

THE NORTHSHORE:
NORTH OF YOUR
EXPECTATIONS

NORTHSHORE VISIONING PROJECT

PHASE
TWO

SEPTEMBER
2016

STRATEGIC PLAN

SSA CONSULTANTS





CONTENTS

Introduction and Background

page 4

Regional Overview

page 7

Interview Findings and
Task Force Results

page 12

Economic and Community
Development Organizations

page 15

Organizational Framework

page 22

Key Priorities for the Northshore
2016-2020

page 30

Key Metrics Dashboard

page 34



Introduction and Background

The Northshore region has undergone significant change and growth over the past 30 years. Projections continue to rank the Northshore region as one of the most desirable regions of the state - attracting new residents and businesses to the area.

In the face of this continued growth and development, civic leaders began wrestling in 2015 with the question of “what do we [as a region] want to look like in 20 years?” A Task Force, comprised of stakeholders representing the private and public sectors and led by the Northshore Community Foundation, was formed to answer the question and to create a vision that maintains the desirability of the Northshore through a Regional Visioning Process.

REGIONAL VISIONING PROCESS: PHASE ONE

Greater New Orleans, Inc. (GNO, Inc.) and Trumpet, a branding firm based in New Orleans, were engaged to conduct Phase One of the Regional Visioning Process, which focused on creating a vision and branding statement for the Northshore region that was reflective of the region’s quality of life and economic vitality.

After conducting interviews, research, focus groups, and a regional survey, the following vision and branding statement was developed for the Northshore region.

THE NORTHSHORE, NORTH OF YOUR EXPECTATIONS

The Northshore isn’t just another Louisiana neighborhood. It’s one of those rare places that combines quality of life with accessibility, a progressive business climate with natural beauty, and vibrant culture with community. For those who love Louisiana’s way of life, there’s no place better. Come exceed your expectations on the Northshore.

The quality of life for Northshore residents is key to the attractiveness and success of the region. The desire to maintain the region’s quality of life is at the core of the vision statement. During Phase One, key elements contributing to the quality of life on the Northshore were identified and include “...transportation accessibility, low business costs, availability of labor, a superb school system, a low crime rate, and first-rate medical facilities.”¹

REGIONAL VISIONING PROCESS: PHASE TWO

In January 2016, the Northshore Community Foundation issued a Request for Proposals (RFP) for Phase Two of the Regional Visioning Process to create a strategic plan with the input from stakeholder and partner organizations focused on economic development and/or quality of life for the region. The strategic plan would assist the region in achieving the regional vision articulated in Phase One. The following scope of work was included in the RFP:

- Review research on Phase One of Vision Process;
- Research models/best practices in like communities;
- Facilitated process addressing the following issues:
 - Clarity of roles, missions, and leadership structure,
 - Assessing resources and needs of existing stakeholder organizations, and
 - Who/How to be the voice and keeper of the vision.
- From the above process, produce a strategic plan focused on organizational infrastructure and funding model for efficient and effective realization of the Vision. The plan should also include recommendations for organizational models, resource efficiency, and target projects/goals.

The Phase Two RFP also described a strategic plan document with the following elements:

- Organizational infrastructure framework;
- Resource development and deployment recommendations;
- Leadership model;
- Specific projects/goals by subject or constituency; and
- Measures of success.

SSA Consultants (SSA) was selected to conduct Phase Two of the Regional Visioning Process.

SSA is an organizational development and business management consulting firm founded in 1970 and based in Louisiana. SSA is a team of professionals with diverse academic credentials and complementary, real-world management experience. The expertise of this team enables SSA to provide the quality of consulting services that help organizations improve their performance.

With clients spanning the public and private sectors and ranging from nonprofits to Fortune 500 companies, SSA designs and delivers custom solutions to meet their clients' needs. SSA utilizes a collaborative methodology to provide consulting services and organizational tools that have the power to create new understanding and positive change.

Phase Two Methodology

To accomplish the scope of work described in the RFP, SSA designed a process to create the strategic infrastructure and leadership model and to facilitate strategic plan development.

First, SSA conducted a discovery effort to identify and review pertinent information vital to the project. Examples of information reviewed in the discovery phase included the Phase One study, organizational reports, financial statements, regional demographic data (St. Tammany, Tangipahoa, and Washington parishes), and state and local legislation/laws.

Next, SSA began an interactive effort to collaborate with constituent organizations and stakeholders to gather their input for the strategic plan. SSA facilitated a Task Force meeting on March 29, 2016 to develop, with the Task Force members, a priority list of strategic planning subject areas and potential metrics and/or milestones of success. SSA also interviewed regional leaders and stakeholders to gain a greater understanding of the needs, challenges, and opportunities for the region.

Using information gained from the discovery and interactive efforts, SSA conducted comparative research to identify aspirational regions or cities for examination. SSA then began the creation of the strategic infrastructure for the region and to develop priority areas, projects/initiatives, and metrics - all focused on achieving the regional vision established in Phase One.

This document is the final deliverable of the project and fulfills the criteria established in the RFP. It includes an organizational infrastructure framework, resource redeployment opportunities, and leadership model to leverage existing resources (time, talent, and money) in the region. It identifies strategic priority areas and specific projects for each area with measures of success.

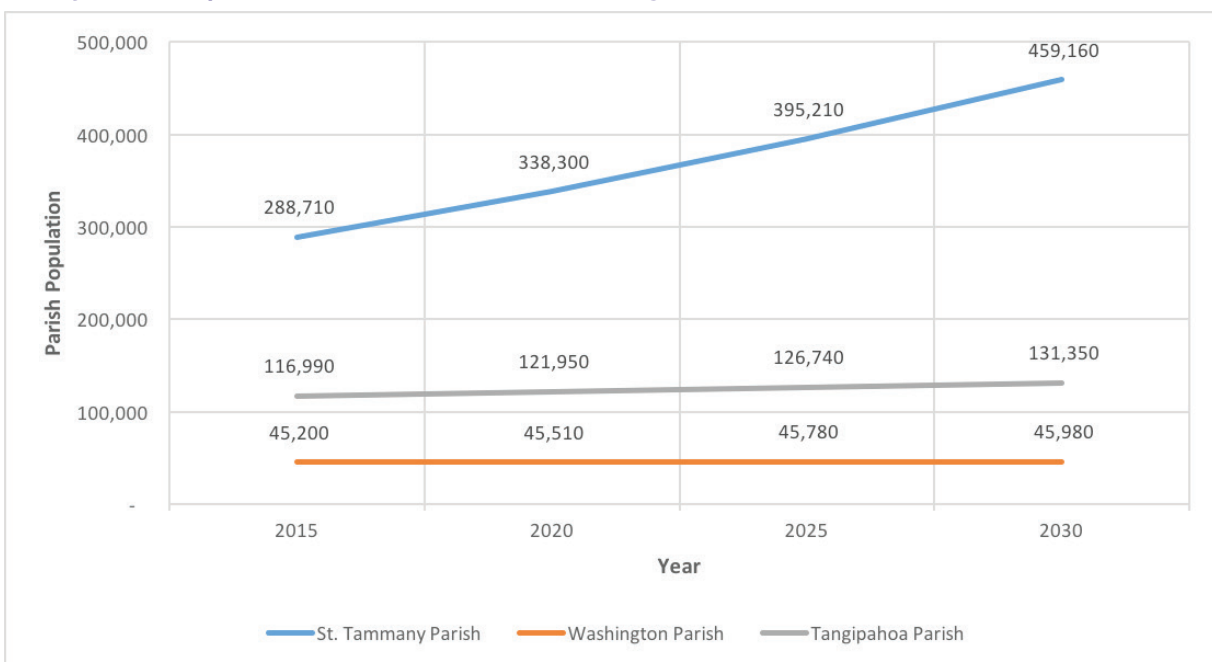
The Northshore region is located in south Louisiana near the

Regional Overview

metropolitan areas of New Orleans and Baton Rouge and is blessed with a variety of resources, making it a highly desirable area for people and businesses. The area has seen an increase in population and in business relocation over the past 30 years. This growth was accelerated in the aftermath of Hurricane Katrina in 2005, which caused tremendous damage and loss of life in the Greater New Orleans metropolitan area. The region has since returned to a medium growth rate.

The population growth is projected to continue as more people and businesses relocate to the area to access the region's quality of life. Figure 1 depicts the current (2015) population for St. Tammany, Tangipahoa, and Washington parishes and projected parish population for each through 2030 in five-year increments (2020, 2025, and 2030) assuming a medium growth rate.² Based on Figure 1 below, the Northshore area projects a 41% increase in population by 2030.

Figure 1. Projected Population for the Northshore Region



Much of the Northshore region has historically been a “bedroom” community (a suburban area where the majority of residents travel outside of the community for work) to the larger nearby metropolitan areas - Baton Rouge and New Orleans. This has changed over the past several decades as economic development efforts have attracted businesses to the Northshore region. This allows Northshore residents to live, work, and play in the region instead of depending solely on outside employment opportunities.

Economic development efforts - retention of existing businesses and development of new business opportunities - have been very successful in the Northshore region. The St. Tammany Parish Economic Development Foundation, for example, includes the following statistic in their 2015 Annual Report - the 14 economic development projects in which they were involved in 2015 (either new business or retention efforts) created 588 new jobs for St. Tammany Parish with \$47,504,641 in new payroll dollars.³

A frequently used indicator of economic health is the unemployment rate. A low unemployment rate correlates to good economic times while the unemployment rate is high during a recession. Figure 2 shows the unemployment rate for the Northshore region (St. Tammany, Tangipahoa, and Washington parishes), the state of Louisiana, and the nation for 2014 and 2015. As Figure 2 shows, the Northshore region has a low unemployment rate indicating a healthy economy in the region.

Figure 2. Unemployment Rates, 2014 and 2015⁴

	2014	2015
St. Tammany Parish	5.6%	5.5%
Tangipahoa Parish	7.6%	7.2%
Washington Parish	7.9%	7.6%
Louisiana	5.5%	6.3%
United States	6.2%	5.3%

The region’s physical location and attributes are elements that continue to play a role in the attraction and retention of businesses to the area. The region is in close proximity to waterways, timber, and farmland. The area also has access to a variety of transportation options including interstate, freight, barge, train, and plane.

3 St. Tammany Parish Economic Development Foundation, 2015 Annual Report, (2016).
4 St. Tammany Parish, Louisiana, and US Rates: St. Tammany Economic Development Foundation, “Economic Trends: The Quarterly Report on St. Tammany Economic Factors,” Volume 13, Issue 4 (Fourth Quarter 2015). Tangipahoa and Washington Parish Rates: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics Map, available online: [http://data.bls.gov/map/MapToolServlet\(2016\)](http://data.bls.gov/map/MapToolServlet(2016)).

Figure 3. Regional Transportation Options



Note: Not to Scale

There is also physical space in the region for continued commercial and residential growth as shown through the number construction permits requested. In June 2016, for example, St. Tammany Parish single family new construction permit numbers reached a nine-year high representing a 56% increase over June 2015 and a 26% increase from May 2016. In the St. Tammany Parish press release, Parish President Pat Brister was quoted as saying “These numbers are an indication that the economy in St. Tammany is strong, diverse, and attractive and people wish to be part of it.”⁵ The number of commercial construction permits issued in St. Tammany Parish also remains high indicating a continued pattern of growth.⁶

The region has also leveraged its physical assets into recreational opportunities focused on outdoor/nature-based experiences such as hiking, biking, or water sports. These experiences are not only part of the region’s economic diversification, they are also part of the Northshore’s quality of life, supporting the notion that Northshore residents can live, work, and play in the region.

5 St. Tammany Parish Government, Press Release, “Single Family New Construction Permit Numbers at a Nine-Year High in St. Tammany Parish,” (July 7, 2016).
 6 Department of Permits, St. Tammany Parish Government, “Monthly Statistics,” (July 7, 2016).

The region also has a full complement of educational options including highly rated public school systems, a variety of private/parochial school options, community colleges, and a university. Average ACT scores are often used as an indicator of the quality of the school systems. Figure 4 displays the average ACT scores in 2014 and 2015 for the Northshore region (St. Tammany, Tangipahoa, and Washington parishes), the state of Louisiana, and the nation. The Northshore educational institutions are also a vibrant part of the region’s economy - as an employer and as the producer of a talented workforce - and contribute to the region’s continued population and economic development.

Figure 4. Average ACT Score Comparisons, 2014 and 2015⁷

	2014	2015
St. Tammany Parish	21.5	21.5
Tangipahoa Parish	18.2	18.5
Washington Parish	17.7	18.8
Louisiana	19.2	19.4
United States	21.0	21.0

Northshore residents also have access to a variety of health care options in their region, allowing them to receive quality care in their community and closer to their support networks. For example, the region has a Level II trauma center verified by the American College of Surgeons, Committee on Trauma and designated by the Louisiana Emergency Response Network (LERN). The majority of the Northshore residents can receive definitive care at the trauma center within one hour of injury, a national best practice referred to as the “golden hour.”⁸ The region also has several hospitals that are able to provide definitive care for time-sensitive illness such as stroke and heart attack patients.⁹ Like the diverse educational institutions, the multitude of health care options provides not only a service to the region (quality health care for its citizens) but is also a major employer in the region.

Another element in quality of life is the low crime rate of the Northshore region. Communities in all three parishes appeared in the top 50 list of the 2016 Safest Places to Live in Louisiana, which was compiled by Niche using FBI and U.S. Census data to examine crime rates for murder, assault, rape, burglary, and other crime statistics.¹⁰

7 2014 Louisiana Parishes ACT Scores: Louisiana Department of Education. 2014. ACT Composite Scores from 2004-05 to 2013-14 by Parish. Available online: http://www.nola.com/education/index.ssf/2015/07/act_scores_louisiana_test.html.
2015 Louisiana Parishes ACT Scores: Louisiana Department of Education. 2015. 2014-2015 Louisiana ACT 12th Grade Results. Available online: http://media.nola.com/education_impact/other/EMBARGOED%202014-2015%20Louisiana%20ACT%2012th%20Grade%20Results.pdf.
2014 and 2015 National ACT Scores: Broderick, Thomas. March 2016. Average ACT Score by State. Available online: <https://magoosh.com/hs/act/2016/average-act-score-by-state/>.
8 Louisiana Emergency Response Network, “Development of a System of State-Designated Trauma Centers in Louisiana,” (October 2014).
9 Louisiana Emergency Response Network, “Region 9 Hospital Stroke Levels” and “Region 9 Hospital STEMI Status,” (November 18, 2015 and August 19, 2015). Available online: www.lern.la.gov.
10 Niche, “2016 Safest Places to Live in Louisiana,” available online: <https://local.niche.com/rankings/places/safest/s/louisiana/>.

The communities and the rankings are as follows.

- #6 Mandeville (St. Tammany Parish)
- #17 Covington (St. Tammany Parish)
- #21 Pearl River (St. Tammany Parish)
- #31 Ponchatoula (Tangipahoa Parish)
- #43 Hammond (Tangipahoa Parish)
- #45 Bogalusa (Washington Parish)

All these factors together - proximity to nature, transportation accessibility, quality educational options, employment opportunities, excellent health care, and low crime rates - have created a unique quality of life that is highly valued by citizens of the Northshore. It is also this quality of life, in combination with economic development efforts, that continues to attract new people and businesses to the region.

Managing the growth of the region while maintaining the quality of life will be key to the continued success of the Northshore. With a projected population in 2030 of 636,490, stakeholders in the region will need to work together to manage and direct growth to find the highest and best use of available resources while maintaining the desired quality of life.



Interview Findings and Task Force Results

As described earlier in the Phase Two methodology section of this report, SSA conducted an interactive effort involving interviews with constituent organizations and stakeholders and a facilitated Task Force meeting to inform the strategic planning process.

The interviews provided a unique insight into the needs, challenges, and opportunities facing the Northshore as it looks towards the future. The following is a summary of key findings from the interviews.

- There is a dilution of civic leadership because of the large volume of meetings.
- Monetary resources are spread thin due to the large number of civic-oriented organizations.
- Additionally, the Northshore region has a large number of nonprofits adding to the demand for civic leadership and monetary requests.
- The numerous civic-oriented organizations have many meetings but interviewees could not point to resulting activities/actions/accomplishments.
- Interviewees would like to see more representation and participation from Washington and Tangipahoa parishes in the regional efforts.
- The interplay between the Northshore region and other economic development organizations is confusing. Frequently mentioned examples included GNO, Inc. and the Louisiana Department of Economic Development.
- There is a lot of activity in the region but there is no established, connected communication hub to disseminate the information.
- There is a wide divergence of opinion on the role and scope of economic development.
- The maintenance of the region's quality of life is a high priority. Quality of life was most frequently defined as access to nature/recreation, low crime rates, and highly rated public school systems.

During the Task Force meeting on March 29, 2016, Task Force members developed a priority list of strategic planning subject areas and potential metrics and/or milestones of success for potential inclusion in the strategic plan. The following are the results of the Task Force meeting.

Group 1:

- Jobs:
 - a. Creating high-demand, high-wage jobs
 - b. Retaining high-demand, high-wage jobs
- Education
 - a. Measured nationally
 - b. Nationally high ranking
 - c. Graduation rate from high school
 - d. Graduation rate from post-secondary
- Health care
 - a. Providing quality for all ages (early childhood to aging population)
 - b. Destination health care
- Establish and meet nationally ranked benchmark for housing and crime

Group 2:

- Increase quality of jobs (blue collar, white collar, service) to raise median income to bring everyone to 20% above poverty line
- Transportation - grow current air, rail, interstate, and port system into a connected system of access
- Global medical destination - continued enhancement of current facilities to promote the "healthy living center of the south"
- Enhance K-12 and higher education to above the national/international level of excellence

Group 3:

- Transportation
 - a. Six lanes from Baton Rouge to I-59
 - b. Local connectors
 - c. Beautify gateways with branding
- Public schools
 - a. Top 5% in Louisiana
 - b. Exceed national averages
- Planning
 - a. Strong and central infrastructure
 - b. Building guidelines - six stories
 - c. Business parks off interstates
 - d. Community pods
 - e. Walkability/bikes
- Culture
 - a. Variety art, music, theatre, drama, parks, recreation
- Safety
 - a. Low crime

Group 4:

- Transportation/Connectivity
 - a. Pedestrian, bicycle friendly
- World class education system
 - a. With varied employments
- Recreational accessibility
 - a. Superior
- Envable crime/public safety stats
- Highly educated workforce - drives employers to "take a look"

Like the interviewees, the Task Force members placed a high priority on maintaining the current quality of life of the region. To the task force members, continuing the Northshore's quality of life is paramount to its future.

Economic and Community Development Organizations

There are numerous Northshore organizations whose missions include improving the economic and community development of the region – some have a multi-parish footprint while others focus solely on one parish. The region also has an ever increasing number of nonprofits each focused on their unique mission to address a community need. Regardless, all of these organizations require valuable resources to be successful, including the time and talent of civic leaders and financial resources.

For interviewees, the plethora of organizations in the region is a double-edge sword. The organizations contribute positively to the economic and community development of the region but the sheer number of organizations dilutes the resources (time, talent, and money) available to support their work and often results in duplicative efforts.

Seven organizations, all of whom include the economic and community development of the Northshore in their mission, stepped forward in the Regional Visioning Process. The seven lead organizations are as follows.

1. St. Tammany Parish Development District
2. St. Tammany Economic Development Foundation
3. East St. Tammany Chamber of Commerce

4. St. Tammany West Chamber of Commerce
5. St. Tammany Parish Tourist and Convention Commission
6. Northshore Business Council
7. Northshore Community Foundation

Of these seven organizations, five are focused on one parish – St. Tammany Parish – while the other two entities cover a multi-parish footprint. The mission overlap creates duplicative efforts between the organizations and a strain on the civic leadership as all have volunteer boards and/or commissions. Additionally, the same few companies are providing most of the private funding for these organizations - approximately \$500,000 annually from only 30 individuals and business.

This chapter (and subsequent discussion of the Regional Visioning Process) focuses on these seven lead organizations. However, there are additional organizations in the region that also include economic and community development in their mission (as a single or multi-parish effort), and as the Regional Visioning Process continues and organizational evolution occurs, these other organizations should be brought to the table to continue collaboration and participation geared towards the Northshore region's long-term success.

ST. TAMMANY PARISH DEVELOPMENT DISTRICT

The St. Tammany Parish Development District was established to promote and encourage the development of economic and industrial opportunities, stimulating the economy, and utilizing and developing the natural and human resources of St. Tammany Parish. It was established by Louisiana Revised Statutes 33.130.401 to 33.130.409. It is a separate political body under the provisions of Article VI, Section 44 of the Louisiana Constitution.¹¹

The St. Tammany Parish Development District is governed by a Board of Commissioners, consisting of 13 voting members, who are appointed by the St. Tammany Parish President, St. Tammany Parish, and the St. Tammany Economic Development Foundation. The Commissioners serve without compensation. The St. Tammany Economic Development Foundation is under contract to serve as the management arm for the St. Tammany Parish Development District.¹²

The Development District is a component unit of St. Tammany Parish as the Parish appoints a majority of the Commissioners. A component unit is a government that is financially accountable to another government or one for which another government can exert influence over its budget and operations.¹³

The Development District fulfills its mission through the "issuance of bonds and by taking other steps necessary to advance sustainable commerce."¹⁴ The Development District has completed 23 bond projects totaling \$1,123,485,000 and resulting in 1,793 new jobs since 2002.¹⁵

The primary sources of revenue for the Development District are state hotel and motel sales tax collections and program revenues from various projects. The net hotel/motel tax revenue for 2015 was \$500,175 and in 2014 it was \$393,759. The program revenues for 2015 were \$522,060 and for 2014 were \$528,072.¹⁶

The primary expenditure for the Development District is the management fees paid to the St. Tammany Parish Economic Development Foundation, followed by the disbursements to St. Tammany Parish Government. The management fees paid to the St. Tammany Parish Economic Development Foundation in 2015 were approximately \$673,000 and approximately \$544,000 in 2014.¹⁷

11 LaPorte, APAC, "St. Tammany Development District: Annual Financial Statements, December 31, 2015 and 2014," (March 2016). Available online: [https://app.lla.state.la.us/PublicReports.nsf/5FEE6E4B04BC29C86257FCB0053F0D1/\\$FILE/0000F411.pdf](https://app.lla.state.la.us/PublicReports.nsf/5FEE6E4B04BC29C86257FCB0053F0D1/$FILE/0000F411.pdf).

12 ibid

13 ibid

14 St. Tammany Parish Development District website (July 2016). Available online: <http://www.stpdd.org>.

15 ibid

16 LaPorte, APAC, "St. Tammany Development District: Annual Financial Statements, December 31, 2015 and 2014," (March 2016). Available online: [https://app.lla.state.la.us/PublicReports.nsf/5FEE6E4B04BC29C86257FCB0053F0D1/\\$FILE/0000F411.pdf](https://app.lla.state.la.us/PublicReports.nsf/5FEE6E4B04BC29C86257FCB0053F0D1/$FILE/0000F411.pdf).

17 LaPorte, APAC, "St. Tammany Economic Development Foundation, Inc.: Audit of Financial Statements, December 31, 2015 and 2014," (April 2016). Available online: [https://app.lla.state.la.us/PublicReports.nsf/92BA21D6CC94440D86257FCB00692E10/\\$FILE/0000F424.pdf](https://app.lla.state.la.us/PublicReports.nsf/92BA21D6CC94440D86257FCB00692E10/$FILE/0000F424.pdf).



The St. Tammany Economic Development Foundation, Inc. is a 501(c)6 nonprofit organization created to provide for the economic and industrial welfare of St. Tammany Parish.¹⁸ Its mission is to promote the growing and vibrant economy in St. Tammany Parish by placing priority on business retention and attraction, supporting entrepreneurship and small business development, helping create quality job opportunities, and preserving our exceptional quality of life.¹⁹

An 11-member Board of Directors governs the St. Tammany Economic Development Foundation (STEDF). Board members serve three-year terms, and Board members serve without compensation.²⁰ The Nominating Committee seeks applications during each year and makes recommendations to the Board of Directors. The Foundation's members are made up of St. Tammany Parish business and governmental entities.

Sources of revenue include donations, programs, and a contract with the St. Tammany Parish Development District.²¹ STEDF is under contract to be the management arm for the St. Tammany Parish Development District. The management fees paid to STEDF in 2015 were approximately \$673,000 and approximately \$544,000 in 2014.²²

The primary expense for STEDF is salaries and benefits for its six-member staff which totaled \$472,010 in 2015.²³ Additional expenses were for office overhead, marketing, dues, and professional fees, totaling \$188,655 in 2015.

18 LaPorte, APAC, "St. Tammany Economic Development Foundation, Inc.: Audit of Financial Statements, December 31, 2015 and 2014," (April 2016). Available online: [https://app.la.state.la.us/PublicReports.nsf/92BA21D6CC94440D86257FCB00692E10/\\$FILE/0000F424.pdf](https://app.la.state.la.us/PublicReports.nsf/92BA21D6CC94440D86257FCB00692E10/$FILE/0000F424.pdf).

19 St. Tammany Economic Development Foundation, more information available online: <http://www.stedf.org/>.

20 ibid

21 St. Tammany Economic Development Foundation, 2015 Annual Report, (2016).

22 LaPorte, APAC, "St. Tammany Development District: Annual Financial Statements, December 31, 2015 and 2014," (March 2016). Available online: [https://app.la.state.la.us/PublicReports.nsf/5FEE6E4B04BC29C86257FCB0053F0D1/\\$FILE/0000F411.pdf](https://app.la.state.la.us/PublicReports.nsf/5FEE6E4B04BC29C86257FCB0053F0D1/$FILE/0000F411.pdf).

23 St. Tammany Economic Development Foundation, 2015 Annual Report, (2016).



The East St. Tammany Chamber of Commerce is a nonprofit organization primarily serving the eastern side of the parish. The Chamber's mission is to be the voice of business at the local, state, and federal levels of government. The Chamber works with other partners, legislative delegations, and other organizations to fulfill this mission.²⁴

The Chamber has an Advisory Council and a 20-member Board who are business owners and executives from throughout the region. Its members includes small businesses, merchants and professionals, nationally recognized corporations, educational and health institutions, and community organizations. The Board serves without compensation. The Chamber has a six-member staff.²⁵

The most recent annual report available to the public is from 2013 and denotes a membership of 1,088 with approximately 100 new members. In 2013, the Chamber hosted 288 relationship building events for its members. The annual report also described member investment distributed to three categories - 37% to operating costs, 55% to member support, and 8% in committees.²⁶



The St. Tammany West Chamber is a nonprofit organization serving the west side of the parish with a membership of over 1,100 businesses. The Chamber's mission is to strengthen the business climate of West St. Tammany by promoting the community's continued development and enhancing the economic vitality of the region.²⁷

With six staff members and a 19-member Board of the Directors, the Chamber supports its membership by providing peer-to-peer networking opportunities, educating the public about issues of importance, and advocating for favorable laws within the state legislature.²⁸ The Board serves without compensation.

The Chamber has also formed the St. Tammany CHAMBERPAC, a political action committee whose goal is to endorse and elect political candidates who support business, the free enterprise system, freedom from unnecessary government regulation, and quality of life in the region.²⁹ According to interviewees, the PAC has been received well by the members and has received a significant number donations since its formation.

²⁴ East St. Tammany Parish Chamber of Commerce, <http://www.estchamber.com/>.

²⁵ *ibid.*

²⁶ East St. Tammany Parish Chamber of Commerce, 2013 Annual Report (2014). Available online: http://www.estchamber.com/chamber_report.php.

²⁷ St. Tammany Parish West Chamber of Commerce, <http://www.sttammanychamber.org/>.

²⁸ *ibid.*

²⁹ St. Tammany Parish West Chamber, <http://www.sttammanychamber.org/chamberpac/>.



The St. Tammany Parish Tourist and Convention Commission was created in 1976, by St. Tammany Parish Ordinance 674. It was re-established as a separate political body under the provisions of Act 47 of the 1995 Louisiana Legislative Regular Session.³⁰

The Commission has 10 staff members and six Visitor Service Representatives, two locations, and is governed by a seven-member Board of Commissioners, who are appointed by the Parish. All members of the Commission serve without compensation. The Commission is not considered a component unit of St. Tammany Parish, nor does the Commission have any component units.³¹

The Commission is funded primarily through hotel/motel sales tax revenues at the local and state level. The state level funding is limited to state sales taxes on St. Tammany Parish hotels and motels and is dedicated for tourism development, including support for historic preservation and arts and humanities.³²

An audit of the Commission's financial statements for the year ending May 31, 2015 showed a revenue of \$2,014,911 with the majority of which is derived from hotel/motel sales taxes - local collection was \$1,501,988 and state appropriation was \$475,000.³³ The same audit report showed a total of \$1,964,428 in expenses for the Commission. The largest expense was in the personnel category (\$907,295) followed by the marketing and promotion category (\$807,906).³⁴



The Northshore Business Council is a nonprofit formed in 2006 to be the voice of business for the Northshore region. Comprised of CEOs from the Northshore, the Council plays an active role at the local, state, and federal levels in issues affecting the region. Members of the Northshore Business Council pay membership dues. The Council has a contract employee who serves as the Executive Director and face of the organization.³⁵

30 LaPorte, APAC, "St. Tammany Parish Tourist and Convention Commission: Annual Financial Statements, May 31, 2015" (August 2015). Available online: [https://app.la.state.la.us/PublicReports.nsf/5F79374999E416DD86257F150054D15E/\\$FILE/0000B6DB.pdf](https://app.la.state.la.us/PublicReports.nsf/5F79374999E416DD86257F150054D15E/$FILE/0000B6DB.pdf).

31 *ibid.*

32 *ibid.*

33 *ibid.*

34 *ibid.*

35 SSA Consultants, Interview with Northshore Business Council Members and Staff.



Community foundations are grant making public charities dedicated to improving the lives of the people in a defined geographic area. Formed in 2007, the Northshore Community Foundation is a 501(c)3 nonprofit whose mission is to unite human and financial resources to enhance the quality of life in the Northshore region by serving donors, supporting nonprofits, and driving civic leadership. The Northshore Community Foundation serves St. Helena, St. Tammany, Tangipahoa, and Washington parishes.³⁶

The Northshore Community Foundation has four staff members and is governed by a 12-member Board of Directors and a Chairman's Council consisting of four members. The Foundation also receives support from the Baton Rouge Area Foundation. The primary revenue source is donor assets. An audit report for the year ending December 31, 2014 showed the Northshore Community Foundation had \$16,393,441 in total assets with the total expenses for the year as \$1,893,677.³⁷ The largest expense was the program category with a total of \$1,642,148 (of which \$1,385,404 was in grants).³⁸ The next highest category was the management and general category with a total of \$145,906.³⁹

The Northshore Community Foundation is leading an effort to create Northshare - a 7,000 square foot, state-of-the-art workspace for nonprofit partners and social entrepreneurs. While this shared workspace to optimize resource utilization is happening in progressive cities across the nation, Northshare will be the first of its kind in Louisiana. It will include meeting space, offices (private and semi-private), and a shared open space. Northshare, like other shared space models, creates a unique opportunity for organizations (particularly nonprofits) to optimize their resources towards the fulfillment of their mission.⁴⁰

36 Northshore Community Foundation, <http://ncf.obiwon.jerichodev.com/>.

37 Hannis T. Bourgeois, LLP, "Northshore Community Foundation: Independent Auditor's Report, December 31, 2014," (September 2015). Available online: http://c3filedepot.s3.amazonaws.com/northshorefoundation/files/Audited_Financial_Statement_as_of_Dec_31_2014.pdf.

38 *ibid.*

39 *ibid.*

40 Northshore Community Foundation, <http://ncf.obiwon.jerichodev.com/>.

Figure 5. Key Elements of Economic and Community Development Organizations

	Primary Mission				Multi-Parish Scope	Revenue	Funding Sources	Staff	Building	Organizational Type	Board or Commission
	Quality of Life	Economic Development	Advocacy	Business Networking							
St. Tammany Parish Development District	✓	✓				\$1,022,235 (\$720K to STPEDF)	Hotel/Motel Sales Tax Program Revenues	Contract with STEDF	N/A	Governmental Entity	13 Commissioners
St. Tammany Parish Economic Development Foundation	✓	✓				\$899,267	Service Contracts Fundraising Program Revenues	6 staff \$472,010	Yes - owned	Nonprofit	11 Board Members
East St. Tammany Chamber of Commerce	✓	✓	✓	✓		\$539,400	Fundraising Membership Dues Event Fees	6 staff \$243,750	Yes - owned	Nonprofit	20 Board Members
St. Tammany Parish West Chamber of Commerce	✓	✓	✓ + PAC	✓		\$579,800	Fundraising Membership Dues Event Fees	6 staff \$300,000	Yes - owned	Nonprofit PAC	19 Board Members
St. Tammany Parish Tourist and Convention Commission	✓	✓			✓	\$2,014,911	Hotel/Motel Sales Tax State and Local	10 staff + 6 Visitor Services Representatives \$907,295	Yes - owned (2 locations)	Governmental Entity	7 Commissioners
Northshore Business Council	✓	✓	✓		✓	Estimated \$200,000	Membership Dues	1 staff 2 year contract	No	Nonprofit	Executive Committee
Northshore Community Foundation	✓	✓			✓	\$2,153,909	Donor Assets	4 staff \$145,906	In Conceptual Phase	Nonprofit	12 Board Members

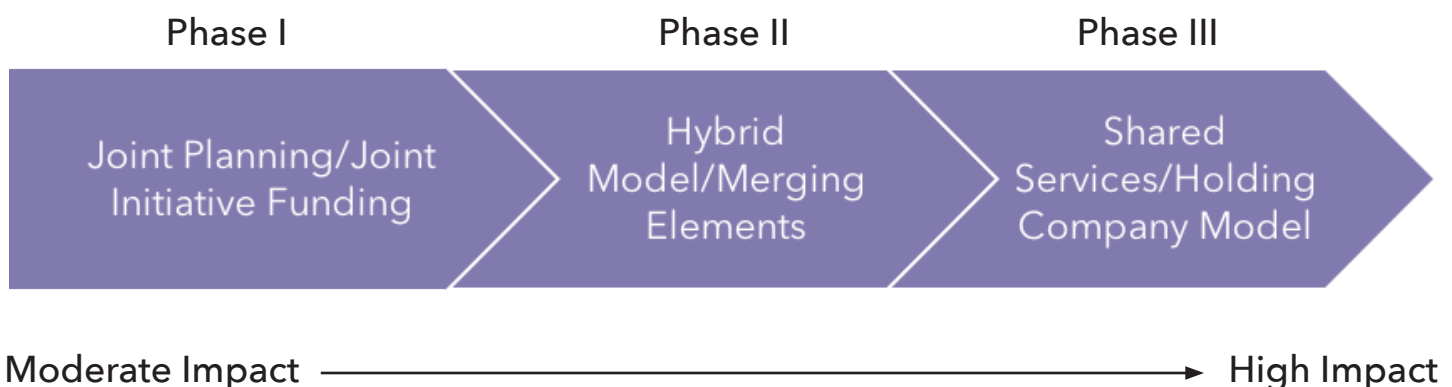
* Information provided in this figure was obtained through interviews and secondary research

Figure 5 Data Sources

LaPorte, APAC, "St. Tammany Development District: Annual Financial Statements, December 31, 2015 and 2014," (March 2016). Available online: [https://app.la.state.la.us/PublicReports.nsf/5FEE6E4B04BC29C86257FCB0053F0D1/\\$FILE/0000F411.pdf](https://app.la.state.la.us/PublicReports.nsf/5FEE6E4B04BC29C86257FCB0053F0D1/$FILE/0000F411.pdf)
LaPorte, APAC, "St. Tammany Economic Development Foundation, Inc.: Audit of Financial Statements, December 31, 2015 and 2014," (April 2016). Available online: [https://app.la.state.la.us/PublicReports.nsf/92BA21D6CC94440D86257FCB00692E10/\\$FILE/0000F424.pdf](https://app.la.state.la.us/PublicReports.nsf/92BA21D6CC94440D86257FCB00692E10/$FILE/0000F424.pdf)
East St. Tammany Parish Chamber of Commerce, <http://www.estchamber.com/>
St. Tammany Parish West Chamber of Commerce, <http://www.sttammanychamber.org/>
LaPorte, APAC, "St. Tammany Parish Tourist and Convention Commission: Annual Financial Statements, May 31, 2015" (August 2015). Available online: [https://app.la.state.la.us/PublicReports.nsf/5F79374999F416DD86257F150054D15E/\\$FILE/0000086DB.pdf](https://app.la.state.la.us/PublicReports.nsf/5F79374999F416DD86257F150054D15E/$FILE/0000086DB.pdf)
SSA Consultants, Interview with Northshore Business Council Members and Staff
Northshore Community Foundation, <http://www.northshorefoundation.org/>
Hannis T. Bourgeois, LLP, "Northshore Community Foundation: Independent Auditor's Report, December 31, 2014," (September 2015). Available online: http://c3filedept.s3.amazonaws.com/northshorefoundation/files/Audited_Financial_Statement_as_of_Dec_31_2014.pdf

Organizational Framework

The Northshore has the opportunity to bring together the power, resources, programs, and services of the seven organizations whose missions relate economic development and quality of life improvements. There are at least three organizational infrastructure models that could be developed to support the long-term vision (15-20 years) of economic vitality and quality of life in the Northshore region.



PHASE I: JOINT PLANNING/JOINT FUNDING OF INITIATIVES

Currently, the Northshore is operating in a Phase I model characterized by some joint planning efforts and some joint initiative funding. Most of the examples of such cooperative efforts to-date have involved only two or three organizations and most of the projects undertaken are initiatives with limited scope and budget. While this approach does enable the accomplishment of some tasks that would otherwise not be feasible, it has only a moderate impact on moving the Northshore region forward compared to other regional organizational frameworks that are more collaborative and formal in nature.

While this option is not distinctly different from what is in place today, a well-designed strategic planning process involving the seven entities to establish joint priorities and key initiatives would encourage greater commitment and collaboration for funding and implementation purposes. Cooperative Endeavor Agreements could be utilized to outline roles, responsibilities, and pooled funding arrangements.

This option is considered to be only moderately impactful as it does nothing to alleviate business leader burnout, does not reduce duplication or redundancy between entities, and is simply additive in terms of helping to solve challenges to the Northshore's vision.

While the Northshore Visioning Phases One and Two created a catalyst for the re-examination of the current structure and operations of the seven existing economic and community development organizations, the original concept came from the Northshore business community. Corporate and industrial leaders have expressed frustration with the number of entities in the North Shore region who share the same or similar missions and expect the business community to step up with both financial and volunteer support. While they are concerned that their corporate dollars and their time is spread too thin, they are more concerned that the Northshore is missing opportunities to take on larger projects and initiatives.



PHASE II: HYBRID MODEL/MERGING ELEMENTS

Each of the seven entities that are dedicated to economic or community development has the opportunity to examine their own staffing model, programs, and services to determine which, if any, are related or redundant to other organizations. More than one of the seven has an advocacy function, a few have dedicated staff and programs related to education and workforce development, and each one has an economic development function or program of work.

Over the course of this study, it became apparent that some of the organizations will be going through a transition of their top staff leadership within the next few years and some spoke openly about their willingness to look at mergers of their entire organization or at least some of their programmatic areas.

Any proposed actions toward consolidation are most worthy and would indeed have lasting impact toward improving the Northshore's ability to achieve its vision. In addition, the elimination of duplicated programs and services and the redeployment of those funds will provide an immediate improvement in the efficient and effective use of public and private dollars. Unfortunately, without the buy-in of all organizations and a well-developed plan or governance structure to assist with the transition, the haphazard nature of the process will reduce the potential high impact of this infrastructure option.

The first steps involved in moving toward a more high-impact regional model would entail the consolidation of the organizations that have the similar missions and programmatic elements. The first opportunity rests with the consolidation of the St. Tammany Parish Economic Development Foundation, the St. Tammany Parish Development District, and the St. Tammany Parish Economic Development Department. The ability to leverage the strengths of each of these entities and the opportunity to redeploy resources due to the efficiencies that are created cannot be underestimated.

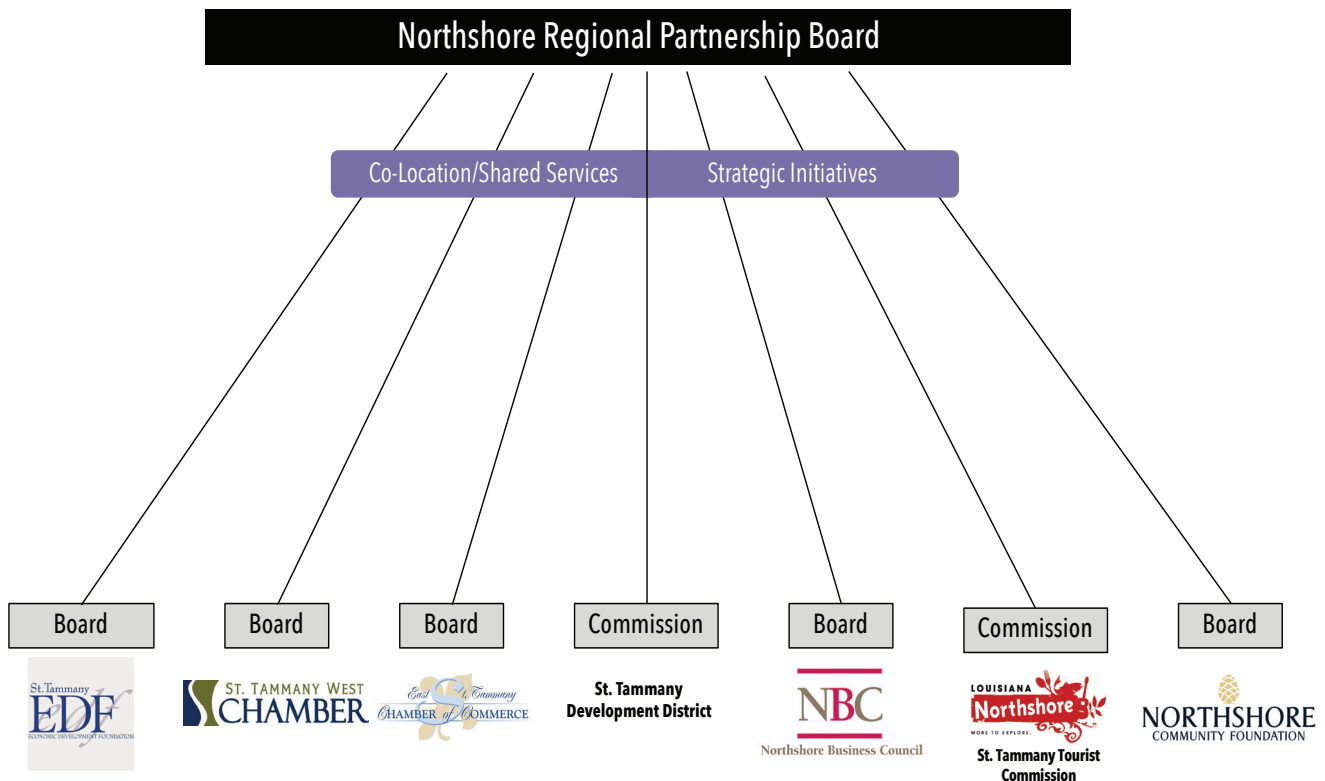
The second opportunity in the evolution toward a regional partnership model rests with the consolidation of the St. Tammany East and West Chambers of Commerce. Given the similarity in missions and programmatic elements, many business and industry leaders who were interviewed as part of this study questioned the need for two separate Chambers within St. Tammany Parish.

It is recommended that business and industry leaders who serve on the governing boards and commissions of these organizations work with their Chamber staff to begin formal steps toward a merger to create one chamber with two locations that shares staff and promotes one message with one board.

A third step in Phase Two is to position the Northshore Community Foundation to be the keeper of the vision. This organization has the broadest geographic reach and their mission and programs are focused on quality of life issues. They can harness the energy and leverage the time, talent, and resources available in the region to focus on the implementation and execution of the vision and strategic plan.

PHASE III: SHARED SERVICES/HOLDING COMPANY MODEL

In this shared services/holding company, high-impact model, a true public/private partnership would be forged to tackle initiatives that are essential to the successful achievement of the Northshore's vision. In short, each entity would have representation at the board level and would help to fund shared services and key initiatives that would be determined through a strategic planning process that would be conducted every three to five years.



Many highly successful regions of the country employ a similar public/private regional partnership model for economic development and quality of life improvements. Fairhope, Alabama and its surrounding regional area were consistently mentioned by Northshore community leaders as a best practice model to investigate.

Fairhope is located in Baldwin County. The Baldwin County Economic Development Alliance (BCEDA) utilizes a public/private partnership model that includes local public and private professionals, business leaders, and public officials at the board level. According to their website, baldwineda.com, "the BCEDA focuses on business development endeavors that will ultimately create jobs, generate capital investment, and increase the quality of life within the community. The BCEDA is funded and supported by the county government, 14 municipalities, five Chambers of Commerce, eight Industrial Development Boards, and more than 100 privately owned businesses." A similar model could be created for the Northshore.

The following elements are essential to the successful implementation of this model.

Funding

It is estimated that approximately \$1,000,000 annually could be redeployed to help fund strategic vision initiatives upon full implementation of this model. While this is substantially more than what is readily available today for community and regional initiatives, it is far less than the amounts of funding available for strategic projects in other aspirational communities.

For example, several members of the Northshore Visioning Project Task Force mentioned Carmel, California as an aspirational city due to its uniqueness and tremendous preservation of quality of life. Carmel is located in Monterey County and the Monterey Bay Economic Partnership - made up of public, private, and civic entities - is investing over \$10 million in each of two initiatives with one designed to enhance technological infrastructure and the other to deal with housing needed to meet economic growth.

Closer to home, despite being created only one year before, One Acadiana announced last year that the "Campaign for One Acadiana" had met its fundraising goal of \$15 million to operate as a regional partnership over five years. Businesses in the Acadiana region were invited to sign up with membership dues that were tiered by dollar amounts to match their level of access and authority.

"One Acadiana has brought together dynamic leaders to work collaboratively and identify critical priorities that will unlock our long-term potential for growth. We are committed to providing a clear path forward to ensure a brighter future for our region."

DAVID CALLECOD
PRESIDENT & CEO OF LAFAYETTE GENERAL HEALTH AND
CHAIRMAN OF CEO ADVISORY COUNCIL OF ONE ACADIANA

Because Northshore business and industry leaders have expressed frustration with the number of organizations that they are asked to financially support, it is recommended that the new regional partnership utilize a targeted fundraising model to fund initiatives that have clearly defined parameters and outcomes. This will allow funders to be involved with initiatives that are important to their organizations' success or their personal philanthropic passions.

Shared Services

As noted earlier in this report, each entity currently expends funds for administrative services and support. These budget items include expenses related to salaries, benefits, space, furniture, fixtures, and equipment (FF&E) for administrative staff (administrative assistants, receptionists, bookkeepers, and accountants, etc.) that

could be reduced through a shared services model that takes advantage of economies of scale.⁴¹ Assuming normal organizational attrition, this consolidation could occur over a 24- to 36-month period with some staff potentially being trained to assume other areas of responsibility if needed.

Co-Location

Moving staff from the various entities into one location can accomplish a few important objectives. First, operating dollars saved from leasing space, insurance, utilities, and maintenance expenses can be redeployed to help fund strategic initiatives. Any buildings that are owned but are no longer needed can be leased or sold to provide additional seed funds for projects. But the most important reason for co-location would be the unique opportunity to stimulate collaboration and to build relationships between the staff of the various entities. Of course, entities like the St. Tammany Chambers of Commerce may need to maintain a presence near their membership base and the business communities that they serve, however, a satellite office or a staggered schedule for the executive staff could allow them to spend at least part of their time in a co-located environment.

Governance

This option would require an overarching Regional Partnership Board made up of key business leaders representing the governing boards of each entity and the St. Tammany Parish President. The board should be limited to 10 (or fewer) members who are highly committed to the success of the region.

It is recommended that the initial board be appointed by the St. Tammany Parish President and be composed of a business leader or community volunteer (non-staff member) from each of the seven entities and the St. Tammany Parish President.

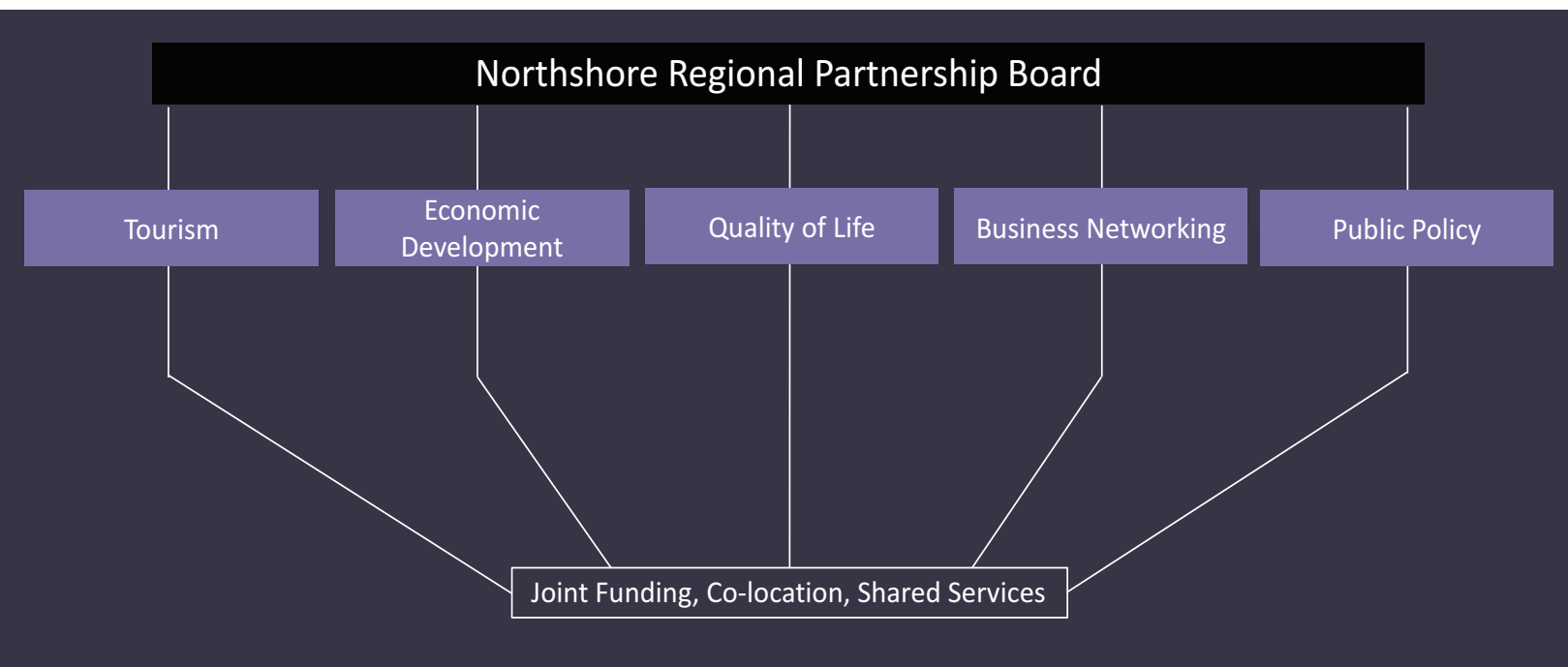
This recommended high-impact option would require Cooperative Endeavor Agreements (CEA) that would tie the entities together and outline expectations for participation. A CEA would be crafted between St. Tammany Parish and the regional partnership outlining expectations and specific uses of public funds. A number of parishes and counties have similar instruments that are funded on an annual basis but renegotiated every three years. Municipalities and entities receiving other public funds would craft similar CEAs or Memoranda of Understanding.

Funding levels to be contributed from each entity would be determined in advance on an annual basis and would be pooled⁴² at the regional partnership level to provide a larger base of resources for initiatives identified through joint strategic planning. The co-location of staff with shared administrative support will quickly free up funds that can be redeployed for projects and programs. Staff members with specialized skills could be supported by their current organization or could be assigned to an initiative and funded through the regional partnership's budget.

⁴¹ The St. Tammany Tourist Commission operates two Visitor Centers requiring on-site administrative support.

⁴² Enabling legislation, by-laws and Articles of Incorporation may need to be amended.

As the Northshore Regional Partnership Model continues to evolve and achieve success, outreach and collaboration with other parish organizations should occur, ensuring the long-term success of the region.



High-Priority Tasks

Once appointed, the Regional Partnership Board would take on three high-priority tasks:

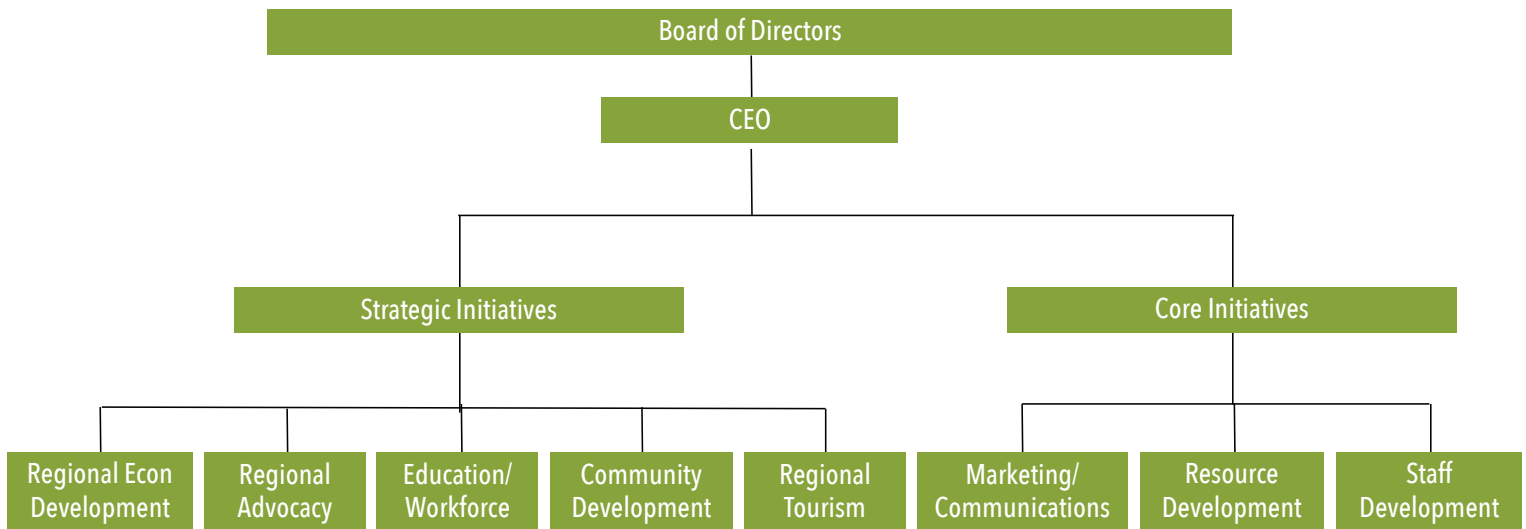
1. Research the St. Tammany Hotel/Motel Tax and make recommendations for efficiencies and effectiveness regarding quality of life efforts, economic development, and tourism.
2. Make recommendations for co-location of multiple entities to create organizational efficiencies and economies of scale.
3. Determine three signature initiatives to pursue in the near term.

"Economic development is a team sport. Regionalism is key to Wake County's economic vision and the Research Triangle Regional Partnership is our go-to partner in accomplishing that."

ADRIENNE COLE
EXECUTIVE DIRECTOR OF WAKE COUNTY ECONOMIC DEVELOPMENT

CASE STUDY: TULSA MODEL

The Tulsa Regional Chamber offers insight into a mature regional umbrella organizational model for economic development. The Chamber is organized into two major divisions - strategic initiatives and core initiatives, both reporting to the CEO and the Board of Directors. Each initiative has between four and 12 specific programs or divisions that are supported by the Tulsa Chamber staff or staff provided by the various commissions and related entities. The annual budget for the Tulsa Regional Chamber was \$14.8 million in 2015. One of the keys to Tulsa's success is their strategic planning effort, Tulsa's Future, which is now in its third iteration. In 2005, the first five-year plan was launched to mobilize business resources in the area. In 2010 the business community raised over \$11.2 million to fund their identified strategic initiatives. By 2015, Tulsa's Future announced the achievement of having attracted 28,814 jobs, with 15,355 of those jobs meeting the program's target annual salary of over \$50,000. They are currently preparing to launch their next five-year planning effort.





Key Priorities for the Northshore 2016-2020

THE NORTHSHORE, NORTH OF YOUR EXPECTATIONS

The Northshore isn't just another Louisiana neighborhood. It's one of those rare places that combines quality of life with accessibility, a progressive business climate with natural beauty, and vibrant culture with community. For those who love Louisiana's way of life, there's no place better. Come exceed your expectations on the Northshore.

The Northshore region's quality of life attributes as identified in Phase One of the Northshore Visioning project were safety, education, small town/community-focused values, and natural surroundings.

The Northshore has a unique opportunity to capitalize on its position as one of the fastest growing areas in the country. The Northshore region currently has 450,900 residents and the population is projected to grow to 636,490 by 2030. This tremendous projected increase of over 185,590 residents in just 14 years represents one of the region's greatest opportunities, as well as its greatest challenge.

As the population increases, it will tax an already overburdened transportation system, push many more students into the public school system, create public safety challenges, and drive efforts to stimulate new job creation and additional housing options that may not fit residents' perceptions of targeted industries and family-oriented neighborhoods.

"My daughter's school is eight miles from our home but it takes me 40 minutes to get her there most of the time."

ST. TAMMANY RESIDENT

There is also a significant schism between the “no-growth” or “slow-growth” advocates and those who see the future being shaped by the attraction of manufacturers and greater industrial site development within St. Tammany Parish. Even more challenging to the achievement of the Northshore’s vision is the observation from knowledgeable experts who work directly with site selectors that the anti-growth factions and well-publicized protests and lawsuits will push away the best and most attractive companies. These sought-after companies have many other relocation options and are often offered significant incentive packages by competing states and regions. They do not wish to have their company’s brand associated with negative publicity. St. Tammany Parish and the Northshore could find it increasingly difficult to find companies and jobs that will fit their desired mold and will not threaten the region’s quality of life.

THE NORTHSHORE REGION’S QUALITY OF LIFE ASSETS INCLUDE:

- Family- and community-oriented safe neighborhoods and residential areas
- Beautiful natural landscapes with excellent recreational opportunities
- Unique and independent communities that each offer something unique
- Strong public education system at the Pre-K through 12 level with growing higher education offerings
- Quality and availability of jobs
- Availability of quality health care



PROPOSED STRATEGIC PRIORITIES FOR THE NORTHSHORE REGION 2016-2020

By focusing on these strategic priorities and developing a plan of action, we hope to build a strong competitive regional economy where families and businesses can thrive.

- I. Develop a long-range transportation plan and accelerate planning of regional transportation projects to reduce in-region travel time**
 - I. 1. Develop and implement a gateway corridor strategy with a prioritized plan to bring beautification projects to key points on the I-12 corridor and other major entryways to enhance the quality of place
 - I. 2. Grow our current air, rail, interstate, and port system into a connected system of access
 - I. 3. Conduct a study to identify regional transportation projects and develop a strategy to seek funding for those projects
 - I. 4. Establish a regional citizen survey to measure quality of life indicators similar to the Baton Rouge Citi-Stats Survey
- II. Increase the number and quality of jobs to raise the median income bringing everyone to 20% above the poverty line**
 - II.1. Create a robust system for workforce development to train residents for high wage, high demand jobs especially in the fields of health care, high tech, and skilled craft jobs
 - II.2. Identify low-impact, high tech companies who may be prime candidates to relocate to the region
- III. Conduct appropriate land use planning to ensure sustainability of our quality of life as the region continues to grow**
 - III.1. Ensure the enforcement of the UCC, zoning ordinances, building guidelines, and designated areas for commercial development
 - III.2. Work with Tangipahoa and Washington Parishes to develop industrial sites and relocation incentives to attract jobs in targeted industrial and commercial business sectors
 - III.3. Develop bicycle-friendly and pedestrian-friendly walkways and bike paths throughout the region

- III.4. Continue to stimulate thoughtful, deliberate planning in communities across the region to preserve their unique character and maintain safe and abundant housing opportunities

IV. Protect and advance gains in Pre-K through 12 public education

- IV.1. Work with school systems to develop nationally recognized programs and begin to measure St. Tammany schools against national rankings
- IV.2. Improve the graduation rate in high schools across the region
- IV.3. Develop targets to increase the number of residents who have post-secondary certifications, associate degrees, and/or baccalaureate degrees

V. Develop an array of superior arts, cultural, and recreational activities to maximize tourism opportunities in the region

- V.1. Create a Regional Sports Commission to seek opportunities to host regional sporting events, championship playoffs, and other high school and amateur sporting events
- V.2. Develop a revolving loan pool for the development and expansion of recreational opportunities in the region



Key Metrics Dashboard

- Number of new jobs created (annual pay over \$50,000)
- Median income for all residents to 20% above poverty line
- Vehicle hours of travel (daily reduction)
- Number of schools that exceed national standards of excellence
- Graduation rates by schools
- Number of post-secondary certifications, associate degrees, and/or baccalaureate degrees



Northshore Regional Partnership Model Implementation Timeline

1. Task Force to Receive Strategic Plan and ratify next steps
1. Establish processes and parameters for joint funding of initiatives
2. Formal steps outlined to increase collaboration between East and West St. Tammany Parish Chambers
3. Cooperative Endeavor Agreements executed between organizations
1. Co-location of entities
2. Complete consolidation of shared services

**3rd Quarter
2016**

**1st Quarter
2017**

**4th Quarter
2017**

**4th Quarter
2016**

**2nd Quarter
2017**

**3rd Quarter
2018**

1. St. Tammany Parish President appoints Northshore Regional Partnership Board
1. Consolidation plans for shared services begin
1. Fully completed Northshore Regional Partnership Model
2. Northshore Regional Partnership Board initiates high-priority tasks:
 - Research the St. Tammany Hotel/Motel Tax and make recommendations for efficiencies and effectiveness regarding quality of life efforts, economic development, and tourism.
 - Make recommendations for co-location of multiple entities to create organizational efficiencies and economies of scale.
 - Determine three signature initiatives to pursue in the near term.
2. Northshore Regional Partnership Model in place
2. Northshore Regional Partnership Model recognized as a best practice model for other regions
3. Outreach to other parish organizations to join the partnership
3. Steps taken toward the consolidation of the St. Tammany Economic Development Foundation, St. Tammany Parish Development District, and the St. Tammany Parish Department of Economic Development

THE NORTHSORE:

NORTH OF YOUR
EXPECTATIONS



SSA CONSULTANTS

THE NORTHSORE:
NORTH OF YOUR
EXPECTATIONS