

Jefferson **EDGE2020**

Economic Development Strategy

August 2015

JEDCO
Jefferson Parish Economic Development Commission



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I. HISTORY AND PURPOSE OF THE JEFFERSON EDGE

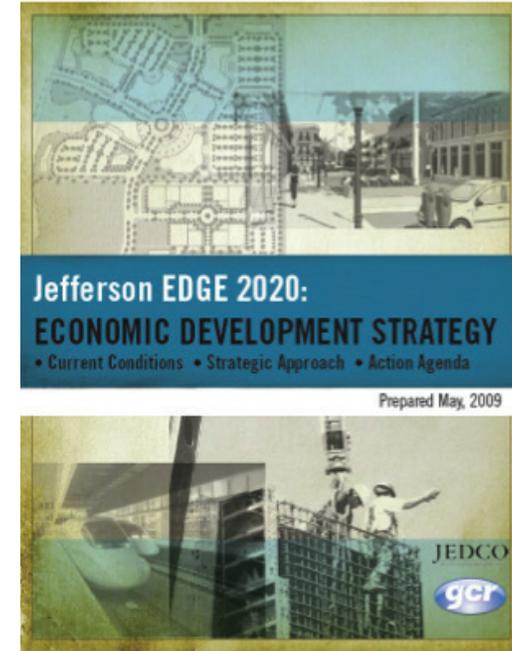
In 2000, the Jefferson Parish Economic Development Commission (JEDCO) completed a community based 5-year economic development strategic plan, The Jefferson EDGE. It was adopted as the parish's official plan for guiding its economic growth. In 2004, JEDCO began updating the EDGE for an additional five years, focusing on physical projects as well as policies to generate jobs and economic growth. This process was completed in August 2005; however, less than a week later, Hurricane Katrina and its aftermath shifted the needs of the parish. Parish and business leaders met to craft a business recovery strategy that would be incorporated into the Jefferson EDGE 2010 plan.

In 2008, as the recovery was well underway, the process of updating the EDGE plan began once more. The Jefferson EDGE 2020 was released in 2009 and included detailed plans for addressing quality of life issues critical to the future of Jefferson Parish. In 2012, after the effects of the national recession and the BP oil spill were clearer, the economic development

element of the EDGE 2020 was updated and additional action items were incorporated into the plan.

In 2009, when the Jefferson EDGE 2020 plan was first developed, Jefferson Parish was still focused on the needs of disaster recovery. Several years had passed since Hurricane Katrina made landfall, yet the Parish's future was very much unclear. Community and business leaders wanted the EDGE to encompass a broader set of issues that were of critical importance to the future of Jefferson Parish: Beautification, Crime Abatement, Economic Development, Public Education, Fat City Redevelopment, Flood Protection, Hospitals & Health Care, and Insurance. In the ensuing years, JEDCO and the parish have made significant strides in addressing the needs identified in these areas.

In the last several years, there have been significant shifts in demographic and economic conditions as local, national, and international markets have changed, and the Parish seeks to respond and adjust accordingly. In this context, JEDCO decided that an update to the EDGE 2020 that refocuses efforts on current economic development opportunities was necessary to maximize JEDCO's impact on the Jefferson Parish economy over the next five years.



II. PLANNING PROCESS AND ENGAGEMENT

The planning process began with a baseline assessment that reviewed previous EDGE plans and collected relevant data on Jefferson Parish's demographics, economy, and industry clusters. The assessment also examined regional economic development planning to look for larger trends and alignment opportunities.

JEDCO conducted a staff planning session on March 30th, reviewing the baseline assessment findings and held a Strength Weaknesses Opportunities Threats (SWOT) analysis of the parish's strengths, weaknesses, opportunities, and threats.

JEDCO formed stakeholder groups focused on four key areas: manufacturing, major industries, FIRE (finance, insurance, real estate), and municipal and business groups. These stakeholder groups met in early May to review the baseline assessment, review and offer feedback on the SWOT analysis from JEDCO staff, and develop preliminary action items.

Findings were presented at meetings of the Civic League of East Jefferson, the West Jefferson Civic Coalition, and the Jefferson Chamber Young Professionals group to inform

them of the EDGE plan and the efforts to update the economic development element and seek feedback.

The JEDCO Board reviewed and selected the final list of clusters to target in the plan at their meeting on May 28th. Following that meeting, a second staff planning session was held to begin drafting action items for the clusters and cross-cutting issues, followed by a second round of stakeholder meetings. At each stakeholder meeting, the draft framework and action items were presented. Stakeholders provided feedback on the cluster strategies as well as the cross-cutting issues outlined in the draft framework. Finally, a public meeting was held on July 8th to present the draft framework for comment.

Additionally, JEDCO conducted visits with Jefferson Parish Councilmembers to receive specific feedback on the draft action items.

The final plan was presented to the JEDCO Board of Commissioners and adopted by the board for implementation on July 30, 2015.

III. BASELINE ASSESSMENT

A critical component of the planning process for updating the Jefferson EDGE 2020 economic development strategy was using an initial assessment to base the strategy and recommendations on a foundation of relevant data and analysis. With the economic conditions of the Parish having changed significantly since the last EDGE analysis in 2009, this baseline assessment reexamines many indicators of economic conditions, as well as the current status of action items developed in original EDGE 2020 and updated in 2012.

DEMOGRAPHIC AND ECONOMIC DATA

This section highlights key demographic and economic indicators.

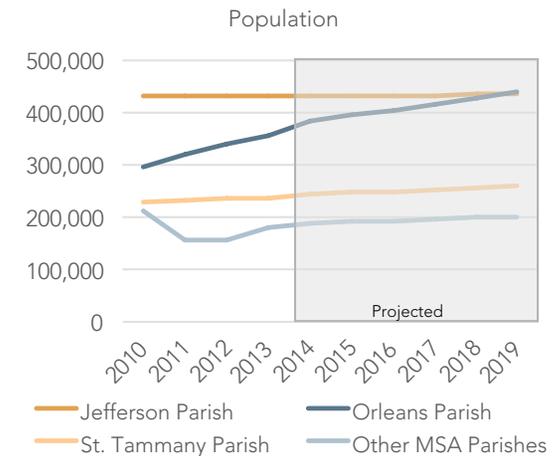
Population

The US Census Bureau reported that Jefferson Parish had 433,477 residents in 2013, a 0.2% increase over 2012. This continues a growth rate that has averaged 0.2% between 2010 and 2013. Esri Business Analyst projections show

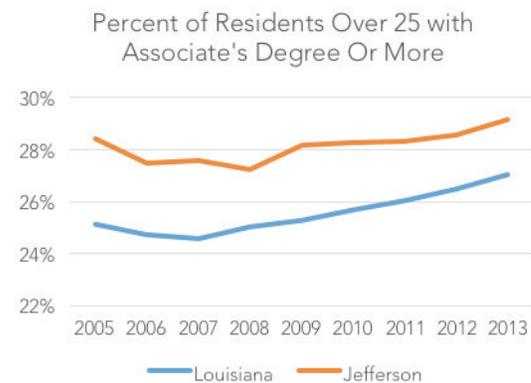
a discrepancy in the current population of Jefferson Parish, but nonetheless they project a similarly flat growth rate into the future of 0.1% annual growth. This population growth is in contrast to the region as a whole that continues to grow more rapidly at 1.2%. Esri Business Analyst estimates that this growth is expected to continue and projects a 1.3% annual growth rate. This growth is primarily fueled by Orleans Parish, whose population is projected to exceed that of Jefferson by 2019.

Education

Jefferson Parish has a higher percentage of residents over the age of 25 with an Associate's degree or higher than the state overall. This is a positive trend as it indicates that the workforce is becoming more skilled and positioned for better jobs in the parish. However, Jefferson is not increasing the number of college graduates in the population as quickly as Orleans Parish, where 34% of residents over 25 have a bachelor's degree compared to 24% in Jefferson Parish.



Source: 2005-2013, US Census Bureau: ACS; 2014, 2019, Esri Business Analyst; 2015-2018 Calculated by GCR, Inc.



Source: US Census Bureau ACS 2005-2013

Household Median Income

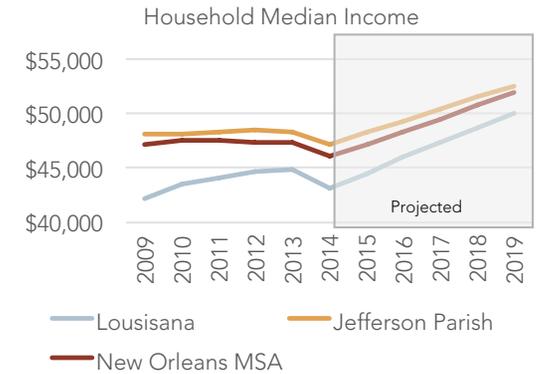
The median household income in Jefferson Parish is higher than the average for both the New Orleans Metropolitan Statistical Area (MSA) and Louisiana. Over the past five years, household median incomes have not grown substantially in Jefferson Parish, following trends at the state and regional level. Household median income in the MSA has also stagnated, while the state averaged a 1.0% annual growth in wages. However, Esri Business Analyst projections indicate annual household income will increase by between 2.0% and 2.5% each year through 2019.

Employment

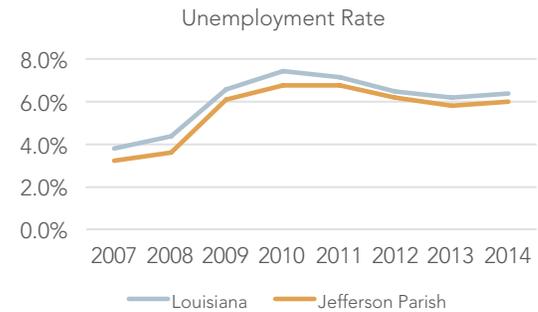
The number of people working in Jefferson Parish has been steady over the last five years while employment in the region has been slowly increasing from 2009 to 2013. In particular, Orleans and St. Tammany Parishes have performed better during this period, adding 12,000 and 5,000 people that are employed in the parishes, respectively. Jefferson Parish lost 2,000 employees during this same period, but continues to employ more people than any of the other parishes in the MSA.

Unemployment in Jefferson Parish is stable at an average of 6.0% in 2014. This is slightly below the state and national average of 6.4% and 6.1% respectively.

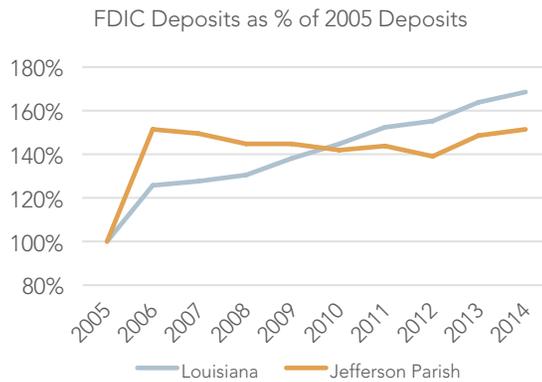
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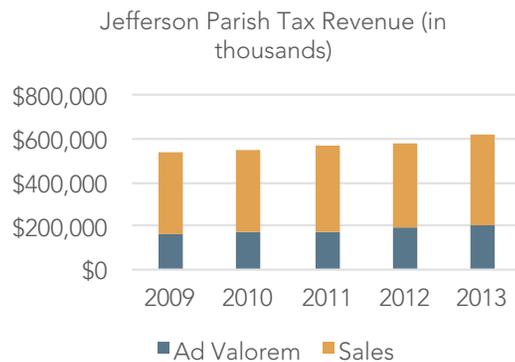
Source: 2005-2013, US Census Bureau: ACS; 2014, 2019, Esri Business Analyst; 2015-2018 Calculated by GCR, Inc.



Source: Bureau of Labor Statistics QCEW



Source: Federal Deposit Insurance Corporation: SOD



Source: JEDCO Annual Report 2013

FDIC Deposits

Any bank that is insured by the Federal Reserve must report the deposits that occur at every one of their branches. In Jefferson Parish, FDIC deposits spiked dramatically following Katrina, but since then, growth has tapered off and reflects the growth of the state. The five banks with the highest number of deposits in the parish are concentrated around the larger business centers in the vicinity of the Metairie CBD and Elmwood. Nearly a third of the bank deposits in the MSA occur in Jefferson Parish and about half are in Orleans Parish.

Tax Collections

There has been steady growth in revenues within the parish over the last five years. Sales tax revenue continues to bring in about half as much revenue as ad valorem (property) taxes and the two revenue sources increased at roughly the same rate between 2009 and 2013.

CLUSTER ANALYSIS

This section examines the Jefferson Parish economy through the lens of industry clusters, showing which groupings of industries provide the most employment in the parish and are projected to grow over the next ten years.

Overview: What is a Cluster?

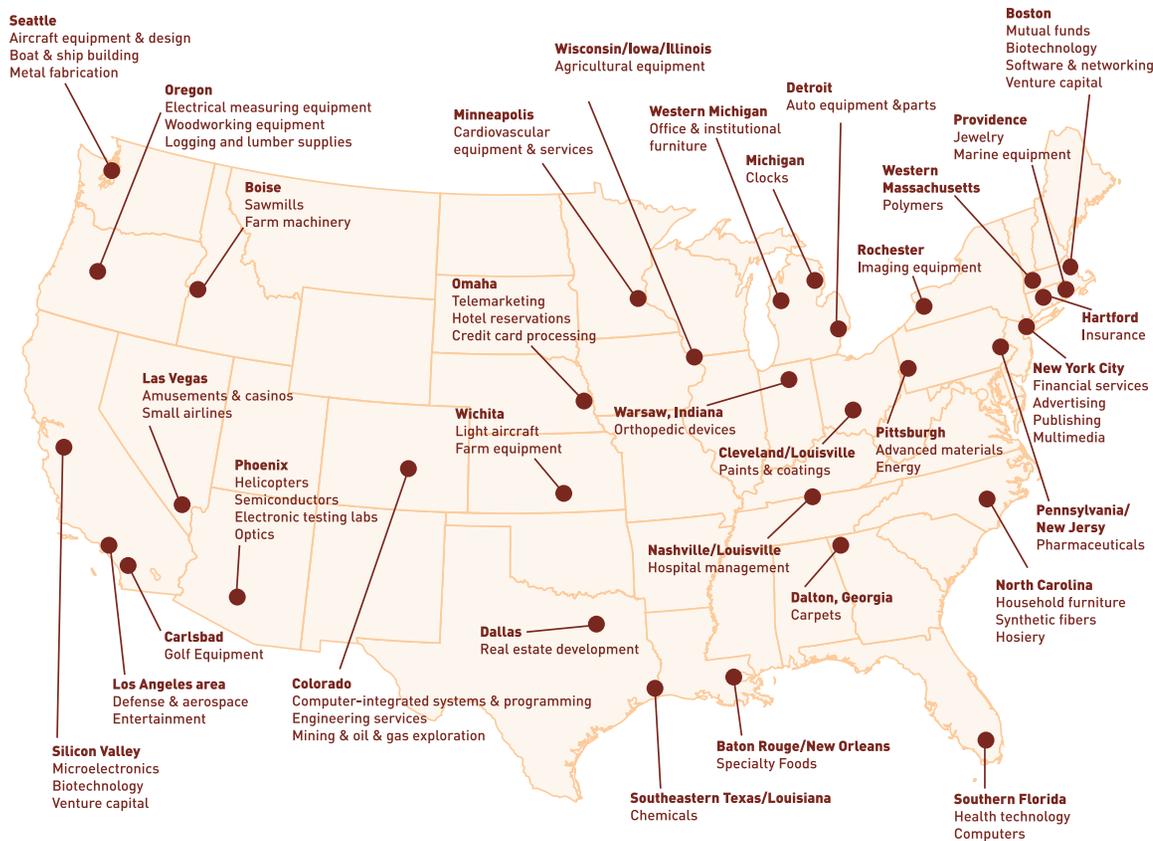
Industry clusters are a commonly used tool for data analysis in economic development. The concept was originally developed by Michael Porter at Harvard University in the early 1990s, and is now a feature of many major economic development strategies.

Because economies cross geographic boundaries, the industry cluster concept was developed to capture the regional concentrations of related businesses. Clusters comprise many facets of an industry. For example, a health services cluster contains not just doctors' offices and hospitals, but the educational institutions that train nurses and laboratory researchers, the suppliers of medical equipment, and even the food and laundry services purchased or provided by inpatient institutions. Examining employment concentrations across clusters, rather than just looking at major employers, allows for a comprehensive view at the unique economic strengths of a region or area.

Figure A shows some nationally prominent industry clusters, from the US Cluster Mapping Project (www.clustermapping.us).

Clusters can also be divided into two types: traded and local. Whether a cluster is traded or local depends on the customers. Traded clusters primarily serve external markets and customers; the clusters in the national map above are all traded clusters. Because the

Figure A: A Sample of Prominent Industry Clusters in the US



Source: US Cluster Mapping Project

customers are external to the region, traded clusters make regions more competitive and dynamic by bringing in additional capital to a region.

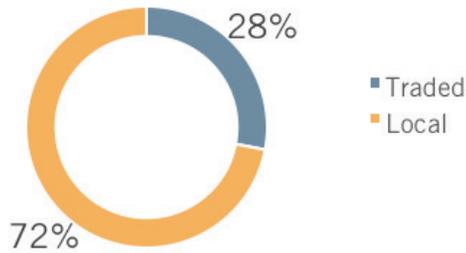
Local clusters primarily serve local markets; the set of local clusters is the same in every region. Local clusters include the types of industries and companies that every region needs: doctors, elementary schools, grocery stores, real estate, and more. At the national level, 36% of jobs are in traded clusters, while 64% of jobs are in local clusters. Local clusters are major employers in every region in the country, and Jefferson Parish is no exception. Local clusters are 72% of jobs in Jefferson Parish, while traded clusters are 28% of jobs – a stronger concentration of local jobs than at the national level.

Traded Clusters

Because traded clusters are critical to the growth of the economy as a whole, looking at the major clusters by the number of jobs, as well as their projected employment growth or decline, offers a snapshot into the major industry strengths of Jefferson Parish.

Business Services is the major employer in Jefferson Parish. This is a broad category, includes businesses and jobs like engineers, architects, computer programmers, management consultants, and other professional services. The cluster also includes businesses like executive search services,

Traded vs. Local Clusters in Jefferson Parish



Source: US Cluster Mapping Project's Jefferson Parish Data

telemarketing bureaus, payroll services, limousine services, and other businesses that exclusively serve other businesses.

Distribution and Electronic Commerce is another major employer in Jefferson. This cluster is comprised mainly of wholesale distributors. Water Transportation includes both the actual transporting of goods via barge or other waterborne vessel, but also ship and boat building and repair, the major source of jobs in this cluster in Jefferson Parish. The Transportation & Logistics cluster rounds out other modes of freight, like air, rail, and truck.

While many of these traded clusters employ

thousands of people, they are not all projected to grow over the next decade. **Water Transportation, one of Jefferson's most specialized clusters, is expected to lose fully one third of its jobs, as is Oil & Gas Production and Transportation.** These are major losses that would have significant ripples throughout the economy, especially given the high average wages in these industry clusters.

LOCAL CLUSTERS

A look at the local clusters similarly shows trends in the industries that comprise the majority of employment in Jefferson Parish.

Local Health Services is the largest cluster, either traded or local, in Jefferson Parish.

This is owing to the major presence of Ochsner as well as East Jefferson and West Jefferson Medical Centers. This local cluster also has one of the highest average wages.

The second largest cluster, Local Hospitality, employs nearly 20,000 people but the average wage is very low at around \$16,000 – the lowest average wage of any cluster. Similarly, local retail employs over 10,000 people but at very low wages, around \$17,000.

Across the board, local cluster average wages are lower than traded cluster average wages. However, a few industries like Financial

Table 1: Jefferson Parish Top Ten Traded Clusters by Employment

Cluster	2014 Jobs	Current Wages, Salaries, & Proprietor Earnings	Projected Growth 2015-2024	Projected % Growth 2015-2024
Business Services	10,795	\$69,997	2448	22%
Distribution & Electronic Commerce	10,021	\$66,421	161	2%
Hospitality and Tourism	4,427	\$59,949	-580	-14%
Water Transportation	4,223	\$69,472	-1297	-33%
Insurance Services	2,861	\$78,064	-290	-11%
Construction Products & Services	2,607	\$64,330	-73	-3%
Transportation & Logistics	2,028	\$44,914	172	9%
Oil & Gas Production & Transportation	1,745	\$107,768	-550	-34%
Food Processing & Manufacturing	1,425	\$43,362	33	2%
Financial Services	1,290	\$58,205	264	20%

Source: EMSI

Table 2: Local Clusters in Jefferson Parish

Local Cluster	2012 Employment	2012 Average Wages
Local Health Services	28,229	\$50,113
Local Hospitality	19,142	\$16,026
Local Real Estate, Construction, and Development	16,679	\$47,221
Local Commercial Services	15,593	\$37,210
Local Retail	10,650	\$17,031
Local Food and Beverage Processing and Distribution	7,540	\$29,757
Local Motor Vehicle Products and Services	6,571	\$39,263
Local Financial Services	5,826	\$51,096
Local Community and Civic Organizations	5,788	\$20,149
Local Personal Services (non-medical)	3,903	\$23,922
Local Logistical Services	3,485	\$39,150
Local Entertainment and Media	2,626	\$22,311
Local Household Goods and Services	2,268	\$28,280
Local Utilities	2,161	\$61,823
Local Education and Training	2,121	\$28,329
Local Industrial Products and Services	627	\$44,406

Source: US Cluster Mapping Project

Services and Utilities are in similar ranges as traded cluster wages. This could be because financial services institutions often have both local and external customers.

Water Management: A Special Case

A special cluster that comprises elements of multiple traded clusters is Water Management, a strong specialization for both Jefferson Parish and the greater New Orleans region. The

major industries or subclusters are:

- Engineering Services
- Fabricated pipe manufacturing
- Heavy and civil engineering construction
- Power and communication line construction

- Water and sewer line construction
- Industrial building construction, and other professional and scientific services.

This industry cluster has been a focus post-Katrina and was defined through case-making research from Deloitte that was commissioned by Greater New Orleans, Inc. (GNO Inc). Water Management has also been the focus of multiple regional and state plans, including the Greater New Orleans Urban Water Plan and the state's Coastal Master Plan. Both of these plans would provide tens of billions in economic impact for the region if they were to be fully funded and implemented. The cluster is also one of five areas of special consideration for economic resilience in the Comprehensive Economic Development Strategy (CEDS) prepared by the New Orleans Regional Planning Commission (RPC) and discussed in the next section of this memo. The Data Center has also conducted some research in this cluster, showing projected job growth of over 7,500 new jobs in the region through 2020. Many of those jobs share skills and projects with other clusters in our region, like Energy and Petrochemical, Construction, and Engineering.

Water Management in Jefferson Parish is already a prominent cluster. Below are some highlights of the cluster's current performance using EMSI data:

- Over 10,165 jobs in 2015
- Employment is projected to grow 16% to 11,751 by 2024
- Average wage of \$72,867
- The largest subcluster is Engineering Services, with nearly 3,000 jobs

When examined this way, Water Management is the second-largest traded cluster in Jefferson Parish.

Summary of Analysis

Jefferson has strong traded clusters, but many of the strongest specializations are facing projected job losses, showing that retention of these employers will be critical. Other clusters are projected to grow slowly, but relative to stable population growth, slow job growth is less of a cause for concern.

The parish's strong local clusters, particularly health services, have the potential to strengthen the economy in the same way as traded clusters by finding external customers. Medical tourism is a strategy that has worked well for other regions with specialized care facilities and is already a focus of Ochsner. Other strategies for local clusters may be similarly effective.

There are also significant overlaps between local and traded clusters. Food and Beverage Processing and Manufacturing industries have both local and external customers, as do Transportation & Logistics and Finance & Insurance. The presence of these clusters in both categories, traded and local, indicates strong assets and workforce that should be leveraged to grow the Jefferson Parish economy.

CEDS ANALYSIS

To ensure that JEDCO's economic development strategy is aligned with regional priorities, this baseline assessment examines the region's economic development planning. JEDCO participates in regional planning efforts, and this update to the EDGE plan will seek to further align the organization's activities with regional trends and priorities.

The U.S. Economic Development Administration (EDA) requires routine updates to an Economic Development District's (EDD) five-year Comprehensive Economic Development Strategy (CEDS). The New Orleans Regional Planning Commission (RPC) is the designated EDD which only includes five parishes comprising the RPC: Jefferson, Orleans, Plaquemines, St. Bernard, and St.

Tammany. The CEDS also includes analysis for all seven parishes within the Metropolitan Statistical Area (MSA) which has the previous five parishes, plus St. Charles and St. John the Baptist parishes. All EDA applications must reference how their project fits with the relevant CEDS. Other relevant features of the CEDS include:

- Last updated for 2014-2018
- Used for regional-local alignment for any EDA application by JEDCO
- Any project by applicants for EDA funding must reference their fit in the CEDS

The CEDS uses a vision and a set of goals to frame the five year plan. For the 2014-2018 edition, those included:

VISION: "Greater New Orleans will be a thriving, resilient, sustainable, prosperous and equitable region"

GOALS:

1. Achieve economic growth
2. Leverage workforce needs to upgrade region's growth
3. Improve economic equity
4. Enhance the global competitiveness of the region
5. Develop the region's infrastructure
6. Promote regional collaboration

Each of these goals has a several objectives and an associated performance measure to track progress over time.

Plan of Action

Included in the CEDS is a Plan of Action that includes the following regional priorities:

1. Workforce Development
2. Leverage Strength within the Region
3. Maintain & Repurpose Assets
4. Develop Innovation
5. Enhance Infrastructure for Economic Development
6. Improve Quality of Life

The Plan of Action also includes many priority projects and identified as action for one or a few parishes or for all parishes. Table 3 highlights the priorities specifically identified for Jefferson Parish.

Table 3: Summary of Jefferson Parish Priority Projects

Plan of Action: Regional Priorities	Priority Projects for Jefferson Parish Only
Aerospace & Advanced Manufacturing	<ul style="list-style-type: none"> • Delgado, Avondale Campus Part of “Facilities with a Purpose” to create an Advanced Manufacturing Center of Excellence by renovating and expanding an existing facility which will respond to the demands of business and industry for a skilled workforce. The Center will create a sustainable long term solution to critical workforce shortages and provide a pipeline of skilled workers
Capacity Building	<ul style="list-style-type: none"> • Cluster analysis for City of Kenner To examine potential to build strengths in a particular industry or industries
Energy Production, Petrochemical & Plastics	<ul style="list-style-type: none"> • Delgado, Advanced Technology One “Facilities with a Purpose” building , the Advanced Technology Building and campus expansion will serve the needs of the oil, gas and chemical industry workforce needs with instrumentation, chemical technician, engineering and deep water oil production programs
Enhancing Quality of Life	<ul style="list-style-type: none"> • Redeveloping Fat City • Fairfield: Planning & Development of the Fairfield area of the Westbank of the Mississippi River in Jefferson Parish • Industrial Corridor Revitalization: Reuse/Redevelopment of industrial corridors including the Harvey Canal and Huntington-Ingalls shipyard and in Old Jefferson
Entrepreneurial & Small Business Support	<ul style="list-style-type: none"> • Churchill Technology & Business Park Expansion of entrepreneurial support activities
Green & Environmental Technology	<ul style="list-style-type: none"> • Establishment of a wetlands mitigation bank(s) Wetlands mitigation and drainage solutions are critical to the sustainability of our coastal region.

Higher Education	<ul style="list-style-type: none"> • Delgado, Blair Campus A campus renovation and expansion will provide a state-of-the-art classroom and laboratory facility in Metairie
International Trade & Logistics	<ul style="list-style-type: none"> • Delgado, River City Campus One “Facilities with a Purpose” building, the River City Campus, will be located in the Churchill Technology & Business Park. The campus will accommodate training programs to support commerce along the Mississippi River to include transportation/logistics, maritime, marine engine, engineering and automotive technology in the growth area of West Jefferson. • Expansion of Warehousing & Distribution The Huey P Long Bridge improvements have opened up portions of the West Bank of Jefferson Parish as ideal locations for warehousing and distribution uses, leveraging and expanding the predominately developed Elmwood area which is already a warehousing and distribution hub
Regional Economic Development Districts	<ul style="list-style-type: none"> • Churchill Technology & Business Park Infrastructure Improvements to enable the Phase II expansion of the Business Park
Tourism	<ul style="list-style-type: none"> • Enhancement of Rivertown Enhancements to the Rivertown district in the City of Kenner, including LaSalle’s Landing pier and venue for outdoor retail events, to attract tourists and adjacent properties such as the Old Kenner High School • Development of Laketown Enhancements to the existing conference center and surrounding properties and the addition of mixed-use developments to enhance the conference center as a tourism destination. • Westwego Riverboat Landing Improvements to the landing and/or adjacent infrastructure to support use the landing for a river boat cruise line

Regional Cluster Analysis Findings

Similar to the cluster analysis described and conducted in this baseline assessment, the CEDS contains an analysis of traded and local clusters for the region. A summary of these clusters is provided in Table 4. The Location Quotient (LQ) shown in this table is a relative measure of the number of jobs in that clusters within the New Orleans region compared to the number of jobs in that cluster nationally. A LQ of 1 indicates a greater proportion of jobs in the region and is considered a regional strength with economic benefits. The clusters are grouped by Regional Specialties (LQ > 1.3), Regional Strengths (LQ = 1 to 1.3) and potentially strong Clusters (LQ = 0.5 to 1.0). For reference, the cluster’s rank by number of jobs in Jefferson Parish alone is also included.

Source: Comprehensive Economic Development Strategy: Priority Projects Memo, September 2014

Table 4: Traded Clusters in the New Orleans MSA

	Cluster	Location Quotient (LQ)	Rank in Jefferson
Specialties	Water Transportation	10.4	4
	Upstream Chemical Products	4.9	-
	Oil & Gas Production & Transportation	3.8	8
	Fishing & Fishing Products	2.9	-
	Video Production and Distribution	2.4	-
	Construction Products & Services	1.8	6
	Hospitality & Tourism	1.8	3
	Performing Arts	1.5	-
	Environmental Services	1.4	-
Strengths	Education & Knowledge Creation	1.2	-
	Vulcanized & Fired Material	1.2	-
	Jewelry & Precious Metals	1.0	-
	Distribution & Electronic Commerce	1.0	2
Potentially Strong	Leather & Related Products	1.0	-
	Food Processing & Manufacturing	1.0	9
	Business Services	0.9	1
	Transportation & Logistics	0.7	7
	Music & Sound Recording	0.7	-
	Insurance Services	0.7	5
	Financial Services	0.6	10
	Downstream Chemical Products	0.6	-
	Downstream Metal Products	0.6	-
	Lighting & Electrical Equipment	0.5	-

Source: Comprehensive Economic Development Strategy for the New Orleans Region, 2014

Additionally, Nascent Clusters, shown in the table below, demonstrate promising activity whether from strong companies, growing momentum, or underutilized local assets (e.g. Michoud and Avondale).

Table 5: Nascent Regional Traded Clusters

Cluster	Location Quotient (LQ)
Aerospace Vehicles & Defense	0.20
Information Technology & Analytical Instruments	0.18
Biopharmaceuticals	0.04

Source: Comprehensive Economic Development Strategy for the New Orleans Region, 2014

Emerging Clusters, shown in the table below, do not yet exist or fit cluster methodology, yet present promise.

Table 6: Emergent Regional Traded Clusters

Cluster
Emerging Environmental, Sustainable Industries
Disaster Response & Resiliency
Coastal Restoration
Water Management
Bio-Medical or Bio-Sciences
Advanced Manufacturing
Digital Media
International Trade

Source: Comprehensive Economic Development Strategy for the New Orleans Region, 2014

STATUS OF PREVIOUS ECONOMIC DEVELOPMENT ACTION ITEMS

The previously developed EDGE 2020 plan was released in May 2009. This plan had 19 action items in the economic development focus area. An update to the plan, released in 2012, added an additional five items for a total of 24 action items in economic development.

The action items had a wide range of topics, many of which included infrastructure or other special projects. Since 2012, the national and regional economic landscape has shifted significantly, especially in the following areas:

- Oil Prices – crude has dropped significantly, while natural gas fluctuations have led to a boom in facilities that use LNG as a manufacturing input
- State Budget – continued challenges with the state's budget have affected higher education and health care
- Transportation Priorities – earlier action items identified specific projects as priorities, and those are no longer aligned with current community concerns and planned improvements
- Medical Facilities – East Jefferson General Hospital and West Jefferson Medical Center are in the process of

being leased to private operators, a development that was not anticipated in 2012

Certain action items dealt with topics or projects that are still of concern today, including:

- The development of the Fairfield area and Churchill Park
- Workforce development in Jefferson Parish
- Business retention and expansion
- State tax credits for the film industry
- The reuse of Avondale Shipyard
- Support for entrepreneurs and small businesses



IV. STRATEGIC FRAMEWORK

The strategy framework is divided into two categories. The first, Industry Cluster Strategies, is the original intention of this plan update – to target and prioritize industry clusters for growth in Jefferson Parish. The second category is Cross-Cutting Issues, derived from staff and stakeholder feedback, which identified a need to tackle broader issues that affected multiple clusters.

INDUSTRY CLUSTER STRATEGIES

The industry clusters identified in this section were identified through the planning process with JEDCO board and stakeholders as the greatest opportunity for growth in strategic areas of interest and strength in coordination with regional efforts. While a cluster based approach targets needs of those industries, it does not exclude any industries or businesses from JEDCO's overall support services, but provides a basis for targeting limited resources for maximizing long term impact.

The target clusters are:

- Food, Beverage, Fishing and Seafood
- Water Transportation, Distribution and Logistics
- Health Care
- IT Systems and Products
- Water, Coastal, and Environmental Industries

Industry Clusters

1. Food, Beverage, Fishing & Seafood

- Food manufacturing
- Commercial fishing operations
- Seafood processors
- Fishing products, such as nets, lines, reels, or processing equipment like conveyors or peeling systems
- Beverage manufacturing and bottling, including breweries, distilleries, and bottling plants



2. Water Transportation, Distribution & Logistics

- Freight rail transportation
- Warehousing
- Wholesalers
- Trucking
- Airport and air cargo
- Water transportation
- Ship, boat, and barge building and maintenance
- Logistics and freight forwarding
- Customs brokerages

3. Health Care

- Hospitals
- Doctors' offices
- Medical suppliers
- Service providers or contractors for hospitals
- Training providers and educational institutions
- Hotels that support destination health care



5. Water, Coastal, & Environmental Industries

- Engineering and construction firms that work in coastal environments
- Stormwater planning and water quality management
- Materials providers (pipeline fabricators, etc.)
- Dredging
- Waste management
- Any other companies that can profitably solve environmental challenges



4. IT Systems & Products

- Businesses that develop, sell, or train on software and other information technology products

Food, Beverage, Fishing, and Seafood

This cluster includes the following types of businesses:

- Food manufacturing – including prominent Jefferson businesses like Zatarain’s, Magic Seasonings, Cajun Kettle, MMI Culinary and more
- Commercial fishing operations
- Seafood processors
- Fishing products, such as nets, lines, reels, or processing equipment like conveyors or peeling systems
- Beverage manufacturing and bottling, including breweries, distilleries, and bottling plants

Louisiana, and especially the New Orleans region, is known for its delicious and unique cuisine and food products. Jefferson Parish’s business case for this cluster is strong: utilities and water are less expensive, and the parish has a larger capacity to produce food products in places like the Elmwood area. Jefferson also has tremendous proximity to supply chains, from goods moving in and out of the Port of New Orleans to agricultural products grown in parishes further west, like rice, sugarcane, bananas, sweet potatoes, and more.

The potential to continue to grow food, beverage, and seafood businesses in Jefferson is significant. This industry offers opportunities to scale, easier access to external markets, and with the right infrastructure, lower costs to enter. One area where Jefferson can begin to compete is in brewing and distilling. This industry has been a major growth area in places like Colorado and Michigan. Breweries often start small and rapidly expand, building tap rooms where customers can taste and purchase beer on site. For example, Founders Brewing in Grand Rapids, Michigan, began in 1997 and now employs over 225 people and brews over 200,000 barrels a year; they just embarked on another \$40 million expansion to double capacity at their brewery. Grand Rapids heavily markets its beer-making

proWess; the beer scene in the region has been an economic driver as well as a quality of life signal, attracting sought-after young professionals and millennials.

Jefferson’s fishermen and seafood producers have struggled with the effects of numerous hurricanes and the BP oil spill. Connecting these valued businesses to regional retailers and wholesalers, as well as direct-to-consumer models like a fresh catch market, will increase the opportunities for Jefferson quality seafood to reach customers.



	Action Item	Details	Lead & Partners	Timeline
1	Develop comprehensive database of existing firms, supplier and production needs, and target customers	Utilize products moving in and out of the Port of New Orleans; connect to local distribution and logistics companies to reach external markets	JEDCO, Port of New Orleans, LSU AgCenter, others TBD	Incorporate into annual strategic operating plan as a retention and expansion strategy
2	Target marketing to promote existing companies in this cluster	Use Jefferson's existing strengths in this cluster to promote the parish as a destination for food, beverage, and seafood businesses; link local producers to wholesalers and retailers like Sam's Club, Rouse's Markets, or Associated Grocers	JEDCO	Incorporate into annual strategic operating plan as a marketing strategy
3	Advocate for new regulations permitting breweries and distilleries	An untapped market niche, brewing and distilling are growing in other parts of the region and country. Find and develop model zoning and legislation to support these businesses. New Orleans and St. Tammany offer examples in our region of areas that have developed the regulatory scheme to permit these businesses.	JEDCO, Jefferson Department of Planning, Parish Council	Identify a champion and model legislation; use staff time to shepherd through the approval process
4	Re-brand existing JEDCO financial products for this cluster	Market JEDCO's small business financing products to entrepreneurs or other new entrants to the food, beverage, and seafood cluster	JEDCO, financing partners	Short-term; utilize internal marketing staff and finance team
5	Work with developers to identify and target commercial building stock needed in this cluster, such as culinary space, cold storage, or other specific facilities	As part of larger conversations with developers about the need for changes in Jefferson's building stock, use business intelligence to communicate market needs to developers; a commissary kitchen model shows promise in Gretna, for example	JEDCO; development partners; real estate partners	Short to medium term
6	Develop partnerships, particularly around local seafood, to promote producers	Explore supply chain strategies to connect producers to consumers, and identify needed transportation or processing links that can be provided in Jefferson. A fresh catch market in Bucktown could also complement the Westwego Fisheries market and provide access on both sides of the river.	JEDCO; potential partners include LSU Ag Center, Louisiana Restaurant Association, and the Urban Conservancy	Medium to long term

Water Transportation, Distribution & Logistics

This cluster includes the following types of businesses:

- Freight rail transportation
- Warehousing
- Wholesalers
- Trucking
- Airport and air cargo
- Water transportation
- Ship, boat, and barge building and maintenance
- Logistics and freight forwarding
- Customs brokerages

The water transportation industry, as well as the general industry cluster of trade, logistics, and transportation, is a foundational industry cluster in Jefferson Parish and the region. Jefferson Parish's hard assets, including the Harvey Canal, interstate highways, Mississippi River, multiple Class 1 railroads, and Louis Armstrong International Airport, combine for a multi-modal location unrivaled in the Gulf South. In particular, water transportation – both the transporting of goods on water as well as the building and maintenance of water-based vessels – is a highly specialized traded industry cluster with high average wages.



	Action Item	Details	Lead & Partners	Timeline
7	Facilitate networking events for companies in this cluster	Provide a platform for companies to connect to discuss critical business issues, workforce needs, supply chains, and more	JEDCO; HCIA and other business groups can assist	Short to medium term
8	Assist in implementing any future redevelopment/re-use strategy for Airport properties on south side	The airport is conducting a demand analysis of general aviation and cargo for the southside property, looking at activity from current tenants as well as land uses in airports of similar markets. JEDCO can push to maximize the potential of the site, as well as assist with marketing and tenant search/selection.	JEDCO, City of Kenner, Regional Planning Commission	Medium term
9	Identify priority needs for major infrastructure improvements, including freight rail and the Harvey Canal	Monitor the Rail Gateway study to assess the impact on Jefferson; freight rail access on the Westbank could continue to adversely affect travel times through the region. Determine the future needs of the Harvey Canal.	JEDCO, Regional Planning Commission, HCIA, Public Belt Railroad	Medium to long term; major funding will be needed for upgrades, but the work of identifying the highest priority needs can be done with a smaller study or staff resources
10	Identify a new use for the Avondale Shipyard site	Continue discussions with the Port of New Orleans about possible trade and value-added manufacturing uses for the Avondale site; listing the property with a broker shows promise as well	JEDCO, GNO Inc., Port of New Orleans; Huntington Ingalls owns the site	Hopefully, short term; realistically, this could take several more years to identify and implement a use for the site's full potential
11	Use mapping tools to promote the potential role of natural gas in the economic future of Jefferson Parish	Natural gas infrastructure could potentially generate future industrial activity; balancing this with residential needs is a long-term task. LED offers significant gas mapping resources for marketing and site selection purposes that are available for JEDCO to use by request.	JEDCO, LED	Long term
12	Link transportation to the food and beverage industry through specialized logistics businesses	Identify and prioritize transportation and logistics needs like cold storage and freight that can also grow the food and beverage industry	JEDCO	Medium term
13	Use business retention visits to identify training and other workforce needs	Push businesses to be specific about their workforce and training needs; communicate these needs to workforce developers and educational institutions	JEDCO	Short term; add to standard retention visit practices

Health Care

This cluster includes the following types of businesses:

- Hospitals: Ochsner, East Jefferson General Hospital, West Jefferson Medical Center, Tulane Lakeside, Louisiana Children’s Medical Center (LCMC)
- Doctors’ offices
- Medical suppliers
- Service providers or contractors for hospitals
- Training providers and educational institutions

Health services is the largest employer in Jefferson Parish and provides high average wages. The industry is facing major shifts in the parish – with private operators leasing parish hospitals, the funding changes from the Affordable Care Act still filtering through the system, and the growth of private systems like Ochsner and LCMC, Jefferson’s medical landscape is radically different than it was just a few years ago. Additionally, the opening of two new medical centers in downtown New Orleans – University Medical Center and the new VA Hospital – will add hundreds of beds to the regional capacity, and in new state-of-the-art buildings.

These changes mean that the parish must address workforce development, regionally integrated marketing, and supporting destination health care (“medical tourism”) to support continued growth in Jefferson facilities. These actions will increase the viability of Jefferson’s health care institutions by increasing their ability to attract and serve patients from all over the world, as well as employ Jefferson residents who are seeking careers in health care.



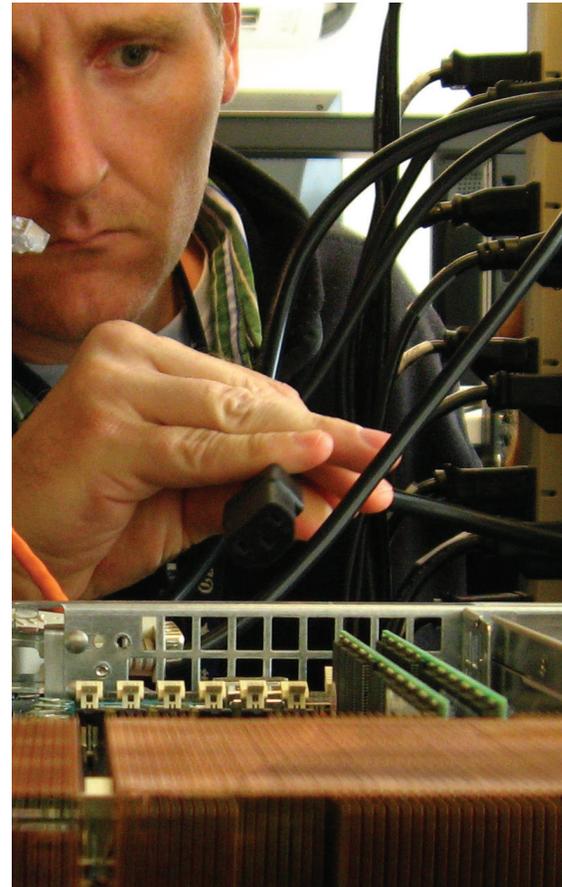
	Action Item	Details	Lead & Partners	Timeline
14	Improve career ladders and links to the workforce development system so that Jefferson residents can access jobs in health care	Identify and bolster career ladders, moving people from entry level to middle-skill jobs, using partnerships with the workforce development system, employers, and training organizations; work with schools like Kenner Discovery Health Sciences Academy as it expands to high school levels to promote and develop career paths for students	JEDCO, Jefferson Parish WIB, Delgado Community College, Kenner Discovery H.S.A., Hospital partners	Short to medium term
15	Address shortfalls in the hospitality industry that affect health care industry growth, including hotels and transportation	Promote and incentivize, if necessary, hospitality development in corridors like Jefferson Highway; promote quality transit links to the airport and throughout Jefferson for medical tourists and employees; examine the eastbound down ramp from Earhart to Deckbar as a priority infrastructure project	JEDCO, development partners, Regional Planning Commission (for infrastructure pieces), JeT and RTA (for transit piece)	Medium to long term; private funds for hotel development, public and grant funding for transit improvements and road infrastructure
16	Work with Ochsner to capitalize on the transformative possibilities in the Jefferson Highway corridor, including mixed-use walkable developments	Continue the partnership with Ochsner and Urban Land Institute; address needs for hospitality and other services in the corridor; push for zoning that maximizes the potential of mixed-use and residential development; work with the Feil organization to redevelop the Jefferson Plaza site by facilitating discussions on highest and best use	JEDCO, Parish Council, Parish Planning, Ochsner, Urban Land Institute, development partners	Short to medium term
17	Promote and encourage the revitalization of the Hope Haven campus as a catalytic development for the West Bank that can address community health needs	Support efforts by Rep. Patrick Connick and West Jefferson Medical Center to redevelop the historic Hope Haven campus, in partnership with the Archdiocese and other partners, as a community that can provide multiple types of amenities that address community needs, such as assisted living, Alzheimers care, or other needs that can be identified through a master planning process	West Jefferson Medical Center, Jefferson Chamber, JEDCO, financial and development partners	Long term
18	Develop alignment around a coordinated brand for the region's medical infrastructure	Work with regional partners to promote and market the medical assets on a regional basis, rather than just downtown New Orleans	JEDCO, GNO Inc., NOLABA, Regional Planning Commission, Jefferson and New Orleans CVB, Medical partners	Short term
19	Explore the opportunity for employer-assisted housing or tax incentives to encourage residential development near hospitals	Find best practices and work with employers like Ochsner who are interested in encouraging additional residential development near their facilities	JEDCO, Ochsner, other partners TBD	Medium term

IT Systems and Products

This cluster includes businesses that develop, sell, or train on software and other information technology products. This cluster, while a targeted industry in many, if not most, regions across the country, has several strong and growing firms in Jefferson Parish, like Geocent, 365 Connect, ReadSoft and Prytania.

Information technology and information systems are a part of every industry and business around the globe; there is not just one kind of IT company. Thus, part of this strategy is to determine what types of IT hold the most promise for Jefferson's future. Much is made nationally of the companies that started in a garage, like Microsoft or Apple, or tech startups that go from an idea to a billion dollar valuation in a few months. However, the market is crowded for co-working spaces, IT hubs, or other ideas aimed at young coders with big ideas – every city in the country is trying to attract these people with downtown investments, and Jefferson is a developed suburban parish. For those types of entrepreneurs, the warehouse district in New Orleans will be a more enticing setting than a Metairie office. The key, then, is a two-pronged strategy of offering more choices in the parish's built environment – a benefit to employees who might choose a job offer with a Jefferson firm if they could walk to lunch or to run errands – as well as targeting IT companies that fit right into Jefferson's

existing industries and are a more mature part of the industry. Jefferson's largest employers are in engineering, health care, construction, water transportation, and other industries with significant needs. By tying this plan's targeted clusters together with information technology, the IT industry can be the connective tissue that helps all Jefferson businesses prosper.



	Action Item	Details	Lead & Partners	Timeline
20	Develop a Jefferson-based IT industry group to advocate for state and local policies	Jefferson's strong IT employers should lead a group focused on building the inputs needed to grow IT's presence in the parish	JEDCO, industry partners	Short to medium term
21	Advocate for continued development of more walkable hubs necessary to attract workforce and retain companies	IT companies often hire workers who want downtown or similar locations; Jefferson has areas that could be developed further to provide these types of environments, such as Rivertown, Fat City, Old Gretna, or Jefferson Highway	JEDCO, industry partners, Jefferson Chamber, developer partners	Short term for advocacy, long term for implementation
22	Target specific kinds of IT companies or products that align with industry targets	Jefferson's strengths in IT align with their other industry presences: engineering, military, security, and other B2B software – targeting these types of companies, rather than flashier startups, will be a more successful strategy; these types of companies also often look for Class B office space in more suburban locations	JEDCO	Short term; add to strategic operating plan
23	Organize "hack-a-thons" to tackle IT needs of Jefferson industry cluster targets	Undergraduate students at Louisiana universities already participate in these types of events, where they develop products in a very short (48 hours or less) timeframe to solve a specific business challenge – bring these models to Jefferson and work with Jefferson firms	JEDCO, industry partners, business groups	Short to medium term
24	Promote high-speed fiber development in Jefferson Parish	Identify barriers to high-speed fiber development	JEDCO, industry partners	Medium term

Water, Coastal, and Environmental Industries

This industry includes the following kinds of businesses:

- Engineering and construction firms that work in coastal environments
- Stormwater planning and water quality management
- Materials providers (pipeline fabricators, etc.)
- Dredging
- Waste management
- Any other companies that can profitably solve environmental challenges

This industry has been the result of tremendous regional planning and development activity that came out of a realization post-Katrina that Louisiana can and must be a leader in water management and coastal restoration. These coordinated efforts between government, industry, and philanthropic leaders has resulted in several landmark plans that plan and program billions of dollars of projects and investments to rebuild the coast and help our cities live with water: the state's Coastal Master Plan and the Greater New Orleans Urban Water Plan. Now, with the prospect of funding from the RESTORE Act and the settlement with BP after the 2010 oil spill, this industry is ready to grow locally, and for the best reason – rebuilding the coastal defenses that protect our region and make it more resilient.

There is no better time to focus on the catalytic opportunities afforded Jefferson by this confluence of events. The region's economic development leadership is aligned around this industry as a significant strength, and Jefferson's base of existing companies are well-placed to participate in the work that will take place over the next decade and beyond.



	Action Item	Details	Lead & Partners	Timeline
25	Identify existing firms and workforce skills that already align with or can convert to this cluster	Use retention visits and other meetings to determine which Jefferson firms can work in this industry, and assist them with market identification	JEDCO	Short term; add to strategic operating plan
26	Develop a concise brand for this industry cluster in alignment with regional marketing	This industry is called Sustainable Industries by NOLABA and Emerging Environmental by GNO Inc. – develop a brand for this industry cluster that aligns with these regional efforts	JEDCO, GNO Inc., other regional partners	Short term
27	Prepare for RESTORE Act funding	Determine timeline and opportunities for contracting; research areas where Jefferson companies can participate; work with partners to ensure small and local business participation	JEDCO, GNO Inc., other regional partners	Short to medium term, long term if the process is delayed

Cross-Cutting Issues

PERMITTING



GOAL: Jefferson Parish is a national leader in permitting efficiency and excellence

BUILDING STOCK



GOAL: Address the long-standing issues with Jefferson's stock of residential and commercial buildings

MARKETING & MARKET EXPANSION



GOAL: Jefferson businesses have increased access to international markets, and more businesses are aware of the opportunities in the parish

WORKFORCE DEVELOPMENT & MOBILITY



GOAL: Improve connections to careers for all Jefferson residents, and remove barriers to opportunity

CHURCHILL PARK & FAIRFIELD



GOAL: Use Churchill Park and the Fairfield development to further grow Jefferson's targeted industry clusters and address cross-cutting issues

CROSS-CUTTING ISSUES

Permitting

Over the last few years, Jefferson Parish has made significant progress in permitting. However, pushing further and developing a new standard of excellence in permitting is achievable. Significant consensus on this issue came out of the stakeholder meetings, focused on the following three areas.

	Action Item	Details	Lead & Partners	Timeline
A	Address current challenges in permitting	Focus on speed and efficiency – locate and identify the delays, triage needs, and improve communication and coordination between the Parish and municipalities	JEDCO, Parish Council, Parish Government	Medium term
B	Simplify the permitting process	Push for more permits approved administratively, rather than approved by the planning advisory board and parish council	JEDCO, Parish Council, Parish Government	Medium term
C	Expand the capacity of the permitting department	Explore use of third party inspectors; cross-train employees so there are no gaps in service during business hours; provide a concierge service that would offer expedited service and other benefits	JEDCO, Parish Council, Parish Government	Medium term

Marketing & Market Expansion

Marketing should continue to be a JEDCO function. With this new EDGE update, the industry clusters can be marketed as part of JEDCO's core services: business retention, expansion, and attraction.

	Action Item	Details	Lead & Partners	Timeline
D	Market Jefferson Parish and the EDGE plan's targeted industry clusters	Ensure that the industry targets are a part of JEDCO materials	JEDCO	Short term; add to strategic operating plan
E	Develop programming to connect JP firms to expanded national and international markets	Explore partnerships with groups like the World Trade Center or even Jefferson companies that are already doing significant international business like Laitram	JEDCO, partners TBD	Medium term
F	Encourage and market the diversity that makes Jefferson unique	Jefferson is one of the most diverse parishes in the state and is home to thriving Hispanic and Vietnamese communities, many of whom own beloved regional businesses and contribute to the parish's unique culture	JEDCO, Hispanic Chamber, other partners to be determined	Long term
G	Develop marketing materials that can assist with recruitment of employees, companies, and others considering moving to Jefferson Parish	Jefferson businesses and institutions would benefit from assistance promoting the parish's improvements in education, cost of living, housing, and quality of life; these materials would also assist business attraction efforts	JEDCO; some regional projects like DestinationGNO.com can be part of this effort as well	Short to medium term

Churchill Park & Fairfield

One of the major accomplishments of the EDGE program has been the acquisition and development of Churchill Park. The park, home to JEDCO's headquarters, the JEDCO Conference Center, Patrick F. Taylor Academy, and the future home of Delgado's River City campus and Advanced Manufacturing Center of Excellence, is ready for an updated vision based on current and future trends for park development. Additionally, the momentum towards the development of the surrounding area as Fairfield continues. Fairfield offers an opportunity for the parish to encourage a new type of residential and mixed-use development while preserving green space and connecting to the landscape.

	Action Item	Details	Lead & Partners	Timeline
H	Update Churchill Park master plan to adapt to current tenant development and needs of priority industry clusters	Ensure the plan's vision and marketing strategy are aligned with the EDGE and other market intelligence. Additionally, plan should provide recommendations for improvements to transportation and infrastructure systems.	JEDCO, park tenants	Medium to long term
I	Push for full development of Fairfield with large scale developers	Support an adopted development plan that is compatible with existing uses, particularly NOLA Motorsports Park, and provides consistency for future uses and investment	JEDCO	Work realistically will take many years
J	Re-position the JEDCO incubator as a "maker space" – a membership-based model for using fabrication, machine shop, 3-D printers etc. without having to own expensive equipment	This potential partnership with Delgado and other local businesses offers an opportunity to promote the culture and presence of manufacturing, and develops entrepreneurship opportunities	JEDCO, Delgado, industry partners	Medium term

Workforce Development & Mobility

Workforce development efforts are often thought of as reducing barriers to employment. While industry clusters often have specific workforce needs, increasing the skill levels of Jefferson residents is an initiative that can benefit every industry and the parish economy as a whole. For example, business attraction efforts can be doubly effective if the unemployment rate is also reduced because local residents can access employment at the newly created jobs. Sometimes these barriers to employment are skill-based, but other times they are because of job access. Stakeholders mentioned workforce mobility as a persistent concern in Jefferson Parish, particularly between Jefferson and Orleans Parishes. Improving the transportation network benefits residents, who have improved quality of life, but it also benefits businesses – when their employees can get to work on time, their turnover rates decrease and the employees themselves have more stability.

A particularly pernicious barrier to employment is a criminal record. Re-entry programs, like the re-entry court put in place by Jefferson Parish Judge Scott Schlegel, can combine a credential in a skilled trade with mentorship and court supervision to provide opportunities to those looking to change their life after incarceration.

	Action Item	Details	Lead & Partners	Timeline
K	Develop expanded and comprehensive workforce recruitment program, targeting high schoolers and their parents on the benefits of manufacturing careers	Build off the work begun by the Harvey Canal Industrial Association (HCIA) to promote manufacturing careers; connect HCIA with Delgado River City campus, Patrick Taylor Academy	JEDCO, HCIA, industry partners, educational partners like Delgado and Patrick Taylor Academy	Medium term
L	Address workforce mobility challenges, particularly by advocating for improved transit connections and travel time to job centers and destinations including Ochsner, Delgado campuses, Metairie CBD/Lakeview and Elmwood	Develop a technical advisory committee on surface transportation issues including pedestrian, bicycle, and transit to Jefferson Parish Council (similar to STAC in New Orleans); convene joint planning sessions with RTA, JeT, and other stakeholders to discuss critical needs for integrated fare structure, updated route alignments and transfers between systems	JEDCO, Jefferson Transit (JeT), Regional Planning Commission, Regional Transit Authority (RTA), Parish Council, GNO Inc., Ride NOLA	Short to medium term

M	Build relationships between economic development, business community, workforce system, and educational institutions	Fully engage four-year universities with a Jefferson presence, including Tulane and UNO; host industry roundtables where employers and workforce developers can interface regarding skills, certifications, and demand	JEDCO, Jefferson Parish WIB, University partners, regional conveners like GNO Inc.	Medium to long term
N	Explore and encourage multimodal transportation options like bicycle infrastructure, ferry service, and improved sidewalks	Transportation infrastructure, while not the direct responsibility of JEDCO, can be a powerful signal of an improved neighborhood as well as a sought-after amenity that links communities together; Jefferson Parish's bicycle master plan is complete and ready to be implemented	Parish Government, Regional Planning Commission	Medium to long term
O	Promote the re-entry court as a viable program that benefits businesses and reduces recidivism	Initiate discussions with St. Tammany Parish on their reentry court to determine best practices; organize tours with businesses to visit the program at Angola State Prison; communicate with businesses about who, when, and how they could hire ex-offenders with the right skills	JEDCO, Judge Schlegel, business community	Long term

Building Stock – Commercial and Residential

In all meetings, the number one issue raised relative to economic development was the need to upgrade the parish’s building stock, both commercial and residential. Commercial building sites and turnkey leases for commercial property, particularly sites between 3 and 8 acres, continue to be cited as a need. On the residential side, Jefferson has plenty of single-family homes, but most of them are aging and behind the market. Jefferson offers little to young professionals or empty-nesters who look for dense apartments or condominiums that are walking distance to basic amenities – a coffee shop, a gym, or a small grocery store, for example. To compete for the next generation of residents, Jefferson should explore how to increase the availability of different types of housing to satisfy more segments of the market.

	Action Item	Details	Lead & Partners	Timeline
P	Explore the potential for a land banking authority to assemble and reposition strategic properties	A strategy that has worked well in Phoenix and other cities, a land bank could focus on catalytic sites in Jefferson Parish; research best practice models and identify funding sources that would capitalize the bank	JEDCO, other partners TBD	Long term
Q	Continue advocacy around housing in context of cluster growth	Business partners should lead discussions on the type of housing their employees seek; from an economic development perspective, this creates a business case for changes that would offer more housing options in Jefferson	Business partners such as the Jefferson Business Council; JEDCO can support	Medium term
R	Expand façade improvement program around target infill sites	Sites could include Jefferson Highway near Ochsner, Fat City, Metairie Road at Causeway, West Jefferson Hospital, and Oakwood Mall	JEDCO, partners could include the Fat City Business Development District, Ochsner, or other location-specific partners	Short to medium term
S	Establish a blue-ribbon committee to tackle housing and develop a suite of recommendations	The committee could explore state and local incentive programs, financing programs, redevelopment authorities, housing and finance authorities, HUD funds, and other options to help renovate existing homes as well as develop new housing stock	JEDCO to stand up the committee	Medium term

V. GOING FORWARD

As Jefferson Parish approaches the final years of the original EDGE 2020 plan, this update to the economic development strategy provides clarity on the status of the local economy and the consensus around which strategies are needed to provide sustainable growth in the future in a dynamic and changing region. The clusters targeted in this plan are local and regional strengths that can be built upon; meanwhile, the cross-cutting issues will benefit businesses of every industry as well as Jefferson residents. However, this is a living plan. As implementation progresses, and the socio-economic conditions shift once more, the plan will need to be adjusted again to meet changing conditions to continuously guide the parish towards a shared vision of a prosperous economic future.

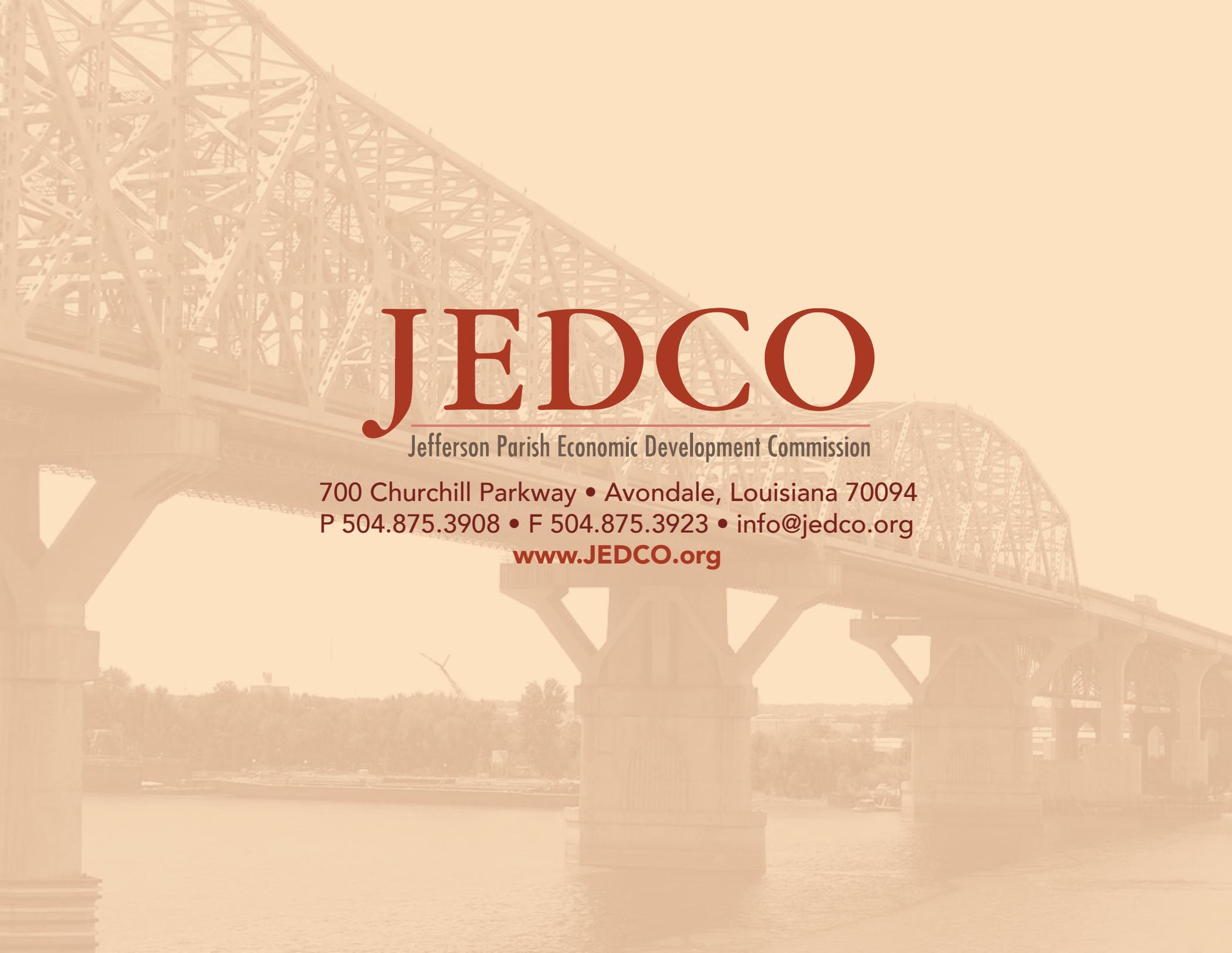
APPENDIX A: LIST OF STAKEHOLDER AND ELECTED OFFICIAL PARTICIPANTS

Michael Adcock	West Jefferson Medical Center
Syd Ali	Cornerstone Chemical
David Andignac	Past JEDCO Chairperson
Buck Barkley	Marrero Land
Jimmy Baum	JEDCO Commissioner for Elmwood Business Association
Rita Bautista	Home Builders Association
Kyle Beerbohm	Aubert Insurance / Jefferson Chamber of Commerce
Fannie Bennett	GEC Inc.
Patricia Besselman	Besselman & Associates
Terrie Birkel	Jefferson Convention and Visitors Bureau
Deano Bonano	Jefferson Parish Council-at-Large A
Eric Bosch	LaPorte
Bobby Brannon	Ochsner Health System
Matt Burnell	Jefferson Chamber of Commerce
Angela Callais	Jefferson Parish Council-at-Large B
Nancy Cassagne	West Jefferson Medical Center
Belinda Constant	Mayor, Gretna
Tom Cortazzo	Harvey Canal Industrial Association
Tim Coulon	Coulon Consulting
Tina Dandry-Mayes	JEDCO Commissioner for Women's Business Council Gulf Coast
Bruce Dantin	JEDCO Commissioner for Parish Council District 2
Darryl d'Aquin	CommTech
Ryan Daul	Daul Insurance
David Doss	U.S. Senator David Vitter
Michelle Dugas	Jefferson Chamber of Commerce
David Elvir	US Flood Control
Erik Frank	Your Nutrition Delivered
Charles Frederick	Boomtown Casino and Hotel
David Gaines	Ochsner

Beth Galante	Posigen
Cherreen Gegenheimer	Jefferson Parish Council-at-large A
Jon Gegenheimer	Clerk of Court
Gregory Giangrosso	Jefferson Parish Council District 5
Brittany Gilbert	MMI Culinary / Jefferson Chamber of Commerce
Chris Gilliland	Entergy
Lee Giorgio	Select Properties
Justin Hartenstein	Oracle Lighting
Michael Hecht	Greater New Orleans Inc.
Brian Heiden	JEDCO Commissioner for Jefferson Chamber (Westbank)
Robert Hicks	Boomtown Casino and Hotel
Michael Hollis	Hollis Companies
Jesse Hoppes	Leaf Environmental / Harvey Canal Industrial Association
Jim Hudson	Iberia Bank
Greg Jordan	JEDCO Commissioner for Jefferson Chamber (Eastbank)
Casey Jumper	Jefferson Parish Council District 3
Kerry Kirby	365 Connect
Walter Krygowski	Louis Armstrong New Orleans International Airport
Mike Kuehne	Bollinger
Steve LaChute	JEDCO Commissioner for Councilman At-large A
Elton Lagasse	Jefferson Parish Councilmember-at-Large Division B
Dub Lane	University of New Orleans
Louis Lauricella	Lauricella Land Co.
Bruce Layburn	JEDCO Commissioner for Home Builders Association
Cynthia Lee Sheng	Jefferson Parish Councilmember District 5
Tony Ligi	Jefferson Business Council
Jon Luther	Homebuilders Association of Greater New Orleans
Mark Madderra	JEDCO Commissioner for Apartment Association
Vinicio Madrigal, MD	JEDCO Commissioner for Parish President

Michael Maenza	MMI Culinary
David Martin	Health@Home
Todd Matherne	Renaissance Publishing / Jefferson Chamber of Commerce
Stanton McNeely	Delgado Community College
Tina Miceli	Mayor, City of Harahan
Matt Miller	Baldwin Haspel Burke & Mayer / Jefferson Chamber of Commerce
Hayley Mitchell	Jefferson Chamber of Commerce
Mike Mitternacht	Factory Service Agency
Franklin Mooney	Zatarain's
Robert Munch	Laitram LLC
Dwayne Munch	Jefferson Parish Council-at-Large A
Todd Murphy	Jefferson Chamber of Commerce
Rubye Noble	Jefferson Parish Legislative Delegation Office
Ron Nodal	New Orleans Aviation Board
Tom Oliver	Virtual Business Solutions
Dana Pecoraro	Laurel Outdoor
Mark Peters, MD	East Jefferson General Hospital
Tricia Phillipott	Lakeside Shopping Center
Paul Rivera	JEDCO Commissioner for JP Marine Fisheries Advisory Board
Arnold Rougee	Green Cooling Tower Solutions
Stan Salathe	Salathe Oil / JEDCO Commissioner for Harvey Canal Industrial Association
Johnny Sanchez	Acme Truck Line
Judge Scott Schlegel	Jefferson 24th Judicial District Court, Div. D
Daryl Schloz	Fabricari
Craig Schneider	Kajun Kettle Foods
Rebecca Schouest	City of Gretna
Anne Scarborough	Green Cooling Tower Solutions
Ray Seamon	First NBC Bank
Johnny Shaddinger	Mayor, Westwego

Henry Shane	Favrot & Shane
Mike Sherman	Churchill Farms
Jeffrey Simno	Jefferson Parish President's Office
Ronnie Slone	The Slone Group
Ric Smith	Jefferson Business Council
Allen Square	Posigen
Allen Stein	Bollinger
Melonie Stewart	Entergy
Jack Stumpf	Jack Stumpf & Associates
Kathleen Sullivan	Jefferson RISE Charter School
Warren Surcouf	Fat City Friends
Ricky Templet	Jefferson Parish Councilmember District 1
Tucker Thorpe	Capital One
Joseph Toomy	Gretna REDI
Liz Van Dervort	Gillis, Ellis & Baker
Jennifer Van Vrancken Dwyer	Jefferson Parish President's Office
Vincent Vastola	Marrero Land
Lori Ward	Marrero Land
Karl Weber	Atmos Energy
Sharon Wegner	Jefferson Workforce Connection
Robert Weinmann	Jefferson Business Council / Veterans Ford
Alice White	Jefferson Parish Workforce Investment Board
Terri Wilkinson	Jefferson Parish Planning Department
Bert Wilson	Barriere Construction
Glen Wilson	Lakeside Shopping Center
Sarah Louise Wood Ham	Wood Resources
Maggie Woodruff	Regional Planning Commission
Michael Yenni	Mayor, City of Kenner
Mark Zelden	U.S. Senator Bill Cassidy



JEDCO

Jefferson Parish Economic Development Commission

700 Churchill Parkway • Avondale, Louisiana 70094

P 504.875.3908 • F 504.875.3923 • info@jedco.org

www.JEDCO.org