



Jefferson EDGE 2020: ECONOMIC DEVELOPMENT STRATEGY

Addendum to Original Plan

Prepared June 2012



JEDCO
Jefferson Parish Economic Development Commission



Introduction

In the spring of 2012, JEDCO retained GCR Inc. (GCR) to prepare an update to the Economic Development element of the *Jefferson EDGE 2020* plan. The original plan, which was completed in the spring of 2009, outlined a series of economic development strategies to diversify the Parish's economy, address emerging economic threats, and build a stronger economy overall. This plan also presented a current conditions analysis to describe Jefferson's performance along a range of economic and socio-economic indicators.

JEDCO has decided to update its economic development strategy for several reasons. First, in the intervening three years, JEDCO has pursued a number of initiatives that were not within the original report. These include an effort to track public awareness of JEDCO and its programs, an effort to improve the environment for film permitting in Jefferson, and an effort to make the Parish's land development process more efficient and user-friendly. This plan documents these actions and the remaining steps needed for full implementation. These action items are presented in narrative form as well as in an "implementation matrix" at the end of the document.

A second reason for updating the Economic Development element is that the world has changed considerably over the past three years. When GCR was compiling current conditions data in the spring of 2009, the severity and breadth of the global economic downturn were not fully apparent. Few economists realized that the economic bottom was still many months away. Also, many of the quantitative metrics of the "Great Recession" were not yet available as of the spring of 2009. The effect of the recession upon poverty and median income, for instance, would not be known for some time afterwards. Within the New Orleans area, another major economic dislocation during this period was the BP Horizon disaster, an event that has had a profound impact on many of the stalwarts of the south Louisiana economy such as oil and gas and commercial fishing. This update to the report incorporates the economic effects of these two events. With this information in hand, JEDCO will have an understanding of its economic baseline that is more accurate and more up to date.



The final reason for a Plan update is the opportunity to take a fresh look at the composition of the Parish economy. The last time that a so-called “cluster analysis” of Parish employment had been completed was in 2004. Given the events of the last several years and given that Hurricane Katrina occurred in the interim, it behooves Jefferson Parish to re-examine its economic drivers and the greatest opportunities for future employment growth.

This report is divided into four sections. First, the overall economic and socio-economic conditions of the Parish are examined. Second, an abundance of data on industry-level employment are examined in the context of an economic “cluster analysis.” Third, new economic development action items that were not included in the original report are outlined in narrative format. Fourth, these action items are presented in a summary matrix that serves as a concise, legible road map for implementation.

Overview – Current Conditions

While Jefferson Parish experienced a robust and rapid recovery from Hurricane Katrina in 2005, it is clear that the community is feeling the effects of the global economic downturn (the “Great Recession”). Economic conditions appear to have peaked in the 2007-2008 period, as the region was flush with Hurricane recovery dollars. Since then, many economic indicators have declined somewhat. Most notable among these is the overall level of employment, which has declined since the rebuilding boom of 2006 – 2007 and remains below pre-Katrina levels.

At the same time, Jefferson appears to be faring better than many other communities. Property tax and sales tax collections remain strong; passenger traffic at Louis Armstrong Airport is at a post-Katrina high; and one of the most succinct measures of economic stability—the unemployment rate—remains lower than the regional, statewide, and national unemployment rates.

At the same time, it is clear that concerns about the socio-economic decline of the Parish and its ability to attract a next generation of the middle class are well founded. Since the original *EDGE 2020* Economic Development plan in 2009, there have not been any indications of a more severe downturn in the income profile of Parish residents—rather, it simply appears as though these trends have persisted. Jefferson residents do not enjoy the same income premium that they did as recently as 2005; building permit activity has slowed to an historically low level; and housing values have been relatively stagnant.

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In light of these trends and in light of the socio-economic changes that Jefferson Parish is experiencing, it is clear that continued vigilance and a renewed commitment are called for in the realm of economic development and quality of life.

Population

- When the original version of the Economic Development plan was being written in the spring of 2009, the most recent Census data available were the Census Bureau’s population estimates from July 1, 2007. This estimate suggested a Parish population of over 440,000 residents—roughly 97% of the Parish’s pre-storm population¹.
- The decline in population between 2008 and 2011 is not the result of conditions on the ground; it is instead likely the result of an overly optimistic estimate in 2007 (and then again in 2008). The estimates between decennial Censuses are based on an analysis of births, deaths, in-migration, and out-migration. Trends, such as declining household size, cannot be captured between the formal decennial Censuses in 2000, 2010, etc. The actual count of Jefferson’s population in 2010 was lower than these prior estimates largely because of smaller household sizes and a higher rate of residential vacancy. The latter factor is likely a by-product of Hurricane Katrina. Certain residents’ jobs may have been displaced to other communities such as Baton Rouge and Houston. Those residents may have elected to keep their home in Jefferson even though their primary residences may now lie elsewhere. A slight increase in community blight as a result of Katrina flooding and other factors may have also contributed to the increase in residential vacancy between 2000 and 2010.
- The 2011 population estimate shows that the population is holding steady. There was the slightest gain in population between 2010 and 2011.

Population Totals, Jefferson Parish and the New Orleans Region, 2005 - 2011

Parish	July 2005	July 2006	July 2007	July 2008	July 2009	April 2010	July 2011	July 2011 as % of July 2005
Jefferson	451,652	420,683	440,339	444,655	443,342	432,552	432,640	95.8%
Orleans	455,188	208,548	288,113	336,644	354,850	343,829	360,740	79.3%
St. Tammany	217,407	223,062	226,315	229,384	231,495	233,740	236,785	108.9%
St. Bernard	64,951	14,493	33,439	37,669	40,655	35,897	39,558	60.9%
St. John	45,597	47,697	47,910	47,438	47,086	45,924	45,221	99.2%
St. Charles	50,116	51,759	51,946	51,619	51,611	52,780	52,517	104.8%
Plaquemines	28,549	21,293	21,353	21,138	20,942	23,042	23,628	82.8%

Source: Census Bureau

Note: The 2010 figure is from April 1, rather than July 1. The 2010 figure is the official Census count rather than an estimated figure, as all of the other figures are.

¹All population data are from the decennial Census and inter-decennial population estimates published by the Census Bureau.

Employment Totals

- The effects of the global economic downturn are unmistakable in the employment data for Jefferson Parish. When the initial *EDGE 2020* Economic Development plan was being written in the spring of 2009, the most recent data available were preliminary data from the middle of 2008. At this point, total employment (according to the Bureau of Labor Statistics (BLS)) exceeded 200,000 jobs². Since that time, total employment in Jefferson has declined by over 8,000 jobs or 4%.
- Based on the BLS data, the employment totals appear to have hit their bottom. Jefferson appears unlikely to suffer further job losses, provided that there is not another dip into recession at the national level.

Jefferson Parish Employment, 2001-2011

Year	January	June	December	Annual	Annual Change (from previous period)
2001	212,473	216,072	214,857	213,911	n/a
2002	208,330	212,908	211,371	210,070	-1.8%
2003	210,116	212,811	214,378	212,251	1.0%
2004	211,586	214,114	215,126	213,301	0.5%
2005	211,169	216,292	179,644	198,682	-6.9%
2006	176,324	193,137	198,237	190,405	-4.2%
2007	195,656	199,052	203,155	198,071	4.0%
2008	198,052	200,975	200,795	199,044	0.5%
2009	195,141	195,475	194,818	194,553	-2.3%
2010	188,978	195,595	195,861	192,851	-0.9%
2011	(P) 190,732	(P) 192,851			

Notes: P = Preliminary
Source: Bureau of Labor Statistics

- Job totals remain substantially below the immediate pre-Katrina period. On the eve of Katrina in June of 2005, Jefferson was home to over 216,000 jobs. The Parish appeared to be gradually returning to those totals prior to the “Great Recession,” but it now appears as though it will be some time before Jefferson approaches those totals again.
- Data from the Louisiana Workforce Commission, which are based on a different methodology, painted a more sanguine picture of Jefferson’s jobs recovery in the years following Katrina. According to the Commission, Jefferson had essentially recovered its pre-Katrina employment base by 2007.

²The BLS data referenced are from the BLS’ Quarterly Census of Employment and Wages (QCEW)

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- The Louisiana Workforce Commission data from 2008 – 2010 mirror the trends in the BLS data. There was a sharp decline in employment in Jefferson from 2007 to 2008 and then a less severe decline from 2008 to 2009. Total employment appears to have bottomed out in 2010 when the unemployment rate for the nation as a whole was peaking.

Employment Growth: Select parishes in the New Orleans MSA, 2003-2010

Parish	2003	2004	2005	2006	2007	2008	2009	2010
Jefferson	212,410	215,062	199,982	207,538	214,033	199,042	194,529	193,004
Orleans	186,325	185,607	170,352	91,142	102,479	172,045	168,587	170,413
St. Bernard	28,918	29,109	26,971	6,974	9,362	9,608	9,852	10,854
St. Tammany	63,485	66,612	65,823	69,824	75,135	74,729	75,100	74,968

Source: Louisiana Workforce Commission

Unemployment Rate

- If there is any bright spot in the employment data, it is the fact that Jefferson has fared considerably better than most communities in terms of unemployment. Over the past several years, Jefferson Parish has consistently had an unemployment rate well below that of the country overall and somewhat below the statewide figure. The most recent data available at the parish/county level are from May of 2012. Jefferson enjoys a lower unemployment rate (6.8%) than the New Orleans MSA (7.2%), Louisiana (7.1%), and the U.S. overall (7.9%)³.
- This is not just a recent phenomenon. Dating back to 2007, Jefferson has consistently had a lower unemployment rate than all three of these geographies.
- Thus, while the aggregate number of jobs in Jefferson is substantially below pre-Katrina levels, the unemployment rate has remained low (in relative terms). The size of the Parish economy has clearly shrunk as the regional population has shrunk, but the economy appears to be resilient in the face of the global economic slowdown and regional economic disruptions like the BP oil spill.

Unemployment Rate in Jefferson Parish, the New Orleans Region, Louisiana and the Nation—2007 to 2012

Parish	May 2007	May 2008	May 2009	May 2010	May 2011	May 2012
Jefferson	3.4%	3.3%	6.0%	6.7%	6.7%	6.8%
New Orleans MSA	3.7%	3.6%	6.3%	7.0%	7.0%	7.2%
Louisiana	3.9%	3.8%	6.5%	7.2%	7.2%	7.1%
United States	4.3%	5.2%	9.1%	9.3%	8.7%	7.9%

Source: Bureau of Labor Statistics

Note: All figures are not seasonally adjusted

³Source: Bureau of Labor Statistics Local Area Unemployment Statistics and Current Population Survey

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Tax Revenue

- Sales tax revenue in Jefferson Parish remains robust. It has declined somewhat—as was predicted—from the post-Katrina building and spending boom from 2006 to 2008, but compared to pre-Katrina totals, sales tax numbers are healthy.
- The low point in sales tax collections in the post-Katrina period was 2009 when just over \$374 million was collected. Since then, collections have risen to over \$393 million in 2011⁴.
- To put these numbers in a historical context, in the last two years prior to Hurricane Katrina, Jefferson Parish collected an average of \$345 million in sales taxes. During the post-Katrina boom, sales tax revenues ranged from \$410 to \$488 million.
- Sales tax revenues are relatively healthy, but there are several potential concerns. One is the continued growth of on-line retailing; this has the potential to erode Jefferson's sales tax base. The other concern is the return of retail activity in Orleans Parish. Orleans currently experiences a tremendous amount of retail "leakage" to Jefferson Parish. Major national retailers are now looking at Orleans

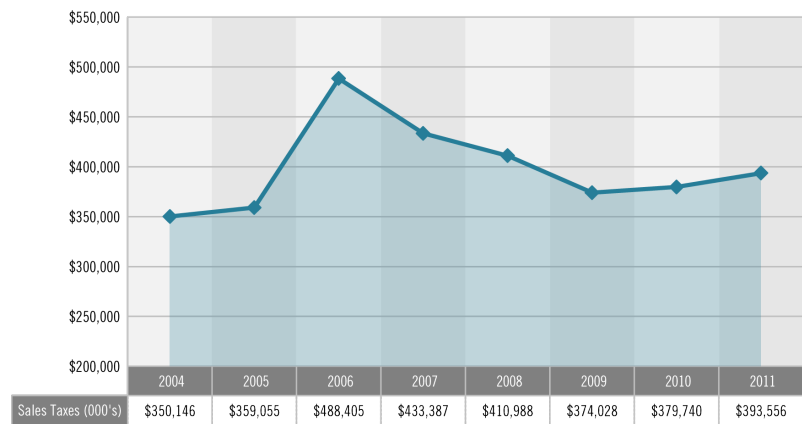
amazon.com®

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NETFLIX

The growth of on-line retailing has the potential to erode Jefferson's sales tax base.

Jefferson Parish Sales Tax Collections, 2004 - 2011



Source: JEDCO

Ad Valorem Taxes (000's), 2004-2011

2004	2005	2006	2007	2008	2009	2010	2011
\$141,151	\$146,209	\$141,243	\$124,901	\$158,408	\$167,566	\$173,703	\$177,382

Assessed Value of Real Property (000's), 2004-2011

2004	2005	2006	2007	2008	2009	2010	2011
\$2,098,648	\$2,441,042	\$2,251,198	\$2,294,733	\$2,503,865	\$2,378,695	\$2,398,574	\$2,407,292

JEDCO and Jefferson Parish

⁴The source of all sales and property tax data presented within this report is JEDCO.

Parish to grow their operations. A number of big box stores and neighborhood serving retail centers are planned for multiple neighborhoods in New Orleans: Mid-City, Carrollton, Gentilly, New Orleans East, and Downtown. These investments in Orleans Parish have the potential to negatively affect sales tax revenues in Jefferson.

- Property or ad valorem taxes have also continued an upward climb since the original *EDGE 2020* Economic Development plan was completed. In 2011, ad valorem tax revenues were 12% higher than in 2008, the most recent data that were reported in the first iteration of the *EDGE 2020* plan.

Airport and Overall Business Activity

- By pre-Katrina standards, occupational license revenue in Jefferson remains relatively strong. The 2011 figure was just under \$6.5 million⁵. This compares to approximately \$6 million on average for the three full years prior to Hurricane Katrina.
- However, \$6.5 million is somewhat below the 2006 – 2010 average of \$7.3 million. The 2011 figure may just be an anomaly rather than a trend, as the figures fluctuated from \$8.4 million to \$6.5 million over the 2006 to 2010 period.
- Passenger traffic at Louis Armstrong Airport continues to steadily increase. The airport welcomed over 8.5 million passengers in 2011, a 4% increase over 2010 and the highest annual passenger count since Katrina⁶. Since 2008, passenger traffic has increased by over 7% or nearly 600,000 passengers.
- The 2011 passenger count is at 88% of the 2004 count, the last full year before Katrina. This represents a discrepancy of nearly 1.2 million passengers.



In 2011, Louis Armstrong Airport had its highest annual passenger count since 2004.

Housing

- There are several ways to examine the health of the housing market in Jefferson Parish. One metric that GCR has analyzed is the change in the average sales prices of single family homes from 2008 to 2011 (the most recent data available). With the downturn in the national real estate market, all but one parish (Orleans Parish) in the New Orleans metro area experienced a decline in prices over this period⁷.

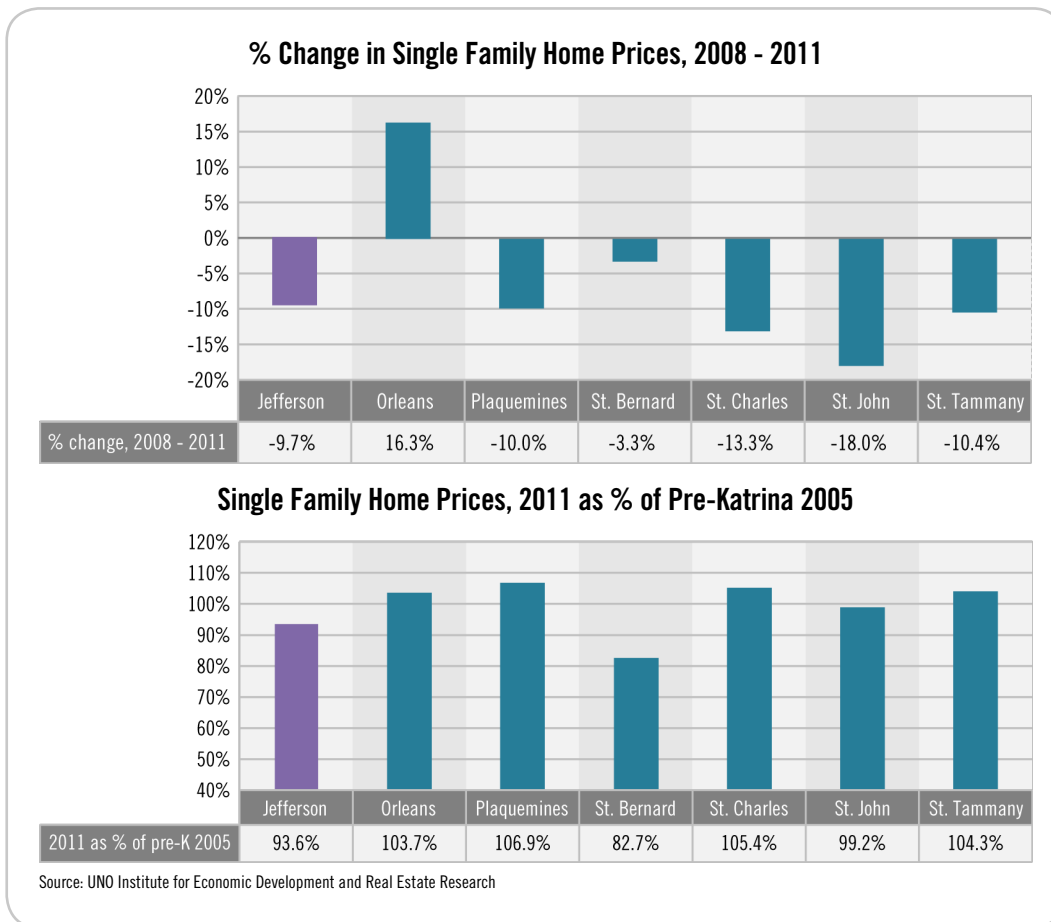
⁵Data on occupational licenses are from JEDCO.

⁶Data on airport passenger totals are from Louis Armstrong New Orleans International Airport.

⁷All housing data are from the UNO Institute for Economic Development and Real Estate Research.

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- The percentage decline that Jefferson experienced from 2008 to 2011 was in line with other parishes in the region—neither the smallest decline nor the largest.
- Another way of looking at housing values is to compare present values with pre-Katrina values. Along this measure, Jefferson compares less favorably to the other parishes in the region. Since pre-Katrina 2005, Jefferson has experienced the second largest decline in values in the region. Only St. Bernard Parish, which experienced devastating, parish-wide flooding, had a greater decline in average single family home values.



- Building permit activity is another measure of the health of the real estate market. The trend in Jefferson Parish is not positive in this regard. Permits for single family homes (the preponderance of residential construction in Jefferson) have declined to their lowest level since at least 1990. Only 225 new single family homes were permitted in 2011 as compared to over 1,100 in each of the two full years prior to Katrina⁸.

⁸Source: U.S. Census Bureau, Censtats database

- If there is any good news in this figure, it is the fact that residential construction has declined across the metropolitan area. Only Orleans Parish had more single family homes permitted in 2011 than in the pre-Katrina period. Only St. Tammany Parish experienced a year-over-year increase in single family permits from 2010 to 2011.
- It is too early to say definitively whether this decline in Jefferson Parish is an indictment of the community's market fundamentals or whether it is symptom of the broader downturn in the national and regional housing market. Given how historically low these figures are, though, they should be monitored closely in the coming years.



Permits for single family homes in Jefferson Parish have declined to their lowest level since at least 1990.

Income, Poverty, and Migration Data

- In contrast to the pre-Katrina years, median family income in Jefferson is now slightly below the median family income for the New Orleans region as a whole. In 1990, Jefferson's median family income was 11% greater than that of the region. In 2000 and 2005, it was 7% to 8% higher than the region. As of 2010, Jefferson was essentially slightly below the regional median. Thus, the income "premium" associated with Jefferson Parish has evaporated in the post-Katrina period⁹.
- However, median family income in Jefferson relative to the metro area has not declined further since the initial *EDGE 2020* Economic Development plan was completed. Relative median family income in Jefferson was the same in 2010 as it was in 2007.
- A greater share of the region's poor now resides in Jefferson Parish. However, this is less due to an increase in the poor population in Jefferson and more due to the decline in the absolute number of poor in the region—a phenomenon that is likely the result of Hurricane Katrina.
- Jefferson's family poverty rate is slightly below where it was in 2000—10.1% in 2010 as compared to 10.8% in 2000.

⁹Source: U.S. Census Bureau, decennial Censuses and American Community Survey

Family Income and Poverty: Jefferson Parish and Metropolitan Region, 1990-2010

	1990	2000	2005	2007	2010
Jefferson Parish					
Family Households	119,065	120,841	110,045	104,632	107,255
Median Family Income	\$32,446	\$45,834	\$53,341	\$57,409	\$59,007
Family Poverty Rate	11.4%	10.8%	12.3%	9.2%	10.1%
New Orleans-Metairie-Kenner, LA MSA					
Family Households	318,544	343,201	309,381	245,792	272,306
Median Family Income	\$29,304	\$42,626	\$49,434	\$58,125	\$59,246
Family Poverty Rate	17.5%	14.8%	14.5%	10.5%	11.7%

Source: Census Bureau; Census 1990, SF-3; Census 2000, SF-3; American Community Survey 2005, 2007 (Dollar amounts reflect previous year's income; not adjusted for inflation)

*Defined by the Census Bureau as a Metropolitan Statistical Area (MSA) consisting of seven parishes: Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. John, and St. Tammany

- Household migration data from the IRS continue to show two trends that are unfavorable to Jefferson Parish. More households, as measured by tax returns, continue to move away from Jefferson than move into Jefferson. Secondly, the households that migrate to Jefferson Parish tend to have lower incomes than the households that move away.
- In the most recent year for which data are available (2009-2010, i.e. 2009 tax year, 2010 filing year), approximately 1,000 more households moved out of Jefferson Parish than moved in¹⁰. If there is anything positive to be taken from these data, it is the fact that the discrepancy between the number of in-migrants and out-migrants has decreased. After an anomalous two-year period due to Hurricane Katrina (2005 – 2007), net migration from Jefferson Parish averaged nearly 1,600 households from 2007 to 2009. Net out-migration slowed considerably from 2009 to 2010, approximating the annual level of out-migration that occurred prior to Katrina.
- The decline in the rate of migration can be interpreted multiple ways. One hypothesis is that it is a function of the global economic downturn. A weakened job market may mean that fewer Americans are willing or able to move. Another possibility is that it reflects a return to pre-Katrina trends after a period of instability. A final possibility is that the Parish is actually making headway in reducing the incentive for people to move to different communities, as a result of the relatively strong Parish economy and improving quality of life. Each of these hypotheses or some combination thereof is a possible explanation.
- In the same way, the discrepancy in average income between in-migrants and out-migrants has stabilized as well. In the pre-Katrina period (2000 – 2005), the

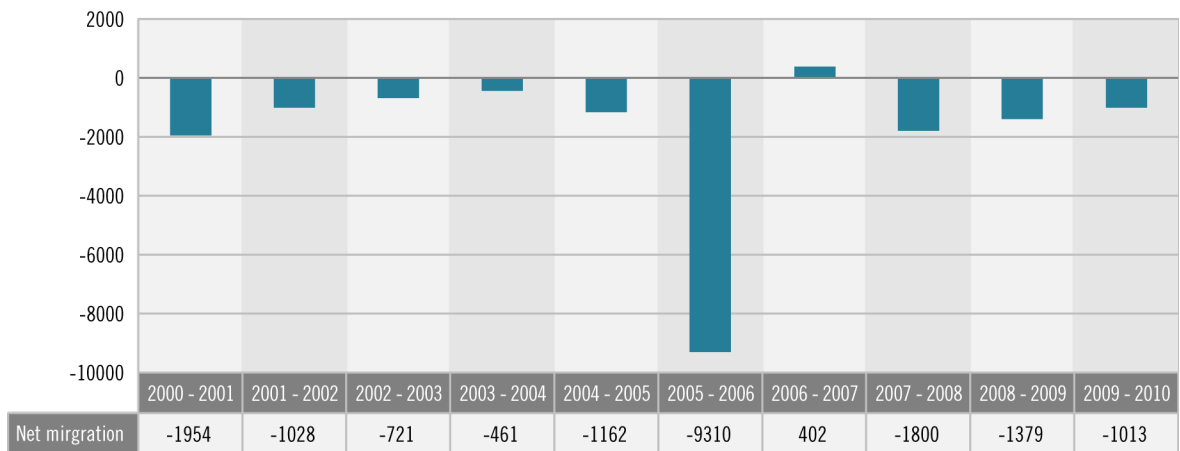
¹⁰Source: IRS Migration Data through 2009-2010

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average income of out-migrants was approximately 20% greater than that of in-migrants. Over the past two years (2008 – 2010) that discrepancy has shrunk to a 15% - 16% discrepancy.

- Nonetheless, the fact remains that in-migrants to Jefferson Parish continue to be less wealthy than out-migrants from Jefferson.

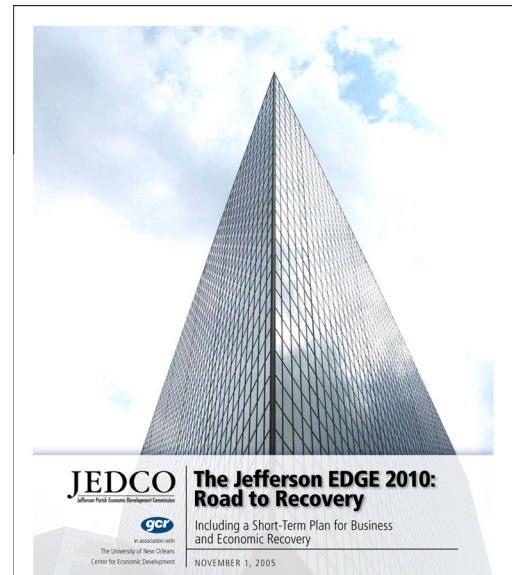
Net Migration into Jefferson Parish, 2000 - 2010



Source: IRS Migration Data

Cluster Analysis

A detailed analysis of industry clusters in Jefferson Parish has not been conducted since 2004, when an update to the *Jefferson EDGE 2010* Economic Development plan was completed. The purpose of completing a cluster analysis is to see where Jefferson's industry strengths lie. With this information in hand, JEDCO will be better equipped to focus its efforts on those industries that benefit from existing industry infrastructure and an existing critical mass of companies. From a local economic development standpoint, the theory is that these are the industries with the highest potential for preserving and retaining jobs. These are the industries that have some unique tie or unique advantage to operating within a particular market. These are the industries that already have a qualified labor force, a willing finance sector, and broad support from



*The last economic cluster analysis completed for Jefferson Parish was in 2004 as part of the **Jefferson EDGE 2010** economic development plan.*

political leadership. In short, it makes much more sense to retain and grow jobs in these industries than it does to build a new industry from scratch.

Over the past eight years, there have been a tremendous number of changes in the local and national economy. Hurricane Katrina is obviously the single most traumatic economic event that has occurred over the past eight years from the standpoint of the New Orleans region. Not far behind, though, are the effects of the BP oil spill in 2010 and the worldwide economic downturn since 2007. The purpose of this analysis is to see how overall employment has been affected in key industries over the past eight years, as well as how the concentration of jobs in Jefferson compares to the concentration of jobs in the United States in particular industries. The resulting measure—a location quotient or cluster ratio—tells us in a single statistic whether jobs in a given industry are more or less concentrated in Jefferson than in the nation as a whole. These ratios tend to be between 0 and 2. A ratio that is greater than 1 suggests that there is indeed an above average concentration in Jefferson in that particular industry. A ratio greater than 2 suggests an especially strong cluster. On the other hand, a cluster ratio that is less than 1 indicates lower than average employment, and a ratio that is less than 0.5 indicates a particular paucity of jobs in that area.

The most useful way to analyze employment on an industry by industry basis is to organize industries by the North American Industry Classification System or NAICS. The Bureau of Labor Statistics publishes employment at the county/parish level for virtually every NAICS code. Occasionally, disclosure rules prevent the data from being published in a given year, but in general, these data are the best way to understand the employment landscape of a given community.

Because there are so many NAICS classifications, there are innumerable ways to conduct this industry-level analysis. To start, GCR assessed employment in those industries that were identified in the prior cluster analysis conducted in 2004. NAICS codes are organized in a hierarchical classification system. The most basic categories are in two digits, ranging from NAICS code 11 (Agriculture, Forestry, Fishing, and Hunting) to 99 (Unclassified). Within each of these two-digit classifications are more specific industry categories. For example, within NAICS code 31 - 33 (Manufacturing) are innumerable specific types of manufacturers such as Food Manufacturing (311) and Plastics and Rubber Products (326). The analysis that was conducted in 2004 examined each of the more general two-digit classifications as well as a range of more specific, three-digit classifications in the manufacturing sector.

What GCR has done is to compile total employment and the specific cluster ratio for each of these industries for both 2003 and 2010/2011¹¹. These data allow us to compare the change in total employment as well as how employment has changed both in

¹¹The availability of data at the parish level varies somewhat by year; at the parish level, both 2010 and 2011 data are used in this analysis. In all cases, the most recent data available are used for Jefferson Parish.

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Jefferson Parish and in the nation as a whole over the past seven to eight years. These results are presented in the table below.

Total Employment and Cluster Ratio by Industry in Jefferson Parish, 2003 and 2010/2011

Industry Cluster	NAICS Code	JP Employment 2003	JP Cluster Ratio 2003	JP Employment 2010	JP Cluster Ratio 2010	Change in Employment, 2003 - 2010	Change in Cluster Ratio, 2003 - 2010
Transportation Equipment MFG	336	6,918	2.33	5,482	2.58	(1,436)	0.25
Mining	21	2,250	2.71	1,956	1.75	(294)	-0.96
Construction	23	14,083	1.52	14,009	1.61	(74)	0.09
Wholesale Trade	42	14,083	1.52	10,962	1.33	(3,121)	-0.19
Retail Trade	44-45	30,303	1.22	28,071	1.29	(2,232)	0.07
Arts, Entertainment, Rec-reation	71	4,550	1.25	4,521	1.27	(29)	0.02
Real Estate and Rental & Leasing	53	4,784	1.37	3,527	1.21	(1,257)	-0.16
Administrative & Waste Services	56	16,077	1.27	14,263	1.20	(1,814)	-0.07
Plastics & Rubber Products	326	1,189	0.88	1,095	1.17	(94)	0.29
Accommodation & Food Services	72	21,559	1.25	17,770	1.03	(3,789)	-0.22
Transportation & Warehousing	48-49	8,826	1.04	7,650	1.02	(1,176)	-0.02
Management of Companies & Enterprises	55	1,996	0.72	2,822	0.99	826	0.27
Finance & Insurance	52	9,311	0.96	7,981	0.97	(1,330)	0.01
Health Care & Social Assistance	62	21,685	0.85	24,355	0.89	2,670	0.04
Professional & Technical Services	54	9,959	0.89	10,204	0.89	245	0.00
Printing & Support Activities	323	1,053	0.94	622	0.89	(431)	-0.05
Other Services	81	7,029	0.98	5,407	0.82	(1,622)	-0.16
Unclassified	99	249	0.72	234	0.79	(15)	0.07
Petroleum & Coal Products MFG	324	249	1.30	131	0.79	(118)	-0.51
General MFG	31-33	18,195	0.75	13,652	0.78	(4,543)	0.03
Machinery MFG	333	1,703	0.89	1,196	0.76	(507)	-0.13
Public Administration	92	6,709	0.57	6,574	0.61	(135)	0.04
Information	51	3,409	0.62	2,476	0.59	(933)	-0.03
Fabricated Metal MFG	332	1,432	0.58	1,123	0.56	(309)	-0.02
Chemical MFG	325	704	0.47	605	0.52	(99)	0.05
Utilities	22	624	0.45	570	0.48	(54)	0.03
Textile Product Mills	314	145	0.48	79	0.45	(66)	-0.03
Food MFG	311	1,509	0.60	961	0.44	(548)	-0.16
Nonmetallic Mineral Products	327	492	0.60	236	0.43	(256)	-0.17
Computer Electronic MFG	334	460	0.20	645	0.40	185	0.20

Total Employment and Cluster Ratio by Industry in Jefferson Parish, 2003 and 2010/2011 (cont.)

Industry Cluster	NAICS Code	JP Employment 2003	JP Cluster Ratio 2003	JP Employment 2010	JP Cluster Ratio 2010	Change in Employment, 2003 - 2010	Change in Cluster Ratio, 2003 - 2010
Electrical Equip Maintenance and MFG	335	195	0.26	190	0.35	(5)	0.09
Miscellaneous MFG	339	334	0.30	247	0.29	(87)	-0.01
Apparel MFG	315	237	0.46	62	0.28	(175)	-0.18
Furniture & Related Products MFG	337	212	0.22	94	0.18	(118)	-0.04
Paper MFG	322	197	0.23	86	0.15	(111)	-0.08
Wood Products MFG	321	183	0.21	41	0.08	(142)	-0.13
Educational Services	61	1,508	0.08	1,182	0.07	(326)	-0.01
Agriculture, Forestry, Fishing, & Hunting	11	77	0.04	30	0.02	(47)	-0.02
Textile Mills	313	29	0.07	-	0.00	(29)	-0.07

Source: Bureau of Labor Statistics

- The data in the above table are organized from highest 2010 /2011 cluster ratio to lowest. What is remarkable is how little the economic fundamentals of the Parish have changed over the past seven to eight years. Of the 15 industries that currently have the highest cluster ratio, only three were outside of the top fifteen in 2003: Plastics and Rubber Products, Management of Companies and Enterprises, and Health Care and Social Assistance. These three were in the top twenty in 2003, so their rise in economic importance has been moderate, rather than exponential.
- The single highest cluster ratio is Transportation Equipment Manufacturing, a category that includes ship-building. Continued strength in this sector is threatened by the imminent closure of Avondale Shipyards. Failure to adaptively re-use the facility would lead to the loss of thousands of jobs and, just as significantly, the workforce advantages and technical know-how that have accumulated to the region. If Jefferson were to lose Avondale, it would lose not only a major employer but also a cluster where it enjoys a long-standing edge over other communities.
- Within the top ten clusters in Jefferson, the clusters that made the biggest jump from 2003 to 2010 were Retail Trade (from 10th biggest to 5th biggest cluster) and Plastics & Rubber Products from 17th biggest to 9th biggest.

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Jobs Gains and Losses in Major Clusters

- There were net job losses in most of the largest clusters in Jefferson from 2003 to 2009/2010. This is not surprising given (a) the downturn in the national economy over this period and (b) the fact that Jefferson has a smaller economy and smaller population than it did before Katrina. Within the top 15 present-day clusters, only three experienced net job gains from 2003 to 2010: Management of Companies and Enterprises, Health Care and Social Assistance, and Professional and Technical Services.
- The following table organizes the clusters in terms of net job gains between 2003 and 2010/2011:

Net Job Gains in Jefferson Parish, 2003 to 2010/2011

Industry Cluster	NAICS Code	JP Employment 2003	JP Cluster Ratio 2003	JP Employment 2010	JP Cluster Ratio 2010	Change in Employment, 2003 - 2010	Change in Cluster Ratio, 2003 - 2010
Health Care & Social Assistance	62	21,685	0.85	24,355	0.89	2,670	0.04
Management of Companies & Enterprises	55	1,996	0.72	2,822	0.99	826	0.27
Professional & Technical Services	54	9,959	0.89	10,204	0.89	245	0.00
Computer Electronic MFG	334	460	0.20	645	0.40	185	0.20
Electrical Equip Maintenance and MFG	335	195	0.26	190	0.35	(5)	0.09
Unclassified	99	249	0.72	234	0.79	(15)	0.07
Arts, Entertainment, Recreation	71	4,550	1.25	4,521	1.27	(29)	0.02
Textile Mills	313	29	0.07	-	0.00	(29)	-0.07
Agriculture, Forestry, Fishing, & Hunting	11	77	0.04	30	0.02	(47)	-0.02
Utilities	22	624	0.45	570	0.48	(54)	0.03
Textile Product Mills	314	145	0.48	79	0.45	(66)	-0.03
Construction	23	14,083	1.52	14,009	1.61	(74)	0.09
Miscellaneous MFG	339	334	0.30	247	0.29	(87)	-0.01
Plastics & Rubber Products	326	1,189	0.88	1,095	1.17	(94)	0.29
Chemical MFG	325	704	0.47	605	0.52	(99)	0.05
Paper MFG	322	197	0.23	86	0.15	(111)	-0.08
Petroleum & Coal Products MFG	324	249	1.30	131	0.79	(118)	-0.51
Furniture & Related Products MFG	337	212	0.22	94	0.18	(118)	-0.04
Public Administration	92	6,709	0.57	6,574	0.61	(135)	0.04
Wood Products MFG	321	183	0.21	41	0.08	(142)	-0.13

Net Job Gains in Jefferson Parish, 2003 to 2010/2011 (cont.)

Industry Cluster	NAICS Code	JP Employment 2003	JP Cluster Ratio 2003	JP Employment 2010	JP Cluster Ratio 2010	Change in Employment, 2003 - 2010	Change in Cluster Ratio, 2003 - 2010
Apparel MFG	315	237	0.46	62	0.28	(175)	-0.18
Nonmetallic Mineral Products	327	492	0.60	236	0.43	(256)	-0.17
Mining	21	2,250	2.71	1,956	1.75	(294)	-0.96
Fabricated Metal MFG	332	1,432	0.58	1,123	0.56	(309)	-0.02
Educational Services	61	1,508	0.08	1,182	0.07	(326)	-0.01
Printing & Support Activities	323	1,053	0.94	622	0.89	(431)	-0.05
Machinery MFG	333	1,703	0.89	1,196	0.76	(507)	-0.13
Food MFG	311	1,509	0.60	961	0.44	(548)	-0.16
Information	51	3,409	0.62	2,476	0.59	(933)	-0.03
Transportation & Warehousing	48-49	8,826	1.04	7,650	1.02	(1,176)	-0.02
Real Estate and Rental & Leasing	53	4,784	1.37	3,527	1.21	(1,257)	-0.16
Finance & Insurance	52	9,311	0.96	7,981	0.97	(1,330)	0.01
Transportation Equipment MFG	336	6,918	2.33	5,482	2.58	(1,436)	0.25
Other Services	81	7,029	0.98	5,407	0.82	(1,622)	-0.16
Administrative & Waste Services	56	16,077	1.27	14,263	1.20	(1,814)	-0.07
Retail Trade	44-45	30,303	1.22	28,071	1.29	(2,232)	0.07
Wholesale Trade	42	14,083	1.52	10,962	1.33	(3,121)	-0.19
Accommodation & Food Services	72	21,559	1.25	17,770	1.03	(3,789)	-0.22
General MFG	31-33	18,195	0.75	13,652	0.78	(4,543)	0.03

Source: Bureau of Labor Statistics

- There was a net increase in jobs in only one cluster in addition to the three aforementioned clusters. Computer and Electronic Manufacturing experienced an increase of 185 jobs over the seven year period.
- The most severe job losses were in General Manufacturing, Accommodation and Food Services, and Wholesale Trade—each of which lost over 3,000 jobs.

Net Changes in Cluster Ratio

- Another way to assess the relative growth or decline of a particular industry over time is to examine the net change in its cluster ratio. This is a particularly useful way to look at industries in Jefferson. Nation-wide, there have been job losses in almost every sector as the economy has declined. Thus, looking simply at employment totals only says so much about the strength of an industry sector. Further complicating matters in Jefferson Parish is the fact that the population and economy of both the Parish and the region have shrunk as a result of Hurricane Katrina. There are certain industries that will be well positioned to gain jobs as the national economy recovers and as the New Orleans region continues its rebound from 2005.
- The change in cluster ratio helps to capture the change in the relative strength of the industry in a more nuanced fashion—one that controls for net job losses in the national economy and net population losses in the region. The following table organizes each of the clusters in the order of greatest gains in cluster strength to greatest losses.

Net Change in Cluster Ratio in Jefferson Parish, 2003 to 2010/2011

Industry Cluster	NAICS Code	JP Employment 2003	JP Cluster Ratio 2003	JP Employment 2010	JP Cluster Ratio 2010	Change in Employment, 2003 - 2010	Change in Cluster Ratio, 2003 - 2010
Plastics & Rubber Products	326	1,189	0.88	1,095	1.17	(94)	0.29
Management of Companies & Enterprises	55	1,996	0.72	2,822	0.99	826	0.27
Transportation Equipment MFG	336	6,918	2.33	5,482	2.58	(1,436)	0.25
Computer Electronic MFG	334	460	0.20	645	0.40	185	0.20
Electrical Equip Maintenance and MFG	335	195	0.26	190	0.35	(5)	0.09
Construction	23	14,083	1.52	14,009	1.61	(74)	0.09
Retail Trade	44-45	30,303	1.22	28,071	1.29	(2,232)	0.07
Unclassified	99	249	0.72	234	0.79	(15)	0.07
Chemical MFG	325	704	0.47	605	0.52	(99)	0.05
Health Care & Social Assistance	62	21,685	0.85	24,355	0.89	2,670	0.04
Public Administration	92	6,709	0.57	6,574	0.61	(135)	0.04
Utilities	22	624	0.45	570	0.48	(54)	0.03
General MFG	31-33	18,195	0.75	13,652	0.78	(4,543)	0.03
Arts, Entertainment, Recreation	71	4,550	1.25	4,521	1.27	(29)	0.02
Finance & Insurance	52	9,311	0.96	7,981	0.97	(1,330)	0.01

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Net Change in Cluster Ratio in Jefferson Parish, 2003 to 2010/2011 (cont.)

Industry Cluster	NAICS Code	JP Employment 2003	JP Cluster Ratio 2003	JP Employment 2010	JP Cluster Ratio 2010	Change in Employment, 2003 - 2010	Change in Cluster Ratio, 2003 - 2010
Professional & Technical Services	54	9,959	0.89	10,204	0.89	245	0.00
Miscellaneous MFG	339	334	0.30	247	0.29	(87)	-0.01
Educational Services	61	1,508	0.08	1,182	0.07	(326)	-0.01
Transportation & Warehousing	48-49	8,826	1.04	7,650	1.02	(1,176)	-0.02
Fabricated Metal MFG	332	1,432	0.58	1,123	0.56	(309)	-0.02
Agriculture, Forestry, Fishing, & Hunting	11	77	0.04	30	0.02	(47)	-0.02
Information	51	3,409	0.62	2,476	0.59	(933)	-0.03
Textile Product Mills	314	145	0.48	79	0.45	(66)	-0.03
Furniture & Related Products MFG	337	212	0.22	94	0.18	(118)	-0.04
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Textile Mills	313	29	0.07	-	0.00	(29)	-0.07
Paper MFG	322	197	0.23	86	0.15	(111)	-0.08
Wood Products MFG	321	183	0.21	41	0.08	(142)	-0.13
Machinery MFG	333	1,703	0.89	1,196	0.76	(507)	-0.13
Other Services	81	7,029	0.98	5,407	0.82	(1,622)	-0.16
Real Estate and Rental & Leasing	53	4,784	1.37	3,527	1.21	(1,257)	-0.16
Food MFG	311	1,509	0.60	961	0.44	(548)	-0.16
Nonmetallic Mineral Products	327	492	0.60	236	0.43	(256)	-0.17
Apparel MFG	315	237	0.46	62	0.28	(175)	-0.18
Wholesale Trade	42	14,083	1.52	10,962	1.33	(3,121)	-0.19
Accommodation & Food Services	72	21,559	1.25	17,770	1.03	(3,789)	-0.22
Petroleum & Coal Products MFG	324	249	1.30	131	0.79	(118)	-0.51
Mining	21	2,250	2.71	1,956	1.75	(294)	-0.96

Source: Bureau of Labor Statistics

- The biggest gains in cluster strength were in Plastics and Rubber Products, Management of Companies and Enterprises, and Transportation Equipment Manufacturing. Substantial growth also occurred in Electrical Equipment Maintenance and Manufacturing, Construction, Retail Trade, and the Unclassified sector.
- The greatest losses occurred in Mining (which includes the oil and gas industry), Petroleum and Coal Products Manufacturing, Accommodation and Food Service, Wholesale Trade, Apparel Manufacturing, and Nonmetallic Mineral Products.

Potential Growth Industries – An Overview

- The task before any local economic development agency is to determine how to direct its resources most efficiently in facilitating economic growth and job creation. This involves identifying those industries that are most likely to be growth industries. Again, this is the fundamental reason for conducting an analysis of clusters, as a dollar spent in cultivating one industry may be more effective than a dollar spent in cultivating another.
- Determining which industries have the potential for growth in a given community involves an examination of a number of factors, both qualitative and quantitative. The qualitative aspect of this analysis is beyond the purview of this report, as it involves extensive interviews with locally based firms, a detailed examination of both the workforce and physical infrastructure, and an analysis of institutions of higher education and other assets. The quantitative component of this analysis involves scrutinizing a range of metrics including:
 - The existing size of the cluster in Jefferson Parish
 - Growth in the cluster
 - The presence of the cluster in the larger metropolitan economy
 - Change in employment at the national level in that particular cluster.
- The last metric is important in that it takes into account the larger national and global trends in a particular industry. It would not profit JEDCO to pursue growth in an industry whose prospects in the United States as a whole are poor as a result of international trends in labor or trade, for instance.
- GCR has developed a methodology that combines these characteristics into a single index, synthesizing multiple data sets into a simple, easy-to-digest score and ranking system. Three of the four metrics are weighted equally by this index: growth in the cluster in Jefferson Parish from 2003 to 2010/2011, the size of the cluster in the New Orleans metropolitan economy, and the percentage change in employment across the United States from 2003 to 2011. The final component of the index, the existing size of the cluster in Jefferson Parish, is given twice the weight of the other factors. All other factors are weighted equally.
- The performance of each cluster along these metrics was broken down into quartiles. Therefore, each characteristic was analyzed “on a curve.” Each of the components was then summed to arrive at a final score. The results of this analysis are presented in the following table.

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Potential Growth Industries in Jefferson, from Most Competitive to Least Competitive

Industry Cluster	NAICS Code	Total Index of Cluster Competitiveness
Arts, Entertainment, Recreation	71	6.00
Retail Trade	44-45	6.00
Construction	23	7.00
Management of Companies & Enterprises	55	7.00
Transportation Equipment MFG	336	7.00
Mining	21	8.00
Administrative & Waste Services	56	8.00
Health Care & Social Assistance	62	8.00
Accommodation & Food Services	72	8.00
Professional & Technical Services	54	9.00
Transportation & Warehousing	48-49	9.00
Finance & Insurance	52	10.00
Real Estate and Rental & Leasing	53	10.00
Plastics & Rubber Products	326	10.00
Other Services	81	11.00
Unclassified	99	11.00
Petroleum & Coal Products MFG	324	11.00
Chemical MFG	325	11.00
General MFG	31-33	11.00
Utilities	22	12.00
Wholesale Trade	42	12.00
Public Administration	92	12.00
Educational Services	61	14.00
Printing & Support Activities	323	14.00
Fabricated Metal MFG	332	14.00
Food MFG	311	15.00
Agriculture, Forestry, Fishing, & Hunting	11	16.00
Information	51	16.00
Nonmetallic Mineral Products	327	16.00
Machinery MFG	333	16.00
Computer Electronic MFG	334	16.00
Electrical Equip Maintenance and MFG	335	16.00
Miscellaneous MFG	339	16.00
Textile Product Mills	314	17.00
Textile Mills	313	18.00
Wood Products MFG	321	19.00
Paper MFG	322	19.00
Furniture & Related Products MFG	337	19.00
Apparel MFG	315	20.00

Source: Bureau of Labor Statistics, methodology developed by GCR

- The clusters with the lowest scores are those that, strictly from a quantitative standpoint, look most promising for JEDCO's economic development efforts. All of the clusters are broken into quartiles, with each of four colors signifying a greater or lesser degree of promise. In order from most promising to least promising for Jefferson Parish, the categories are green, yellow, orange, and red.
- Several caveats are in order with this approach, however.
 - o The first is that the industries analyzed are very broad industry categories (e.g. Retail Trade, Construction). It would be worthwhile for JEDCO to dig deeper into these categories to find sub-specialties that may have greater or lesser potential for growth. From a data analysis standpoint, what limited GCR from conducting this more detailed level of analysis is a) a near infinite number of more detailed NAICS classifications and b) limited data at the parish/county level for these more detailed classifications. Digging deeper would entail some preliminary direction to narrow down the list of target industries further, as well as the kind of comprehensive, qualitative analysis described above.
 - o The second caveat is that this quantitative analysis represents merely a first step in the process of identifying target industries. All indexes have strengths, weaknesses, and limitations. They help to narrow down complex and varied data into a digestible whole, but they should always be supplemented with an additional layer of investigation and analysis.
 - o Third, some of the highest scoring industries may not be export-oriented industries that would bring in outside dollars to the Jefferson economy. Furthermore, they may not be the kinds of industries where a growth-oriented strategy is advisable. For instance, just because the construction industry is a prominent and seemingly robust industry in Jefferson does not mean that it can or should be the target of growth efforts. One can make a similar observation about Retail Trade. Jefferson may be close to a saturation point in being a regional center for retail; expending further effort on building a bigger and bigger retail sector may be for naught.
- Nonetheless, the index that GCR has formulated does provide an objective, quantitatively based perspective on the industries that have a presence in Jefferson and the metropolitan region, those that are growing, and those that have thrived at the national level.

Analysis of Specific Industries

- The final component of this cluster analysis entails an examination of those specific industries that were highlighted in an earlier economic development planning effort for Jefferson, *Jefferson EDGE 2010*. Originally completed in 1999 and then comprehensively updated immediately prior to Hurricane Katrina in 2004 and 2005, *EDGE 2010* examined a number of industries that were felt to have significant growth potential. These were: Broadcasting and Telecommunications, Computer and Electronic Manufacturing, Computer Systems Design and Related Services, Food Manufacturing, and the Motion Picture and Video Industry.
- For each of these industries, GCR compiled a number of employment related statistics: Parish employment and national employment in both 2003 and 2010/2011, as well as the calculated cluster ratios for both years. These summary results are presented in the following table:

Industry Cluster	NAICS Code	JP Employment 2003	JP Cluster Ratio, 2003	JP Employment 2010	JP Cluster Ratio, 2010	% Change in Employment, 2003 - 2010	Change in Cluster Ratio, 2003 - 2010
Food MFG	311	1,509	0.60	961	0.44	-36.3%	(0.16)
Computer Electronic MFG	334	460	0.20	645	0.40	40.2%	0.19
Motion Picture and Sound Recording Industries	512	437	0.71	384	0.71	-12.1%	(0.00)
Broadcasting, except Internet	515	140	0.26	58	0.14	-58.6%	(0.12)
Computer Systems Design and Related Svcs	5415	1,128	0.61	1,053	0.46	-6.6%	(0.15)

Source: Bureau of Labor Statistics

- Perhaps due largely to Katrina and perhaps as a result of the dislocations in the national economy, few of these identified industries have advanced in prominence over the past seven to eight years. Only one, Computer and Electronic Manufacturing, experienced an increase in employment. This was also the only one that saw its cluster ratio increase from 2003 – 2010/2011. The only other industry that did not lose cluster strength over this period was Motion Picture and Sound Recording Industries.
- The most counterintuitive data within this analysis is the net loss of jobs in the Motion Picture and Sound Recording industry. This is perhaps due to the contractual nature of employment, as the Bureau of Labor Statistics may not maintain an accurate inventory of these jobs. Further investigation into this issue is warranted, and perhaps new metrics of activity in this industry should be identified.

Additional Action Items

The Economic Development element of the *EDGE 2020* initiative was completed in the spring of 2009. The action items and the overall economic strategy that were outlined in that document are very much valid three years later. What Jefferson still needs is the truly comprehensive approach to economic development that is outlined in the original plan—one that focuses on physical infrastructure, business and industry recruitment, effective public policy, and workforce development. To date, JEDCO and the other agencies responsible for implementation have indeed made progress on most of these initiatives. Few of the action items are in the “completed” stage of implementation, but meaningful incremental progress is well documented.

JEDCO and GCR are now revisiting the *EDGE 2020* action items in order to add new initiatives that are underway, as well as initiatives that respond to changing conditions. These new action items, which add to rather than replace those crafted in 2009, are as follows¹²:

- 19. Conduct a review of the Jefferson Parish permitting office to improve performance and to make the permitting process more business friendly.** In recent years, there has been a growing sense among developers and business interests that the permitting process in Jefferson can be slow and cumbersome. Not only does this impede development and overall economic activity, but it also paints a negative picture of the overall business climate of the Parish. For many businesses and individuals, the building permit process represents their first introduction to Jefferson. As the Parish’s “front door,” the permitting process should embrace national best practices and should aim to facilitate, rather than impede, development. To rectify the permitting process, the administration convened a permitting working group in the fall of 2011. Led by the executive director of JEDCO, this working group has analyzed processes and has formulated draft recommendations, some of which have already been implemented by the Parish. Their findings, as well as an accompanying report, will be presented to the Parish President and administration in July of 2012.

- 20. Improve the process for monitoring and permitting film activity in Jefferson Parish.** Notwithstanding the formal employment statistics presented above, the film industry has a growing presence in Jefferson Parish and is increasingly a mainstay of the economy. However, formal Parish procedures regarding film activity have not kept pace with the growth of the industry. Jefferson currently has no formal process in place to track and permit film productions. This has the potential to create traffic and parking problems, quality of life issues for neighborhoods, and even legal liability for the Parish. A formal, adopted process is

¹²Note: Numbering of these action items begins at 19. The original *EDGE 2020* Economic Development plan has 18 action items. These start at 19 as this document adds to, rather than replaces, the action items in the original plan.

needed to ensure that film activity proceeds smoothly. Having such a system in place will have the added benefits of allowing the Parish to better track film-related economic activity, to more effectively allocate the film incentive rebate that the Parish offers, and to more effectively market the Parish to additional film productions. To address these issues, JEDCO and Jefferson Parish commissioned a report recommending best practices from other jurisdictions in permitting, an appropriate fee structure, and administrative and personnel requirements. A final version of this report was presented to the Parish in June of 2012.

21. Conduct a survey to monitor public awareness of JEDCO and to increase familiarity with the programs that JEDCO offers. The effectiveness of many of JEDCO's programs hinges on public awareness of these programs. The technical and financial assistance that JEDCO offers is well known to some businesses in the Parish but not to others. In order to increase awareness of JEDCO and to establish a statistical baseline for future outreach and marketing efforts, JEDCO commissioned a web-based survey of Parish businesses in the spring of 2012. The survey has been conducted, resulting in several hundred responses. This survey will be the template for future surveys conducted on an annual or biennial schedule. This initial survey and subsequent surveys will help JEDCO to better track the impact of its outreach efforts and the overall awareness in the community of the services that JEDCO provides.

22. Assume an active role in the redevelopment of Louis Armstrong Airport. Arguably the most significant economic development announcement that Jefferson Parish has witnessed in many years is the proposed redevelopment of Louis Armstrong International Airport in Kenner. The City of New Orleans and the Airport have announced their intention to spend upwards of \$1 billion in completely re-making the facility. There are few projects that have a greater catalytic potential for Jefferson's economy than this one. An investment of this size could create demand for additional hotels and commercial investment; it could open up possibilities for broader commercial use of land adjacent to the airport; and it could



The proposed redevelopment of Louis Armstrong Airport has tremendous catalytic potential for the Jefferson Parish economy.

substantially improve visitors' impressions of Kenner and Jefferson Parish. The plans for re-making the Airport are recently underway. JEDCO and the City of Kenner should assume a prominent role on project steering/review committees and should actively engage the consulting teams that the Airport retains. It is essential that Jefferson's interests be represented in the redevelopment process and that the investment result in dramatic on-site *and* off-site improvements.

23. Provide support to the City of Kenner in implementing the *Kenner 2030 strategic plan*. In the spring of 2011, the City of Kenner embarked on a strategic planning initiative similar in many respects to the *Jefferson EDGE 2020*. Directed by the Mayor's Economic Development Committee, this planning initiative produced a final plan in the spring of 2012. Action items in the plan focused on a wide range of issues, including the redevelopment of Rivertown, future development at Laketown, and significant improvements to Kenner's commercial corridors. While implementation is primarily the responsibility of the City of Kenner, JEDCO should continue to provide technical support, as feasible, to Kenner to assist in the on-going implementation of the Plan.

24. Capitalize on the newly completed NOLA Motorsports Park to explore opportunities to grow the automotive industry in Jefferson Parish. NOLA Motorsports Park (NOLA MSP), a multipurpose, state of the art motorsports facility, celebrated its grand opening in June of 2012. This facility represents one of the largest private investments in Jefferson Parish in recent years. It has the potential to reach a truly national audience of motorsports

enthusiasts as well as companies in the motorsports and automotive industries. While there are other facilities similar to NOLA Motorsports Park in other parts of the country, NOLA MSP has advantages that they do not: a track that is usable year-round as opposed to tracks located in cold weather climates; a facility that is in close proximity to one of the most popular tourism destinations in the United States; and a facility that is uniquely large, uniquely safe in its design; and uniquely luxurious in its amenities. NOLA MSP is expected to host a wide and diverse range of activities—everything from competitive spectator events to advanced product testing (e.g. tires, new car models, etc.). Most intriguing of all, from the standpoint of JEDCO, is that the Motorsports Park is located just over a half-mile from JEDCO's new headquarters in Churchill Farms. This presents



NOLA Motorsports Park, which celebrated its grand opening in June of 2012, is one of the largest private investments in Jefferson Parish in recent years.

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an outstanding opportunity for JEDCO to meet with visiting executives and to show off the ample developable land on the West Bank—land that could be readily used for major production and distribution facilities. There is little precedent for this industry in the New Orleans region, but Jefferson has the land, the labor costs, and the business environment that could be attractive to the automotive industry. The arrival of NOLA Motorsports Park could potentially put Jefferson “on the map.” JEDCO should outline a strategy for working with the Park to strategically engage visiting companies and their executives.

Summary Matrix of Action Items

The following table provides a summary of additional economic development action items for JEDCO and Jefferson Parish.

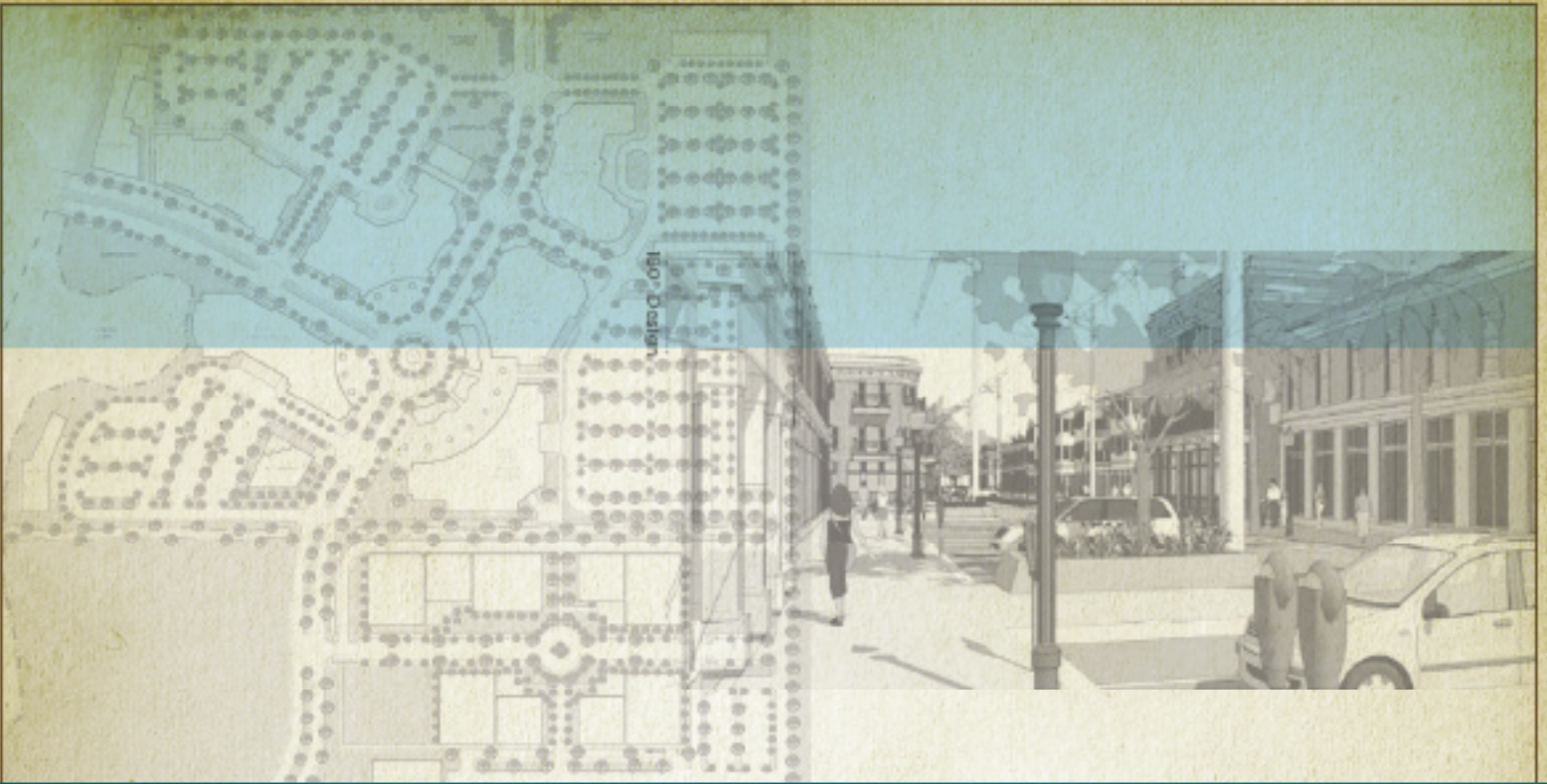
Action ID#	Implementation Action	Responsible Local Agencies/ Actors	Benchmarks	Local Resources/ Funding	Timeline
ED 19	Conduct a review of the Jefferson Parish permitting office to improve performance and to make the permitting process more business friendly.	Jefferson Parish Department of Inspection and Code Enforcement (DICE), JEDCO	<ul style="list-style-type: none"> - Completion of permitting report/plan - Implementation by DICE and Parish administration 	Administrative staff time; cost of major upgrades (software, etc.) from self-generated permit fees; \$15,000 for report/ plan on permitting practices.	Complete and adopt permitting plan by summer, 2012. Complete implementation of plan (items deemed feasible) by year end, 2014.
ED 20	Improve the process for monitoring and permitting film activity in Jefferson Parish	Jefferson Parish Administration (Parish President's Office)	<ul style="list-style-type: none"> - Completion of film permitting report - Adoption of report recommendations by Parish Council 	Administrative staff time; some items (e.g. website revisions) from self-generated fees; \$11,000 for cost of report and review of film permitting	Complete film permitting plan by summer, 2012. Begin implementation of plan by mid-2013. Full implementation by year end, 2014.
ED 21	Conduct a survey to monitor public awareness of JEDCO and to increase familiarity with the programs that JEDCO offers.	JEDCO	<ul style="list-style-type: none"> - Completion and analysis of survey - Completion of follow up surveys on annual or biennial basis 	Administrative staff time; \$6,800 for initial survey and analysis	Complete survey in spring/summer 2012; conduct follow up surveys every year to two years thereafter
ED 22	Assume an active role in the redevelopment of Louis Armstrong Airport	Louis Armstrong Airport, JEDCO, Jefferson Parish	<ul style="list-style-type: none"> - Securing a place on plan steering committee/ review committee to guide redevelopment plans - Completion and approval of redevelopment plans and transition to construction phase 	Administrative staff time	Participate in planning process through approximately 2014. Monitor construction and implementation through approximately 2020

Jefferson Edge 2020: ECONOMIC DEVELOPMENT STRATEGY

Action ID#	Implementation Action	Responsible Local Agencies/ Actors	Benchmarks	Local Resources/ Funding	Timeline
ED 23	Provide support to the City of Kenner in implementing the <i>Kenner 2030</i> strategic plan.	City of Kenner, JEDCO	- Formal adoption of the plan by Kenner City Council - Implementation of action items	Administrative staff time	Monitor implementation on an on-going basis
ED 24	Capitalize on the newly completed NOLA Motorsports Park to explore opportunities to growth the automotive industry in Jefferson Parish	JEDCO	- Internal assessment to determine if there is growth potential in this industry - Development of outreach materials and strategy - Engagement with visitors to NOLA MSP and auto industry executives	Administrative staff time	Completion of internal assessment and strategy by mid-year 2013. Engage automotive industry starting in 2013, 2014.

Conclusion

The Economic Development element of the *Jefferson EDGE 2020* has established an ambitious and comprehensive road map for Jefferson’s economic development efforts. This addendum to the plan provides JEDCO with a better baseline of information for understanding the overall profile of the economy as well as the evolution of specific industries over the past several years. The additional action items within this document make for an even more well-rounded, more updated approach to strengthening the Parish economy. They reflect emerging strategies and opportunities that could be a springboard to expanded prosperity in Jefferson Parish.



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