC	Caddo	\$2,110,000	19		42
Bailsco Blades & Castings, Inc.	Caddo	\$272,671	4	52	
Builders Supply Company, Inc.	Caddo	\$497,683		53	
Calumet Shreveport Lubricants & Waxes, LLC	Caddo	\$4,989,764		137	55
CertainTeed Corporation Roofing Products Group	Caddo	\$941,707		86	
Custom Retail Store Fixtures, LLC	Caddo	\$28,697	4	8	
Dr. Reddys Laboratories Louisiana LLC	Caddo	\$3,992,713	16	149	5
Etheredge Electric Company LLC	Caddo	\$233,083		41	
Federal Express Corporation	Caddo	\$1,567,453	5	61	
Frymaster, L.L.C.	Caddo	\$1,542,297		415	
Halco Production Machining, Inc.	Caddo	\$402,176	7	30	
International Paper Company	Caddo	\$794,220		40	
Libbey Glass Inc.	Caddo	\$4,502,975		935	
Metropolitan Circles, LLC	Caddo	\$62,800	28	165	7
Mid-City Plaza, L.L.C.	Caddo	\$350,000			
Moonbot Studios, LLC	Caddo	\$1,825,000	143		
National Mail-It, Inc.	Caddo	\$3,102,260	51	47	
Raising Cane Restaurants, LLC dba Raising Canes #64	Caddo	\$1,500,000	10		25
Red River Film Society Inc, dba Robinson Film Center	Caddo	\$4,448,000	25	6	41
Shaw Alloy Piping Products, Inc.	Caddo	\$805,510		203	15
Southern Foods Group LLC dba Foremost Dairy	Caddo	\$1,908,151	11	225	35
Southland Printing Company Inc	Caddo	\$513,767	1	68	
<b>Company Name</b>	<b>Parish</b>	<b>Amount of Investment</b>	<b>New Permanent Jobs</b>	<b>Existing Jobs</b>	<b>Temporary Construction Jobs</b>
Ternium USA, Inc.	Caddo	\$3,222,698		109	

UOP, LLC	Caddo	\$4,415,083		150	32
Wall Center for Plastic Surgery, LLC	Caddo	\$4,000,000	8	12	20
Wal-Mart Louisiana, LLC dba Wal-Mart Supercenter #3868	Caddo	\$13,000,000	250	0	150
Wes-Pak, Inc.	Caddo	\$0	40	47	
Willis Knighton Medical Center	Caddo	\$27,520,000	15	5100	34
BLC Leasing Company	DeSoto	\$2,122,812	2	198	
Cleco Power LLC	DeSoto	\$5,269,743	535	61	23
International Paper Company	DeSoto	\$150,000,000	90	480	25
Modern Electronics & Equipment, Inc / Richard M. Oliver	DeSoto	\$625,968	3	9	35
Oklahoma Municipal Power Authority	DeSoto	\$421,580		107	46
Southwestern Electric Power Company (Dolet Hills Power Plant)	DeSoto	\$4,215,794	8	54	23
Franke Beverage Systems, Inc.	Lincoln	\$4,727,896	15	60	2
King's Restaurant Group of Ruston.LLC dba 102 A Bistro	Lincoln	\$165,000	45	0	15
Kitishian Wardeh O dba A Kitishian's	Lincoln	\$630,236	10	20	5
Raeford Farms of Louisiana, LLC	Lincoln	\$280,343		28	
Ruston Newspapers, Inc.	Lincoln	\$82,641	1	3	
Saint-Gobain Containers Inc.	Lincoln	\$21,372,769		357	150
Stowe Woodward	Lincoln	\$2,496,679		30	89
Weyerhaeuser NR Company	Lincoln	\$2,742,604		132	
Crowfoot Supply Company	Natchitoches	\$6,700,000	7	180	30
GLAMR Ventures, Inc. dba DQ Grill & Chill	Natchitoches	\$1,098,307	24		15
International Paper Company	Natchitoches	\$250,000,000	12	333	50
Martco Limited Partnership, Plywood Plant	Natchitoches	\$1,346,693	30	606	25
Northwestern Louisiana Cancer Center LLC	Natchitoches	\$2,335,560	8		
<b>Company Name</b>	<b>Parish</b>	<b>Amount of Investment</b>	<b>New Permanent Jobs</b>	<b>Existing Jobs</b>	<b>Temporary Construction Jobs</b>
Weyerhaeuser NR Company	Natchitoches	\$2,149,264		198	
Red River Environmental	Red River	\$328,000,000	71	3	417

Products					
Kisatchie Treating, LLC	Sabine	\$425,375		14	
Military Truck Parts, Inc.	Sabine	\$26,412		8	
MTP Drivetrain Services, LLC	Sabine	\$742,033	12	25	62
Walgreen Louisiana Co., Inc. dba Walgreens #12306	Sabine	\$500,000	20		
Weyerhaeuser NR Company	Sabine	\$795,062		236	
BST Manufacturing	Webster	\$903,983	18	15	18
Builders Supply Company, Inc.	Webster	\$46,481	1	4	
Calumet Lubricants Co., L.P.	Webster	\$91,320		49	7
FWM Mechanical, Inc.	Webster	\$173,486	16	74	
Haynie Industries, LLC	Webster	\$184,045	2	2	
International Paper Company	Webster	\$1,205,339		170	1
Temple-Inland	Webster	\$864,622	91	197	
Walgreen Louisiana Co, Inc. dba Walgreens # 11497	Webster	\$350,000	20		
Webster Machine Works LLC	Webster	\$1,798,894	5	50	
Total Estimated Investment		\$1,027,434,814			

Source: Louisiana Department of Economic Development, Tax Incentives Section

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On the negative side: Plant closings and layoffs continued taking place in Northwest Louisiana since adoption of the revised CEDS in 2008.

<b>Plant Closures and Lay Offs In Northwest Louisiana 2009</b>		
<b>Parish</b>	<b>Company</b>	<b>Job Losses</b>
Caddo	Verizon Call Center, Shreveport	312
Caddo	Allstate Insurance Company, Shreveport	55
Natchitoches	First Student, Natchitoches	80
Lincoln	Pilgrim's Pride Hatchery and Live Operations, Choudrant	1,294
Claiborne	Pilgrim's Pride Hatchery, Athens	
Bienville	Pilgrim's Pride Feed Mill, Arcadia	
Union	Pilgrim's Pride Processing Plant, Farmersville	
Bossier	Pilgrim's Pride, Bossier City	240
Caddo	Capital One Call Center, Shreveport	150
Webster	Trane US, Inc., Cullen	163
Caddo	Decoma International, Shreveport	62
Caddo	AI Shreveport, Shreveport	91
Caddo	Tango Transport, Inc., Shreveport	60
Caddo	GM Truck Group, Shreveport	716
DeSoto	ABB, Inc., Mansfield	204

Source: Louisiana Workforce Commission

Also, the Common Battlefield Airmen Training (CBAT) program, of which Barksdale Air Force Base was one of three locations being considered as a location, was eliminated by the Air Force at the end of 2009.

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### Workforce Development

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

The WIA program allows local officials to establish broad-based labor market systems using Federal job training funds for adults, dislocated workers, and youth, and requires coordination among a wide range of Federal and State job training programs, including the Louisiana Job Service, adult education and literacy programs, welfare-to-work, vocational education, and vocational rehabilitation. WIA's goal is to provide workforce development services to employers and workers through a universally accessible, information-driven, Business and Career Solution Center system.

In keeping with the American Recovery and Reinvestment Act of 2009, WIB #70 and the Louisiana Workforce Commission adopted a Work Plan for Region #7. The Plan is available at: [www.cdconline.org/New/PDFS/ARRA%20LWC%20STIMULUS%20WORK%20PLAN%20FOR%20REGION%207.pdf](http://www.cdconline.org/New/PDFS/ARRA%20LWC%20STIMULUS%20WORK%20PLAN%20FOR%20REGION%207.pdf).

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### Integrating the CEDS with the State's Economic Development Priorities

Louisiana Economic Development in late 2009 adopted a new strategy entitled the Blue Ocean Initiative in an effort to position Louisiana to grow jobs at a faster rate than the South and the U.S. To undertake this initiative LED will aggressively pursue eight integrated economic development strategies, namely:

- Improve state economic competitiveness; our goal is to improve the region's economic competitiveness.
- Enhance community competitiveness; our goal is to enhance the region's competitiveness.
- Cultivate top regional economic development assets; our goal is the same, capitalizing on our region's resources such as natural gas and lignite, Barksdale Air Force Base, Cyber Innovation Research Park (Bossier City), Louisiana Tech University's Enterprise Campus Research Park, and Camp Minden's Army Reserves Regional Training Institute
- Focus on business retention and expansion; our goal is the same since this is the area that most of a community's new jobs come from.
- Develop national caliber business recruitment capacity; our goal is to assist local elected officials, chambers of commerce, and economic development agencies in responding to

requests for information when LED has prospects interested in locating in our region.

- Cultivate small business, innovation, and entrepreneurship; this remains a priority area for CDC through its numerous financing programs, business incubator, on-going support for the Manufacturing Extension Partnership of Louisiana (MEPOL), international trade, SBIRs and STTRs
- Develop robust workforce solutions; this, too, remains a priority area for CDC as the administrator of the Workforce Investment Act for WIB #70.
- Aggressively tell our story.

LED’s Sector Themes and Growth Initiatives are listed below with Northwest Louisiana’s participation in the Initiatives listed in italicized blue type following each LED initiative.

**Sector Themes**

**Growth Initiatives**

<p><b>Digital Media/Software Development</b></p>	<p>Next generation digital media/software development ecosystem (includes Healthcare software development). <i>Several communities in Northwest Louisiana have announced plans to develop facilities to house digital media facilities.</i></p>
<p><b>Next Generation Auto</b></p>	<p>Supplying the future driving experience. <i>Unfortunately, the Shreveport GM plant is scheduled for closure no later than June 30, 2012, if not sooner. Local elected officials and economic developers are looking for an auto manufacturer to replace GM.</i></p>
<p><b>Specialty Healthcare</b></p>	<p>Specialty research hospital and corridor: Treating the nation. Obesity/diabetes research and treatment. <i>Doctors associated with the LSU Medical Health System are involved in various types of specialty health research projects and programs.</i></p> <p>Manufacturing pharmaceuticals. <i>Several pharmaceutical companies are located in Shreveport, the largest of which is Dr. Reddy’s, which just concluded a major multimillion dollar expansion.</i></p>
<p><b>Renewables &amp; Energy Efficiency</b></p>	<p>Energy efficiency: Green living, green building, green manufacturing. <i>This is one of the areas of concentration currently being offered by the Manufacturing Extension Partnership of Louisiana (MEPOL) to their manufacturing clients in Northwest Louisiana.</i></p> <p>Renewable energy: Power and fuel for the future. Solar, biomass, and geothermal applications are being considered for projects ranging from multi-tenant housing to electricity generation.</p> <p>Nuclear Power: Parts and modular production. <i>Not Applicable to NWLA</i></p>
<p><b>Water Management</b></p>	<p>Water management: The Netherlands of the US. <i>Not Applicable to NWLA</i></p> <p>Ultra-deep water: Under the sea. <i>Not Applicable to NWLA</i></p>

**Next Wave  
Oil & Gas**

Unconventional gas: Not everything's bigger in TX. *The Haynesville Shale is encouraging several communities to consider converting their fleets of cars and trucks to operate on Compressed Natural Gas due to the virtually unlimited supplies of Natural Gas being generated in Northwest Louisiana.*

Enhanced oil recovery: Scraping the bottom of the barrel. *This remains an on-going concern for companies drilling for oil in Northwest Louisiana.*

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### **Broadband Accessibility**

The lack of Broadband accessibility in the rural areas in Northwest Louisiana is a real deterrent to a wide variety of groups ranging from businesses to students and medical providers to emergency preparedness officials.

According to a report entitled "A Nation Online: Broadband Age," released by the National Telecommunication and Information Administration in September 2004, Louisiana joined Arkansas as the state's with the lowest "Internet Use by Population, Age 3 or Older." Louisiana and Arkansas shared a "Lower Bound" ranking of 47.1; with an "Upper Bound" ranking of 52.8 for Louisiana. Several factors account for this low ranking in the use of the Internet: lack of high speed access in the rural areas, low income and high poverty rates throughout the region, and an unwillingness by cable and phone providers to offer broadband access in low population areas.

The lack of broadband access in most of the rural sections of Northwest Louisiana is a deterrent to the ability of these areas to attract, and in some cases, keep businesses. An additional problem is that students in areas without broadband are handicapped when it comes to using the Internet for research projects and better learning opportunities. Distant learning opportunities for all ages also are non-existent in many sections of the region, as are rural medical facilities, which could use broadband to facilitate diagnostic and treatment procedures.

As a direct result of the input obtained for the 2008 CEDS from local governments, businesses, civic and community organizations of the urgent need to address the lack of broadband access in the region's rural areas, CDC formed Connect the Ark-La-Tex, Inc., which has formed partnerships with Workforce Investment Boards, Public School Systems, Universities, Community and Technical Colleges, Economic Development organizations, Civic and Community Organizations, and Public Safety and Emergency Preparedness officials, and communities throughout north Louisiana to identify connectivity problems and work to bring better high speed Internet access to locations throughout Northwest Louisiana, Southwest Arkansas, and Northeast Texas.

Additionally, CDC formed Intelligent Communities of the Ark-La-Tex, Inc., which is designed based on a concept developed by the Intelligent Communities Forum (ICF) think

tank that studies the economic and social development of the 21st Century community. According to ICF “The rise of the Intelligent Community is a response to one of the greatest economic transformations in history. Intelligent Communities are those which have – whether through crisis or foresight – come to understand the enormous challenges of the Broadband Economy, and have taken conscious steps to create an economy capable of prospering in it. They are not necessarily big cities or famous technology hubs. They are located in developing nations as well as industrialized ones, suburbs as well as cities, the hinterland as well as the coast.

“The good news is that, while the Broadband Economy presents an epic challenge to communities, it also hands them a powerful new competitive tool. Through local broadband, individuals, small businesses, institutions and local governments have gained access to worldwide information resources and a broad range of tools to connect both globally and locally.

“Today, broadband offers every community the opportunity to move from the periphery to the center in economic terms. It creates new kinds of companies like Yahoo and Google, even whole new industries. It enables small companies to be global exporters – including the export of skills and knowledge which were never before transportable across time zones or national borders. It can ensure that schools in remote regions and inner cities have access to the latest information tools and reference sources. It can link rural healthcare providers to leading medical centers and local law enforcement to national information grids. Individuals and businesses can go global in search of low-cost, quality vendors, and Web-based tools can increase community involvement.

“By boosting the economic and social well-being of communities, broadband can reduce the incentives for their young people to move away in search of opportunity and a better quality of life. Paradoxically, it can play a key role in giving communities a sustainable future in our ever-more-connected world.”

Through its subsidiaries, Connect the Ark-La-Tex, Inc., and the Intelligent Communities of the Ark-La-Tex, Inc., CDC intends to ensure that the communities in Northwest Louisiana will see their citizens lives bettered through the availability of easy access to high speed Internet connectivity.

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**2010 Projects, Programs and Activities to Address the Region's Needs (Listed by Category)**

<b>PORT FACILITIES PROJECTS</b>				
<b>Proposed Activity</b>	<b>Parish</b>	<b>Implementing Govt. or Group</b>	<b>Estimated Cost</b>	<b>Funding Source(s)</b>
Acquisition and expansion of existing blending, manufacturing, and packaging facility	Caddo/Bossier	Caddo-Bossier Parish Port Commission	\$20,000,000	Revenue Bonds, EDA
Construction of an activated carbon processing facility at the Natchitoches Port Facility	Natchitoches	ADA Environmental Solutions and Energy Capital Partners	\$4,100,000	Company Funds, State Funds, EDA

<b>INDUSTRIAL PARKS</b>				
<b>Proposed Activity</b>	<b>Parish</b>	<b>Implementing Govt. or Group</b>	<b>Estimated Cost</b>	<b>Funding Source(s)</b>
Infrastructure improvements at the DeSoto Parish Air Industrial Park	DeSoto	DeSoto Parish Police Jury	\$ 1,031,000	EDA, State of Louisiana, Local Government
Planning and construction of industrial park	Bienville	Town of Arcadia	\$300,000	DRA, State of Louisiana
Planning and construction of industrial park	DeSoto	Town of Logansport	\$75,000	State of LA, EDA

<b>ENVIRONMENTAL PROJECTS</b>				
<b>Proposed Activity</b>	<b>Parish</b>	<b>Implementing Govt. or Group</b>	<b>Estimated Cost</b>	<b>Funding Source(s)</b>
South Natchitoches drainage improvements, planning and construction	Natchitoches	Natchitoches Parish Police Jury	\$50,000	State of Louisiana
Cane River Lake Drainage Study	Natchitoches	Cane River Waterway Commission	\$50,000	State of Louisiana

<b>HIGHWAY/ROAD PROJECTS</b>				
<b>Proposed Activity</b>	<b>Parish</b>	<b>Implementing Govt. or Group</b>	<b>Estimated Cost</b>	<b>Funding Source(s)</b>
Establishing, constructing, acquiring, maintaining, and improving streets, roads, and bridges	DeSoto	Village of South Mansfield	1% Sales and Use Tax	Voter Approved
Highway 80 street lights Industrial Drive to I-20 planning and construction	Bossier	City of Bossier City	\$485,000	State of Louisiana
Street improvements, planning and construction	DeSoto	Town of Stonewall	\$370,000	State of Louisiana with Local Match

Overlay of Linwood Road planning and construction	DeSoto	DeSoto Parish Police Jury	\$125,000	State of LA/ Local Match
Spring Branch Road improvements, planning and construction	Bossier	Bossier Parish Police Jury	\$110,000	State of Louisiana
Street reconstruction and overlay, planning and construction	Sabine	Town of Pleasant Hill	\$50,000	State of Louisiana

<b>SEWER AND WASTEWATER IMPROVEMENT PROJECTS</b>				
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<b>Proposed Activity</b>	<b>Parish</b>	<b>Implementing Govt. or Group</b>	<b>Estimated Cost</b>	<b>Funding Source(s)</b>
Constructing and acquiring improvements, extensions and replacement to wastewater collection and treatment system	Lincoln	Village of Choudrant	\$550,000	Utility Revenue Bonds
Constructing and acquiring improvements, extensions and replacement to sewer system	Caddo	Caddo Parish Sewerage District No. 8	\$121,000	Sewer Revenue Bonds
Acquiring, constructing, installing improvements, extensions and additions	Bienville	Town of Arcadia	\$676,000	Sewer Revenue Bonds
Acquiring, constructing, installing improvements, extensions and additions	Bossier	Town of Benton	\$418,000	Sewer Revenue Bonds
Acquiring, constructing, installing improvements, extensions and additions	Caddo	Town of Oil City	\$700,000	Sewer Revenue Bonds
Acquiring, constructing, installing improvements, extensions and additions	DeSoto	City of Mansfield	\$1,214,800	Sewer Revenue Bonds
Acquiring, constructing, installing improvements, extensions and additions	Lincoln	Village of Simsbury	\$100,000	Sewer Revenue Bonds
Acquiring, constructing, installing improvements, extensions and additions	Red River	Village of Hall Summit	\$135,000	Sewer Revenue Bonds
Acquiring, constructing, installing improvements, extensions and additions	Sabine	Village of Pleasant Hill	\$620,000	Sewer Revenue Bonds
Acquiring, constructing, installing improvements, extensions and additions	Sabine	Town of Many	\$251,000	Sewer Revenue Bonds
Acquiring, constructing, installing improvements, extensions and additions	Webster	Town of Cullen	\$925,000	Sewer Revenue Bonds

Acquisition and construction of improvements, extension, and replacements to the waste water portion of the combined water and sewer utility systems	Bossier	City of Bossier City	\$22 million	Utility Revenue Bonds
Constructing, acquiring improvements, extensions and replacement to the sewer portion of its combined water and sewer utility system	Caddo & Bossier	City of Shreveport	\$12,000,000	Taxable Water and Sewer Bonds

<b>WATER IMPROVEMENT PROJECTS</b>				
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<b>Proposed Activity</b>	<b>Parish</b>	<b>Implementing Govt. or Group</b>	<b>Estimated Cost</b>	<b>Funding Source(s)</b>
Upgrades to town's water system	Claiborne	Town of Haynesville	\$75,000	DRA
Water system improvements planning and construction	Natchitoches	Bellwood Water System, Inc.	\$50,000	State of Louisiana
Upgrades and improvements to water and sewer system, including acquiring and installing water meters	Caddo	City of Shreveport	\$11,000,000	Utility Revenue Bonds
Upgrades and improvements to water and sewer system, including acquiring and installing water meters	Caddo	City of Shreveport	\$11,000,000	Utility Revenue Bonds
Construct and acquire improvements and extensions to the combined waterworks plan and system, electric power and light plant and system and sewer system	Natchitoches	City of Natchitoches	\$5,000,000	Utility Revenue Bonds
Constructing and acquiring extensions and improvements to the waterworks system	DeSoto	Waterworks District No. 1	\$2,360,000	Water Revenue Bonds
Constructing and acquiring extensions and improvements to the waterworks system	Caddo	Town of Blanchard	\$15,500,000	Water Revenue Bonds
Constructing and acquiring extensions and improvements to the waterworks system	DeSoto	City of Mansfield	\$1,550,000	Limited Tax Revenue Bonds
Constructing and acquiring extensions and improvements to the waterworks system	DeSoto	City of Mansfield	\$6,400,000	Sales Tax Bonds
Constructing and acquiring extensions, improvements and replacements to the drinking water portion of the city's combined water and sewer system	Caddo & Bossier	City of Shreveport	\$15,000,000	Taxable Water and Sewer Bonds
Constructing and acquiring extensions and improvements to the waterworks system	DeSoto	Waterworks District No. 1	\$2,360,000	Water Revenue Bonds

Water system generator back-up power source	Natchitoches	Bellwood Water System, Inc.	\$35,000	State of Louisiana
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<b>FIRE PROTECTION PROJECTS</b>				
<b>Proposed Activity</b>	<b>Parish</b>	<b>Implementing Govt. or Group</b>	<b>Estimated Cost</b>	<b>Funding Source(s)</b>
Acquiring, Constructing, and improving fire protection and medical facilities, vehicles, and equipment	DeSoto	DeSoto Fire District # 8	\$820,000	State of Louisiana Loan
Purchase of fire trucks and other firefighting equipment	Sabine	Fire Protection District No. 1, Words 1 & 2	\$250,000	State of Louisiana Loan
Cost of current operations	Caddo	Fire District No. 6	\$50,000	State of Louisiana Loan
Acquisition of firefighting equipment	Natchitoches	Fire District No. 4	\$175,000	State of Louisiana Loan
Firefighting equipment and improvements	Webster	Dixie Inn Fire Protection District No. 7	15 Mills Tax	Voter Approved
Firefighting equipment and improvements	Webster	Shongaloo Fire Protection District No. 9	10 Mills Tax Renewal	Voter Approved
Firefighting equipment and improvements	Webster	Sarepta Fire Protection No. 5	12 Mills Tax	Voter Approved
Firefighting equipment and improvements	Claiborne	Claiborne Fire Protection District No. 3	10 Mills Tax	Voter Approved
Firefighting equipment and improvements	Claiborne	Claiborne Fire Protection District No. 5	10.37 Mills Tax	Voter Approved

<b>EDUCATIONAL FACILITIES/PROJECTS</b>				
<b>Proposed Activity</b>	<b>Parish</b>	<b>Implementing Govt. or Group</b>	<b>Estimated Cost</b>	<b>Funding Source(s)</b>
Feasibility study for new campus for Northwest Campus of the Louisiana Technical College planning and construction	Webster	Board of Regents	\$100,000	State of Louisiana
Technology Transfer Center foundation repair, planning and construction	Caddo	Louisiana Tech University	\$1,200,000	State of Louisiana
Louisiana Tech Research Park real estate acquisition, planning and construction,	Lincoln	Louisiana Tech University	\$9,000,000	State of Louisiana and EDA

Williamson Hall Renovation for Engineering Technology, planning and Construction	Natchitoches	Northwestern State University	\$5,600,000	State of Louisiana
University Water Distribution System	Lincoln	Louisiana Tech University	\$3,000,000	State of Louisiana
Construction, repairs, purchase of equipment and/or supplies and additional improvements	Natchitoches	Consolidated School District No. 6	7 Mills Tax	Voter Approved
Purchase of land, improving school buildings and other school related facilities	Bienville	Bienville Special School District No. 16	\$3,175,000 General Obligation Bonds	Voter Approved
Purchase of land, improving school buildings and other school related facilities	Lincoln	Choudrant School District No. 6	\$9,000,000 General Obligation Bonds	Voter Approved
Constructing, improving and operating the district's public school and school system	Lincoln	Choudrant School District No. 6	10 Mills Tax	Voter Approved
Rehabilitating or repairing schools and school facilities, purchasing equipment, and development of course materials for a Qualified Zone Academy	Caddo	Caddo Parish School Board	\$3,500,000	State of Louisiana Loan
Construction, rehabilitation, or repair of facilities and equipment purchase	Caddo	Caddo Parish School Board	\$17,359,000	Revenue Bonds (Taxable QSCB)
Construction, rehabilitation, or repair of facilities and equipment purchase	Bossier	Bossier Parish School Board	\$10,000,000	Revenue Bonds (Taxable QSCB)
Construction, rehabilitation, or repair of facilities and equipment purchase	Lincoln	Lincoln Parish School Board	\$5,087,000	Revenue Bonds (Taxable QSCB)
Construction, rehabilitation, or repair of facilities and equipment purchase	Webster	Webster Parish School Board	\$925,000	Revenue Bonds (Taxable QSCB)
Constructing, repairing, and/or improving schools and school related facilities	Webster	Webster Parish School Board	\$500,000	State of Louisiana Loan
Safety Walk Manufacturing planning and construction	Caddo	Louisiana Association for the Blind	\$150,000	State of Louisiana
Constructing, repairing, and/or improving schools and school related facilities	Lincoln	Lincoln PW Consolidated School District No. 1	8.49 Mills Tax	Voter Approved

<b>TOURISM AND CULTURE RELATED PROJECTS</b>				
<b>Proposed Activity</b>	<b>Parish</b>	<b>Implementing Govt. or Group</b>	<b>Estimated Cost</b>	<b>Funding Source(s)</b>
Artspace - Downtown Shreveport	Caddo	City of Shreveport	\$700,000	State of Louisiana

<b>MISCELLANEOUS PROJECTS</b>				
<b>Proposed Activity</b>	<b>Parish</b>	<b>Implementing Govt. or Group</b>	<b>Estimated Cost</b>	<b>Funding Source(s)</b>
Parish Land Use GIS Portal	Lincoln	Lincoln Parish Police Jury	\$1,700,00	DRA, State of Louisiana, Local funds
Emergency Response Plan for community water systems	Northwest Louisiana Communities	Northwest Louisiana Communities	\$15,000	EDA through LAPDD Grant
Water and wastewater related planning for disaster preparedness and mitigation	Northwest Louisiana Communities	Northwest Louisiana Communities	\$15,000	EDA through LAPDD Grant

<b>HEALTH FACILITIES PROJECTS</b>				
<b>Proposed Activity</b>	<b>Parish</b>	<b>Implementing Govt. or Group</b>	<b>Estimated Cost</b>	<b>Funding Source(s)</b>
Rural Medical Facility planning and construction	DeSoto	Town of Stonewall	\$150,000	State of Louisiana
Coushatta Health Care Center roof and parking lot repair	Red River	Town of Coushatta	\$90,000	State of Louisiana
LSU Health Science Center Emergency Care Center Expansion and Renovation	Caddo	State of Louisiana	\$3,200,000	State of Louisiana
LSU Health Science Center Replacement of Obsolete Equipment	Caddo	State of Louisiana	\$2,500,000	State of Louisiana

<b>PUBLIC FACILITIES PROJECTS</b>				
<b>Proposed Activity</b>	<b>Parish</b>	<b>Implementing Govt. or Group</b>	<b>Estimated Cost</b>	<b>Funding Source(s)</b>
Bienville Parish Jail	Bienville	Bienville Parish Police Jury	\$5,034,000	State of Louisiana and Local Match
Campiti Multi-Purpose Community Center planning and construction	Natchitoches	Town of Campiti	\$100,000	State of Louisiana
Choudrant Town Hall planning	Natchitoches	Village of Choudrant	\$100,000	State of Louisiana

Logansport Industrial Park Buildings planning and construction	DeSoto	Town of Logansport	\$50,000	State of Louisiana
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American Recovery and Reinvestment Act of 2009 Grants Program

The Coordinating and Development Corporation’s Division of Community Development has been contracted to provide Davis-Bacon Act oversight services for four local governments that were awarded ARRA (American Recovery and Reinvestment Act of 2009) grants through LADEQ (Louisiana Department Environmental Quality) & LADHH (Louisiana Department of Health & Hospitals). The Coordinating & Development Corporation’s Division of Community Development is charged with the responsibility of ensuring that each project is administered in compliance with Federal wage regulations as determined by the Davis-Bacon Act, the Copeland Anti-Kickback Act, Contract Work Hours and Safety Standards Act, and the Fair Labor Standards Act. The following is a list of current projects administered by the Division during the reporting period:

Town of Cullen: The Town is currently in receipt of an ARRA funded grant through the Louisiana Department of Environmental Quality, to provide badly needed upgrades to its wastewater treatment facilities.

City of Mansfield: The City has received an ARRA funded grant through the Louisiana Department of Environmental Quality, to provide upgrades to its wastewater collection system in various locations throughout the city.

City of Mansfield: The City has received an ARRA funded grant through the Louisiana Department of Health and Hospitals, to provide necessary improvements to its potable water treatment facility.

Desoto Parish: The Parish has received an ARRA funded grant through the Louisiana Department of Health and Hospitals, to provide necessary improvements to its potable water treatment facility.

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Evaluation of Effectiveness in Meeting Goals

The 2008 CEDS listed five major Goals designed to Solve the Region’s Economic Development Problems:

*Goal 1: Make the 10-Parish Region attractive for economic development by diversifying the Region’s economic base*

*Goal 2: Make the 10-Parish Region attractive for economic development by creating and fostering a skilled workforce.*

*Goal 3: Make the 10-Parish Region attractive for economic development by strengthening and enhancing partnerships with local units of government and economic development*

organizations throughout the region and state.

*Goal 4: Make the 10-Parish Region attractive for economic development by enhancing and sustaining infrastructure.*

*Goal 5: Make the 10-Parish Region attractive for economic development by maintaining and improving the regional quality of life.*

*Accomplishments:*

In spite of the downturn of the national economy and the closure of several companies in Northwest Louisiana, our region was successful in making great strides in accomplishing the goals and objectives set forth in the 2008 CEDS. As a review of the information contained in this CEDS Update indicates, the region's success is evident in the creation of hundreds of new jobs through projects such as Haynesville Shale natural gas drilling activities; the groundbreaking for the Camp Minden Regional Training Institute, Cyber Innovation Center, and the Louisiana Tech Research Park, the investment of more than \$ 1 billion made by the companies located throughout Northwest Louisiana; the local activities related to improved infrastructure projects, workforce development, coordinating economic development efforts within the region and state, and undertaking efforts to bring broadband to even the remotest rural areas in the District.

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*Goals for the Coming Year*

The region will continue working to successful implement the Goals and Objectives set out in the revised 2008 CEDS.

*CEDS Committee*

For the 2010 CEDS, the CEDS Committee was comprised of the CDC Board of Directors. An updated copy of the Board Members is listed below with their affiliation, race, sex, and whether or not the individual is an elected official. At this time, approximately 23% of the members of the Board of Directors are of a minority race, 9% are female, and 53% are elected officials.

The capacity of The Coordinating & Development Corporation to support the CEDS has not changed in the past year. Since the most recent CEDS report was approved, the only staff change was the hiring of Mr. Layne Weeks as COO and Executive Vice-President of Red River Valley BIDCO, Inc., a subsidiary of The Coordinating & Development Corporation.

**Board of Directors of The Coordinating & Development Corporation**

<b>Last Name</b>	<b>First Name</b>	<b>Affiliation</b>	<b>Elected</b>	<b>Race</b>	<b>Sex</b>
Adkins	Jerry	Police Jury	Yes	White	Male
Adley	Robert	State Senator	Yes	White	Male
Alford	Oscar	Workforce Development	No	White	Male

Andrus	Martha	Mayor	Yes	Black	Female
Arbuckle	Rodney	Sheriff	Yes	White	Male
Avery	Rick	Police Jury	Yes	White	Male
Bagley	Leon	Police Jury - Retired	No	White	Male
Ballance	John	Sheriff	Yes	White	Male
Bankhead	Edward	Councilman	Yes	Black	Male
Baremore	Neal	Electric Utility	No	White	Male
Barnett	Dale	Mayor	Yes	White	Male
<b>Last Name</b>	<b>First Name</b>	<b>Affiliation</b>	<b>Elected</b>	<b>Race</b>	<b>Sex</b>
Belton	Ray	Chancellor - Southern University	No	Black	Male
Bennett	Bobby	Police Jury	Yes	White	Male
Blake	John	Business - Lifetime Member	No	White	Male
Blanton	Bruce	Police Jury	Yes	White	Male
Boggs	Tommy	Finance	No	White	Male
Branch	James	Business – Lifetime Member	No	White	Male
Breaux	Carroll	Mayor	Yes	White	Male
Brown	Bob	Business – Past Chair	No	White	Male
Brown	Sherman	Mayor	Yes	Black	Male
Burford	Richard	State Representative	Yes	White	Male
Byrd	Rose	Mayor (Business)	Yes	Black	Female
Caldwell	Dan	Finance	No	White	Male
Campbell	Foster	Public Service Commissioner	Yes	White	Male
Smith-Cheek	Sheri	State Senator	Yes	White	Female
Cochran	Jimmy	Police Jury	Yes	White	Male
Coleman	Eugene	Insurance	No	White	Male
Darby	Jerome	Police Jury	Yes	Black	Male
Davis	Jessie	Police Jury	Yes	Black	Male
Davison	Vera	Police Jury	Yes	Black	Female
Dement	George	Retired Mayor – Life member	No	White	Male
Doerge	Jean	State Representative	Yes	White	Female
Doughty	Albert	Mayor	Yes	White	Male
Downs	Hollis	State Representative	Yes	White	Male
England	Eric	Port Director	No	White	Male
Ezernack	Albert	Police Jury	Yes	White	Male
Francis	James "Mike"	Industrial Development	No	White	Male
Freeman	John	Electric Utility	No	Black	Male
Freeman	Katherine	Mayor	Yes	White	Female
Freeman	Kenneth	Mayor	Yes	White	Male
Gallot	Richard	State Representative	Yes	Black	Male
Glover	Cedric	Mayor	Yes	Black	Male
Guidry	Ken	Red River Waterway Comm.	No	White	Male
Hanson	Dave	Mayor	Yes	White	Male
Harris	Bob	USDA Rural Development	No	White	Male
Harris	Foster	Retired	No	Black	Male
Herrington	Johnny	Business – Life Member	No	White	Male
Hollingsworth	Dan	Mayor	Yes	White	Male
Howard	Frankie	State Representative	Yes	White	Male

Hubbard	John	Utility	No	White	Male
Huggins	Charles	Police Jury	Yes	White	Male
Hunter	Hazel	Police Jury	Yes	Black	Female
Jackson	Theron	Southern University at Shreveport	No	Black	Male
Johnson	Jim R.	Finance	No	White	Male
Jones	Fred	Police Jury	Yes	White	Male
Kostelka	Robert	State Senator	Yes	White	Male
Lampkins	Ernest	Retired Mayor	Yes	Black	Male
<b>Last Name</b>	<b>First Name</b>	<b>Affiliation</b>	<b>Elected</b>	<b>Race</b>	<b>Sex</b>
Lasseigne	Jacques	LA Dept. of Labor Workforce Development.	No	White	Male
Lawson	Tony	Police Jury	Yes	White	Male
LeComte	M. D.	Economic Development	No	White	Male
Lee	Walter	Superintendent DeSoto Parish School Board	No	White	Male
Long	Gerald	State Senator	Yes	White	Male
Lopez	Roger	Mayor	Yes	White	Male
Maranto	Charles	Business & Workforce Development (WIB)	No	White	Male
Mason	Edward	Chamber of Commerce	No	Black	Male
May	Jim	Economic Development	No	White	Male
McCoy	Curtis	Mayor	Yes	Black	Male
McCullen	Wayne	Mayor	Yes	White	Male
McCune	Curtis	Mayor	Yes	White	Male
McDonald	A. W.	Police Jury	Yes	White	Male
McDonald	Jerry	Police Jury (Education)	Yes	White	Male
Miller	Roy	Transportation	No	White	Male
Montgomery	Billy	Asst. to Bossier Parish Police Jury – Life Member	No	White	Male
Moore	Terry	Business	No	Black	Male
Moncrief	Jerry	Police Jury	Yes	White	Male
Morris	Jim H.	State Representative	Yes	White	Male
Newell	David	Mayor	Yes	White	Male
Norton	Barbara	State Representative	Yes	Black	Female
Nowlin	Rick	State Representative	Yes	White	Male
Oakes	J. R.	Retired U. S. Marshall - Lifetime Member	No	White	Male
Odom	Charles	Police Jury	Yes	White	Male
Paige	Chris	Police Jury	Yes	Black	Male
Pesnell	Jim	Electric Utility	No	White	Male
Pierson	Don	Economic Development	No	White	Male
Pollacia	Nick	Chamber of Commerce	No	White	Male
Pratt	Jim	Sabine River Authority	No	White	Male
Robertson	Bill	Mayor	Yes	White	Male
Rockett, Jr.	Rocky	Economic Development	No	White	Male
Rogers	Margaret	Mayor	Yes	White	Female
Ruffin	William	Police Jury (Education)	Yes	Black	Male
Sampite'	Joseph	Retired -- Lifetime Member	No	White	Male

Salter	Joe	Business – Life Member	No	White	Male
Samuel	Ivory	Chamber of Commerce	No	Black	Male
Sanders	John	LA Dept of Transportation & Development	No	White	Male
Savage	Walter	Business	No	White	Male
Scarborough	J. W.	Business	No	Black	Male
Shepherd	Ken	Entertainment	No	White	Male
Sims	Bill	Police Jury	Yes	White	Male
Smith	Eugene	Mayor	Yes	White	Male
Speights	W. C.	Retired	No	White	Male
Stewart	John	Business	No	White	Male
Strong	Charles	Education	No	White	Male
Stubblefield	Mitch	Economic Development	No	White	Male
Sturges	Joe	Police Jury and School Board	Yes	Black	Male
Taylor	Ben	Police Jury	Yes	Black	Male
Taylor	J. T.	Business	No	White	Male
Taylor	Stephen	Mayor	Yes	White	Male
Terrell	Troy	Mayor	Yes	White	Male
Trammel	Liz	Economic Development	No	White	Female
Walker	Art	Business	No	Black	Male
Walter	Lorenz	Mayor	Yes	White	Male
Warwick	Maggie	Entertainment	No	White	Female
Washington	Bobby	Mayor	Yes	Black	Male
Webb	Randall	President, Northwestern State University	No	White	Male

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