



Comprehensive Economic Development Strategy

2022-2027

The mission of APC is to foster a knowledge and data-driven decision-making culture, leverage collaborative assets and relationships across all stakeholders and sectors, grow regional capacity, resources, and opportunities through economies of scale, and support a foundation of sustainable infrastructure and public investment.

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A MESSAGE FROM THE CEO

As CEO of the Acadiana Planning Commission, I stand committed to facilitating a collaborative approach that fosters economic growth, sustainability, and enhanced quality of life for our residents. The CEDS serves as a guiding framework to harness our region's strengths, address challenges, and seize opportunities that lie ahead. Our goal is to develop a comprehensive strategy that aligns with the aspirations and unique characteristics of Acadiana, ensuring a prosperous and resilient future.

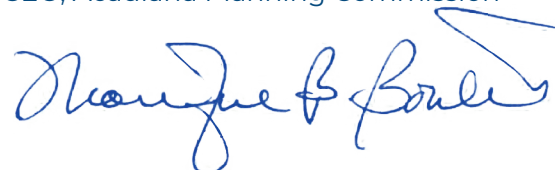
The cornerstone of our work is the engagement and involvement of stakeholders from diverse sectors of our community. Through open dialogue, active participation, and inclusive decision-making processes, we can leverage the collective wisdom and expertise that resides within Acadiana. By uniting businesses, organizations, government agencies, and community members, we can create a shared vision that reflects our region's values and aspirations.

At APC, we recognize that economic development extends beyond mere financial gains. It encompasses the preservation and promotion of our cultural heritage, the protection of our natural resources, and the cultivation of a skilled and diverse workforce. By embracing sustainable practices, promoting innovation, and investing in education and training, we can build a foundation for long-term prosperity that benefits all members of our community.

I express my sincere gratitude to all who contribute their time, expertise, and passion to the development of the CEDS. Let us work together to shape a future that builds upon our strengths, promotes sustainable growth, and leaves a lasting legacy for generations to come.

Sincerely,

Monique Blanco Boulet
CEO, Acadiana Planning Commission



About the Acadiana Planning Commission

The Acadiana Planning Commission (APC) — Louisiana Planning District 4 — is a multi-jurisdictional agency that serves the public sector throughout the Acadiana area. APC is focused on promoting economic development and growth, strengthening communities, improving transportation systems and regional resiliency.

The district APC serves includes Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin and Vermilion parishes. APC was founded on the principle that municipalities and parishes working together can accomplish much more than individually. We use collaboration and cooperation to create more cost-effective and efficient ways to address issues and promote growth and prosperity.

Federal & State Designations

U.S. E.D.A. Federal Economic Development District

FWHA Metropolitan Planning Organization (MPO)

Louisiana Planning District 4

Louisiana Watershed District 5

APC Board of Commissioners

M. Larry Richard, APC Chairman
Iberia Parish President

Chester Cedars, APC Vice-Chairman
St. Martin Parish President

Josh Guillory, APC Secretary & Treasurer
Lafayette Mayor-President

Jessie Bellard
St. Landry Parish President

Bryan Vidrine
Evangeline Police Jury President

Chance Henry
Acadia Police Jury President

Jason Picard
Vermilion Police Jury President

Dr. Joseph Savoie
University of Louisiana President

Dr. Nancee Sorenson
Louisiana State University Eunice Chancellor

Dr. Vincent June
South Louisiana Community College Chancellor

Troy Wayman, CEcD
One Acadiana President & CEO

CEDS Purpose

The CEDS is a strategy-driven plan for regional economic development through a locally based, regionally driven economic development planning process. Economic development planning – as implemented through the CEDS – is not only a cornerstone of EDA programs, but successfully serves as a means to engage community leaders, leverage the involvement of the private sector, and establish a strategic blueprint for regional collaboration. The CEDS provides the capacity-building foundation by which the public sector, working in conjunction with other economic actors, creates the environment for regional economic prosperity.

The Acadiana Planning Commission uses the CEDS to guide and promote sustainable economic growth and development in the Acadiana region through strategic planning, collaboration, and targeted investment.



Economic Development Administration (EDA)

The U.S. Economic Development Administration's investment policy is designed to establish a foundation for sustainable job growth and the building of durable regional economies throughout the United States. This foundation builds upon two key economic drivers - innovation and regional collaboration. Innovation is key to global competitiveness, new and better jobs, a resilient economy, and the attainment of national economic goals. Regional collaboration is essential for economic recovery because regions are the centers of competition in the new global economy and those that work together to leverage resources and use their strengths to overcome weaknesses will fare better than those that do not. EDA encourages its partners around the country to develop initiatives that advance new ideas and creative approaches to address rapidly evolving economic conditions.

THE EDA MISSION

To lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy.

CEDS STRATEGY MEETINGS

Meeting #1 - Successes of the Region's Economic Development Activities

Grand Ballroom of the Grand Opera House of the South, Crowley, LA

Meeting #2 - SWOT Analysis

LSU Ag Center, Abbeville, LA

Meeting #3 - Future Goals, Objectives, and Strategies of the Region

Lafayette, Economic Development (LEDA), Lafayette, LA

CEDS Meeting Participants

Acadiana Center for the Arts (ACA)

Acadia Parish

Acadia Parish Chamber of Commerce

Community Foundation of Acadiana (CFA)

CLECO

Entergy

Louisiana Economic Development (LED)

Lafayette Economic Development Authority (LEDA)

Louisiana Office of Rural Development

Noble Plastics

One Acadiana (1A)

South Louisiana Community College (SLCC)

SLEMCO

St. Martin Economic Development Authority (SMEDA)

UL Blanco Public Policy Center

UL LEED Center

Vermilion Economic Development Authority (VEDA)



Acadiana Regional Wins

The Acadiana Region has achieved remarkable milestones across various sectors, improving built infrastructure, attracting private investment, and enhancing the overall quality of life for its residents. Collaborative efforts and strategic planning have attracted fueled regional economic and community growth and fostered an environment conducive to business attraction. The region's focus on workforce training has resulted in a skilled labor force, equipping individuals with the expertise required by emerging industries.

Moreover, revitalization efforts have worked to address economic and community challenges in both urban and rural areas, creating new industry clusters and job opportunities. The region's ongoing physical and economic resiliency efforts aim to fortify its communities against potential challenges, ensuring a stable and secure environment for economic growth. These accomplishments underline Acadiana's position as a thriving and forward-thinking economic hub.

INFRASTRUCTURE INVESTMENTS

LED / 1A Site Certification Projects

Acadiana FTTH Initiative

\$30M NTIA Broadband Grant

1A's Regional Infrastructure Visioning Report (RIVR), Broadband Deployment NTIA, EDA, GUMBO expansion,

Acadiana Regional Seafood Hub

PRIVATE/CAPITAL INVESTMENTS

\$1 Billion in Capital Investments

Attracted Amazon, Pine Prairie Energy

Oschner's Expansion

Safe Source, PPE Park

Only fully US sourced PPE Manufacturer in existence

Lafayette General Innovation Funds

\$1.1 Billion First Solar PV Manufacturing Plant , 700 direct jobs and 700 indirect jobs created

QUALITY OF LIFE

Moncus Park, bike paths, etc.

1A's Vibrant Acadiana

COVID Response – Regional Coordinating Calls, APC , mass vaccinations led by OLG

Acadiana COVID Response

MAT/ Opioid Clinic

BUSINESS ATTRACTION

OZ Invest Acadiana Initiative

Marketing the Region - 1A's South Louisiana – Marketing Brand

WORKFORCE TRAINING INVESTMENTS

1A's 55 by 25 Initiative

1A's Scholarship Program

Medical Training Programs

Training Programs – Certified Respiratory Therapists, Surgical Technicians

REVITALIZATION INVESTMENTS

Catalyst Revitalization Project- Bottle Arts Lofts, Eunice Liberty Theater, Abbeville Rice Mill, Opelousas New Life Center

JOBS CREATED/RETAINED

4,944 Jobs Created

1,562 Jobs Retained

LED – School mint, 400 Jobs Created

ECONOMIC ASSETS

APC Growth Economic

Creation of the Blanco Public Policy Center

UL's RI Designation

UL Economists secured

Establishing the UL LEED Center

RESILIENCY INVESTMENTS

Watershed Management and Resiliency

Coastal Restoration Strategies (Vermilion and others)

CPRA

MISCELLANEOUS

UL's nursing school acquisition

Health Innovation (ex. Tides Medical)

ACADIANA PLANNING COMMISSION'S IMPACT

Economic Development Honors & Awards

2019 Forbes OZ 20 Opportunity Zone Catalyst

2021 IEDC Gold Award for Innovation Programs & Initiatives for Invest Acadiana

2022 IEDC Silver Award for Innovation Programs & Initiatives for Acadiana Broadband Initiative

2022 NADO Impact Award for the Acadiana Regional Broadband Initiative

2022 Citation for Brownfields Excellence for Participation in the Bottle Arts Lofts Redevelopment

2021 Planning Excellence Award for I49 Midway Corridor Project

Transportation Honors & Awards

In 2019, we received the Excellence in Regional Transportation Award from the National Association of Development

Organizations for our Local Road Safety Plans.

In 2022, we received the AASHTO Environmental Excellence Award for the University Avenue Corridor Project.



TRANSPORTATION

42 projects

FOR A TOTAL OF

\$61,304,774



ECONOMIC AND
COMMUNITY DEVELOPMENT

31 projects

FOR A TOTAL OF

\$54,269,697

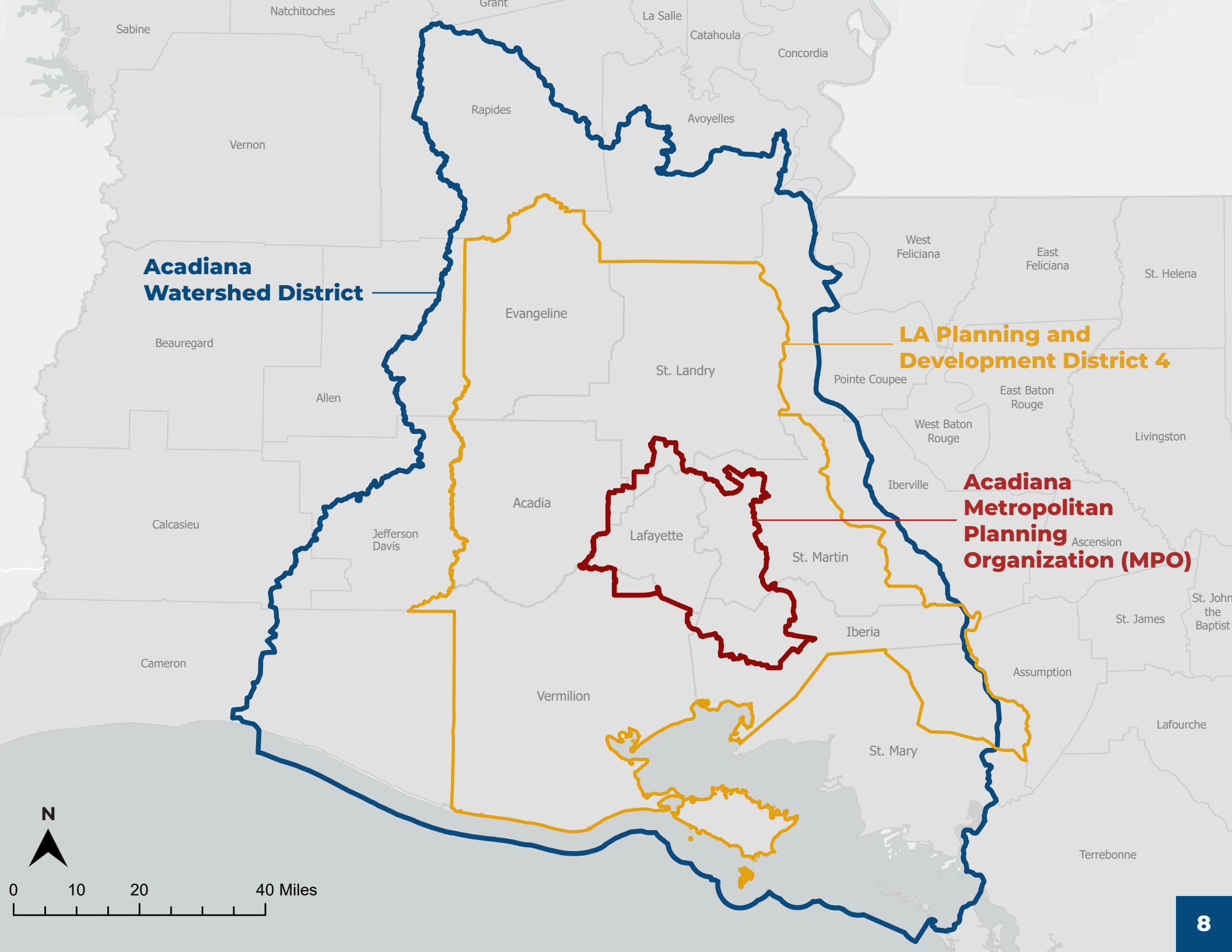


WATERSHED

28 projects

FOR A TOTAL OF

\$121,210,211



Acadiana Watershed District

LA Planning and Development District 4

Acadiana Metropolitan Planning Organization (MPO)



0 10 20 40 Miles

Structural Project Highlights



University Avenue Corridor

In 2017 the Acadiana Planning Commission was awarded an EPA Brownfield Assessment grant for the University Ave Corridor and Four Corners Neighborhood in Lafayette, LA. This neighborhood was a once thriving cultural center, but after the oil bust in the 1980's experienced decades of disinvestment and decline. APC in partnership with the City of Lafayette, was able to leverage this \$300,000 assessment grant to generate over \$100 million in public and private investment. Throughout the award grant's period of performance, APC used innovation in community engagement to build inclusive community wealth.



Delta Rural Projects

As the Delta Regional Authority (DRA) designated local development district (LDD), APC works with local agencies to apply for States' Economic Development Assistance Program (SEDAP) annual grant. Since 2017, APC has administered over \$3.6 Million in total Infrastructure investments in rural communities across Acadiana. SEDAP investments target 4 main priorities basic public infrastructure, transportation, business development, and workforce development.



NTIA Broadband Infrastructure Program

In 2022, APC was awarded funding as part of the \$288 million NTIA Broadband Infrastructure Program. These funds were allocated to help close the digital divide in the United States. Out of over 230 applicants nationally, APC was one of 13 awardees generating over \$35 Million in broadband investment in 9 rural communities located in the parishes of Acadia, St. Landry, and Evangeline.

Non-Structural Project Highlights



Brownfield Technical Assistance

A significant partnership has been forged with the Louisiana Department of Environmental Quality (LDEQ) aimed at providing brownfield technical assistance for small communities by building a database of potential brownfield sites, conducting community outreach and visioning, and securing targeted brownfield assessments for site redevelopment. Through this collaboration, APC has secured funding from LDEQ. The targeted communities of Abbeville, Church Point, Eunice, Mamou, Ville Platte, and Washington will greatly benefit from this technical assistance and provide essential information for future redevelopment and revitalization projects.



BioPharma Cluster Development

A US Economic Development Administration \$500,000 grant was awarded to APC for strategic planning and development of a biopharmaceutical manufacturing cluster. Through this grant, APC is working with the University of Louisiana at Lafayette (UL) to leverage the nation's largest non-human primate research to create a "one-stop shop" for contract biopharmaceutical R&D. Work under the grant is supporting planning \$90 million in legislatively-funded improvements including expansion of a BSL-3 lab at NIRC and a Bioinnovation Center and CDMO at Progress Point Industrial Park.



I-49 Midway Corridor

The Interstate 49 Midway Corridor is a multi-phased project that is designed to create opportunities and spur economic growth in St. Landry Parish, Louisiana. The corridor both abuts and encompasses parts of the Town of Washington, the City of Opelousas, the Town of Sunset, and the Town of Grand Coteau, as well as areas of Unincorporated St. Landry Parish. I-49 is an asset for its connectivity both northward to Shreveport and southward to New Orleans.

ACADIANA ECONOMIC PROFILE

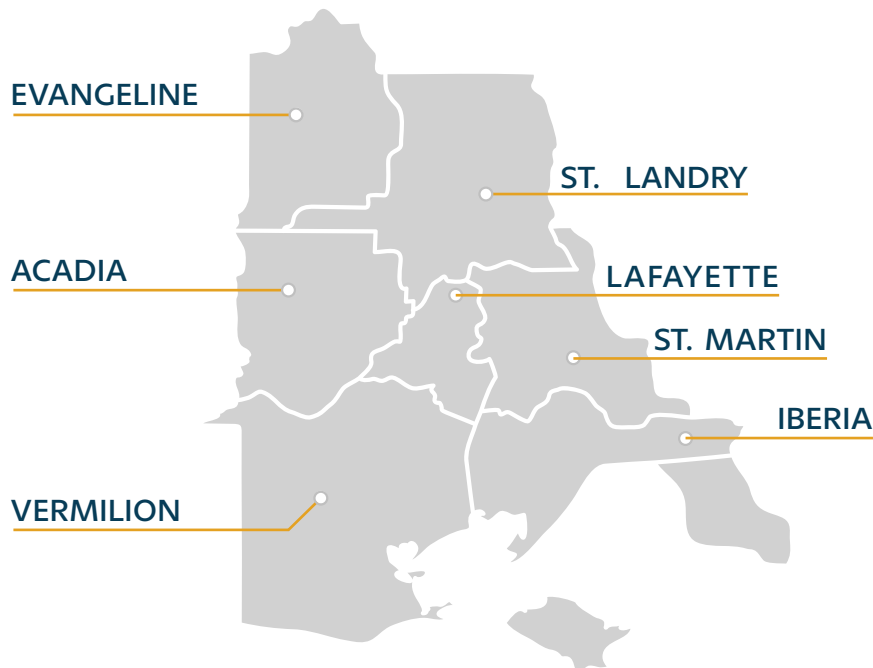




Overview of the Acadiana Region

Acadiana is a culturally rich and vibrant region located in the southern part of Louisiana. It is often referred to as the heartland of Cajun and Creole culture, known for its warm hospitality, unique traditions, and mouthwatering cuisine. Acadiana is a region that showcases the fusion of French, African, and Caribbean influences, creating a distinct cultural tapestry. Acadiana is deeply rooted in the history of the Acadians, who were French settlers expelled from Canada in the 18th century. These resilient Acadians found a new home in Louisiana and brought with them their distinct language, music, and way of life, which have greatly influenced the cultural landscape of the region.

Acadiana offers numerous outdoor activities for nature enthusiasts. The region is blessed with breathtaking landscapes, including picturesque bayous, lush wetlands, and scenic rivers, providing ample opportunities for fishing, boating, and birdwatching.



The Acadiana region, represented by Louisiana Planning and Development District 4 (APC), currently comprises seven parishes that include: Acadia, Evangeline, Iberia, Lafayette, Saint Martin, St. Landry, and Vermilion. These seven parishes represent a total of 45 municipalities and a population exceeding 595,000. Acadiana is a coastal region with three of its parishes (St. Martin, Iberia, and Vermilion) located along the northern coast of the Gulf of Mexico. Geographically, Acadiana is larger than the state of Rhode Island with a population that is greater than the State of Wyoming.

Lafayette, largest city in Acadiana and cultural hub of the area, is renowned for its lively music scene, with frequent festivals and concerts celebrating Cajun, zydeco, and blues music. The city is also home to the University of Louisiana at Lafayette, which contributes to a vibrant arts, research, and educational community.

Each parish in Acadiana has its own unique charm and attractions. Acadia Parish, for example, offers a glimpse into the region's agricultural heritage, with vast rice and crawfish fields dotting the landscape. Evangeline Parish, named after the poem by Henry Wadsworth Longfellow, is known for its picturesque rural scenery and its connection to Swamp Pop music. Iberia Parish is renowned for its flavorful cuisine, particularly its spicy seafood dishes, and its vibrant festivals such as the World Championship Gumbo Cook-Off. Saint Martin Parish is home to the town of Breaux Bridge, known as the "Crawfish Capital of the World," and offers picturesque views of the Bayou Teche. Saint Landry Parish is rich in African American history, with vibrant Creole and Zydeco music traditions. Vermilion Parish, located along the Gulf Coast, excellent fishing opportunities, and a thriving seafood industry.

The Acadiana region is centrally located within the South Louisiana Chemical Manufacturing Corridor as designated by the Investing in Manufacturing Community Partnership (IMCP). It is known for its abundant supply of natural gas and petroleum. Historically, demand for petrochemical and energy-related projects has created a network of key technology and supply chains deployed for building, operating, and servicing these facilities. The region is also known for its advanced industries including manufacturing, energy, and services sectors.

Regional Demographics

POPULATION

Total: **595,425**



7
Parishes

45
Municipalities

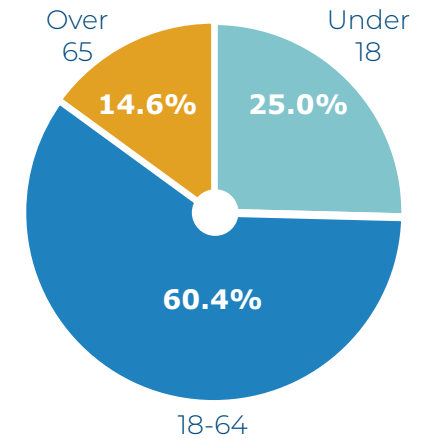
NUMBER OF HOUSEHOLDS



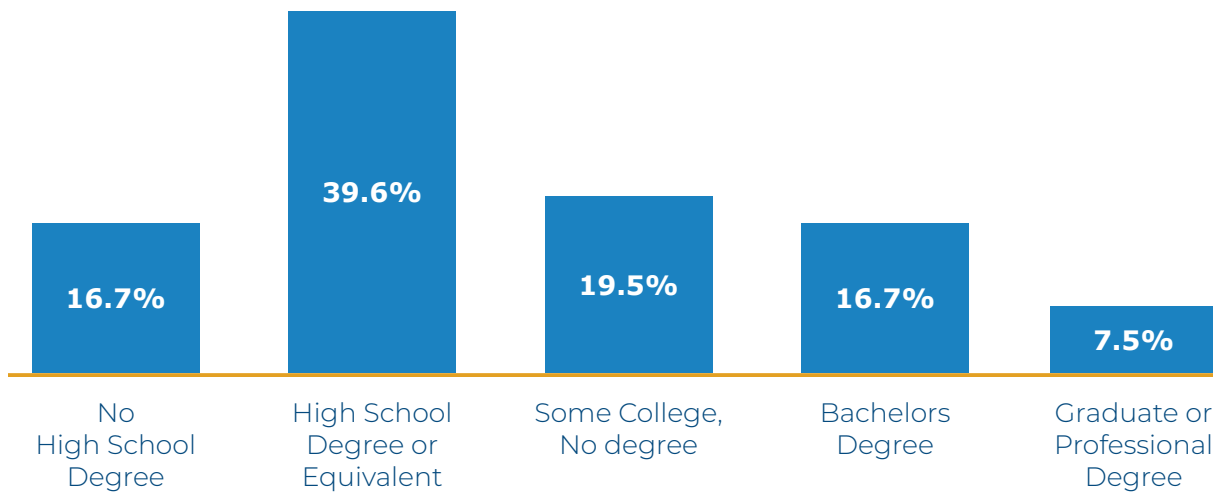
\$47,793
Median Household Income

\$134,400
Median Property Value

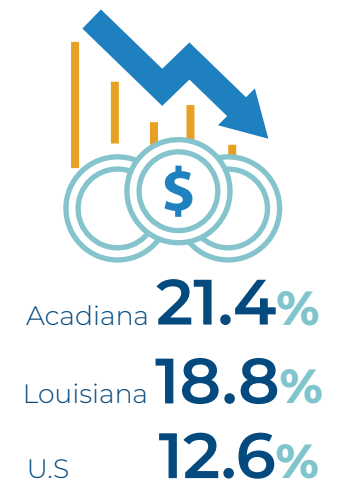
AGE BREAKDOWN



EDUCATION



POVERTY RATE



Hard Assets

The Acadiana Region is blessed by a unique combination of both hard and soft assets. Hard economic assets encompass tangible and physical assets that are essential for production, while soft economic assets include intangible assets that contribute to innovation and knowledge-based economic growth. Hard assets play a crucial role in

facilitating production and generating income and are often seen as the foundation of physical infrastructure and industrial capacity. Soft assets, on the other hand, contribute to innovation, competitiveness, and sustainable development by driving technological advancements, promoting creativity, and fostering human capital development.



FREIGHT NETWORK

Interstate 10

Interstate 49

U.S. Highway 90

U.S. Highway 190

U.S. Highway 167



COMMERCIAL AIRPORTS

Lafayette Regional Airport

Acadiana Regional Airport



RAIL SYSTEMS

TWO CLASS I

BSNF*

Union Pacific*

TWO CLASS III

Louisiana Delta Railroad*

Acadiana Railway Company*



COASTAL PORTS & INLAND PORTS

COASTAL PORTS

Port of Morgan City*

Port of Vermilion

Port of West St. Mary

Twin Parish Ports

INLAND PORTS

Port of Krotz Springs

Port of Mermentau

Soft Assets

Soft assets include intangible advantages that contribute to innovation and knowledge-based economic growth. These assets foster competitiveness, and sustainable development by driving technological advancements, promoting creativity, and fostering human capital development. Acadiana is home to some of the top

rated educational systems in Louisiana. Both the university system and technical colleges provide a symbiotic relationship between research that drives innovation and technical training to meet industry demand.



K-12 SCHOOLS

Over 100 A and B Rated Schools

High School Dual Enrollment Programs

Lafayette Magnet Academies offering Specialized Curriculum or Academic Focus

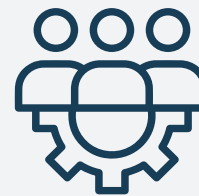


UNIVERSITIES & COLLEGES

University of Louisiana at Lafayette

South Louisiana Community College (8 Campuses)

Louisiana State University Eunice



WORKFORCE

1A's 55 by 25 Initiative

Acadiana Workforce Solutions

LED Fast Start

1A's Workforce and Education Committee



RESEARCH CAPACITY

New Iberia Research Center

Rice and Research Center in Acadia Parish

University of Louisiana at Lafayette designated as a Carnegie R1 University

Basic Public Infrastructure



TRANSPORTATION

The Acadiana Region boasts a well-developed transportation network. Acadiana benefits from a comprehensive network of roads and highways, including major thoroughfares such as Interstates 10 and 49, which intersect in Lafayette. These highways provide convenient access to other significant cities in the region, making Lafayette a vital transportation hub. Acadiana also features an extensive system of state and local roads that facilitate smooth intra-city travel. In addition to roadways, Acadiana is served by the Acadiana Regional Airport and the Lafayette Regional Airport. The Lafayette Regional Airport offers domestic passenger service to major cities and regional airline hubs while the Acadiana Regional Airport's 8,000 foot runway provides air cargo capabilities. The area is strategically positioned between the ports of New Orleans and Houston, allowing for efficient maritime connections. Acadiana's transportation infrastructure enables seamless movement of people and goods, fostering economic growth and connectivity in the region.



UTILITIES

In the Acadiana Region, the electric and natural gas utility providers play a crucial role in powering homes and businesses. The major electric utility provider in this region is Lafayette Utilities System (LUS), which is a municipally owned utility. LUS, whose rates are among the lowest in the nation, provides reliable electricity services to the residents and businesses in Lafayette. CLECO Power is another major electric utility provider that serves parts of the region. Other major utility providers within the region include SLEMCO (Southwest Louisiana Electric Membership Corporation) and Atmos Energy, which respectively provide electricity and natural gas services in Acadiana. As of January 2023, the cost of electricity per kilowatt-hour (kWh) in Acadiana is slightly below the national average. According to the U.S. Energy Information Administration (EIA), the average retail price for electricity in the South Central region, which includes Louisiana, was 10.33 cents per kWh. While specific data for Acadiana may vary, it provides a general indication that the cost of electricity in the region is relatively competitive compared to the national average.



WATER & SEWER

Most of the water and sewer infrastructure in the Acadiana region is well-developed and efficient, catering to the needs of its residents and businesses. The area benefits from a robust network of pipelines and treatment facilities that ensure a reliable supply of clean water and effective wastewater management. For example, The Lafayette Utilities System (LUS) serves as the primary utility provider for the City of Lafayette, delivering high-quality drinking water to its customers. LUS also operates advanced wastewater treatment plants that efficiently process and treat sewage before it is discharged. The vast majority of the wastewater and water systems in the region are either A or B rated by the Louisiana Department of Health.



BROADBAND

Historically, The Story of broadband access in the Acadiana Region has been best analogized as a "Tale of Two Cities." In this case the cities are the City Lafayette and the Town of Ville Platte. The City of Lafayette is nationally and internationally known for its Gigabit, affordable, municipal fiber service. However, numerous communities outside Lafayette Parish have been limited to slower service. In Evangeline Parish, the Town of Ville Platte has been identified as having the fifth worst average speed in the nation. However, the region has made significant progress in closing the digital divide. In March of 2022, Vice President Kamala Harris and Deputy Secretary of Commerce Don Graves visited Louisiana to announce that APC had been awarded a \$30 million grant to fund high-speed Internet in 11 rural Acadiana communities. When completed, this project will bring FTTH service to over 2,196 unserved households across the region.

Economic Trends in the Last 5 Years

Population - Analysis on the Census

While Acadiana's population has shown a net growth between the 2010 and 2020 censuses, Acadiana population declined from 602,959 in 2014 to 595,425 in 2021, a decrease of 7,534 or 1.2%. The decline is likely attributable to the decline in jobs in the oil and gas sector and outmigration in search of employment. Overall, the number of people in the workforce over the same period increased. The net result is that the workforce participation rate for the region has increased as members of households have entered the workforce to offset a combination of inflation and underemployment.

Workforce and Employment

Since 2017 Acadiana's workforce increased by an estimated 1449 and the number of people employed in Acadiana grew by an estimated 5955 resulting in a net decrease in the unemployment rate from 5.6% in 2017 to 3.4% in 2022. See table 4. While overall job growth throughout the region has been strong since 2017, individual sectors have been negatively impacted by the decline of the region's oil and gas sector. This decline, however, has largely been offset by growth in other existing economic clusters such as Healthcare and E-commerce and Distribution.

Regional Wages Below National Average

Workers in the Acadiana/Lafayette MSA had an average (mean) hourly wage of \$21.22 in May 2021, 24 percent below the nationwide average of \$28.01, the U.S. Bureau of Labor Statistics reported today. Wages in the region were lower than their respective national averages in 20 of the 22 major occupational groups, including arts, design, entertainment, sports, and media; computer and mathematical; and educational instruction and library.

Table 1

CHANGE IN POPULATION SINCE 2010 CENSUS	
Current Population_____	595,425
Population Growth Since 2010 _____	3.0%
Population Change 2010 _____	17,581
Growth in Working Age Population_____	3.7%
Single Parents w/Kids <18 Living in Poverty _____	14,072

Table 2

TRENDS IN WORKFORCE, EMPLOYMENT, AND UNEMPLOYMENT FROM 2017 TO 2023				
YEAR	LABOR FORCE	EMPLOYMENT	UNEMPLOYMENT	UNEMPLOYMENT RATE
2017	213,172	201,284	11,888	5.6%
2018	213,072	202,678	10,394	4.9%
2019	213,353	203,616	9,737	4.6%
2020	210,603	193,885	16,718	7.9%
2021	212,957	201,965	10,992	5.2%
2022	214,621	207,239	7,382	3.4%

Freight in Acadiana

Acadiana's freight system is dominated by the economic sectors of oil field exploration, agribusiness, and drug manufacturing. By overall tonnage, Acadiana exports approximately 14,000,000 tons of goods and imports 18,000,000 goods to assist in economic activities in the region. By value, the imported goods are worth almost twice the value of the exported goods, as most exported goods by tonnage are agricultural products and the most valuable imported goods are construction oil field services materials and equipment. The components of drug manufacturing are among the most valuable exports, along with petroleum products and food products.

Commodity Flows to Region

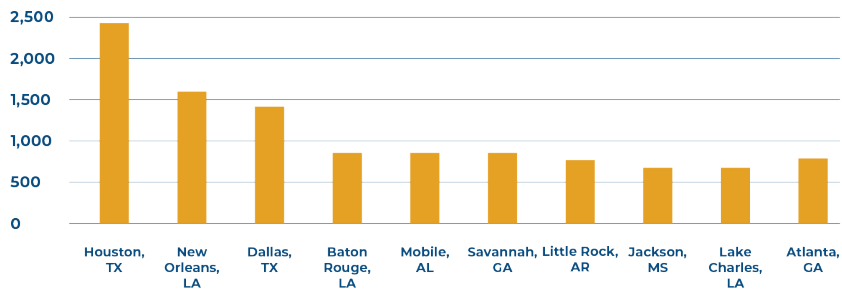


Figure 1

The origin and destination area of commodity flows are primarily to nearby freight hubs, such as Houston, New Orleans, Baton Rouge, and Dallas, where goods are connected to major freight transportation hubs for international air and water transport. Each flow is designated by commodity type, mode of transportation, value, tonnage, units, and route. There are a small number of commodities that are shipped via air, rail, and water transportation, but the primary mode for commodity shipments is through truck trips utilizing the interstate highway system and U.S. 90.96% of all outbound freight and 94% of all inbound freight arrives through the means of truck shipping.

Commodity Flows from Region

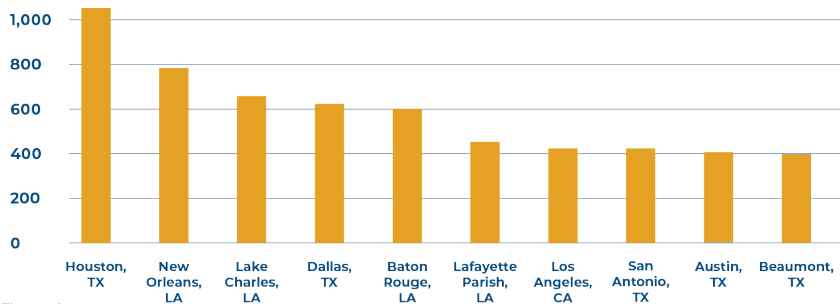


Figure 2





Work and Residency Patterns

The residents of the Acadiana region primarily live and work within the region, although there has been a noticeable shift towards urbanization. The parish with the highest population for the region, Lafayette, is also the center of workplace and residence trips within the seven-parish Acadiana area. A total of 100,365 workers over the age of 16 reside and work within the parish of Lafayette. Reflecting this movement towards centralization of workforce, St. Martin Parish's workforce primarily works outside of the parish: 9,980 residents work in Lafayette Parish, compared to 9,085 residents who work in St. Martin Parish. The other five parishes are next in line for the number of residents who commute to Lafayette Parish for work purposes:

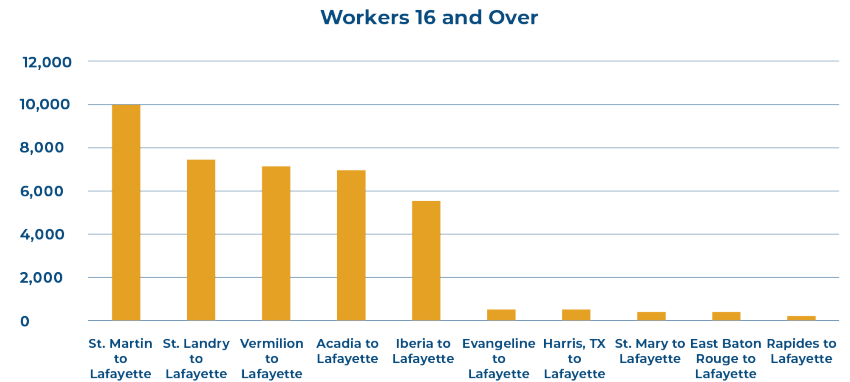


Figure 3

This demonstrates a significant shift from the agriculturally and coastal based economy for the region to one centered on centrally located professional services. From a statewide view, the parishes of St. Mary, East Baton Rouge, and Terrebonne show strong connections to the region, with approximately 4,745 workers traveling to and from St. Mary for work purposes in the greater Acadiana region, 2,165 workers to and from East Baton Rouge, and 595 Acadiana residents traveling to work in Terrebonne Parish. There are also strong connections to adjacent parishes such as Allen, Avoyelles, Jefferson Davis, Calcasieu, and Lafourche. These parishes share similar economic characteristics with Acadiana, primarily a strong connection to offshore oil production, oil refining, and agricultural interests, with East Baton Rouge representing a good connection to state government interests.

Oil and Gas Workforce

Acadiana Workforce Shows Specialization in Oil and Gas Extraction

Acadiana’s existing workforce shows a net strategic advantage related to the existing Oil and Gas extraction and service industry. Six of the top ten Occupational Location Quotients (LQ’s) for Acadiana represent concentrations of workers with skills in the Oil and Gas Sector as illustrated in Table 1. Riggers ; Service Unit Operators, Oil and Gas; Roustabouts, Oil and Gas; Derrick Operators, Oil and Gas; and Rotary Drill Operators, Oil and Gas represent a concentration of skilled workers intimately linked to the oil and gas industry but with translatable

Table 3: Occupations with the highest location quotient in Lafayette/Acadiana MSA, LA, May 2022

Occupation	Location Quotient
Extraction Workers, All Other	51.40
Riggers	19.65
Occupational Therapy Aides	15.96
Transportation Workers, All Other	14.05
Service Unit Operators, Oil and Gas	13.04
Roustabouts, Oil and Gas	9.78
Healthcare Practitioners and Technical Workers, All Other	9.56
Derrick Operators, Oil and Gas	9.37
Drafters, All Other	9.09
Rotary Drill Operators, Oil and Gas	8.51

skills for other types of fabrication, advanced manufacturing, and renewable energy. This skilled workforce represents a major regional asset and strategic advantage for Acadiana.

Decline in Oil and Gas Sector Employment

While Acadiana’s Oil and Gas sector has played a pivotal role in powering the US and its transition from energy dependence to the era of American global energy dominance; policies driving the imminent transition of the US to green energy will have a significant negative impact on Acadiana’s economic outlook. A Princeton study projects that Louisiana will be the only state in the Nation to have a net job loss over the next 50 years. Acadiana, whose economy is based on serving the petrochemical industry, will bear the brunt of those losses.

After the “oil-bust” of the 1980s, 2000s, and 2010s hundreds of oil and gas companies have gone out of business causing waves of unemployment in Acadiana. Companies, communities, and workers in the region continue to be buffeted by the cycles that characterize the national and global energy markets. Since 2018 the decline in oil prices has created depression-like conditions for Acadiana’s oil-dominated economy. Since its peak in 2013-2014, employment in the oil and gas sector within the Acadiana region has decreased by more than 50% - From approximately 23,800 jobs in July 2014 to 10,500 in January 2023. This loss of approximately 13,300 jobs has left a highly-skilled workforce significantly underemployed.

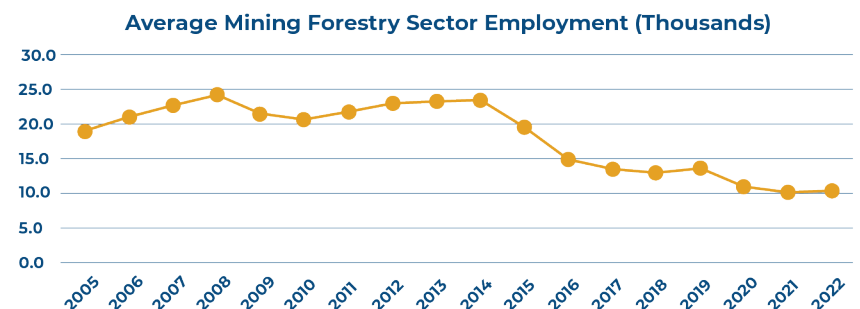


Figure 4

Top Industries

The Acadiana Region, is known for its diversifying economy, with several industries contributing to its overall employment base. Some of the top industries in the Acadian Region historically have included:

Oil and Gas Industry: The region is known for oil and natural gas exploration, production, and support services. It has a significant number of companies engaged in drilling, offshore services, oilfield equipment manufacturing, and related activities.

Healthcare and Medical Services: The healthcare industry is a major employer in Acadiana. The region is home to multiple hospitals, medical centers, clinics, and healthcare providers offering a range of services, including specialized care, research, and medical education. Lafayette alone is home to 12 medical facilities with more than 1,200 beds. There are more than 800 physicians in Acadiana covering more than 33 specialties and there are more than 160 dentists in Acadiana.

Education: Lafayette is home to the University of Louisiana at Lafayette, which is the largest university in the region. The education sector encompasses higher education institutions, public and private schools, and other educational services.

Retail and Hospitality: The retail and hospitality sectors play a significant role in the Lafayette economy, catering to both local residents and tourists. The region has various shopping centers, hotels, restaurants, and entertainment venues that support employment in these sectors.

Technology and Software Development: Lafayette has seen growth in the technology sector, with an emphasis on software development, digital media, and IT services. Major employers in the area include School Mint and CGI.

Other sectors that show a concentration of employment and specialization are shown in Table 6: Top Industries by total employment and Figures 2 and 3.

Table 4: Top Industries by Total Employment

SECTOR (NAICS)	LOCATION QUOTIENT (LQ)
Mining, quarrying, and oil and gas extraction (21)	10.74474
Agriculture, forestry, fishing and hunting (11)	2.547333
Utilities (22)	2.480625
Real estate and rental and leasing (53)	2.007778
Retail trade (44-45)	1.585714
Manufacturing (31-33)	1.531538
Health care and social assistance (62)	1.465556
Transportation and warehousing (48-49)	1.413333
Construction (23)	1.342143
Arts, entertainment, and recreation (71)	1.28
Professional and technical services (54)	1.27
Other services, except public administration (81)	1.25
Management of companies and enterprises (55)	1.25

CLUSTER LINKAGES AND ECONOMIC DIVERSIFICATION LAFAYETTE, LA ECONOMIC AREA, 2016

Cluster Specialization

- Strong clusters above 90th percentile specialization
- Strong clusters above 75th percentile specialization
- Other specialized clusters (LQ > 1.0)

- BCR >= 95th pctile & RI >= 20%
- BCR 90th-94th pctile & RI >= 20%
- Next closest clusters not meeting above criteria

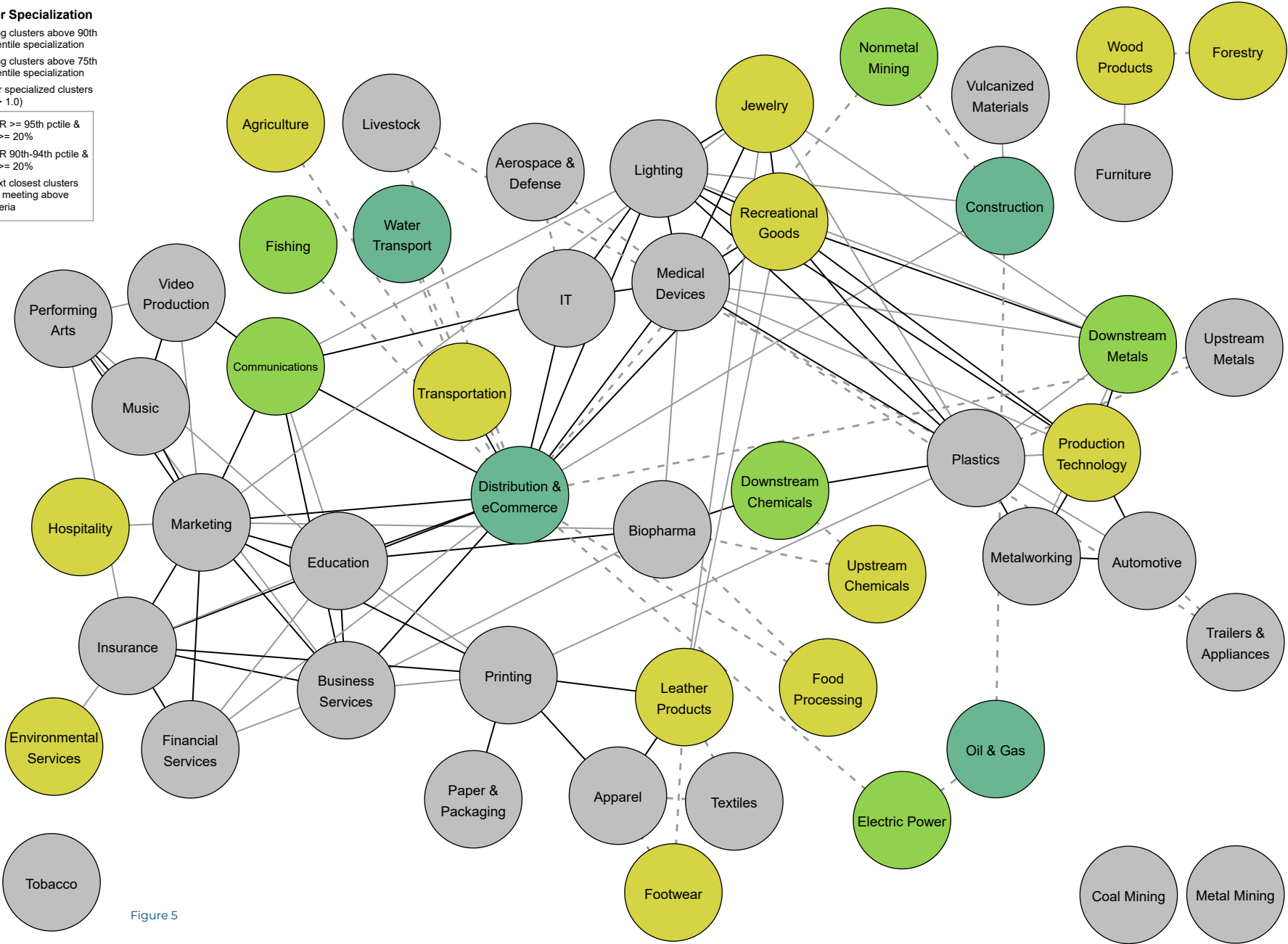


Figure 5

LAFAYETTE-ACADIANA, LA EMPLOYMENT BY LOCAL CLUSTER, 2016 PRIVATE, NON-AGRICULTURAL EMPLOYMENT

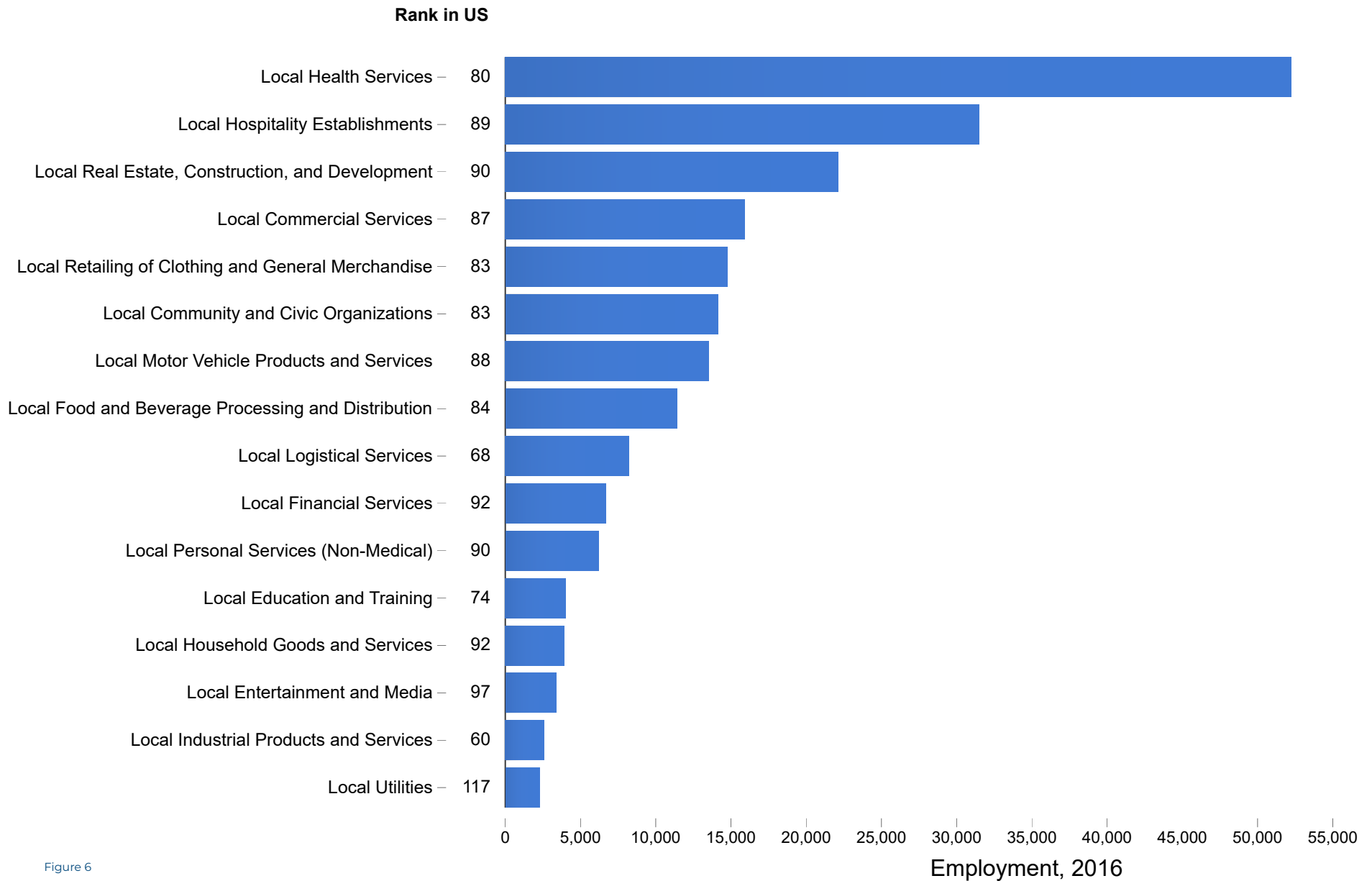


Figure 6

EMERGING SECTORS





Emerging Sectors

Acadiana's skilled workforces represents expertise that has been built through decades in the oil and gas extraction petrochemical service industry. By tapping into this skilled workforce, contraction of the Oil and Gas sector provides a unique opportunity to reposition Acadiana's economy and its skilled labor to address national priorities such as advanced manufacturing, biopharmaceutical manufacturing, and renewable energy.

Life Sciences and Pharmaceutical Manufacturing

Acadiana is home to a nascent pharmaceutical manufacturing cluster that has the potential to leverage its proximity to upstream and downstream chemical manufacturing as part of the South Louisiana Chemical Manufacturing Corridor. Acadiana's chemical manufacturing supply chain, expertise, and workforce can be repositioned to build a new industry cluster with strong growth potential. Skilled workers from south Louisiana's healthcare, oil and gas and chemical industries with translatable skills represent a major regional asset and strategic advantage.

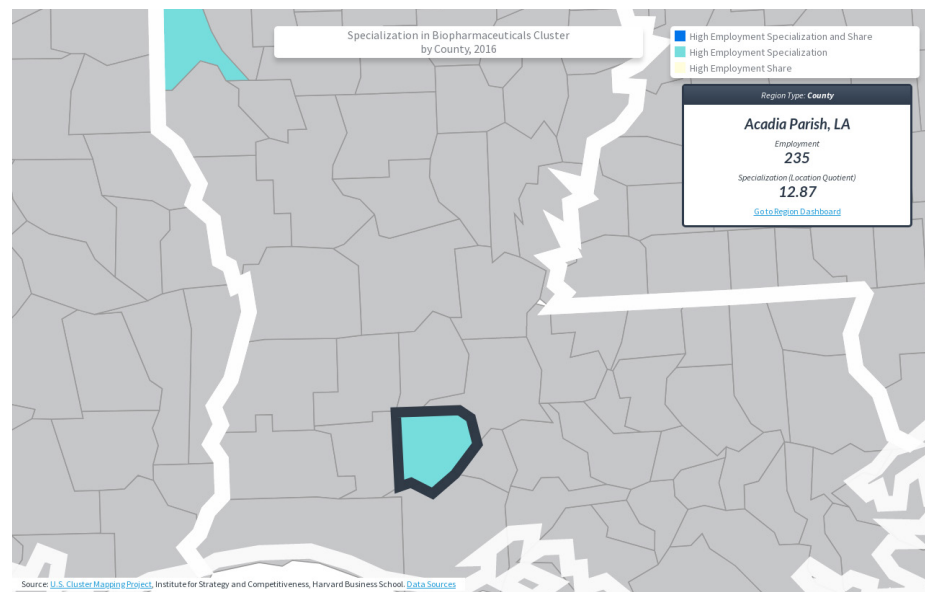


Figure 7: Specialization in Biopharmaceuticals Cluster by County, 2016

The United States is a world leader in drug discovery and development, but is no longer in the forefront of drug manufacturing. As of August 2019, only 28% of the manufacturing facilities making active pharmaceutical ingredients (APIs) to supply the U.S. market were in the U.S. By contrast, the remaining 72 % of API manufacturers were located overseas. FDA's own data shows that the number of registered facilities making APIs in China more than doubled between 2010 and 2019. China's API manufacturing growth was supported through strategic advantages include lower electricity, coal, and water costs; a network of raw materials and intermediary suppliers that lowers shipping and transaction costs for raw materials; and fewer environmental regulations for the purchase, handling, and disposal of toxic chemicals. Additionally, both China and India enjoy a labor cost advantage over the U.S. by an estimated 30 % to 40 %.

Offshoring of American bio-pharma production creates a threat to national security by increasing the potential of supply chain disruptions for products. COVID-19 has provided a stark window into the vulnerabilities of the United States Pharmaceutical Supply Chain which brought the industry to the verge of collapse. To address these needs and leverage Acadiana's existing assets, the University of Louisiana at Lafayette has incorporated three critical bio-pharmaceutical manufacturing elements into their University Master Plan. To implement these elements, UL Lafayette received almost \$90 million in state capital outlay funds to construct facilities to support biopharmaceutical manufacturing. Planned investments include expanding the capabilities of the New Iberia Research Center, construction of a new Bio-innovation Center, and development of a Contract Drug Manufacturing Organization (CDMO).

These unique assets will leverage existing major regional clusters in Upstream and Downstream Chemical Manufacturing Petrochemicals manufactured in Louisiana along the South Louisiana Chemical Manufacturing Corridor form the basis for the supply chains of many biopharmaceutical products. While approximately 3% of petroleum production is used for pharmaceutical manufacturing, nearly 99% of pharmaceutical feedstocks and reagents are derived from petrochemicals. Many other bio-pharma feedstocks are derived from ag-based products where agricultural crop diversity is needed and where Acadiana is a national leader. South Louisiana's

Chemical Manufacturing Corridor is a national leader in polymer production which represents a large part of the patient delivery, product packaging, and shipping components needed in bio-pharma manufacturing.

Leveraging The University of Louisiana at Lafayette is critical to grow the Biopharmaceutical Manufacturing Cluster in Acadiana. The University of Louisiana at Lafayette is a public research university in Lafayette, Louisiana. It has the largest enrollment within the nine-campus University of Louisiana System and the second largest enrollment in Louisiana. It is classified by Carnegie among “R1: Doctoral Universities – Very high research activity”.

E-Commerce and Distribution

Owing in part to Acadiana’s transportation network and its location between Houston and New Orleans and New Orleans and Dallas, in 2017 E-Commerce and Distribution was one of Acadiana’s strongest economic clusters. Since 2017 the sector has seen significant growth with the location of a new Amazon Distribution Center in north Lafayette parish and the recent announcement of an Amazon last-mile facility in Vermilion parish.

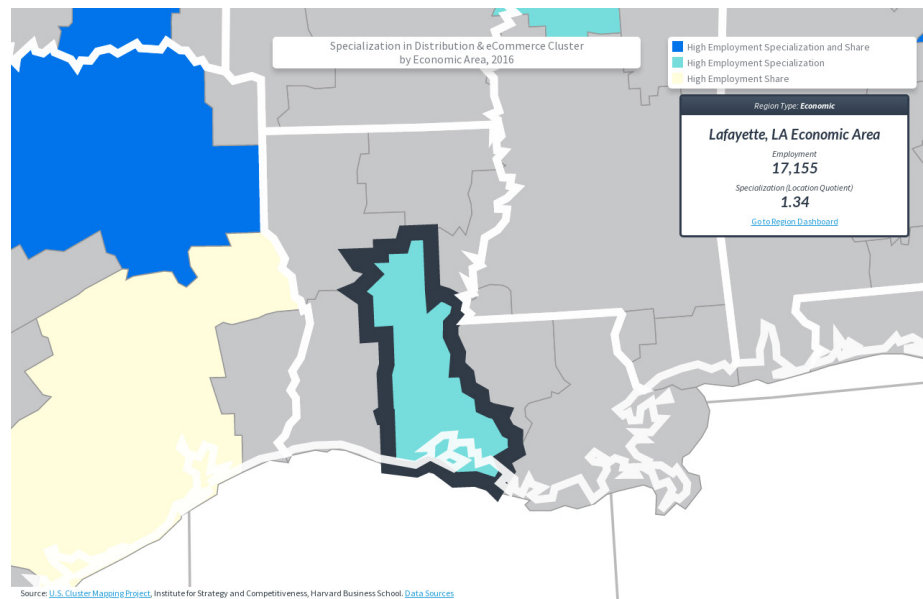


Figure 8: Specialization in Distribution & eCommerce Cluster by Economic Area, 2016

The e-commerce and distribution economic cluster refers to a sector of the economy that encompasses various activities related to online retail and the movement of goods from manufacturers to consumers. This cluster has gained significant prominence and growth with the widespread adoption of Internet technology and the rise of digital commerce.

E-commerce, or electronic commerce, involves the buying and selling of goods and services over the Internet. It encompasses a range of activities, including online retail platforms, online marketplaces, business-to-business (B2B) e-commerce, and consumer-to-consumer (C2C) platforms. E-commerce eliminates geographical barriers and provides consumers with a convenient way to purchase products from anywhere in the world. It has revolutionized the retail industry, offering increased product variety, price transparency, and accessibility. With the expansion of FTTH broadband through the region, e-commerce has the potential to expand dramatically over the next five years.

The distribution aspect of this economic cluster focuses on the efficient movement of goods from manufacturers or suppliers to end consumers. It involves the entire supply chain process, including procurement, warehousing, inventory management, logistics, and last-mile delivery. Distribution networks are crucial for ensuring products reach customers in a timely and cost-effective manner and tap into the region’s transportation and freight networks.

Renewable Energy: Offshore Wind, Solar, and Green Hydrogen

The Acadiana region has an important strategic advantage in renewable energy. Ranking 55th among economic trade areas in the US, electric power generation and transmission is one of Acadiana’s top ten strongest economic clusters that employed over 1100 people in 2016. The strength of this cluster is supported by the strength of both the E-commerce and distribution economic cluster that employs over 17,000 and workforce from oil and gas. This workforce and the underlying hard infrastructure provide the basis for utility-scale for future renewable energy production. Additionally, these assets are supported by workforce development programs, such as the utility lineman’s program at SLCC, that have the capacity to scale to support increased investment in Solar and wind electricity production.

Renewable Energy Sectors

Offshore Wind

Owing in part to its existing workforce and large continental shelf, a study conducted by the National Renewable Energy Laboratory (NREL) concluded that the Gulf of Mexico had the largest quantity of technical resource potential with 508 gigawatt (GW) covering all GOM states and that Texas and Louisiana showed the highest overall technical offshore wind resource potential. Based on this study, on October 31, 2022, BOEM announced it has finalized two Wind Energy Areas (WEAs) in the Gulf of Mexico. On February 22, 2023, the Department of the Interior announced a proposed offshore wind lease sale for three proposed lease areas in the Gulf of Mexico off the coasts of Galveston, TX, and Lake Charles, LA. BOEM published a Proposed Sale Notice (PSN) in the Federal Register on February 24, 2023, which initiated a 60-day public comment period ending at on April 25, 2023 with the first wind lease sales anticipated by the end of 2023.

To support these new offshore wind leases, a study by the U.S. Department of Energy's (DOE) National Renewable Energy Laboratory (NREL) estimates that the offshore wind industry will need an average of between 15,000 and 58,000 full-time jobs every year from 2024 to 2030. The Acadiana Region has an existing workforce and oil and gas manufacturing facilities that prepositioned to take advantage of this expected growth in offshore wind. Re-purposing oil and gas manufacturing facilities to accelerate segments and involve different geographic regions in domestic offshore wind energy manufacturing while transitioning jobs from the oil and gas industry will be vital to offset jobs that have been lost in the oil and gas sector. While these facilities are located in Acadiana along the Gulf of Mexico, the skilled workforce could benefit projects in the Atlantic region, as demonstrated in the construction of the Block Island Wind Farm. Offshore wind represent an analogous technology to the offshore oil and gas platforms that are currently fabricated by companies in the Acadiana Region. Fabrication for offshore wind production represents an emerging market for Acadiana's existing businesses that has the potential to offset some of the loss in demand from the oil and gas sector. Additionally, workers in development and installation roles in Acadiana's Oil and Gas Industry could also be transitioned, leveraging their offshore knowledge with additional wind energy training.

Solar Power

The Acadiana region has been experiencing growth in solar energy installations as the demand for renewable energy continues to rise. The region benefits from abundant sunlight and a supportive policy environment, which have contributed to the expansion of solar energy projects. Recently announced utility-scale solar projects in Acadiana include: the Big Cajun II Solar Plant by CLECO Power LLC with an estimated 50 MW capacity; the Lafayette Solar Park by the Lafayette Utility System (LUS) with a capacity of 10 MW; and the Cajun Solar Project by Cypress Creek Renewables with a capacity of 70 MW.

Acadiana has significant potential for future utility-scale solar energy production due to several factors:

1. **Solar Resources:** Lafayette, Louisiana, enjoys abundant sunshine throughout the year, making it conducive for solar energy production. The region has a high solar insolation level, which indicates the amount of solar radiation available for conversion to energy.
2. **Supportive Policies:** Louisiana has implemented various policies and incentives to promote renewable energy, including solar power. These measures include tax credits, net metering, and utility renewable portfolio standards (RPS) that set targets for renewable energy generation.
3. **Falling Costs:** The cost of solar photovoltaic (PV) technology has decreased significantly over the past decade, making solar energy more economically viable. This trend encourages the development of utility-scale solar projects.
4. **Access to Available Infrastructure:** Existing grid infrastructure is capable of supporting utility-scale solar production and existing substations within the region are located within proximity to available vacant land.

Additionally, Acadiana is home to the Louisiana Solar energy Lab, one of the largest research and workforce development facilities of its kind in the US. The University of Louisiana at Lafayette (UL Lafayette) is home to the Louisiana Solar Energy Lab (LSEL), a research facility dedicated to advancing solar energy technologies and promoting sustainable energy practices. LSEL focuses on various aspects of solar energy research, workforce development, and education.

The lab's primary goal is to conduct cutting-edge research in solar energy systems, including photovoltaics (solar panels), solar thermal technologies, energy storage, and grid integration. It collaborates with industry partners, government agencies, and other academic institutions to drive innovation and develop practical solutions for the solar energy industry.

LSEL operates several state-of-the-art research facilities and laboratories in Lafayette and Crowley. These facilities include advanced testing and characterization laboratories for evaluating the performance and efficiency of solar cells and modules. The lab houses simulation and modeling tools to analyze the behavior of solar energy systems. One of the strengths of the Louisiana Solar Energy Lab is its emphasis on interdisciplinary research. Researchers from various fields collaborate to tackle complex challenges related to solar energy. This interdisciplinary approach fosters a comprehensive understanding of solar technologies and enables the development of integrated systems that maximize efficiency and sustainability.

LSEL plays an essential role in education and outreach. It offers educational programs, workshops, and seminars to train students, professionals, and the community in solar energy technologies and applications. Community partnerships and initiatives raise awareness about renewable energy and promote its adoption. The University is currently working with SLCC on the development of a curriculum for solar technicians. The Solar Energy Lab contributes to the growth and advancement of solar energy research and technology, aiming to make solar power a more viable and sustainable energy source for Acadiana and beyond.

Green Hydrogen

Green Hydrogen production is an important component of the pending energy transition. Green hydrogen refers to hydrogen gas produced through the process of electrolysis using renewable energy sources, such as solar or wind power. It is considered a sustainable and environmentally friendly form of hydrogen production because the electricity used in the electrolysis process is generated without greenhouse gas emissions. Within a renewable energy cluster, green hydrogen has two important functions. First - Green hydrogen serves as a carbon neutral source of hydrogen that is used in chemical manufacturing and traditionally is produced from hydrocarbons. Second - green hydrogen can be used as a storage vehicle for excess electricity produced by wind or solar where it can be used to regenerate electricity on demand by feeding hydrogen fuel cells or combustion.

In 2022 a broad coalition that includes the Acadiana region was awarded a Phase II Build Back Better Grant by the U.S. Economic Development Administration (EDA). This \$50 million federal grant to H2theFuture included a 25-organization partnership with representation from across South Louisiana. H2theFuture will develop a new energy cluster in South Louisiana, spanning the clean hydrogen life cycle, from R&D at the University of Louisiana at Lafayette which will house a full-scale electrolysis testbed, to an end-use project at the Port of South Louisiana. This testbed facility has the potential to provide the technology transfer capability to grow green hydrogen production in the Acadiana Region.

The Green Hydrogen initiative envisioned by the H2 the Future Build Back Better award leverages the Gulf Coast region's existing network of Hydrogen gas pipelines including Air Products' new 180-mile pipeline from Lake Charles to Plaquemine, LA and that crosses Acadiana. Hydrogen is critical to petroleum refiners who depend on it to produce low sulfur fuels to meet clean air regulations and increase per-barrel production. Petrochemical producers rely on hydrogen to back up their operations and as an outlet for their hydrogen off-gas. Air Products network includes one of the nation's largest networks of hydrogen gas infrastructure with more than 20 hydrogen plants and over 600 miles of pipeline along the Gulf Coast. This hydrogen gas pipeline infrastructure in Louisiana plays a crucial role in supporting the state's energy needs and promoting the development of a clean energy economy. Louisiana is home to an extensive network of pipelines that transport hydrogen gas across the state, connecting production facilities, storage sites, and end-users. Acadiana benefits from this pipeline infrastructure, enabling local industries and businesses to access a reliable and sustainable source of hydrogen. The infrastructure is continuously expanding and improving to meet the growing demand for hydrogen in the region, fostering economic growth and environmental sustainability.

First Solar announces New Iberia Factory

The largest solar energy manufacturer in the Western Hemisphere, selected the Acadiana Regional Airport as the site of its fifth American manufacturing facility, and will invest up to \$1.1 billion. The new factory will produce high-performance photovoltaic (PV) solar modules, while creating more than 700 new direct jobs with a total annual payroll of at least \$40 million. It is believed to be the largest single capital investment in Acadiana's history.

Resiliency in Acadiana

Climate Resiliency and Migration

Acadiana is on the front line for the impacts of global climate change. Climate change poses significant risks to both coastal and inland communities in Acadiana. For example, Acadiana faces an insurance crisis, leaving people afraid they can't afford their homes. A string of devastating storms in 2020 and 2021 has forced many Louisiana insurers out of business or out of the state and left thousands of people scrambling for coverage. This wave of insurance company bankruptcies has jacked up premiums — and stoked worries that Acadiana's Gulf Coast will become too expensive a place to live. Increases in homeowners' insurance premiums reflect the growing severity and frequency of catastrophic weather and rising costs of building materials and labor. Through the Coastal Master Plan, the Coastal Protection and Restoration Authority (CPRA) and the State are doing incredible work to stabilize Acadiana's coast and reduce the vulnerability of our coastal communities. However, state efforts have failed to account for the very real economic impacts of repeated natural disasters on the cost of insurance caused by four major hurricanes, a rarity that is more likely with climate change.

People migrating from the coast away from the impacts of climate change are looking for new communities that will not only embrace them, but also reduce their vulnerability to environmental, economic, and social risk. As residents migrate from coastal communities, redirecting them to Acadiana's communities that are better prepared to reduce their overall vulnerability is critical to protect Acadiana's culture, and tax base. By proactively planning for resettlement focused on reducing environmental, economic and social vulnerability as a region, Acadiana can make sure that communities are prepared to embrace and support coastal residents when they decide to move. Identifying regional receiving communities for strategic resettlement is a long-term strategy based on data and solid design and planning that will help to maintain the region's people, culture, and tax base.





Economic Resiliency

The Acadiana Region demonstrates economic resiliency through its diverse industry base. The energy sector, including oil and gas exploration, production, and services, has traditionally been a significant driver of the local economy. However, efforts to diversify have led to the growth of other sectors such as healthcare, education, and technology. This diversification has helped mitigate the impact of economic downturns in any one particular industry, making the region more resilient.

Acadiana's economic resiliency is closely tied to entrepreneurship and innovation, as these factors contribute to the creation of new businesses and industries. Acadiana has fostered a supportive environment for startups and small businesses through business incubators, accelerators, and access to capital. The presence of institutions like the University of Louisiana at Lafayette which houses the LEED Center has further fueled innovation and research. The region's emphasis on entrepreneurship has helped diversify its economic landscape and promote long-term resilience.

Strong collaboration and partnerships among various stakeholders, including government, businesses, educational institutions, and community organizations, play a vital role in economic resiliency. Acadiana has witnessed effective collaboration through initiatives such as public-private partnerships for broadband expansion, industry clusters such as the development of a new biopharmaceutical manufacturing cluster, and workforce development programs. These efforts have fostered a shared vision for economic growth, resulting in a more resilient economy.

The Acadiana Region demonstrates economic resiliency through its diversified industry base, robust job market, support for entrepreneurship and innovation, well-connected infrastructure, and effective collaboration among stakeholders. These factors contribute to the region's ability to withstand economic shocks and recover quickly. However, continuous efforts are required to address challenges and further enhance the economic resiliency of Acadiana.

ACADIANA SWOT ANALYSIS





Kirkland College

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University

Wealthworks Methodology: The 8 Capitals

WealthWorks simplifies things by organizing these local features into eight discrete capitals, which are defined below and share the following characteristics: each capital is a collection of one category of related resources; every region has a stock of each type of capital—meaning the combined quantity and quality of the many components of that capital in the region; and taken together, the existing stocks of these capitals constitute a region's current wealth.



INDIVIDUAL

The skills and capacity, including health, that allow individuals to be productive. Investments in human capital include spending on skill development, education, training, and health maintenance and improvement.



INTELLECTUAL

The knowledge, creativity, and innovation needed to solve problems and develop new ways of doing things. Investment in intellectual capital is through research and development and support for activities that increase innovation, as well as diffusion of new knowledge and applications. It can come from sharing with other people and communities.



SOCIAL

The trust, networks, and inclusive relationships needed to get things done. Investments in social capital are those that lead to new conversations, shared experiences, and connections between individuals and groups and/or strengthen relationships within groups.



CULTURAL

The traditions, customs and beliefs shared by the community, including the way you see the world. Investments in cultural capital can help to preserve tradition while also helping to shift and align beliefs in ways that help people develop shared values and history.



NATURAL

The productive environmental assets (e.g., air, water, land, minerals, plants, animals, fish, ecosystem services) in a region. Investments in natural capital include restoration and maintenance.



BUILT

The fully functioning constructed infrastructure (e.g., buildings, sewer treatment plants, manufacturing and processing plants, energy, transportation, communications infrastructure, technology) needed to support community well-being. Investment in physical capital is in construction, renovation, and maintenance. Built capital depreciates with use and requires ongoing investment to maintain its value.



POLITICAL

The voice, power and influence over decisions needed to achieve goals, including the distribution of resources. Investments in political capital are made through inclusive organizing – gathering and disseminating information, providing access to decision makers, creating broader constituencies and increased voice.



FINANCIAL

Financial capital, including investments and personal savings, generates monetary returns that can be used for further investment or consumption. Stewardship of financial capital implies responsible investment to generate added income as well as eliminate unnecessary cost or waste. In creating wealth, community members strive to invest financial capital in ways that increase and improve the quality of the other six forms of capital.

SWOT Analysis - Internal Factors

Strengths

Individual - Skilled labor for oil and gas extraction, manufacturing, and ancillary support services.

Intellectual - Presence and output of Acadiana's University and Technical Colleges including the research capacity of higher educational institutions.

Social - Availability of job opportunities.

Cultural - Acadiana's food, traditions, sporting culture and heritage are highly valued among natives.

Natural - Large amount of natural resources and natural environment for recreational opportunity.

Built - Capacity of electric and natural gas service. Non-traded economic drivers to include medical facilities, restaurant and retail, air service, and ports.

Political - Strong support and systems for community planning efforts.

Financial - Low cost of doing business and tax-friendly business climate. Entrepreneurial development.

Weaknesses

Individual - Low average education attainment.

Intellectual - Quality of workforce and retention of trained employees.

Social - Inability to retain young professional and management level talent. Duplication of community organizations versus leveraging existing capacity.

Cultural - Lack of regional investment in the creative economy. Lack of national connectivity with Acadiana's cultural norms.

Natural - Lack of investment and education among residents concerning coastal impacts and flood protection.

Built - Basic infrastructure to include multimodal transportation, flood and coastal resiliency, and lack of affordable housing stock.

Political - Lack of implementation for community planning. Low building standards that contribute to vulnerable development.

Financial - Low workforce wage level, lack of financial literacy, high local sales tax rates, and lack of economic diversification

SWOT Analysis - External Factors

Opportunities

Individual - Lower labor costs.

Intellectual - Educating Acadiana's potential workforce on the need and value of skilled labor and leveraging the school system decision-makers in workforce outcomes.

Social - Open, transparent dialogue and collaborative efforts for a common goal. Diversify leadership.

Cultural - Engage representatives from the creative culture to define cultural economic governance.

Natural - Align public education and community needs with government capacity.

Built - Resilient and fortified development standards both in low-lying areas and downtown areas. Create greater e-commerce capacity through broadband connectivity.

Political - Align political influences with economic development need and trajectory.

Financial - Increased collaboration and common marketing points between economic development organizations to communicate low cost of doing business.

Threats

Individual - Large amounts of vulnerability to economic and natural disasters.

Intellectual - Nativism that prevents outside ideas and intellect from integrating within Acadiana.

Social - Political divisiveness.

Cultural - Cultural and racial disparities.

Natural - Dependence on federal funding to mitigate against natural disasters.

Built - Cost of insurance and sea level rise.

Political - Misaligned permitting and regulatory process with climate threats.

Financial - High poverty rate and limited access to capital.

CEDS GOALS & OBJECTIVES





Goal 1: Individual Capital

Improve individuals' physical and mental well-being to increase economic opportunity for Acadiana's workforce.

Objective 1.1 Health Education and Substance Use Prevention	Objective 1.2 Healthcare Access	Objective 1.3 Individual Health Labor Force	Objective 1.4 Behavioral Transportation Safety
<p>Increase health education and preventative measures to improve overall health outcomes for Acadiana's workforce</p> <p><u>Strategies:</u></p> <p>Develop public health campaigns that promote preventative measures, such as regular physical activity and healthy eating habits.</p> <p>Increase access to addiction treatment and support programs for individuals and families affected by substance use.</p> <p>Access to LA State opioid funding settlement to provide for substance use prevention and treatment</p> <p>Develop and promote mental health resources and support programs for individuals and families affected by addiction or substance use.</p>	<p>Increase access of rural healthcare services and programming</p> <p><u>Strategies:</u></p> <p>Invest in healthcare infrastructure to improve access to healthcare services including transportation options (i.e. new clinics and hospitals in underserved areas)</p> <p>Increase funding for research and development of new healthcare technologies and treatments.</p> <p>Develop partnerships with healthcare providers and insurance companies to promote preventative care and reduce healthcare costs.</p> <p>Promote telemedicine programming in rural communities</p> <p>Integrate UL informatics into telemedicine development</p> <p>Creation of hospital development districts to maintain hospital operations and maintenance</p>	<p>Increase health education and preventative measures to improve overall health outcomes for Acadiana's workforce</p> <p><u>Strategies:</u></p> <p>Decrease highest disease-related (diabetes, cancer, heart disease, etc)</p> <p>Promote healthy living standards through business incentives and improving recreational opportunities, access to fitness centers, and health clubs.</p> <p>Promote the use of farmers markets in both urban and rural food deserts</p> <p>Educate next generation workforce through youth farm to table programs</p> <p>Promote food desert prevention</p> <p>Sharing best practices for reducing healthcare cost</p>	<p>Reduce roadway crashes in Acadiana through behavioral countermeasures.</p> <p><u>Strategies:</u></p> <p>Identify locations for transportation safety improvements.</p> <p>Reduce impaired driving incidents through high-visibility enforcement, improve driving education and local policy changes.</p> <p>Increase adult and child passenger safety belt use through marketing and education campaigns.</p> <p>Reduce young driver crashes by increasing awareness of the dangers associated with distracted and impaired driving.</p> <p>Prioritize need for walkability, bike-ability, and other multimodal facilities</p>

Goal 2: Intellectual Capital

Upskill and reskill Acadiana's workforce through innovative and industry-focused initiatives to attract greater economic opportunities.

Objective 2.1 Industry Training

Increase support for new and existing training programs to provide the necessary skills for local industry needs.

Strategies:

Partner with local manufacturers to identify training needs and provide programs.

Recruit and retain experienced instructors to teach industry skills.

Promote manufacturing careers through outreach and social media.

Create partnerships with local businesses to provide opportunities for hands-on experience in innovative and growing career areas.

Objective 2.2 Workforce Development

Increase the qualifications and skills of Acadiana's workforce through targeted training programs in partnership with University, Community College and K-12, that align education with industry needs.

Strategies:

Increase engagement with school system decision makers to develop career pipelines.

Provide information and resources to students and parents about trade jobs and specialized careers that are not typically considered when finding a career path (ex. GIS analyst, specialized designers, data scientists, etc.)

Develop curricula that align with local workforce needs and provide students with the necessary skills for high-demand jobs.

Facilitate skills training programs targeted to specific businesses.

SLCC Rapid Retraining program funding.

Objective 2.3 Industry Shift Preparation and Resiliency

Increase Acadiana's product line diversification and enhance resiliency during major industry shifts in the market.

Strategies:

Utilize research centers/institutes/programs.

Develop work products for multiple industries.

Leverage existing product lines and manufacturing capabilities for new opportunities.

Facilitate applied industry sponsored research, technology transfer and commercialization by working with higher education institutions.

Increase connections on local sourcing opportunities.

Enhance collaboration on small business development assets, initiatives and entrepreneurship.

Explore opportunities for innovation funds

Objective 2.4 Underemployed Workforce

Right size the underemployed labor force by creating new job opportunities

Strategies:

Provide re-tooling and re-training to meet current and emerging industry demand

Partner with businesses to identify new labor markets

Encourage mentorship and networking

Support and promote local job fairs

Encourage underemployed to learn more about entrepreneurship and to access resources for building capacity

Goal 3: Social Capital

Build consensus for Acadiana's economic direction among professionals and residents to provide for quality of place, quality of life and quality jobs.

Objective 3.1 Economic Development Collaboration

Increase the effectiveness of economic development efforts across partnering organizations throughout the region.

Strategies:

Host joint meetings and events to facilitate dialogue and exchange of information.

Annual CEDS updates meetings with key stakeholders and participants.

Develop a framework for resource sharing.

Participate in statewide economic development conferences.

Align the Acadiana CEDS with the Louisiana State Economic Development plan.

Identify and prioritize economic policies and initiatives for sustainable economic development organizations.

Objective 3.2 Regional Diversity and Inclusion

Reduce barriers to diversity, inclusivity, and equity within the community.

Strategies:

Develop partnerships with diverse community organizations for collaboration and unity.

Listen to and address the needs and concerns of underrepresented groups within the community.

Integrate intentional strategies for diversity, equity, and inclusion within business and industry recruitment efforts.

Finding tools to retain a diverse and quality labor force.

Objective 3.3 Availability of Jobs

Increase quality of jobs available for young and management-level professionals

Strategies:

Employer incentives for professional learning and development.

Provide attractive incentive packages for professionals looking to relocate or stay in Acadiana.

Promote job fairs to recruit and retain young talent.

Objective 3.4 Creating Safer Communities

Increase community safety by addressing the root causes of crime.

Strategies:

Increase community policing efforts.

Implement neighborhood watch programs.

Enhance public safety infrastructure, such as streetlights and security cameras.

Increase access to mental health resources and addiction treatment programs.

Increase funding for education and outreach on crime prevention and safety measures.

Goal 4: Cultural Capital

Ensure Acadiana's cultural economy is embedded in the competitive advantage of the region and is positioned to attract external investment.

Objective 4.1 Support Local Artists (Cultural Product)	Objective 4.2 Marketing Acadiana	Objective 4.3 Rural Cultural Economy	Objective 4.4 Cultural Entrepreneurship
<p>Increase opportunities for artists and musicians to showcase their talents and engage with the community.</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> Support local artists and musicians through funding programs and residency initiatives Create community engagement opportunities for artists and musicians. Partner, coordinate, and promote festivals and unique cultural events for artist exhibitions. Provide affordable housing to artists and musicians. Discretionary funds available for artist during hurricanes, pandemic. (emergency funds) Residency program for local and outside artist to support sector expansion Offer increased tax incentives for purchasing art 	<p>Increase industry recruitment efforts through recognition of the Acadiana Region.</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> Strengthen existing partnerships with organizations and stakeholders that focus on arts, culture, and entertainment to promote entertainment opportunities in the region. Create a unified and collaborative branding campaign showcasing Acadiana's unique characteristics that involves key stakeholders in the region. Partner with local businesses and organizations to promote a collaborative approach to branding. Integrate marketing of University of Louisiana at Lafayette within economic marketing packages 	<p>Increase support and promotional opportunities for the unique cultural economy and heritage of rural Acadiana to improve community living standards</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> Develop connections and improve access for cultural and recreational programming. Encourage buy-in for philanthropic and civic development. Support the preservation and restoration of historic properties through compliance of applicable laws. Coordinate and leverage federal policies and investments for enhancing a community's cultural identity. Preserve communities' unique character, integrity, and local traditions to bolster tourism through coordinated programming. Support tourism through marketing recreation. 	<p>Increase opportunities for cultural entrepreneurship to develop a thriving cultural economy.</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> Increase the incubation and mentorship program offerings. Support cultural infrastructure and spaces. Promotion of cultural tourism and marketing. Build more partnerships with non-profit and private companies.

Goal 5: Natural Capital

Promote sustainable use of Acadiana's natural ecosystem and natural commodities.

Objective 5.1 Ecotourism and Recreation

Increase support for the ecotourism and recreational economy through environmental conservation.

Strategies:

Identify ecotourism and recreation assets and opportunities.

Develop public-private partnerships to support conservation efforts, sustainable development and promotion of recreational assets.

Establish partnerships with universities and research institutions to support research and development of natural resource management practices.

Create strategic ecotourism corridor plan and related recreation jobs.

Establish standards for sustainable and responsible tourism.

Objective 5.2 Environmentally Sustainable Development

Increase support for the development of industries and activities that utilize natural resources in a sustainable manner.

Strategies:

Promote sustainable land use practices that reduce erosion and protect soil quality.

Develop and enforce regulations to limit pollution and protect air and water quality.

Promote the reuse of Brownfields sites through identification, assessment, and clean-up.

Develop an inventory of Greenfields sites in the region.

Objective 5.3 Individual Health Labor Agricultural Economy

Increase support for the production of agricultural and aquaculture commodities through external marketing and branding

Strategies:

Increase and enhance the capacity / assistance for small scale farming operations (vegetables, fruit, grass-fed beef)

Promote best practices for farmland development.

Objective 5.4 Local Food Supply Chain

Increase access to locally sourced food through the development of regional food hubs

Strategies:

Strengthen regional food system availability through the establishment of food hubs and farmers markets.

Increase cold storage capacity in the region.

Improve the region's ability to recover from agricultural disruptions.

Leverage federal and state resources to enhance regional access to locally processed foods.

Support creation of facilities for value-added agricultural production and agricultural manufacturing.

Create understanding, education, and innovation from the supply chain to the value chain.

Goal 6: Built Capital

Build future-proof, resilient infrastructure to improve Acadiana's communities and attract quality industry.

Objective 6.1 **Resilient Coastal Infrastructure**

Increase support for new and existing training programs to provide the necessary skills for local industry needs.

Strategies:

Secure funding from state and federal agencies and private foundations to support implementation.

Support legislation that has a positive impact on regional watershed management in Acadiana.

Support CPRA's comprehensive plan for coastal resiliency, including protection of natural ecosystems and sustainable development practices.

Provide training and educational resources to increase awareness and preparedness for climate-related events.

Encourage development of green infrastructure and nature-based solutions to mitigate flooding and natural disasters.

Objective 6.2 **Broadband Infrastructure**

Increase the qualifications and skills of Acadiana's workforce through targeted training programs in partnership with University, Community College and K-12, that align education with industry needs.

Strategies:

Partner with ISPs and telecommunication companies to identify areas for expansion.

Secure funding and reduce barriers for new providers.

Promote adoption through marketing and education.

Reduce barriers for use by improving digital literacy, digital equity and inclusion, and digital skills.

Reduce barriers for adoption by increasing participation in the US Affordable Connectivity Program.

Utilize the LONI network as a regional asset to buy-down the cost of last mile deployment.

Objective 6.3 **Downtown Revitalization**

Increase promotional opportunities for the development of thriving and sustainable downtown areas through strategic revitalization programs.

Strategies:

Promote the creation of special, cultural & historical districts.

Invest in adaptive reuse of buildings for economic activities.

Improve livability, bike-ability & walkability in downtowns.

Redevelop blighted & abandoned properties.

Encourage the use of facade improvements.

Support multi-use facility development – housing and commercial

Improve public sector investment in downtown areas.

Eliminate blighted and abandoned properties.

Objective 6.4 **Site Certification**

Increase the number of sites that are certified in Acadiana by supporting the availability of basic public infrastructure to these sites

Strategies:

Facilitate regional collaboration to develop industrial and commercial sites.

Identify the infrastructure needs of nearly certified sites and match resources.

Promote existing certified sites.

Goal 6: Built Capital Continued

Objective 6.5 Rural Revitalization

Increase rural infrastructure investments to improve quality of life for rural communities.

Strategies:

Identify critical infrastructure investments for economic survivability.

Identify and match external resources to meet community infrastructure needs.

Develop and support strategic placemaking initiatives.

Promote Gateway and corridor development.

Preserve rural communities' unique characteristics and integrity.

Collaborate with the LA Rural Revitalization office and support rural programming

Objective 6.6 Housing Stock

Reduce housing insecurity by creating more opportunities for affordable housing.

Strategies:

Offer tax incentives to developers who build affordable housing and increase funding for affordable housing programs.

Encourage mixed-income housing developments.

Collaborate with private developers to create public-private partnerships for affordable housing.

Preserve existing affordable housing units.

Implement inclusionary zoning policies that require new developments to include a certain percentage of affordable units

Convert vacant or abandoned buildings into affordable housing units

Encourage the adaptive reuse of underutilized properties for affordable housing development.

Objective 6.7 Transportation Infrastructure

Increase regional connectivity among the primary municipalities in Acadiana by improving roadways and increasing access to various modes of transportation.

Strategies:

Plan and implement the I-49 South and the Lafayette Connector projects.

Develop regional transit bus routes from Lafayette to the surrounding municipalities.

Assess the need for bike share programs.

Conduct light rail feasibility studies.

Implement carpool and rideshare matching programs, school pool and vanpool.

Explore funding options for regional transit operations.

Engage and develop relationships with the rail providers.

Explore highway improvement options in rural areas.

Objective 6.8 Foreign Direct Investment

Facilitate a globally competitive and positive business environment by increasing regional capacity to import and export goods and services, through primary freight corridor improvements in the region.

Strategies:

Completion of I-49 South as an Energy Corridor and a hurricane evacuation route

Complete planning, design and funding structure for the Lafayette Connector

Develop cargo accessibility to the Acadiana Regional Airport

Dredge Port of Iberia and the Intracoastal Canal

Regional coordination and support of all air and water ports throughout the region

Conduct a regional aviation study to identify opportunities.

Identify a regional conduit for import/export capacity.

Develop/ leverage relationships with the port authorities.

Goal 6: Built Capital Continued

Objective 6.9 **Safe Streets for All**

Increase safety and livability standards in communities by improving street design and traffic management.

Strategies:

Analyze traffic safety data to identify high-risk areas.

Develop and implement projects to address high frequency crash locations and locations with a high potential for safety improvement

Integrate facilities and crossing improvements for pedestrians and bicyclists into the roadway network

Improve street lighting and visibility.

Monitor and evaluate the effectiveness of safety interventions.

Promote equity and inclusivity in safety improvements.

Objective 6.10 **Watershed Management**

Increase the watershed and coastal zone management practices in support of community resiliency

Strategies:

Support regional floodplain management

Understand and apply design criteria principles that minimize flood impact.

Support science-based decision making in flood mitigation efforts.

Create and support a Regional Watershed Management Authority

Implement priority projects for inland and coastal water management.

Support municipal detention versus neighborhood detention

Support education efforts for storm water techniques that promote low impact development.

Goal 7: Political Capital

Align political and economic decision-making to improve Acadiana's marketability.

Objective 7.1 **Elected Officials' ED Education**

Increase economic development education among elected officials to foster informed decision-making and promote economic growth in the community.

Strategies:

Provide economic development training opportunities for elected officials through regular workshops, conferences, and seminars.

Encourage elected officials to participate in economic development events.

Promote collaboration between elected officials, local businesses, entrepreneurs, and EDOs through partnerships and knowledge-sharing initiatives.

Support and promote leadership training programs.

Objective 7.2 **Building Standards**

Promote increased building standards to mitigate natural disasters and lower insurance premiums.

Strategies:

Invest in regional flood control systems.

Promote resilient building designs to withstand natural disasters.

Increase the number of local policies that address higher building standards.

Promote fortified building certifications.

Objective 7.3 **Regulatory Processes**

Improve permitting and regulatory processes to reduce barriers for incoming development.

Strategies:

Streamline permitting and regulatory processes for development.

Objective 7.4 **Community Planning**

Increase community planning capacity and/or regional planning efforts within municipalities and parishes to improve Quality of Place efforts.

Strategies:

Conduct a local comprehensive/ community plan inventory.

Create a regional comprehensive plan.

Develop a toolkit for local comprehensive planning & implementation that is consistent with a regional plan.

Improve intergovernmental cooperation between various political entities.

Support and promote digital access to all public records.

Develop standard public participation guidelines.

Goal 7: Political Capital Continued

Objective 7.5 **Education System Engagement**

Increase alignment among school system officials and workforce demand.

Strategies:

Increase workforce development strategies for access to relevant certification.

Promote IA's 55 by 25 Initiative to increase overall education levels.

Advocate for early childhood education.

Advocate for redesign of high school curriculum to integrate trade education and certifications.

Create awareness of resources available for small businesses and employee skill training.

Goal 8: Financial Capital

Improve access to capital and build internal wealth to provide for a competitive, resilient economic climate.

Objective 8.1 **Financial Literacy**

Increase financial literacy and stability among workers and their families.

Strategies:

Develop financial literacy programs for students, workers, and their families by providing resources and support for individuals to manage finances and plan for the future.

Objective 8.2 **Affordability of Housing**

Affordability of Housing
Increase Acadiana's ability to afford housing.

Strategies:

Offer tax incentives to developers who build affordable housing and increase funding for affordable housing programs.

Implement policies that protect existing affordable housing units from being converted into market-rate housing

Promote the use of first-time home buyers' programs

Increase housing availability and affordability for first time home buyers.

Objective 8.3 **Entrepreneurship**

Increase regional wealth through small business development and entrepreneurship opportunities.

Strategies:

Bridge the gap between private community investment and education-workforce output.

Encourage buy-in for philanthropic and civic development.

Objective 8.4 **Philanthropy**

Increase and align philanthropic investment to meet community needs.

Strategies:

Identify locations for transportation safety improvements.

Reduce impaired driving incidents through high-visibility enforcement, improve driving education and local policy changes.

Increase adult and child passenger safety belt use through marketing and education campaigns.

Reduce young driver crashes by increasing awareness of the dangers associated with distracted and impaired driving.

Prioritize need for walkability, bike-ability, and other multimodal facilities

Goal 8: Financial Capital Continued

Improve access to capital and build internal wealth to provide for a competitive, resilient economic climate.

Objective 8.1 **Business Incentives**

Increase business incentive packages for expansions, relocations or start-ups to bolster Acadiana's economic competitive edge.

Strategies:

Offer tax incentives or abatements for new or expanding businesses

Develop and promote available industrial sites and buildings to potential businesses

Promote certified sites that are development-ready.

State, Federal, and Regional Partners

The Acadiana Planning CEDS is made possible through the invaluable collaboration and support of federal, state, and regional partners. APC extends sincere gratitude to the U.S. Economic Development Administration for their funding and expertise in driving economic growth. APC also acknowledge state partners for their ongoing commitment to advancing our region's economic potential. Additionally, APC is grateful for the collaboration with regional partners, including local governments, parish economic development

organizations, business organizations, educational institutions, and community stakeholders, whose collective efforts contribute to the success of the CEDS and the prosperity of the Acadiana region as a whole. Together, the Acadiana Region is dedicated to fostering a vibrant and resilient economy that enhances the quality of life for all residents.

FEDERAL



**DELTA REGIONAL
AUTHORITY**



**ECONOMIC DEVELOPMENT
ADMINISTRATION**



FEMA

**FEDERAL EMERGENCY
MANAGEMENT AGENCY**



**FEDERAL HIGHWAY
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**FEDERAL TRANSIT
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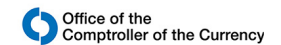
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APPENDIX A - CATALOGUE OF EXISTING PLANS, STUDIES, AND RESOURCES IN ACADIANA SINCE THE PREVIOUS CEDS

Plan/Document	Organization	Year	Geographic Impact	Document Type
Target Industry Strategy	One Acadiana	2016	Regional	Industry Strategy
Partnering to Implement a Regional Workforce Development Strategy	One Acadiana	2017	Regional	Workforce Strategy
Acadia Parish Placemaking Action Plan	Acadia Parish Police Jury	2019	Parish	Action Plan
Eunice, LA Strategic Plan	A Partnership of the City of Eunice, LSU Eunice, St. Landry Economic Development, and Business & Community Leaders	2019	Municipal	Strategic Plan
Community Economic Development in Rural Coastal Acadiana Parishes: An In-Depth Review of the Vermilion, St. Mary, and Iberia Parish Seafood Supply Chains	ULL Moody III College of Business Administration	2019	Regional	Economic Analysis
An Economic Development Strategy for Louisiana's Coastal Seafood Industry	ULL Louisiana Entrepreneurship & Economic Development Center	2020	Regional	Economic Development Strategic Plan
5-Year Strategic Plan FY 2020-2021 through 2024-2025	Louisiana Economic Development	2020	State	Strategic Plan
Regional Broadband Assessment- Acadiana Planning Commission	Acadiana Planning Commission	2021	Regional	Infrastructure Assessment

Strategies for Funding Watershed Management and Flood Risk Reduction in Louisiana	Louisiana Watershed Initiative / Adaptation Strategies	2021	State	Funding Strategy
Acadiana Workforce Solutions Regional Plan	Acadiana Workforce Solutions	2021	Regional	Workforce Strategy
I-49 Bio-Pharma Economic Cluster: Back for National Security (White Paper)	Acadiana Planning Commission	2021	Regional	Economic Strategy
Solar Information for Louisiana Residents	"Energy Efficiency and Sustainable Energy Center Energy Institute of Louisiana University of Louisiana at Lafayette"	2021	State	Feasibility Study
MTP 2050 Long Range Plan	Acadiana Planning Commission MPO	2022	Regional	Infrastructure Plan
Comprehensive Housing Market Analysis: Lafayette, LA	HUD	2022	Regional	Economic Analysis
55 by 25	One Acadiana	2022	Regional	Workforce Strategy
Louisiana Receiving Communities	LSU Robert Reich School of Landscape Architecture (Funded by CPRA)	2022	Regional	Coastal Planning
LA Economic Outlook Study & Findings	ULL Kathleen Babineaux Blanco Public Policy Center	2022	State	Economic Analysis
Solar Energy in Louisiana	"Energy Efficiency and Sustainable Energy Center Energy Institute of Louisiana University of Louisiana at Lafayette"	2022	State	Economic Analysis
Solar Planning Resources for Local Governments	"Energy Efficiency and Sustainable Energy Center Energy Institute of Louisiana University of Louisiana at Lafayette?"	2022	State	Planning Resource

Treeprint - US Inflation Reduction Act: A Tipping Point in Climate Action	CREDIT SUISSE AG	2022	Federal	Planning Resource
Updated Inflation Reduction Act Modeling Using the Energy Policy Simulator	Energy Innovation: Policy & Technology LLC	2022	Federal	
Louisiana's Comprehensive Master Plan for a Sustainable Coast	CPRA	2023	Regional	Coastal Planning
Policy Academy: Aligning State and Regional Economic Development Strategies and Actions	Louisiana Economic Development	2023	State	Plan?
E-commerce on the Local Level: Understanding the Changes in Retail Habits and their Impact on Economic Development	One Acadiana	2021	Regional	Economic Analysis
All the Right Moves: 5 Key Insights Into the Present and Future of Millennial Talent Attraction	Livability.com in conjunction with Ipsos	2019		Planning Resource

