
The Jefferson EDGE



Prepared for:

Jefferson Parish Economic Development Commission

By:

ANGELOU ECONOMIC ADVISORS INC.

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Executive Summary

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EXECUTIVE SUMMARY

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To promote sustainable growth, attract high wage industries, encourage technology development, and offer a superior quality of life

Background

In the fall of 1999, the Jefferson Parish Economic Development Commission (JEDCO) initiated a formal community-based planning process known as *The Jefferson EDGE*. The purpose of this process was to develop a parish-wide comprehensive economic development strategic plan. This plan, referred to as a Comprehensive Economic Development Strategy (CEDS) by the federal Economic Development Administration, was completed at the end of March 2000.

The Jefferson EDGE began with a community assessment and cluster analysis. This assessment ranged from a demographic profile to economic and educational data. Its purpose was to provide an up-to-date and accurate view of the parish – a view that would be shared and would inform the members of a committee of citizens who would participate in the planning process. The cluster analysis reviewed the concentration of various industries by employment and compared them to state and national averages. These results were then incorporated into a formal report.

Concurrent with this phase, JEDCO invited interested citizens from throughout the parish to join the CEDS Committee. The committee remained involved throughout the process and organized into four critical issues task forces. Other

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members of the community with relevant background and technical expertise also participated in these task forces. In addition to these task forces, a steering committee helped guide the process from its inception through its adoption.

The Jefferson EDGE was funded by Louisiana Gas, Jefferson Parish, the Jefferson Business Council and JEDCO. This public-private effort was critical to the success of the project and played a major role in shaping its direction.

The Process

JEDCO initiated the planning process by hiring a consulting group consisting of Angelou Economic Advisors Inc. (AEA) of Austin, Texas, and the University of New Orleans (UNO). AEA was led by Mr. Jon Roberts, a principal of the firm, and the UNO team was led by Dr. Timothy Ryan, dean of the business school.

One of the goals of the planning process was to ensure a high level of community input – both in terms of total participation and in the number of senior “decision-makers” from the parish. This goal was exceeded.

The CEDS committee was appointed in October 1999, along with a smaller steering committee which helped guide the logistics of the project. Both committees were co-chaired by Henry Shane and Jack Stumpf, respected members of the development community. The full committee had several assignments: to review the community assessment, to develop a vision statement, and to participate in a formal SWOT analysis (“strengths and weaknesses, and opportunities and threats”) facing Jefferson Parish. On the basis of the SWOT analysis, four critical issues were identified.

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A Business Summit was held in December 1999. The Business Summit was a parish-wide leadership meeting in which *The Jefferson EDGE* was formally unveiled and the vision statement was broadly publicized. The entire political leadership of the parish was represented and the summit attracted favorable attention throughout the region. The results of the SWOT were presented along with the four critical issues. At the Business Summit, the participants reached consensus on the critical issues and determined that four task forces should be developed to address these issues:

- Land Development
- Technology
- Image and Marketing
- Regional Development

Each task force met three times over the course of the project to develop goals, objectives, and strategies for each issue. Two of the task forces elected to remain together after the plan's completion to ensure that the goals and objectives would be accomplished (Land Development and Technology).

The final step of the process consisted of a meeting in which the objectives of the task forces were reviewed and ranked (in a rated scoring system) by the full committee. The results of this ranking forms the basis for the final recommendations of the plan.

On March 29th the plan was submitted to the full CEDS committee for approval, and on March 30th it was presented to the Executive Committee of the JEDCO Board of Commissioners. Both groups unanimously approved the plan and recommended adoption by Jefferson Parish. The Jefferson Parish Council will consider the plan in April 2000.

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The Results

Strategic planning is a process fraught with risks. Public input – taken seriously – means that the outcome is far from predictable. JEDCO’s management of the process relied upon the direct involvement of the committee and of community leaders. It also depended on having accurate data and rapid feedback of information. As a result, *The Jefferson EDGE* came forward with a series of highly specific recommendations. These recommendations – grouped by objective – remain mindful of the mission established by the steering committee at the earliest meeting:

To create an economic development plan based on a new vision which guides Jefferson Parish, enjoys broad community support, can be readily implemented and establishes benchmarks for measuring progress.

The original task forces, which reflected the four critical areas, developed the following objectives. They are listed below according to the ranking assigned by the full CEDS committee.

Ranked Objectives

1. To develop a Jefferson Parish land use master plan encompassing planning and zoning; permitting; market feasibility and analysis; and a land inventory
2. To develop an Internal Strategic Marketing Plan that promotes Jefferson Parish to its existing stakeholders
3. To increase technology awareness in the Jefferson Parish public and private sectors

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4. To provide leadership in the development of a regional workforce system that creates a globally competitive workforce and enables citizens to achieve economic self-sufficiency
5. To create a Jefferson Parish Technology Park
6. To promote the redevelopment and reuse of blighted and underutilized properties
7. To promote tourism opportunities in Jefferson Parish related to eco-tourism, sports, film production and outdoor recreational activities
8. To promote economic development opportunities with the New Orleans International Airport
9. To improve the New Orleans MSA's transportation infrastructure capacity
10. To improve the climate for venture capital in Jefferson Parish
11. To capitalize on regional port activities connected to the expansion of the Port of New Orleans, the Millennium Port project, and waterways opportunities in Jefferson Parish
12. To develop a Jefferson Parish Technology Academy and to promote technology skills development in the parish's public and private schools
13. To create a brand identity that sets Jefferson Parish apart from New Orleans by making Jefferson Parish the "Community of Choice"

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Implementation

While implementation is critical to the success of a strategic plan, it is often overlooked. JEDCO developed an implementation strategy that ensured commitment to the action items. This commitment has taken the form of an Implementation Committee which will monitor all the objectives and will advocate on behalf of the plan.

- *Role of the Implementation Committee*

The committee will be responsible for accountability on each task, oversight of funding, time frames and benchmarking, updating the plan as requested by the EDA and the parish, and advocating the plan's potential.

- *Staffing the Committee*

JEDCO will provide staff support to assist the committee with procedural and informational issues. JEDCO will not staff additional committees or task forces. It is envisioned that on-going task forces will be self-staffing and will report to the Implementation Committee on a regular basis.

- *Meeting Schedule*

The committee will meet quarterly beginning the first week of June 2000 for one year. In June 2001, JEDCO and the committee will review progress and prepare a brief summary of goals accomplished. The meeting schedule, staffing, and committee composition will be reviewed at that time.

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- *Committee Membership*

The committee will consist of the following members:

- The two co-chairs of *The Jefferson EDGE*
- The chairs of the four task forces
- Two members of the JEDCO board, one representing the East Bank and one representing the West Bank

The members will elect a chair and will determine rules for succession prior to the end of the first year.

Conclusion

From the beginning, *The Jefferson EDGE* participants were aware of the unique opportunity afforded by this planning effort. The enthusiasm of the citizens, the business community, and the parish and its cities have transformed a formal process into a dynamic tool for change. Jefferson Parish is now well-positioned to take advantage of its technology future and to link economic development to a variety of critical social and planning issues.

Strategic Planning Process

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STRATEGIC PLANNING PROCESS

Background

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Concurrent with this phase, JEDCO invited interested citizens from throughout the parish to join the CEDS Committee. The committee remained involved throughout the process and organized into four critical issues task forces. Other members of the community with relevant background and technical expertise also participated in these task forces. In addition to these task forces, a steering committee helped guide the process from its inception through its adoption.

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The CEDS committee was comprised of 57 people representing a broad range of constituents in Jefferson Parish. This committee ensured that a wide variety of interests were considered (see Appendix II for a list of CEDS members). Requirements of representation by minority, disadvantaged, and distressed groups were met through the committee selection process. All CEDS members and the community at large were invited to participate throughout the entire strategic planning process.

The full committee had several assignments: to review the community assessment, to develop a vision statement, and to participate in a formal SWOT analysis (“strengths and weaknesses, and opportunities and threats”) facing Jefferson Parish. On the basis of the SWOT analysis, four critical issues were identified.

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- Land Development
- Technology
- Image and Marketing
- Regional Development

Each task force (see Appendix III for a list of members) met three times over the course of the project to develop goals, objectives, and strategies for each issue. Two of the task forces elected to remain together after the plan's completion to ensure that the goals and objectives would be accomplished (Land Development and Technology).

The final step of the process consisted of a meeting in which the objectives of the task forces were reviewed and ranked (in a rated scoring system) by the full committee. The results of this ranking forms the basis for the final recommendations of the plan.

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Note: A list of all meeting minutes can be found in Appendix V

Community Assessment

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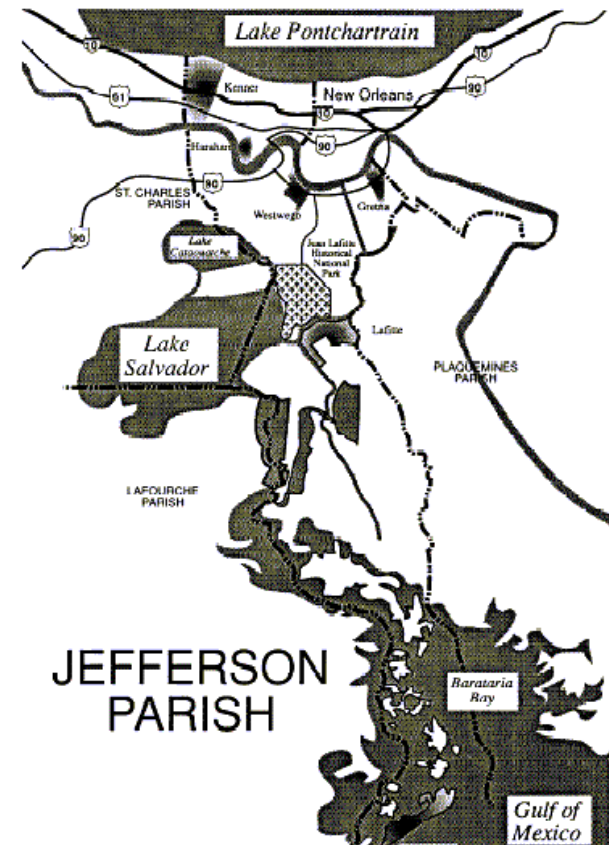
COMMUNITY ASSESSMENT

General Description of Jefferson Parish¹

Jefferson Parish spans some 370 square miles and is Louisiana’s largest parish. Jefferson Parish is located in southeast Louisiana on the north central border of the Gulf of Mexico, bordered on the north by Lake Pontchartrain and on the south by the Gulf of Mexico. Orleans and Plaquemines Parishes form the eastern border of the parish, while St. Charles and Lafourche Parishes lie directly west.

Jefferson is a major urban parish in the New Orleans Metropolitan Statistical Area (MSA). Its proximity (immediately adjacent) to New Orleans and its position around the Mississippi River have spurred both residential and industrial development. It has six incorporated cities: Kenner, Gretna, Westwego, Harahan, Lafitte and Grand Isle. Since 1884, Gretna has served as the parish seat of government.

Jefferson Parish stretches sixty miles from the shores of Lake Pontchartrain to the Gulf of Mexico, divided near the top half by the Mississippi River. This division creates two distinct economic areas, the East Bank and the West Bank of Jefferson Parish. The East Bank is north of the Mississippi and immediately adjacent to the city of New



¹ Much of the descriptive data used is taken directly from the Overall Economic Development Plan of 1992 and was updated as required.

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Orleans and was developed decades ago as a suburb of New Orleans. Over the years, it has developed into a commercial and retail trade center with some of the state's largest shopping malls. The West Bank, located south of the river across from New Orleans, is more industrial than the East Bank. Although residential development is less concentrated, the area's population is rapidly growing as the construction of bridges across the river has increased access between the West Bank and New Orleans.

The climate in Jefferson Parish is mild, permitting year-round outdoor activities. Rainfall is heavy by national standards, averaging more than 60 inches annually. The region is subject to flooding and the threat of hurricanes, with generally high humidity.

Jefferson Parish is located 70 miles from Baton Rouge, the state's capital; 500 miles from Dallas and 350 miles from Houston, Texas; 420 miles from Little Rock, Arkansas; 180 miles from Jackson, Mississippi; 480 miles from Atlanta, Georgia; and is located within 300 highway miles of ten additional metropolitan areas.

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Previous Economic Development Efforts and JEDCO

Economic development planning efforts in Jefferson Parish can be traced back to the Overall Economic Development Plan created by the Regional Planning Commission in 1977. This plan recommended targeting growth industries to diversify the economy.

A number of additional studies were conducted between 1977-1982 including:²

- *Economic Development of the Jefferson Parish West Bank* (1978) by Pro-Data Ltd.
- *Economic Development of the Jefferson Parish West Bank: Update and Recommendations* (1979) by Gaines and Associates, Inc.
- *Consensus Plan of the Downtown Economic Project for the City of Gretna, Jefferson Parish, Louisiana* (1981) by G.C. Rigamer and Associates, Inc.

Because of these studies and the downturn in the local economy, the Greater Jefferson Port Commission was created by the State of Louisiana to promote economic development in the parish.

Another group that formed during this difficult economic time was the Economic Development and Growth Effort (EDGE). In 1986, this group provided a forum for local officials and business leaders to strategize about the parish's future.

² See Appendix VII for a complete list of studies reviewed for this report

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Morphy, Mokofsky, Mumphrey, Masson were commissioned in 1987 to develop a revitalization plan for the Harvey Canal entitled *Study for Industrial Revitalization of Harvey Canal*. This study recommended the creation of an economic development office to coordinate economic development efforts for Jefferson Parish.

The Jefferson Parish Economic Development Commission (JEDCO) was formed in 1987. The current mission of JEDCO is to promote the economic growth of Jefferson Parish by the attraction, creation, and retention of quality jobs and to foster entrepreneurship while enhancing the favorable business and investment climate. To achieve this mission, JEDCO has partnered with local businesses and government to coordinate economic development activities on behalf of the parish.

In 1992, JEDCO created an Overall Economic Development Plan to document existing economic conditions in the parish. This plan had three basic development strategies focusing on:

- Retention of existing businesses
- Startup of new businesses
- Business attraction

In addition, a detailed implementation plan was a component of this study. Annual updates were prepared in 1993, 1994, and 1996.

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In February 1999, JEDCO adopted its Strategic Operational Plan with 4 main goals:

- Business Development: Maintain and develop a strong business development function by fostering entrepreneurship, small business development, the expansion and retention of existing businesses, and the attraction of new business and development.
- Real Estate Development/Adaptive Re-Use: Redevelop underutilized, underdeveloped, or blighted property within Jefferson Parish through a concentrated effort of real estate outreach and promotion with an emphasis on redevelopment.
- Transportation Development: To maximize the development of the Port District, the Parish surface transportation system, and the New Orleans International Airport to better support economic development.
- Workforce Development: To assist business in the development and training of a professional workforce to foster proper business development.

Currently, JEDCO operates a number of economic development programs in the following areas:

- Finance – JEDCO’s financing programs are designed to assist Jefferson Parish-based businesses with financing of fixed assets, working capital, and inventory. JEDCO utilizes the lending resources of the U.S. Small Business Administration and the Economic Development Administration in conjunction with bank financing. Under this structure, financing of an eligible project is divided between JEDCO, private lender and borrower’s equity. These federal loan programs have been established to assist with economic development and have the primary objective of job creation. Loans are made in the range of \$25,000 to \$1,000,000.

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- Business Retention and Expansion Program – A structured program to retain existing industries and facilitate expansions in Jefferson.
- Business Attraction: Working with the State, Metrovision, Entergy, and the real estate community to encourage relocation and/or new facility locations in Jefferson.
- Entrepreneurial Development – JEDCO operates two business incubators and provides technical assistance to support new business start-ups.
- Port Development – Establishment under JEDCO statutory authority of a shallow water port.
- Workforce Development – JEDCO links business needs to available training resources.
- Real Estate Development/Redevelopment - Work with real estate developers to increase supply of office, industrial, and distribution space; encourage redevelopment or adaptive reuse of vacant sites and obsolete facilities.
- Tax Incentives – Market and administer for Jefferson Parish the state tax incentive programs including the Enterprise Zone Program and the Restoration Tax Abatement Program.

Other groups involved in Jefferson Parish's economic development efforts include MetroVision, local utility providers, the Jefferson Business Council, and other government agencies.

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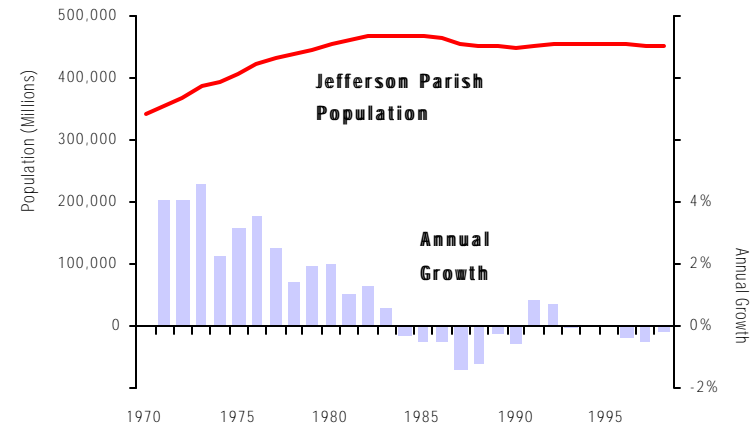
COMMUNITY ASSESSMENT

Population Trends

Jefferson Parish experienced sizeable population growth during the 1970's, as much of the population from Orleans Parish "suburbanized" – a pattern recognized throughout the United States. Population peaked in 1983 and then began a slow decline. Since then, the parish population has fallen by 19,000 persons. Current population estimates for Jefferson Parish vary slightly: 451,000 by the U.S. Census; 453,000 by Louisiana Tech. University.

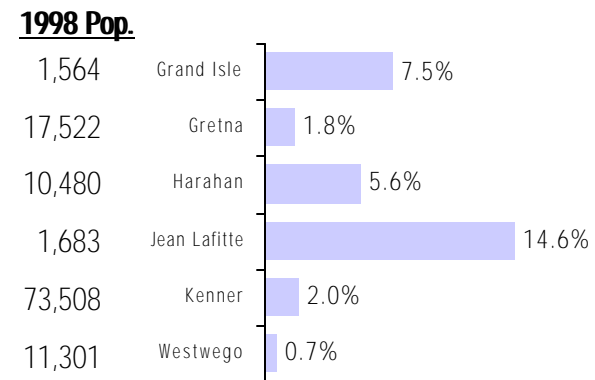
Jefferson Parish's population is distributed among six incorporated cities – Kenner, Gretna, Westwego, Harahan, Lafitte, and Grand Isle and unincorporated areas. Kenner is the largest incorporated city, home to 16 percent of parish population. The parish is also divided into the East Bank and West Bank. About 60 percent of the parish population resides on the East Bank. While Metairie is not an incorporated city, it is the largest Census Designated Place in the country, with a population of about 150,000.

Jefferson Parish Population, 1970 - 1998



Source: U.S. Census Bureau

City Population Growth, 1990 - 1998



Source: Louisiana Tech University

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Jefferson Parish’s ethnic composition is comparable to other suburban parishes in the New Orleans region³. In 1990, Jefferson Parish was approximately 78 percent white, 18 percent black, and 4 percent other races.

Orleans Parish has a much higher percentage of black residents, comprising 62 percent of total parish population.

Woods and Poole, a national demographic forecasting firm, estimate that Jefferson Parish’s ethnic composition has changed little since the 1990 Census figures.

But through 2020, Woods & Poole forecast a shift in the ethnic composition of Jefferson Parish⁴. It is estimated that Jefferson Parish will be 70 percent white, 25 percent black, and 5 percent other races.

**Racial and Ethnic Characteristics
New Orleans MSA & Region, 1990**

	Total Population	White	Black	Other Races	Hispanic
Orleans	496,938	173,554	307,728	15,656	17,238
Jefferson	448,306	351,170	79,042	18,094	26,611
St. Bernard	66,631	62,199	3,111	1,321	4,183
St. Charles	42,437	31,638	10,253	546	1,070
St. John	39,996	25,039	14,419	538	954
St. Tammany	144,508	126,806	15,917	1,785	3,170
Plaquemines	25,575	18,522	5,944	1,109	509
St. James	20,869	10,484	10,347	38	107
Total MSA	1,285,260	799,412	446,761	39,087	53,842
Tangipahoa	85,709	60,601	24,527	581	951
Total 9-Parish Region	1,370,969	860,013	471,288	39,668	54,793
Louisiana	4,219,973	2,840,018	1,798,711	21,543	90,973

Percent of Total Population by Parish

Source: Woods & Poole

	White	Black	Other Races	Hispanic
Orleans	34.9%	61.9%	3.2%	3.5%
Jefferson	78.3%	17.6%	4.0%	5.9%
St. Bernard	93.3%	4.7%	2.0%	6.3%
St. Charles	74.6%	24.2%	1.3%	2.5%
St. John	62.6%	36.1%	1.3%	2.4%
St. Tammany	87.8%	11.0%	1.2%	2.2%
Plaquemines	72.4%	23.2%	4.3%	2.3%
St. James	50.2%	49.6%	0.2%	50.0%
Total MSA	62.2%	34.8%	3.0%	4.2%
Tangipahoa	70.7%	28.6%	70.0%	1.1%
Total 9-Parish Region	62.7%	34.4%	2.9%	4.0%
Louisiana	69.3%	30.8%	1.9%	2.2%

³ See Appendix IX for population maps by ethnicity.

⁴ See Appendix X for W&P ethnicity forecast.

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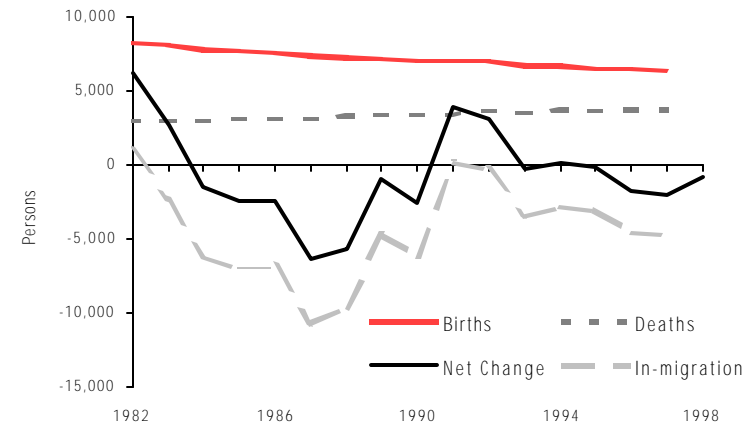
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Out-migration from Jefferson Parish has been the primary contributor to the lack of population growth. In the 1990's, the population would have declined without the parish's relatively strong birthrate. In fact, births in the parish have compensated for out-migration for the past two decades. Since the 1983 population peak, the parish has lost a net of 74,000 individuals due to out-migration, while gaining 53,000 individuals due to natural growth (births less deaths). The parish attracts about 750 to 1,000 individuals per year from outside the U.S., while about 5,000 individuals leave the parish each year for another part of the U.S.

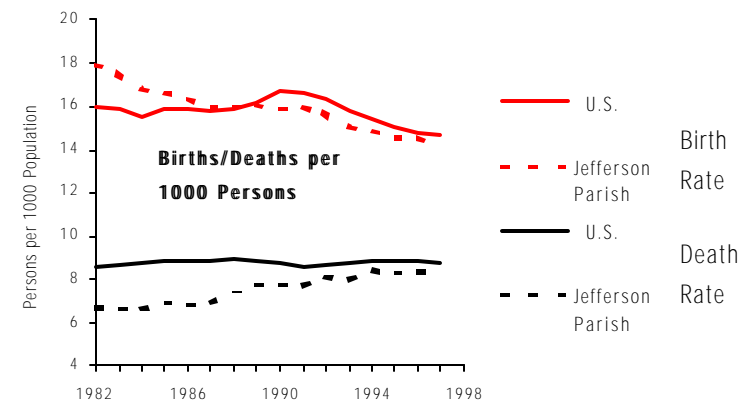
Birth and death rates in Jefferson Parish no longer support stronger-than-average population growth. Available data show that the parish's birth rate has been falling steadily in the past two decades and its death rate has been rising. Jefferson Parish's birth rate now stands at 14.2 births per 1000 population (18.0 in 1982) and its death rate is 8.4 (6.7 in 1982) per 1000. The parish's birth and death rates are now equal to the national rates.

Jefferson Parish Population Trends, 1982-1997



Source: U.S. Census Bureau

Birth Rate and Death Rate Compared, 1982 - 1997



Source: U.S. Census Bureau

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Infant mortality in the parish is below the New Orleans MSA average. In 1993, Jefferson Parish's infant deaths per 1,000 births was 8.5, compared to 9.5 for the MSA and 12.5 for Orleans Parish.

Infant Deaths per 1,000 Births, 1993

Orleans	12.5
Jefferson	8.5
St. Bernard	6.4
Plaquemines	5.0
St. Charles	6.8
St. John	8.1
St. James	13.0
St. Tammany	9.3
Tangipahoa	15.5
Louisiana	10.8

Source: U.S. Census Bureau

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More people still move to Jefferson Parish from Orleans than vice versa, but Jefferson loses more than twice the number of residents to non-Orleans parishes than it gains. In 1997, 5,800 Jefferson residents moved to other non-Orleans parishes, while only 2,700 moved into Jefferson. In total, Jefferson lost 23,600 people and gained 19,100, for a net loss of 4,500. Jefferson lost 2,800 residents to St. Tammany Parish, while receiving only 600.

Jefferson Parish Migration Trends, 1996 to 1997

Total Filers and Dependents

	In	Out	Net
Total	19,139	23,608	-4,469
From/to Orleans	7,542	5,578	1,964
From/to non-Orleans MSA parishes	2,687	5,807	-3,120
From/to rest of La.	1,956	2,947	-991
From/to outside of La.	6,954	9,276	-2,322

Source: Internal Revenue Service, based on income tax files and their dependents and may vary from Census figures.

Intra-regional Migration Trends, 1996 to 1997

Total Filers and Dependents

		TO:								
		Jefferson	Orleans	Plaquemines	St. Bernard	St. Charles	St. James	St. John the Baptist	St. Tammany	Total MSA
FROM:	Jefferson		5,578	642	471	1,235	48	612	2,799	11,385
	Orleans	7,542		250	686	237	25	116	1,539	10,395
	Plaquemines	476	151		62	<10	<10	<10	59	748
	St. Bernard	410	394	89		29	<10	<10	417	1,339
	St. Charles	695	160	<10	24		<10	285	111	1,275
	St. James	46	20	<10	<10	47		179	n/a	292
	St. John the Baptist	443	122	<10	<10	392	149		64	1,170
	St. Tammany	617	498	28	97	32	<10	25		1,297
	Total MSA	10,229	6,923	1,009	1,340	1,972	222	1,217	4,989	

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Jefferson Parish loses more residents than any other parish.
 The lack of strong inflows results in Orleans losing more people total per year – 5,800 net, but Jefferson accounts for the greatest share of population that leaves the MSA.

Migration Trends, Parishes Compared, 1996 to 1997

	Total			MSA internal			MSA external		
	In	Out	Net	In	Out	Net	In	Out	Net
Jefferson	19,139	23,608	-4,469	10,229	11,385	-1,156	8,910	12,223	-3,313
Orleans	15,721	21,467	-5,746	6,923	10,395	-3,472	8,798	11,072	-2,274
Plaquemines	1,639	1,666	-27	1,009	748	261	630	918	-288
St. Bernard	1,967	2,344	-377	1,340	1,339	1	627	1,005	-378
St. Charles	3,020	2,725	295	1,972	1,275	697	1,048	1,450	-402
St. James	585	749	-164	222	292	-70	363	457	-94
St. John the Baptist	1,867	2,252	-385	1,217	1,170	47	650	1,082	-432
St. Tammany	12,446	8,718	3,728	4,989	1,297	3,692	7,457	7,421	36
Total	56,384	63,529	-7,145	27,901	27,901	0	28,483	35,628	-7,145

	Non-Migrants	Total Migration as % of Non-migrants			External Share of Total Parish Migration		Parish Share of Total External MSA Migration		
		In	Out	Net	In	Out	In	Out	Net
Jefferson	338,967	5.6%	7.0%	-1.3%	47%	52%	31%	34%	46%
Orleans	313,048	5.0%	6.9%	-1.8%	56%	52%	31%	31%	32%
Plaquemines	20,030	8.2%	8.3%	-0.1%	38%	55%	2%	3%	4%
St. Bernard	51,690	3.8%	4.5%	-0.7%	32%	43%	2%	3%	5%
St. Charles	40,149	7.5%	6.8%	0.7%	35%	53%	4%	4%	6%
St. James	18,770	3.1%	4.0%	-0.9%	62%	61%	1%	1%	1%
St. John the Baptist	30,103	6.2%	7.5%	-1.3%	35%	48%	2%	3%	6%
St. Tammany	131,532	9.5%	6.6%	2.8%	60%	85%	26%	21%	-1%
Total	944,289	3.0%	3.8%	-0.8%					

Source: Internal Revenue Service, based on income tax files and their dependents and may vary from Census figures.

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In 1997, Jefferson Parish’s per capita income was above the New Orleans MSA and Louisiana averages. Jefferson Parish residents had a per capita income of \$23,850. Between 1990-1997, the parish’s per capita income increased 24.8 percent, slightly slower than the New Orleans MSA (26.5 percent) and Louisiana (27.8 percent).

Residents now leaving Jefferson Parish have higher household incomes than those moving into the parish.

Residents moving into Jefferson Parish have incomes (\$18,600) approximately 80 percent of the parish median (\$23,200), while those leaving have 90 percent of the Parish median (\$20,950). Only migration between Jefferson and Orleans resists this trend – incomes are higher for residents entering Jefferson from Orleans than those leaving, though by a small margin. The difference is greatest for migration with St. Tammany Parish – residents moving into St. Tammany have incomes over 60 percent higher than the typical newcomer into Jefferson.

Per Capita Income, 1990-1997

	Jefferson Parish	New Orleans MSA	Louisiana	U.S.
1990	\$17,926	\$17,024	\$14,773	\$19,156
1991	\$18,577	\$17,904	\$15,593	\$19,623
1992	\$19,116	\$18,735	\$16,381	\$20,547
1993	\$19,847	\$19,485	\$17,133	\$21,220
1994	\$20,900	\$20,387	\$18,086	\$22,056
1995	\$21,975	\$21,293	\$18,826	\$23,059
1996	\$22,719	\$22,038	\$19,609	\$24,164
1997	\$23,850	\$23,148	\$20,458	\$25,288

Source: Bureau of Economic Analysis, REIS

Migrant Incomes Compared to Jefferson Average

	% of Jefferson Average		
	Into Jefferson	Out of Jefferson	Jefferson's Net Gain/Loss
Orleans	75%	73%	2%
Plaquemines	89%	100%	-11%
St. Bernard	85%	91%	-7%
St. Charles	79%	97%	-18%
St. James	65%	97%	-32%
St. John the Baptist	83%	97%	-14%
St. Tammany	101%	148%	-48%
Louisiana	78%	89%	-11%
All migrants	80%	90%	-10%

Source: Internal Revenue Service, based on income tax files and their dependents and may vary from Census figures.

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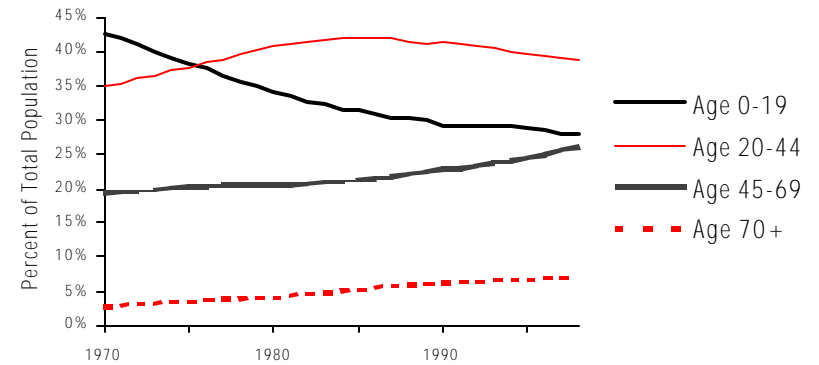
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Another significant trend for economic development is the shrinking of the Jefferson Parish population of persons age 20 – 44 years. This age group peaked in 1984 at 197,000 people, but has fallen to 177,000 by 1998. This aging trend is consistent with the nation as a whole. The number of persons under 20 years of age has also fallen since 1977, while all persons 45 years or older has risen steadily. As a result, total persons in Jefferson Parish of working age (20 – 69) now account for 65 percent of total parish population, up from 55 percent in 1970.

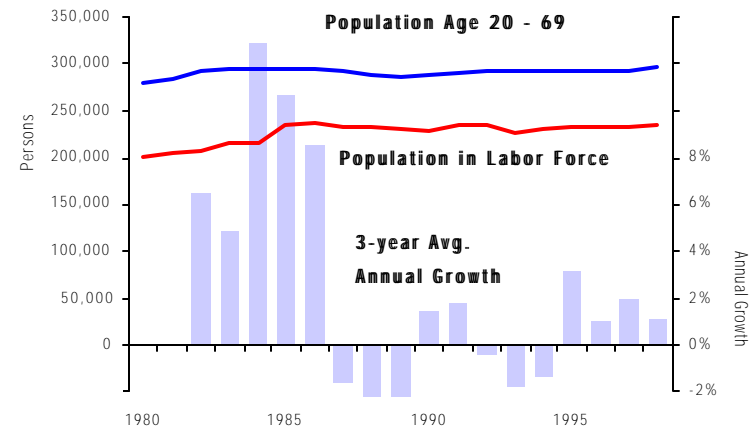
With the Jefferson Parish population aging slowly and the number of persons of age 20 – 44 in decline, labor force growth has been flat. Since the early 1980s, the ratio of the total parish labor force to persons age 20 – 69 has held constant at 80 percent.

Growth of Population Age Groups
Jefferson Parish, 1970 - 1998



Source: Woods & Poole

Jefferson Parish Labor Force, 1970 - 1998



Source: U.S. Bureau of Labor Statistics

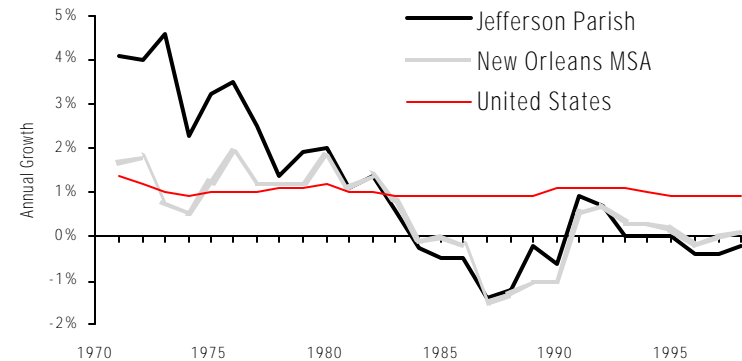
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Population growth in Jefferson Parish is highly correlated to MSA growth and no longer exhibits rates higher than the New Orleans MSA or the U.S. Prior to 1983, population in Jefferson Parish was growing at 2 to 4 percent annually, much faster than the New Orleans MSA and the U.S. Large levels of out-migration from the entire New Orleans MSA in the 1980's forced regional growth rates below the U.S. average. At its peak in the mid-1980's, the New Orleans region was losing 25,000 to 30,000 people per year. Now, the entire region is losing about 10,000 people to other parts of the U.S. and attracting 2,000 from abroad. Since the early 1980's, population growth in Jefferson Parish has been highly correlated to regional growth (93 percent correlation).

Population Growth, 1970 - 1998



Source: U.S. Census Bureau

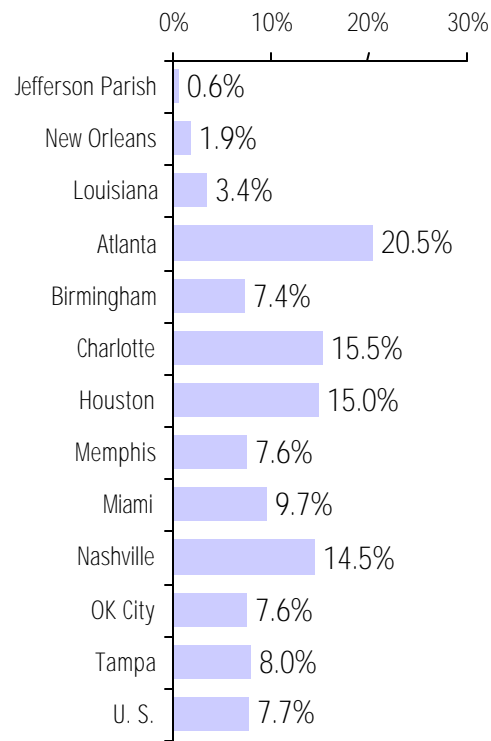
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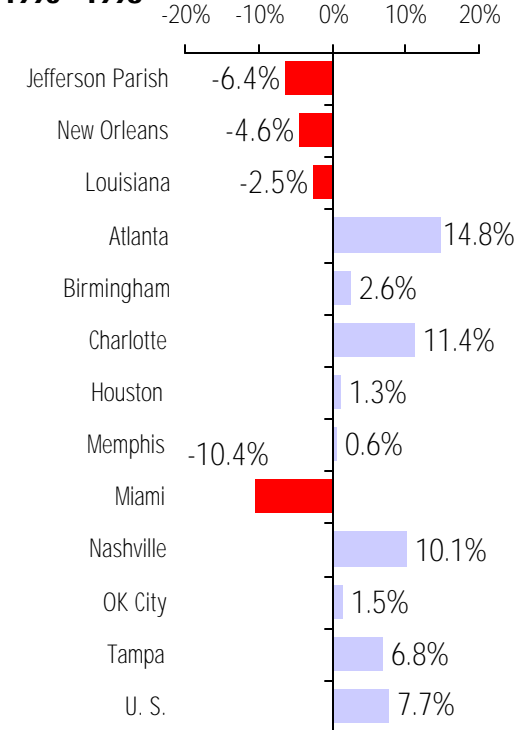
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Jefferson Parish has grown slower than all major competitor areas since 1990. The parish grew less than 1 percent in the past 8 years, while other large metro areas such as Atlanta, Houston, and Nashville grew by 15 to 20 percent. Jefferson Parish grew less than the New Orleans MSA average of 1.9 percent. In addition, Jefferson Parish had the second highest out-migration rate when compared to competitor cities.

Population Growth (MSAs), 1990 - 1998



Population Growth Due to Domestic Migration (MSAs) 1990 - 1998



Source: U.S. Census Bureau

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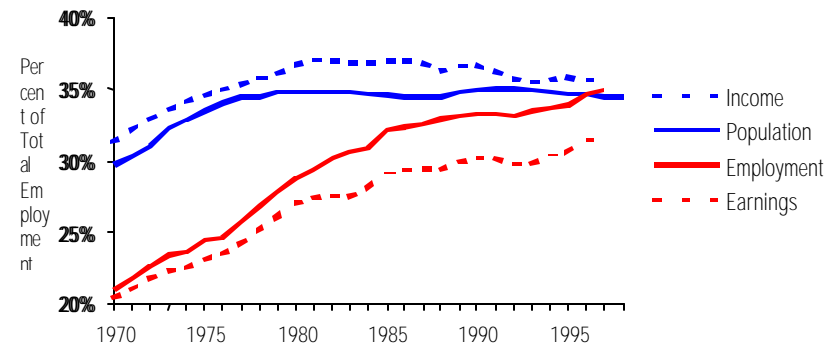
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Employment Trends

Employment growth in Jefferson Parish has far exceeded growth in population in recent decades. In 1970, Jefferson Parish accounted for 30 percent of all MSA population, while accounting for just 21 percent of employment. Employment centers have since spread to the suburbs, and Jefferson Parish now accounts for an equal share of employment and population – 35 percent.

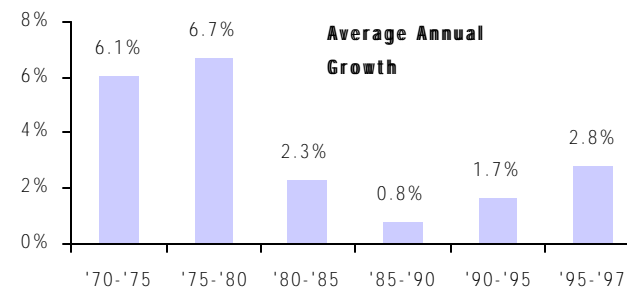
Jefferson Parish continues to create new jobs despite losing population. Since 1970, the parish has created 160,000 new jobs (approximately 34,000 since 1990), while adding just 110,000 new residents. Much of this job growth occurred during the 1970's, when approximately 90,000 jobs were created and annual growth rates averaged over 6 percent. Since 1990, Jefferson Parish has averaged a slower, but healthy, 2.3 percent job growth.

Jefferson Parish Share of MSA, 1970 - 1998



Source: U.S. Bureau of Economic Analysis

Jefferson Parish Employment Growth, 1970 - 1997



Source: U.S. Bureau of Economic Analysis

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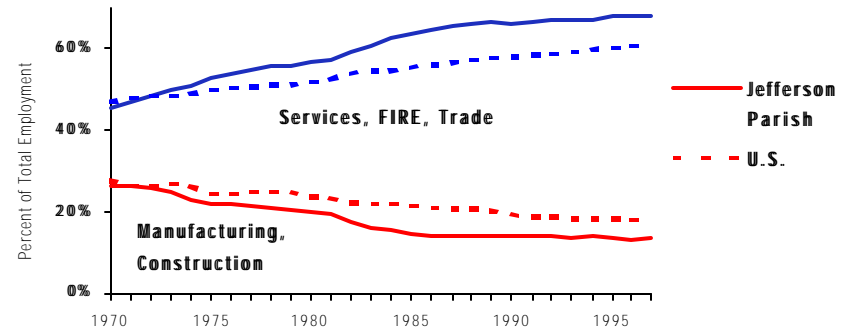
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The Jefferson Parish economy is becoming service-oriented at a faster rate than the U.S. The parish has experienced a shift from manufacturing toward service industries similar to economic restructuring at the national level. Jefferson Parish’s distribution of manufacturing- and service-sector jobs was nearly identical to the U.S. distribution in 1970, but has been shifting toward the service sector at a slightly faster rate. Service-sector jobs now account for 68 percent of the parish’s employment base, versus 61 percent for the U.S. economy.

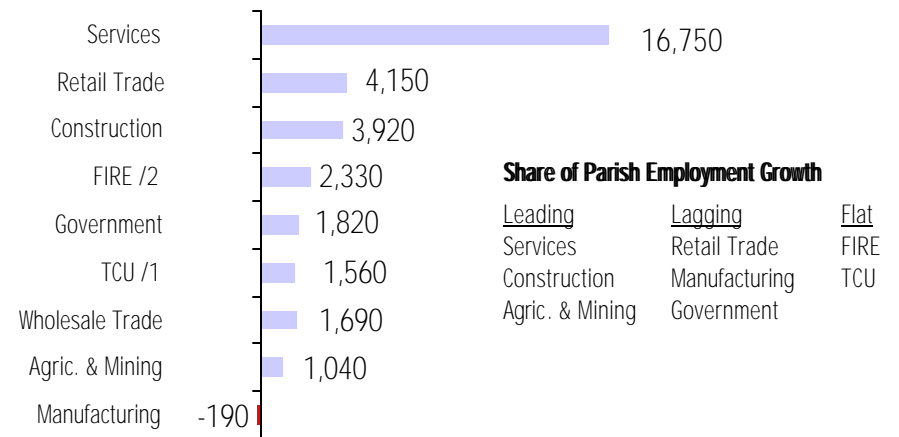
Most new jobs being created in Jefferson Parish are in the Services and Construction industries, and these industries are accelerating their share of the parish economy. While the parish has a relatively strong retail sector (21 percent of employment versus about 17 percent for New Orleans and the U.S), retail jobs are not being created at a rate comparable to the sector’s size. Since 1992, just 12.5 percent of new jobs were created in retail, almost half its “fair” share. Construction jobs are growing at a rate twice that of its share of the job base. Government and manufacturing are also in decline (see side chart).

Industry Shift, Jefferson Parish, 1970 - 1998



Source: U.S. Bureau of Labor Statistics

Jefferson Parish Job Creation Breakdown, 1992 - 1997



1/ Transportation, Communications and Public Utilities
 2/ Finance, Insurance, and Real Estate

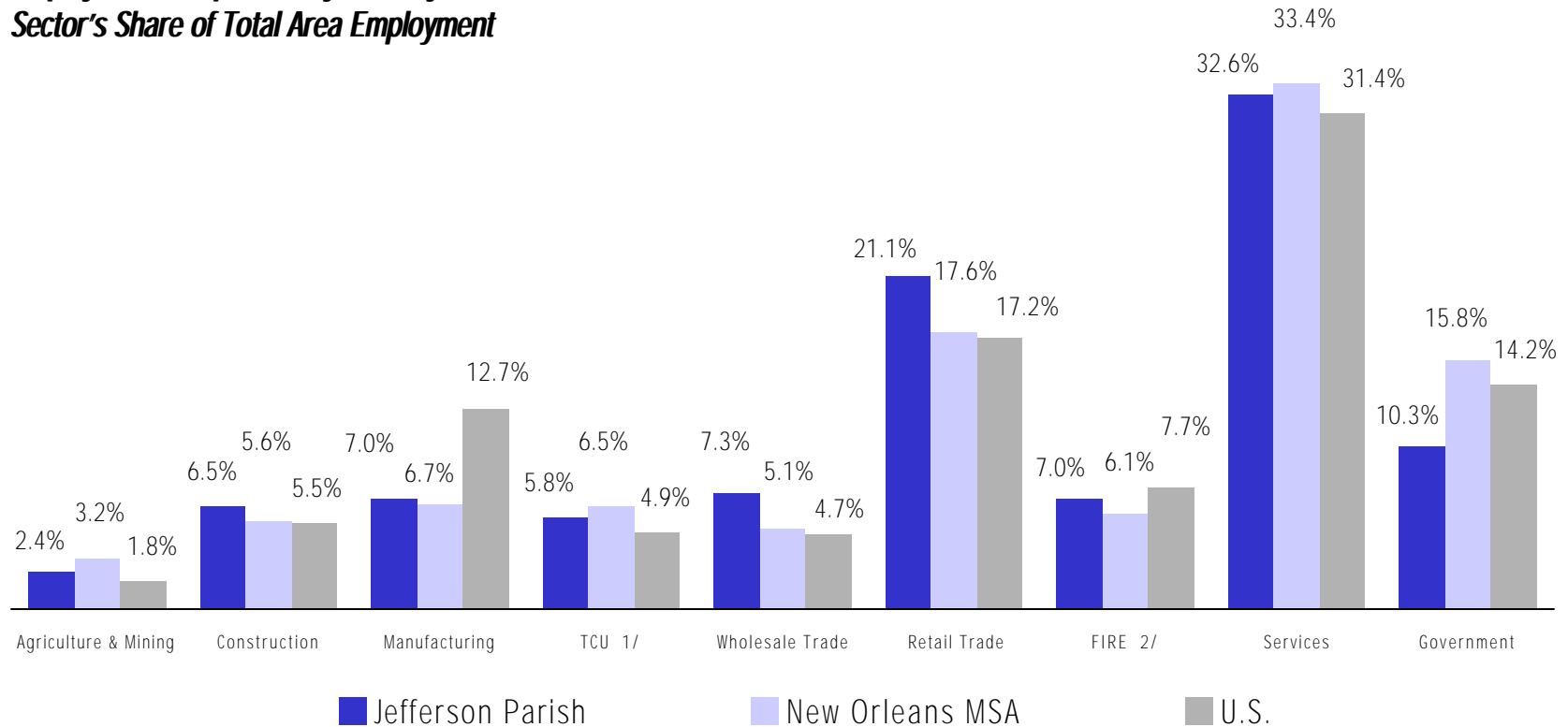
Source: U.S. Bureau of Labor Statistics

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Employment Comparison by Industry, 1997
Sector's Share of Total Area Employment



1/ Transportation, Communications and Public Utilities
 2/ Finance, Insurance, and Real Estate

Source: U.S. Bureau of Labor Statistics

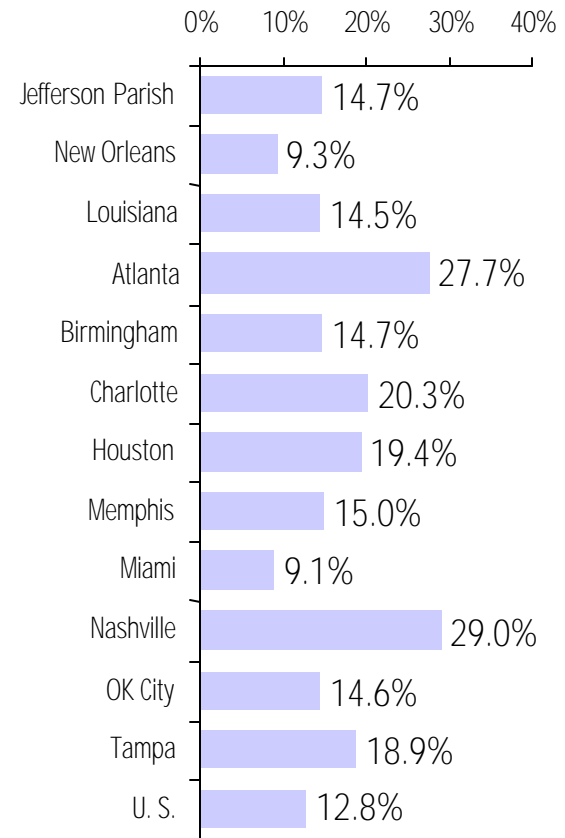
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Employment in Jefferson Parish increased 15 percent from 1990-1997, above the growth rates for the New Orleans MSA average (9.3) and the national average (12.8). The services and construction industries fueled much of this growth.

Employment Growth MSAs, 1990 - 1997



Source: U.S. Bureau of Economic Analysis

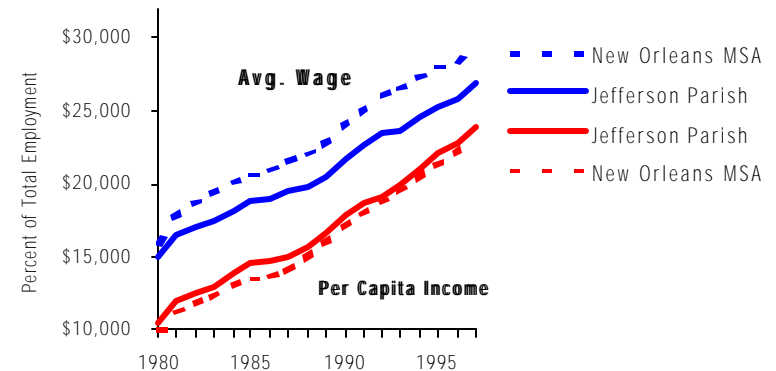
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Employment and wages have been growing at a steady rate over the past two decades. Jefferson employment growth has averaged 2.3 percent in the 1990s and real wage growth has averaged 2.2 percent. The average wage for the parish has grown from \$15,000 in 1980 to \$27,000 by 1997. The Jefferson average wage is closing the gap with the New Orleans MSA average, and the average per capita income in Jefferson Parish is converging downward slowly to the MSA average.

Wages vs. Income of MSA, 1970 - 1998



Source: U.S. Bureau of Economic Analysis

Much of these increased wages can be attributed to a tightening labor market – **the parish unemployment rate has fallen from 10 percent in 1983 to 4 percent last year.** Jefferson Parish’s unemployment rate is below the New Orleans MSA rate (4.9 percent) and Louisiana rate (5.7 percent)⁵.

While overall unemployment is low in Jefferson Parish, minority unemployment levels in the parish registered 8 percent in 1998. Minorities comprise 18.8 percent of the total Jefferson Parish labor force.

⁵ See Appendix XI for detailed Jefferson Parish labor force data.

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Education

A significant percentage of Jefferson Parish primary and secondary schoolchildren are educated in private schools – a much higher percentage than the New Orleans area and every major competitor city analyzed. In 1990, one-third of all students living in Jefferson Parish attended private schools. Currently, 84 primary/secondary public schools and 59 primary/secondary non-public schools serve Jefferson Parish.

People with moderate educational attainment (at least a high school diploma, but not a bachelor’s degree) make up a relatively large majority in Jefferson Parish – 57 percent. While the population of Jefferson Parish as a whole can be considered well-educated, other parts of the region have a greater share of people with graduate degrees, 6.0 versus 7.2 for the region as a whole.

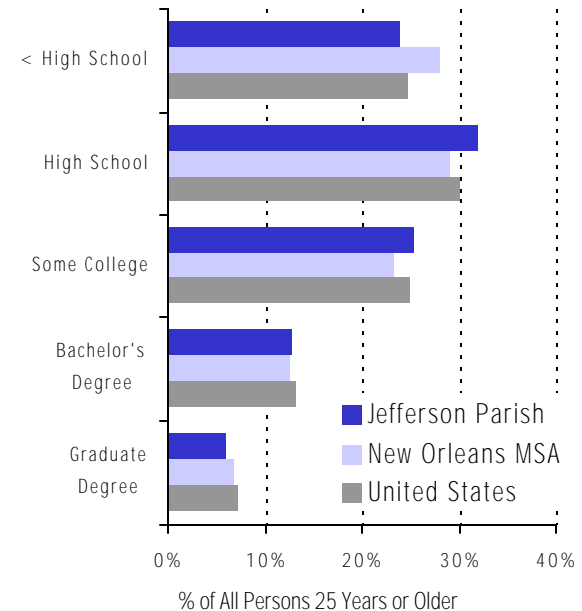
Private School Enrollment as % of Total (MSAs), 1990

Jefferson Parish	34.5%	Birmingham	9.6%
New Orleans	24.6%	Atlanta	7.7%
State of Louisiana	14.6%	Charlotte	7.3%
Miami	13.5%	Oklahoma City	7.2%
Nashville	11.8%	Houston	6.1%
Memphis	11.2%	UNITED STATES	9.8%
Tampa	11.0%		

Source: U.S. Census Bureau

Education Level Comparison, 1990

% of Total Persons 25+



Source: U.S. Census Bureau

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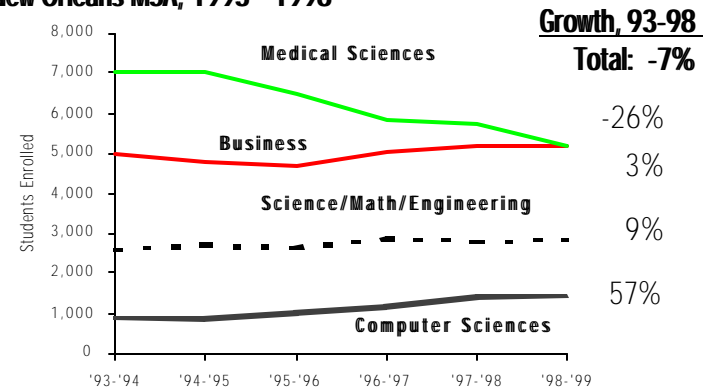
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Public university and college enrollment in the New Orleans MSA has decreased 7 percent since 1993. An encouraging statistic, however, is the number of students seeking degrees in computer sciences. Enrollment has increased over 57 percent during the last 5 years.

Schools in the New Orleans region are augmenting their general education missions with programs explicitly connected with employment possibilities for their students. Community colleges are increasing their industry-specific training and colleges and universities are developing partnerships with industry that involve human as well as technological development.

**Public University & College Enrollment
New Orleans MSA, 1993 - 1998**



Colleges, Universities, and Technical Schools in the New Orleans Region

Institution	Institution
University of New Orleans	New Orleans Regional Vo-Tech
Southeastern La. University	Sidney N. Collier Memorial Vo-Tech
Tulane University	Jefferson Parish Vo-Tech School
Loyola University	West Jefferson Parish Vo-Tech School
Southern University of N.O.	Hammond Area Technical
Xavier University	Slidell Vo-Tech
Dillard University	Port Sulphur Vo-Tech
Our Lady of Holy Cross	River Parish Vo-Tech School
LSU Medical Center	
Tulane University Medical Center	
Loyola University Law School	
Tulane University Law School	
Delgado Community College	
Elaine P. Nunez Community College	

Source: MetroVision

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Natural Resources, Land, and Real Estate

Jefferson Parish is quickly running out of land for development of major commercial, residential, or industrial projects. An estimated 95 percent of all land is developed, with only 5,000 acres currently available for development. Redevelopment will be required for the parish to attract new investment. Furthermore, contiguous tracts of land for development are difficult to find due to multiple ownership.

Development in Jefferson Parish has been hindered by the lack of an up-to-date zoning ordinance. Land Use is currently governed by a zoning ordinance introduced in 1958 and re-adopted in 1966. Jefferson Parish has not adopted major land use plan, major street plan or drainage plan.

In lieu of a master plan for development, Jefferson Parish has relied on a series of studies of key development areas. Most recently the Parish, in conjunction with UNO has completed the **West Bank Baratavia Corridor Study**, a land use study and recommended plan for 30,000 acres of West Bank land. In addition, the **West Bank Corridor Improvement Study** was finalized in 1998. This study offered a strategic land use plan and identified key development sites to stimulate economic activity on the West Bank.

1999 has seen the completion of the **Airline Drive Commercial Parkway Overlay Zone**. The Metairie CBD is scheduled for a Comprehensive Area Planning Study in 2000 that will see UNO and JEDCO teaming together to create a detailed survey and property database and GIS to be used in developing an economic development/market strategy for the area, a land use and zoning plan and a transportation plan.

An older and distressed subdivision on the West Bank, **South New Orleans** in Harvey, was the subject of a parish-funded study completed in 1999. Developed prior to 1924, the subdivision layout of 25'x100' lots on 40' wide rights-of-way has

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proven inefficient by present day development standards. As a result of previous land use and infrastructure studies in 1968 and 1986, sections of the subdivision were re-zoned to accommodate Mixed-Use Corridor District development along Manhattan and Gretna Boulevards and General Office (GO-2) to buffer its industrial and office warehouse sectors. These changes have been insufficient to bring major growth to the area. The recent study, completed by C & S Consultants, recommends a new revised land use concept to stimulate the assembly of vacant parcels into useable sites and incorporates improved infrastructure to service them.

Most remaining industrial land is on the West Bank. Generally low cost with workable zoning, West Bank land is ready for use. The Union Pacific Railroad is currently offering a 600+ acre vacant tract of industrial land for sale. This presents a major opportunity for a business or industrial park near the Huey P. Long Bridge. Several large development opportunities also exist along the Harvey Canal. Landowners of the larger tracts on the West Bank are less willing to sell than to lease. Fully serviced sites for sale are difficult to find.

On the East Bank land is scarce. The successful Elmwood Business Park is practically built out with very few acres remaining. The Coca-Cola bottling and distributing plant, Standard Supply, Inc., Universal Services' new facility, and Nu-Lite Electrical, all new industrial construction, occurred in Elmwood during 1998 and 1999. In the older Labarre Industrial Park, few vacant parcels remain. **In Kenner, several large vacant parcels are prime for new industrial or commercial development. Owned by and adjacent to the New Orleans International Airport, these properties were purchased through the F.A.A. noise abatement program, but no plans have been forthcoming about the airport's intentions for the sites.** Airport related private and public parking has been expanding to the south and west of the airport. North of the airport are two industrial parks, Crestview and Bainbridge. With good access, these areas have seen some new development in recent years, primarily among owner-occupants needing smaller facilities. Lack of public transportation to the industrial areas and no police presence, at night and on weekends, are problems.

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Redevelopment of older industrial properties is occurring throughout the East Bank. The former Coca-Cola syrup manufacturing plant was converted into a self-storage facility; the former Rheem Manufacturing plant was totally renovated by Jefferson Parish for an equipment warehouse, a retrofit. The former Jefferson Parish Sewer Treatment Plant site in Elmwood is now the Palace Theater complex; the undeveloped property next to Whitney Bank on Mounes Street was developed commercially as an extended stay hotel (Hampton Inn); and the National Tea Company warehouse on Jefferson Highway is slated to be developed for use as a Super Wal-Mart. In 1998 the original Campo warehouse and showroom located on Distributors Row in Elmwood became home to the University of New Orleans Studio Center, a joint project of the state, Jefferson Parish and UNO. Its facilities are available for commercial use and house part of the university's drama department. On the former Borden Dairy site on Airline Highway, Hurwitz-Mintz is constructing its new showroom/warehouse.

On the West Bank, Pelican Publishing recently purchased the former Coca-Cola bottling facility in Gretna as a location for its operations after a fire destroyed its former West Bank plant. In 1999 Jeffreys Steel bought the Avondale foundry in Waggaman and is relocating its operations from Kenner as well as expanding.

The City of Gretna recently completed the identification of potentially contaminated sites as part of the EPA's Brownfields Program. The City of Westwego also has applied for a similar grant. These sites, usually located in older industrial areas, are becoming more important as growing companies are searching for expansion sites. Located near an available workforce, these areas already have proper zoning for industrial development.

With the closing of the K & B drug stores, Campo's Appliances and the spacious Levitz Furniture, their warehouses and distribution facilities in Elmwood will provide much needed space for new industry.

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In terms of **commercial development**, the sale of the Schwegmann's Giant Supermarket chain has created opportunities for grocers including Albertson's and Sav-a-Center to gain a larger share of the market, but also has left behind older vacant buildings in search of new uses. The Lowe's Company, a newcomer to the metro area, announced a new store to be built in the former Schwegmann's store on Veteran's at Edenborn. With the larger store concept that Winn-Dixie has moved to with its Winn-Dixie Marketplaces and that Wal-Mart is implementing through its new 200,000 square foot Super Wal-Marts, many of their smaller buildings are on the market. Some of these vacant "big boxes," located on large parcels or in older shopping centers with adequate parking, make good candidates for call centers and back-office operations. The former National Superstore at Airline Drive and Cleary has been closed since Schwegmann's bought the National stores a few years ago. The site was purchased in 1999 by a local developer and is ripe for redevelopment or adaptive reuse.

Additional opportunities may arise as a result of Delchamps' recently announced financial troubles.

The Esplanade Mall in Kenner has added 60,000 square feet from 1988 to 1999. Eleven new stores have opened in the last year. A new off-ramp from the I-10 is scheduled to be constructed and will direct traffic to the mall providing shoppers with safer and easier access. Clearview Mall is opening a new rotisserie restaurant and brew pub in the former K & B Drugstore location at the end of 1999 and future expansion plans call for a 12-screen cinema and entertainment complex, adding 50,000 sq. ft. of retail space. Expansion plans are also underway at the Elmwood Shopping Center. In early 1999 Musician's Friend, the world's largest catalog retailer of musical supplies, opened in the older Home Depot. A Michael's Art Supply Store recently opened and negotiations are underway for K-Mart to add 27,000 square feet. The 1997 debut of the 20-screen Palace Cineplex has attracted a strong flow of people to the area. The last available spot in the mall's old Home Depot is expected to see PetSmart as its new tenant. Owners of the remaining parcels between Clearview Parkway and the Elmwood Center are planning for three sit-down restaurants.

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The West Bank's 600,000 square foot Belle Promenade Mall in Marrero, which has experienced a loss of its anchor tenants, was recently purchased by Georgia-based Victory Development; no redevelopment plans have been announced. The Oakwood Mall is the dominant shopping center on the West Bank with easy access from The Crescent City Connection.

Most new big-box retail development is occurring along Manhattan and Lapalco Boulevard on the West Bank with a 220,000 sq. ft. Super Wal-Mart under construction on Manhattan and a new Home Depot open on Lapalco. The former Schwegmann's Superstore has been converted into a Sav-a-Center. A 16-screen 3,200-seat movie complex is under construction on Manhattan Blvd, and will be linked by a 125,000 square foot shopping strip to the new Wal-Mart.

The Lakeside Shopping Center in Metairie has attracted several upscale tenants in the past couple of years and continues as one of Louisiana's most successful shopping venues. Lakeside has attracted new retailers including Enzo Ladies Shoes and Williams-Sonoma complementing other specialty stores such as Restoration Hardware.

Older shopping areas in Jefferson are seeing signs of major revitalization. The Airline Drive Corridor has spawned new uses up and down the old highway. Partly driven by the development of the Saints Training facility and Zephyrs' Stadium and partly because of the shortage of land in other parts of the East Bank, Airline presents a good alternative. Hurwitz-Mintz is relocating its warehouse and showroom from Orleans Parish to Airline Drive. A new Winn-Dixie Marketplace, Walgreen's, and Auto Zone have opened, and Regions Bank and Regions Mortgage Company located their offices in 1998 in the Select Properties Plaza. In 1999 the Parish Council adopted the Commercial Parkway Overlay District to provide guidelines for enhanced landscaping, set-back requirements, curbcuts and signage, as a way of upgrading the appearance of this State highway.

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The Parish is developing the 47 acres remaining of the LaSalle Tract west of the Zephyrs' Stadium into a multipurpose park. Jogging and nature trails opened this summer, and construction of soccer and softball fields have begun. The revised plan also calls for a performing arts center, reflecting pool and community center and is seen as a natural fit to the effort of rejuvenating Airline. The Airline Drive corridor is a designated Economic Development District and provides ad valorem tax benefits to property owners who substantially improve their buildings. The Council gave approval of a consolidation of 21 land parcels on Airline Drive, paving the way for a new indoor ice skating rink and gymnastics training center.

Veterans Highway continues to attract new development. Foodies, a Brennan's-owned upscale take-out eatery, Bravo's Italian Restaurant, and Starbuck's are new in 1999. Martin's Wine Cellar is expanding its location on Veteran's at Sena. Big-box stores including Border's Books, Barnes and Noble, and the recently announced Lowe's have chosen Veteran's. Gulf Coast Bank constructed its new branch and opened in 1999. In early 1999 Parish National Bank came to Jefferson with their first location on Veterans in a former savings and loan building.

The Metairie CBD bounded by Lake Pontchartrain on the north, Ridgelake Avenue on the east, Napoleon Avenue on the south and Hessmer Avenue on the west will be the focus of a well-developed plan featuring an economic development component and marketing strategy estimated to begin in 2000. The University of New Orleans College of Urban and Public Affairs is proposing such an effort in cooperation with JEDCO, the Jefferson Parish Planning Department, East Bank Council of the Chamber, the Jefferson Chamber and the Tulane School of Architecture.

As well as being the home of the Lakeside Shopping Center, this vital area contains numerous strip centers, nightclubs and bars, restaurants, small and large businesses, warehouses, multi-family and single family residences, government buildings and high rise offices. Scattered vacant lots are interspersed and represent development potential. A myriad of transportation and drainage corridors including an interstate highway, a state highway, various surface streets of all

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categories, a levee system and drainage canals complicate the access and hinder the redevelopment of this area which has been designated as one of the Parish's Economic Development Districts. Previous studies looked at land-use, zoning and public improvements without strategies being created to economically redevelop this area to higher and better uses.

Louisiana has an abundance of water resources with numerous streams, lakes, and waterways, extensive wetlands, and some of the most productive freshwater aquifers in North America. The most famous is the Mississippi River which collects water from 42 percent of America's land mass and is the third largest drainage basin in the world.

Jefferson Parish is in the enviable position of having an extraordinarily diverse waterways system, from Lake Pontchartrain in the northern part of the Parish and from the Mississippi south through Lafitte to the Gulf of Mexico. The water resources of Jefferson Parish are the equal to those in any county in the United States and provide unparalleled fishing and boating experiences for tourists and local residents alike. The Parish must emphasize its waterways whenever it promotes tourism.

Parish government is justifiably placing more emphasis on port activities, and in 1999 approved a **Port Master Plan** to guide port related activities for the next five years. The plan recommends new marina construction at Bucktown on Lake Pontchartrain and at Bayou Segnette on the West Bank. The Bucktown development would include a 285-slip marina built in conjunction with an adjoining Coast Guard station as well as the creation of a special Bucktown district to encourage revitalization of the popular area for tourists and residents.

The Bayou Segnette commercial harbor would be on a smaller scale, possibly 90 slips. It would primarily give commercial fishermen in the Westwego area expanded docking choices. Also recommended is the possible location of a port facility on the Harvey Canal.

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Drainage continues to be an issue for the region. The parish continues to make sizeable improvements in capital drainage and sewerage programs. In addition, the Southeast Louisiana Flood Control Project will be making \$252 million in drainage and pumping stations improvements in Jefferson Parish over the next 5 years. This program is supervised by the Army Corps of Engineers and is 75 percent funded by the federal government.

Much of the work involves excavation of existing canals and concrete work on slopes and bottoms of canals. The improvements are designed to increase water flow to the pump stations, thereby, reducing flooding in Jefferson Parish.

Currently there are twenty-one pumping stations on both the east and west banks. Their combined capacity moves 37,455 cubic feet of water per second. The Southeastern Louisiana Flood Control (SELA) project has been responsible for the completion of one new pumping station – Westminster/Lincolnshire. Another new station will be built in the parish and upgrades will be made to four others. As a result, the parish will increase its total capacity during heavy rains by 11,000 cubic feet per second or 25 percent.

An overview of 13 current SELA projects and the parish contribution for each project:

<u>West Bank</u>	<u>Millions</u>
Avenue D (Wichers to Patriot)	\$1.8
Gadere (Brown to Breaux)	\$3.4
Pump Station Equipment (7 pumps, etc.)	\$16.7
Keyhole (4 th Street to Lapalco)	\$1.2
Terry Parkway (Holmes to Carol Sue)	\$8.3
Railroad Canal	\$4.8

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<u>East Bank</u>	<u>Millions</u>
Suburban (I-10 to Veterans)	\$4.5
Canal #3 (Veterans) from I-10 to Elmwood	\$7.2
Suburban (Veterans to W. Esplanade)	\$9.5
Canal #3 (Veterans) from I-10 to Soniat	\$9.0
Elmwood (Canal #3 to W. Esplanade)	\$4.0
Elmwood (W. Esplanade to Pump Station)	\$3.9
Suburban (W. Esplanade to Pump Station)	\$2.0
Parish Total	\$76.3

The wetlands permitting process has proved difficult on the West Bank, where most future development is expected to occur. To address this issue, the parish has begun mapping all potential wetland areas within the West Bank levee system and is applying to the U.S. Army Corps of Engineers for a blanket permit.

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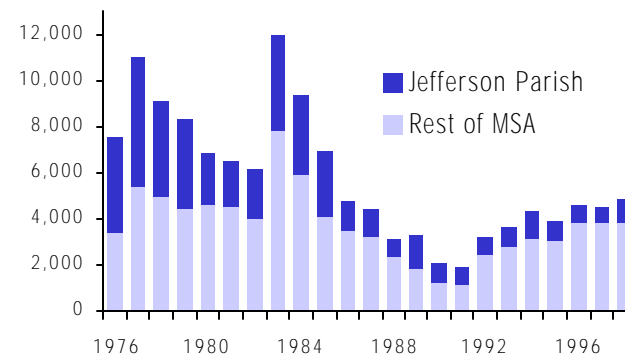
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Housing

The New Orleans MSA has experienced an upturn in home construction since the dip of the late 1980's, and Jefferson Parish has clearly benefited from this trend. However, Jefferson Parish's share of regional housing construction has been in decline for the past two decades, and is currently under 20 percent. About 7,000 new homes have been built in Jefferson Parish since 1990 – 23 percent of the 31 thousand homes built in the entire region. During the 1970's the parish captured 50 percent of new homes on average.

Housing Starts, 1980 - 1998



Source: University of New Orleans

The East Jefferson housing market remains strong. New subdivisions are giving new life to formerly marginal areas. Fifty percent of the lots have been sold in Metairie Club Estates on Airline Drive. Beau Domaine townhomes are under construction at North Hullen and West Esplanade in Metairie. Forty units are planned ranging from \$315,000 to \$400,000 per unit. Eleven have been built; nine are underway. In Kenner, several new residential communities are planned or under development. The former Jefferson Downs tract will become an exclusive community with a total of 219 lots. Sixty percent of Phase I's lots have been sold ranging in price from \$145,000 - \$465,000 per lot. Ongoing development of the Southlake Subdivision bounded by Yenni Blvd., Loyola Drive and Vintage is occurring as builders are buying the lots for single family construction. The Merlot Townhome Subdivision is being developed off of Riverside Drive, also in Kenner. Favrot and Shane are currently building the Lakes at Chateau Estates South, a 248-unit gated apartment complex in Kenner. The company is planning 3 new complexes in year 2000.

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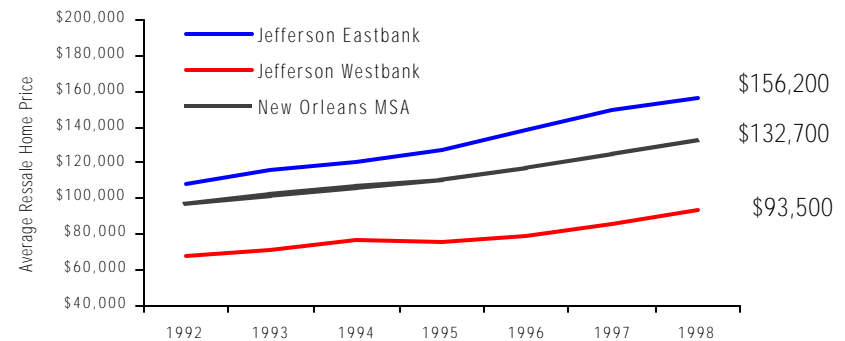
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On the West Bank newer subdivisions continue to sell lots. Barkley Estates on Lapalco Blvd. is continuing development. In Gretna a new single family subdivision, The Commons, is under construction.

Home values have been rising steadily throughout the New Orleans region, and Jefferson Parish average single-family home resale prices are rising faster than the MSA average. However, home prices on the East Bank are about 65 to 70 percent higher than prices on the West Bank. The average home on Jefferson Parish East Bank sells for \$156,000, up significantly from \$108,000 in 1992. West Bank homes sell for \$93,500 on average, up from \$66,500 in 1992.

Average Home Prices, 1992 - 1998



Source: University of New Orleans

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While home values and construction have increased in Jefferson Parish, homeownership rates in the New Orleans MSA have decreased between 1990-1998, well below the majority of competitor communities. In 1998, only 58 percent of regional residents owned their homes, 8 percentage points below the national average of 66 percent.

Homeownerships Rates, 1990-1998

	1990	1991	1992	1993	1994	1995	1996	1997	1998	Change 90-98
Atlanta	61.0	62.3	62.8	61.9	59.4	64.1	68.4	69.4	67.9	6.9
Austin	NA	NA	NA	NA	56.5	60.1	56.7	52.3	54.8	NA
Birmingham	65.7	68.3	70.2	70.0	70.6	67.4	64.8	65.0	66.6	0.9
Charlotte	64.8	67.3	65.1	63.7	68.0	72.6	72.9	74.5	74.7	9.9
Houston	53.9	53.6	53.2	54.8	54.4	56.2	56.3	58.1	59.6	5.7
Memphis	60.8	58.9	58.7	55.3	52.8	61.6	61.3	55.5	59.7	-1.1
Miami	47.9	50.1	50.5	51.6	51.4	50.9	51.9	52.7	53.1	5.2
Nashville	57.3	54.1	56.8	53.8	56.3	62.5	66.5	69.8	70.4	13.1
New Orleans	59.9	58.0	53.1	51.6	56.5	58.3	59.8	61.1	58.2	-1.7
Oklahoma City	67.8	61.9	61.0	65.6	68.2	69.6	66.9	65.0	69.2	1.4
Tampa	67.6	69.9	68.5	66.9	66.0	68.1	68.0	68.7	70.0	2.4
United States	63.9	64.1	64.1	64	64	64.7	65.4	65.7	66.3	2.4
Louisiana	67.8	68.9	66.7	65.4	65.8	65.3	64.9	66.4	66.6	-1.2

Source: U.S. Census Bureau

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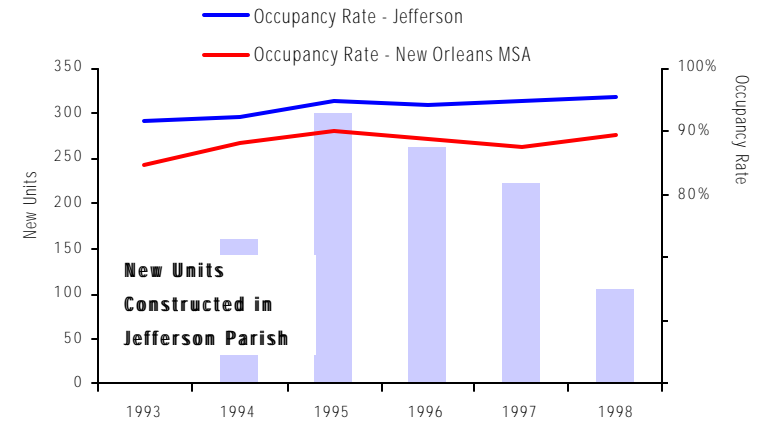
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Multi-family construction in Jefferson Parish has been limited. Over 1,000 new units have been added in the past 5 years. While this is nearly 40 percent of all new units in the region, it is a smaller percentage than the current share of all multi-family units, 55 percent. Occupancy rates are at their highest in recent years – 95.5 percent, up from 87 percent in 1990 – consistently higher than the MSA average.

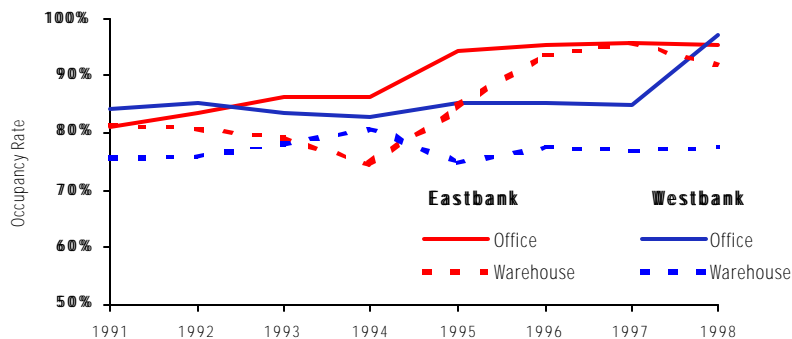
Commercial construction in Jefferson Parish has been strong in recent years, totaling \$130 million in 1998. Since 1990, over \$800 million of commercial space has been permitted, about 70 percent of which was permitted in the East Bank. Occupancy rates are at also at their highest – 93.6 percent for office space and 92.4 percent for warehouse space.

Multi-family Construction, 1992 - 1998



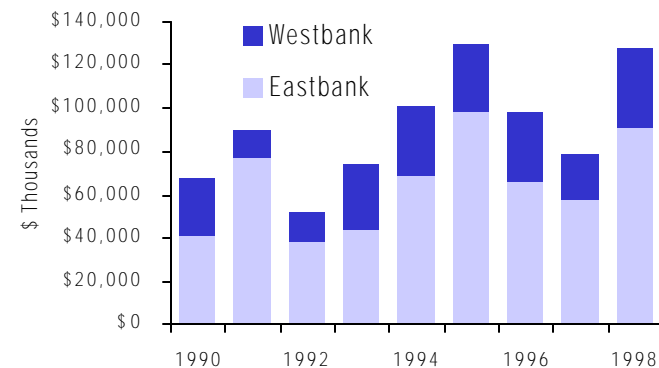
Source: University of New Orleans

Occupancy Rates, Jefferson Parish, 1991 - 1998



Source: University of New Orleans

Commercial Permit Valuations, 1990 - 1998



Source: Jefferson Parish Planning Department

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Public Safety

In October 1999, officials throughout Jefferson Parish signed a Cooperative Endeavor Agreement to dedicate three and a half years of video poker revenue to build a new 600+ bed jail; the new jail facility is scheduled for completion in the Summer of 2000.

Additional measures have been taken to streamline the Criminal Justice System, including the total computerization of the key criminal justice agencies and the addition of three District Court magistrates.

A Community Justice Agency or CJA was established which consolidates all juvenile adult and administrative programs under one department. Through this agency, the parish has expanded the home incarceration program in both juvenile and adult cases, and continues to expand services to address the need for delinquency prevention.

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Transportation Infrastructure

Jefferson Parish benefits tremendously from an existing multi-modal transportation infrastructure: highways, rail, air service, and its ports. The parish is a regional distribution and transportation center within one of the nation's largest metropolitan transportation areas.

The region's railway system serves as the "end-of-the-line" for U.S. shipments by sea. Six main railroads converge on the region, operating over 2,680 miles of railroad in the state:

- Illinois Central Railroad (257 mile)
- Kansas City Southern (918 miles)
- Norfolk Southern Corp. (82 miles)
- CSX Transportation (43 miles)
- Burlington Northern Santa Fe Railroad (397 miles)
- Union Pacific (985 miles)

New Orleans is the only region in the country that has direct service from all six major railroads.

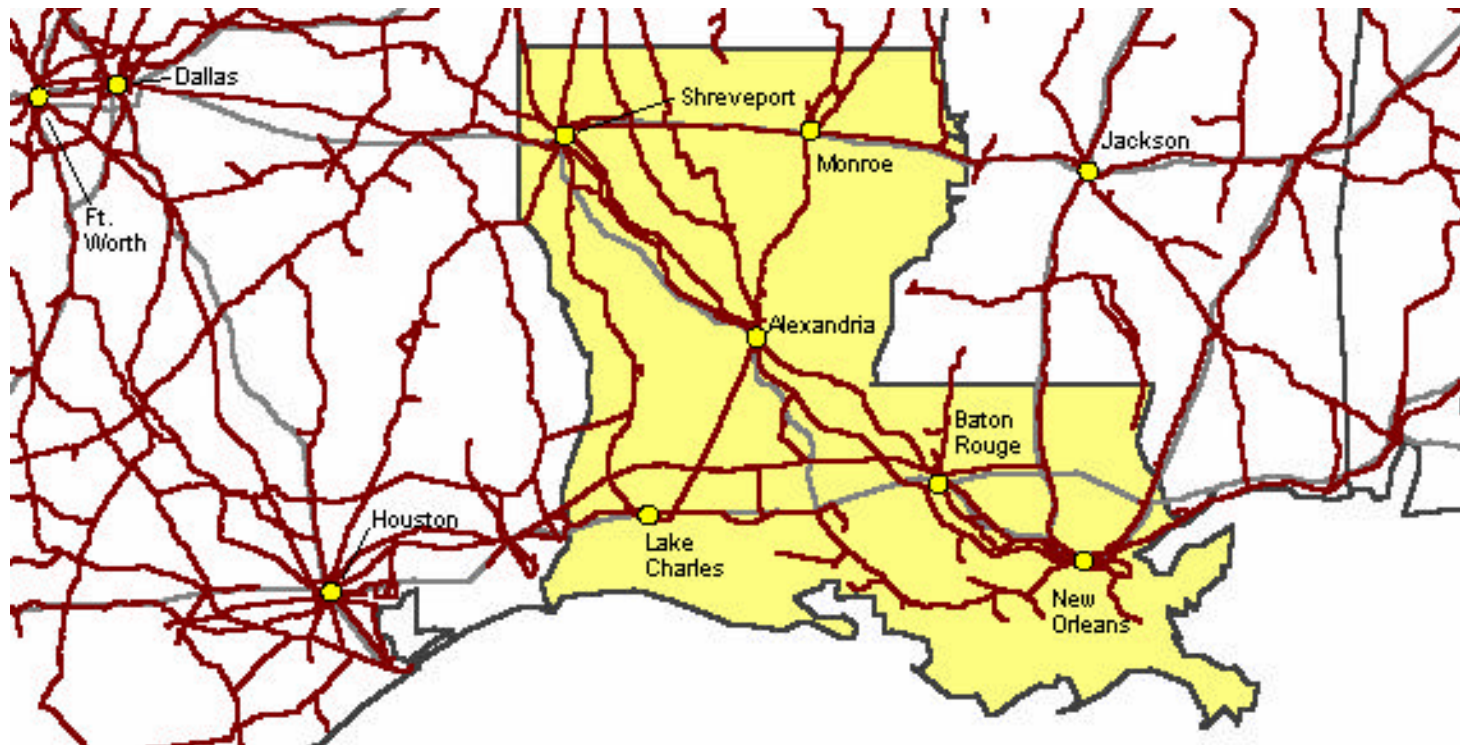
The New Orleans Public Belt (NOPB) links all six trunk line railroads serving New Orleans with the port's maritime terminals and numerous industrial facilities. The NOPB plays a major role in the landside transport of international cargo. A high level of rail development and train activity is evidence of the region's vital role as one of the nation's major rail transportation centers. Rail facilities link highways, air and waterway operations into a multi-modal and intermodal network for the movement of goods.

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Rail Road Service Map of Louisiana



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Port

Jefferson Parish has a long history of maritime economic activity. Jefferson Parish has access to five major navigational routes:

- Lake Pontchartrain
- Gulf Intercoastal Waterway
- Bayou Barataria Waterway
- Harvey Canal
- Bayou Segnette Waterway

To build upon this traditional economic strength, Jefferson Parish conducted two ports studies in 1999: *West Bank Corridor Improvement Study* and *Port Master Plan: Strategic Directions*. The purpose of these studies was to provide direction and strategies for Jefferson Parish's port activities.

These studies identified a number of critical issues for Jefferson Parish. The major issue identified is that **Jefferson Parish does not have jurisdiction over waterways that exceed fifteen feet below Main Sea Level**. In addition, Jefferson Parish has no deep water docking facilities and does not have jurisdiction over the Mississippi River. A number of strategies have been developed to address these concerns.

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The Port of New Orleans is a major economic engine in the region. Seventy steamship lines serve the region's ports, and interconnections to inland waterways and rivers include the Arkansas River, Mississippi River, Missouri River, Ohio River, and Tennessee River. Annual import and export activities involve over 4,000 ships each year with destinations to over 100 countries. Natural waterways and man-made canals dug by oil companies provide access for sport and commercial fishers and shrimpers.

The Port ranks 10th in terms of total value of exports and 11th in terms total value of imports. The New Orleans MSA recorded an increase of 24 percent in the value of maritime exports and imports from 1994 to 1996, much higher than national growth of 8%. According to the Port of New Orleans, the total regional economic impact of the port is in excess of \$6 billion in sales per year.

In 1997, the New Orleans Port ranked 5th in the U.S. for imports, exports, and intransits (52,438,422 tons), and 11th for import and export dollar value (\$8,411,557,640)

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Imports, Exports and Intransits (in short tons) for 1997

Rank	Port Name	Inbound Import	In-transit	Outbound Export	In-transit	Total
1	Houston, TX	72,313,079		30,116,081	89,884	102,846,554
2	South LA, Port of	25,905,882	508,716	50,357,041	10,425	76,782,064
3	Corpus Christie, TX	54,198,481	16,535	8,000,070	3,606	62,218,692
4	New York, NY and NJ	46,533,683	1,588,716	7,815,748	775,708	56,713,855
5	New Orleans, LA	23,737,146	187,411	28,395,384	118,481	52,438,422
6	Baton Rouge, LA	28,406,904	168,759	9,817,459	13,872	38,406,994
7	Long Beach, CA	19,340,577	1,835,146	16,698,893	481,929	38,356,545
8	Texas City, TX	35,001,539	59,772	2,369,367	0	37,430,678
9	Norfolk Harbor, VA	5,884,104	49,499	29,401,474	81,974	35,417,051
10	Beaumont, TX	27,755,549	478,478	5,392,714	0	33,626,741
11	Philadelphia, PA	29,303,117	187,236	362,772	104,386	29,957,511
12	Port Arthur, TX	26,789,371	157,273	2,782,295	0	29,728,939
13	Lake Charles, LA	24,964,433	226,010	4,519,379	215	29,710,037
14	Los Angeles, CA	15,459,338	741,967	12,225,154	153,083	28,579,542
15	Baltimore, MD	14,959,150	12,264	10,218,227	32,433	25,222,074

Import and Export Dollar Value for Selected United States Ports in 1997 (excluding in-transits)

Rank	Port Name	Total Value	Import Value	Export Value
1	Long Beach, CA	85,308,421,648	66,240,941,305	19,067,480,343
2	Los Angeles, CA	73,430,966,447	57,305,642,035	16,125,324,412
3	New York, NY and NJ	67,863,311,896	47,228,745,119	20,634,566,777
4	Houston, TX	37,134,330,236	16,319,312,078	20,815,018,158
5	Seattle, WA	33,624,703,204	23,320,868,764	10,303,834,440
6	Charleston, SC	27,221,169,076	15,163,993,537	12,057,175,539
7	Oakland, CA	25,330,532,517	15,478,652,933	9,851,879,584
8	Norfolk Harbor, VA	24,930,815,769	11,386,826,567	13,543,989,202
9	Tacoma, WA	19,512,882,802	15,064,958,932	4,447,923,870
10	Baltimore, MD	18,813,914,807	11,681,592,411	7,123,322,396
11	New Orleans, LA	16,490,584,070	8,079,026,430	8,411,557,640
12	Miami, FL	15,058,088,942	6,600,679,401	8,457,409,541
13	Savannah, GA	14,620,736,972	7,545,455,014	7,075,281,958
14	South Louisiana, Port of	11,651,868,679	2,939,675,543	8,712,193,136
15	Portland, OR	9,652,373,868	5,356,124,677	4,296,249,191

Source: U.S. Army Corps of Engineers

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New Orleans International Airport

The **New Orleans International Airport** (NOIA) has been under significant expansion in recent years. New international terminal facilities, a new concourse and control tower, extended runways, new cargo facilities, expanded parking, and roadway improvements have all been part of a \$633 million capital improvements plan. Air passenger enplanements have grown 25 percent since 1990 and daily commercial flights averaged 172 in 1998. When benchmarked against other U.S. cities in terms of enplaned passengers, the Federal Aviation Administration ranks New Orleans 40th in the nation with 4.3 million enplaned passengers. In 1998, the NOIA ranked 95th in the world in terms of total passengers (arriving, departing, and direct transit passengers).

Revenue Enplaned Passenger Activity, 1990-1997

	(millions of passengers)								Change 90-97	1997 Rank
	1990	1991	1992	1993	1994	1995	1996	1997		
New Orleans	3.44	3.26	3.35	3.39	4.07	4.08	4.27	4.30	25.1%	40
Atlanta	24.13	18.89	20.97	23.14	26.13	28.09	30.93	33.25	37.8%	1
Birmingham	1.04	0.97	0.98	1.05	1.12	1.26	1.38	1.38	32.2%	74
Charlotte	7.78	8.43	9.10	8.68	10.38	10.46	10.89	11.33	45.6%	20
Houston (Bush)	8.13	8.45	8.98	9.52	10.66	11.35	12.09	13.21	62.6%	15
Memphis	4.23	3.93	3.96	3.80	3.98	4.32	4.66	4.87	15.1%	37
Miami	12.42	12.50	12.59	14.03	14.74	16.07	16.34	16.58	33.5%	7
Nashville	3.66	4.30	5.07	4.51	4.31	3.69	3.44	3.76	2.7%	43
OK City	1.54	1.48	1.54	1.53	1.66	1.67	1.76	1.72	11.5%	68
Tampa	5.31	4.75	4.79	5.05	5.97	5.57	6.37	6.59	24.2%	29
U. S.	495.36	485.36	510.89	525.88	570.30	584.62	620.02	640.19	29.2%	

Source: Air Carrier Activity Information System

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Air cargo activity at the NOIA has grown by 36.2 percent since 1992. Over 482 million pounds of commodities were landed at the NOIA in 1997. The Federal Aviation Administration ranks the NOIA 61st in terms of landed cargo. When compared to the world, New Orleans ranks 131st by total cargo ranking.

Air Cargo Volume, 1992-1997

(pounds)

	(millions of pounds)						Change	1997
	1992	1993	1994	1995	1996	1997	92-97	Rank
New Orleans	308.1	2,987.9	260.7	426.8	452.9	482.5	36.2%	61
Atlanta	1,788.3	1,918.2	2,183.8	1,916.4	2,165.4	2,200.3	18.7%	16
Birmingham	203.6	162.3	217.2	261.6	267.7	321.0	36.6%	78
Charlotte	638.8	678.8	807.1	760.7	845.5	881.0	27.5%	37
Houston (Bush)	755.2	633.4	776.3	899.2	928.6	922.0	18.1%	35
Memphis	6,764.1	7,057.9	8,098.2	8,439.9	9,199.4	10,673.3	36.6%	2
Miami	3,497.9	3,607.3	4,536.1	4,824.3	5,632.5	6,381.0	45.2%	4
Nashville	88.9	135.3	320.9	252.4	280.0	276.0	67.8%	81
OK City	295.3	341.5	340.7	338.2	347.9	356.0	17.1%	74
Tampa	190.1	208.9	306.7	355.5	407.9	417.5	54.5%	65
U. S.	92,241.0	97,044.3	111,124.3	119,864.6	123,469.6	133,413.6	30.9%	

Source: Air Carrier Activity Information System

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Roads and Highways

Roadways in Jefferson Parish are increasingly congested and require significant maintenance. The largest road improvement program ever conceived in Jefferson Parish came as a result of a collaborative effort on the part of elected officials, civic leaders and voters – the Road Bond Program. After many months of studying and surveying the traffic trouble spots in Jefferson Parish, the JEFF 2000 Transportation Action Committee devised a list of possible roadway improvements. In January 1998, the voters of Jefferson Parish approved the extension and rededication of a one-cent sales tax to include road improvements. The sales tax was bonded and added \$125 million to improve the key roads identified.

The Road Bond Program

East Bank	<u>Millions</u>
Veterans (Williams – David Drive)	\$7.0
Power Blvd. (Veterans – W. Esplanade)	\$8.0
West Esplanade (Bonnabel – Lake Ave. Including Lake Ave.)	\$5.3
Mounes Street (Edwards – Dickory)	\$4.5
Dakin Street (Airline – Jefferson)	\$7.9
Transcontinental (I-10 to W. Esplanade)	\$4.0
Susitna Drive (Extension to Hord Street)	\$0.7
W. Esplanade (Severn – Causeway)	\$3.5
Edwards Ave. (Jefferson – Powell)	\$6.0
Metairie CBD Area	\$1.5
Intersection Improvements	
Clearview Pkwy/Veterans Blvd.	\$4.0
S. Clearview/Bloomfield (incl. St. George)	\$1.0
Severn Ave./W. Metairie Ave.	\$1.5
Veterans Blvd @ Edenborn, Division, Cleary	\$2.5

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W. Esplanade @ Page, Ridgelake	\$2.3
W. Metairie Ave. @ N. Lester, Houma	\$1.8
Total	\$61.5

West Bank	<u>Millions</u>
Lapalco Blvd. (Destrehan – Hwy. 90)	\$10.0
Lapalco Blvd. (Vulcan – Peters)	\$1.5
Ames Blvd. (Ehret – Pritchard)	\$2.5
Whitney Ave. (Belle Chasse – West Bank Expwy)	\$15.0
North/South Corridor:	
West Bank Expwy. To Lafitte – Larose (Lapalco – Patriot Street)	\$5.5
(Patriot to West Bank Expwy.)	\$4.0
Lafitte – Larose Hwy. – Destrehan)	\$6.0
Cousins Blvd. (Paxton – Woodmere)	\$1.5
Sauls Road Extension (new road)	\$2.5
INTERSECTION IMPROVEMENTS:	\$3.0
Lapalco Blvd./Wall Blvd.	
Terry Parkway/Belle Chasse Hwy.	
Patriot Street/Barataria Blvd.	
Terry Pkwy (Hickory to Oakwood Shopping Ctr)	
Total	\$51.5

Another important roadway project (not part of the Road Bond Program) is the West Napoleon Avenue Project. In 1989 the state funded TIME Program allocated \$25 million for a seven-phase improvement project on West Napoleon Avenue between Williams Boulevard and Severn Avenue. With the original \$25 million, the parish has successfully completed construction from David Drive to Houma Boulevard.

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In July 1997, the work on the remaining phases were placed on hold due to a lack of funds. But in 1998, the state legislature extended the TIME Program and appropriated an additional \$28 million for the completion of the remaining four phases.

In addition, a new park-and-ride facility was constructed in 1998 in the West Bank to ease traffic crossing the Crescent City Connection into the Central Business District. Furthermore, a regional study is underway to determine the feasibility of commuter rail from the New Orleans International Airport in Kenner through Jefferson Parish and into downtown New Orleans.

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Utilities

With ample resources of natural gas and electrical power, the parish enjoys some of the lowest rates in the United States.

Entergy Corp., the region's largest electric power utility, serves more than 1.1 million customers in the New Orleans region and 2.4 million customers in the South and provides services worldwide. Entergy's generating capacity is 23,300 MW of combined fossil and nuclear generation. The company's peak load in 1998 was less than 20,000 MW – just 85 percent capacity and fully adequate to provide the needs of the region. Entergy is a member of the Southwest Power Pool, a reliability council that certifies the utility provider as exceeding its reliability criteria.

Electric Utility Comparison
Estimated Average Revenue per Kilowatt Hour, 1998
(cents)

	Residential	Commercial	Industrial	Other	All
Louisiana Jefferson Parish New Orleans	7.0	6.6	4.1	6.1	5.6
Georgia Atlanta	7.5	7.1	4.2	8.6	6.3
Alabama Birmingham	6.8	6.6	3.7	7.2	5.3
North Carolina Charlotte	7.9	6.3	4.5	7.2	6.3
Texas Houston	7.4	6.7	4.0	6.5	5.9
Tennessee Memphis Nashville	6.3	6.4	4.6	8.4	5.5
Florida Miami Tampa	8.0	6.5	5.1	6.9	7.1
Oklahoma OK City	6.4	5.3	3.5	4.6	5.1
U. S.	8.2	7.4	4.4	6.8	6.7

Source: US Energy Information Administration

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Louisiana Gas Service Co. is the largest provider of natural gas in the region, offering some of the lowest rates in the United States, lower than those in the neighboring states of Texas, Arkansas, Mississippi, and Alabama. Louisiana leads the nation in production of clean-burning, inexpensive natural gas.

BellSouth Corp., the parish's local exchange carrier offers digital telephone and data services through most of the parish. It serves over one million telephone access lines in the New Orleans LATA. Reliability is high and the Advanced Intelligent Network capabilities allow for much faster response times and offer enhanced services such as Integrated Subscriber Digital Network (ISDN) access. BellSouth Entertainment offers digital television in some parts of the parish.

The New Orleans region has eight fiber-optic network providers:

- AT&T
- Qwest/Level 3
- Williams Companies/MCI
- SBC
- Enron
- IXC
- CapRock
- Sprint
- BellSouth

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Financial Resources

Financial resources are improving in Jefferson Parish but are still limited. During previous periods of economic prosperity (mainly due to high oil prices), the banking community readily made loans to businesses. The collapse of the oil industry in the late 1980's, however, resulted in a multifold increase in loan defaults and led to the demise of many area banks.

Consolidation continues shaping the banking industry in Jefferson Parish as in the rest of the country. In 1997, Columbus, Ohio-based Bank One purchased New Orleans-based First NBC while Mississippi-based Deposit Guaranty acquired Jefferson's own Jefferson Guaranty Bank which was then purchased by First American headquartered in Nashville, Tennessee. During 1999 Alabama-based Amsouth announced plans to acquire First American.

In 1999 Parish National based in Covington, Louisiana, opened its first branch in Metairie while both Omni and Regions Banks expanded their presence in Jefferson Parish during 1998 and 1999. In December, 1999, Central Progressive Bank, located in Hammond, Louisiana, announced its intention to open a branch in Metairie.

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Bank deposits are increasing at a healthy pace. Available data at the MSA level show regional banks increased their deposits by over 5 billion in the past 5 years. Total MSA deposits now total \$15.6 billion, as measured by the FDIC. This increase represents 52 percent growth over 1991 levels. Deposits per capita grew slightly less over the period, at 49 percent, and now total \$11,900.

Growth in deposits in the MSA have outpaced growth in Louisiana, but falls slightly behind several competitor cities. All

competitor cities except Tampa experienced growth in total deposits much higher than the New Orleans MSA. However, per capita deposits grew faster only in the smaller metros such as Birmingham, Memphis, and Oklahoma City – not major metros such as Atlanta and Houston.

Venture capital investment in the community is small. While capital availability is booming throughout the U.S., many banks in the New Orleans MSA are hesitant to finance new ventures. Entrepreneurship in the region does not appear to

Financial Resources Comparison

Region	Bank Offices			\$Deposits (billions)			\$Deposits per capita		
	1991	1998	% Chg.	1991	1998	% Chg.	1991	1998	% Chg.
New Orleans	277	356	29%	\$10.3	\$15.6	52%	\$7,962	\$11,900	49%
Louisiana	1,213	1,468	21%	32.6	44.3	36%	7,681	10,137	32%
Oklahoma City	165	283	72%	6.6	10.7	63%	6,778	10,311	52%
Houston	529	843	59%	29.1	46.3	59%	8,491	11,776	39%
Atlanta	817	985	21%	27.8	47.4	71%	9,095	12,645	39%
Birmingham	224	258	15%	9.1	14.6	60%	10,736	16,035	49%
Miami	431	543	26%	22.1	36.2	64%	11,166	16,832	51%
Memphis	245	313	28%	7.8	14.4	85%	7,645	13,167	72%
Nashville	277	358	29%	9.5	14.9	57%	9,487	12,925	36%
Charlotte	379	430	13%	14.0	29.3	110%	11,739	21,191	81%
Tampa	604	684	13%	20.5	27.6	35%	9,757	12,222	25%
Average	395	505	30%	\$15.7	\$25.7	65%	\$9,286	\$13,900	49%

Source: Federal Deposit Insurance Corporation

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COMMUNITY ASSESSMENT

be supported by lending practices. Over the last four quarters, just \$16 million was invested in 3 companies in the New Orleans region and none in Jefferson Parish.

In order to help address the need of businesses, **JEDCO has several loan programs** to meet some of the financing needs of businesses. Other federal and state programs, including the Enterprise Zone Program, which offer incentives for businesses expanding or locating in Louisiana. The program encourages economic development by offering state and local tax incentives. These tax programs can save companies money if they hire people living in designated Enterprise Zones.

Other state and local programs offered include energy conservation, restoration tax abatement, and training programs. Training funds are available through the State Department of Labor for incumbent workforce training. The Department of Economic Development offers training funds for new companies moving into Louisiana.

Special financing assistance programs are also offered to businesses from regional, state, and federal sources. The principal programs are the following:⁶

Below-market interest/long-term business development loans for fixed-assets financing machinery and equipment purchases as well as working capital for small and mid-sized companies administered by the Jefferson Parish Economic Development Commission.

⁶ From MetroVision, *Perspectives2000*

COMMUNITY ASSESSMENT

Seed and venture capital programs administered by the New Orleans Regional Loan Corp., the Louisiana Economic Development Corporation, the Louisiana Partnership for Technology and Innovation and the Louisiana Seed Capital Corp.

ExIm Bank City/State Program – through its relationship with the U.S. Export-Import Bank, the Louisiana Economic Development Corp. facilitates export-working loans for Louisiana businesses.

Taxation

Corporations in Jefferson Parish are subject to the following taxes:

State Income Tax. Any income derived from sources within Louisiana is taxed according to its type (revenue, dividends, property sale, etc.), less operating losses and federal income taxes paid. Small businesses whose taxes paid would amount to less than \$1,000 annually are not required to file. Taxes also depend on exempt-status. Tax rates are on a progressive tax scale from 4% to 8% of taxable income. Of the 46 states that levy corporate income and franchise taxes, Louisiana ranks as the eighth lowest in effective tax rate. Among the Southern states, Louisiana ranks fourth lowest.

Sales Tax. State and local sales taxes are imposed on the sale price of taxable services performed in Louisiana and of tangible personal property bought in Louisiana. If no Louisiana sales tax is paid on property because it was purchased outside the state, taxes are imposed on the cost or fair market value (whichever is lower) of the property at the time it is brought into Louisiana for use. The state rate is 4 percent. The Jefferson Parish tax rate is currently set at 4.75 percent, amounting to a total 8.75 percent for sales in the parish.

Corporate Franchise Tax. Both Louisiana and non-Louisiana corporations that do business in the state, or which are qualified to do business in the state, or that own or use any of their capital, plant, or other property in Louisiana, must pay an annual corporation franchise tax. Taxable capital is calculated based on borrowed capital, capital stock, surplus and undivided profits and depends on where value is derived. Generally, corporations exempt from federal and from Louisiana income tax also are exempt from the franchise tax. Banks and certain insurance

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corporations also are exempt from the franchise tax. Waiver of all or part of the corporate franchise tax is allowable under some incentive programs.

Ad Valorem Property Tax. The parish assesses property taxes on 10 percent of the fair market value of land holdings and 15 percent of the market value of buildings and improvements. Residences are assessed at 10 percent of fair market value beyond the homestead exemption of the first \$75,000.

Ad Valorem Rates (Mills), 1999 Rates

	Kenner	Harahan	Gretna	Grand Isle	Jean Lafitte	Westwego		Orleans Parish*
Jeff. Parish	69.29	59.81	58.64	87.75	102.07	56.64	Non-Downtown	167.5
City	21.7	14.72	47.67	12		27.01	Downtown	179.8
Total	90.99	74.53	106.31	99.75	102.07	83.65		

* - The homestead exemption does not apply to the special fire and police tax included in the Orleans rates (10.47 Mills)

Individual Income Tax. Individual residents are taxed on income by the State of Louisiana from all sources. Non-resident individuals are, however, taxed only on income earned within or derived from sources in Louisiana. Resident individuals are taxed on their adjusted gross income for federal income tax purposes, with certain modifications:

1. exclusions of income from certain obligations of the United States and from Louisiana and its political subdivisions (but not from other states or their political subdivisions);
2. deductions for the excess of federal itemized deductions over the federal standard deduction; and
3. a deduction for federal income tax liability.

COMMUNITY ASSESSMENT

Louisiana income tax is computed by the use of tax tables, rather than tax rates. However, the tax due under the tax tables cannot exceed 2 percent of the first \$10,000 of income; four percent of the next \$40,000 of income; or six percent of income in excess of \$50,000. Standard deductions are \$4,500 per adult and \$1,000 per dependent. The tax tables incorporate combined personal exemptions and standard deductions. Certain federal exemptions (for example, for blind persons) are not taken into account, but a special credit against the tax due is allowed. Resident individuals, subject to certain restrictions are allowed credit against the Louisiana income tax for net income taxes paid to another state on income also subject to the Louisiana income tax.

Louisiana's Employment Security Law imposes an unemployment compensation tax on most employers that pay salaries or wages to employees for services rendered in Louisiana. Certain payments to contractors, subcontractors or agents, or their employees, may also be deemed to be wages on which the unemployment tax must be paid. The tax is payable quarterly and is equal to a percentage (currently set at 0.22 percent to 6.47 percent) of the first \$7,000 of each employee's salary or wages for the calendar year. Based on the current prevailing state unemployment insurance tax rate, Louisiana ranks among the 10 states with the lowest unemployment insurance tax rates per employee.

Worker Compensation Insurance. Louisiana's Workers' Compensation laws and market have undergone significant reforms in recent years resulting in a competitive market with rates that compare favorably to most other states. Alternative types of coverage are available to most companies, consisting of the voluntary market, the Louisiana Workers' Compensation Corporation, or the self-insurer program. Louisiana has enjoyed some of the highest decreases in rates since 1980 across all categories of premiums. This is in contrast to most other Southern states that have been faced with accelerating increases in workers' compensation insurance premium rates.

COMMUNITY ASSESSMENT

Miscellaneous Taxes. There are miscellaneous state and local taxes that can apply to particular kinds of businesses. For example, there is a state severance tax applicable to natural resources, a state hazardous wastes storage and disposal tax, and both state and local alcoholic beverage taxes, each of which can require state and local alcoholic beverage licenses.

Business Incentives

The following list of state and local business incentives is available to support Jefferson Parish's recruitment efforts:⁷

Industrial Property Tax Exemption. Manufacturing establishments entering Louisiana, or expanding in the state, are eligible for some property tax exemptions from state, parish and city property taxes for a period of up to 10 years.

Enterprise Zone. Tax credits of \$2,500 for each net new job created can be given for specially-designated areas. This incentive also provides for a rebate of state sales/use taxes on building materials and operating equipment. Local sales/use taxes may also be rebated. Credits can be used to satisfy state corporate income and franchise tax obligations.

Inventory Tax Credit. Tax credits against state corporate income and franchise tax obligations can be provided for the full amount of inventory taxes paid. When credits are in excess of tax obligations, a cash refund is made.

Freeport Law. Cargo in transit is exempt from taxation as long as it is kept intact within the smallest original shipping container. Most manufacturers can bring raw materials into the state without paying taxes on them until they are placed in the manufacturing process.

Tax Equalization for new manufacturing plants, warehousing/distribution facilities, or new corporate headquarters relocating to Louisiana and the New Orleans Region.

⁷ Some information taken from MetroVision, *Perspectives2000*

COMMUNITY ASSESSMENT

Biomedical Research and Development Park Incentives. Medical firms are eligible for exemption of 30 percent of all state taxes owed and up to 100 percent of local taxes when locating in a biomedical research and development park.

University Research and Development Park Incentives. Businesses locating in a university research and development park are exempt from paying 30 percent of all state sales/use taxes owed and up to 100 percent of local sales/use taxes.

Restoration Tax Abatements. Renovated buildings located in historic districts or economic development districts or buildings listed on the National Register of Historic Places are exempt from property taxes for up to 10 years on increased value due to qualifying renovation/restoration.

Tax-Free Shopping Program. Foreign visitors get a full rebate of sales/use taxes paid on purchases of tangible/non-consumable merchandise from participating retailers.

Cluster Analysis

CLUSTER ANALYSIS

Methodology

Clusters are highly-integrated groups of businesses with strong vertical and horizontal linkages. Cluster definitions achieve a much higher level of detail than the standard classification of the 10 major industries (manufacturing, services, etc.). Clusters categorize businesses according to their final product and how these products are related to each other and integrated along the vertical supply chain. This method provides a much more accurate and detailed examination of industries than the method used currently by the Census (which is general and often out-dated).

Traditionally, the economic growth of regional economies has been described in terms of the growth of a region's "basic" (or primary) industries. These industries typically export their goods or services outside the region, supporting ancillary industries such as retail, housing construction, and personal services. The locational distribution of these facilities was largely attributed to natural advantages (e.g., natural resources and climate), cost factors (e.g., distance to market, labor costs), and existing transportation infrastructure. However, new economic structures and the globalization of economies have put these competitive factors in a new perspective.

Increased competition and the emergence of the technology industry have altered the location requirements of many businesses. Technology firms are increasingly drawn to regions because of formal and informal relationships with public sector institutions (such as education and training facilities) which can supply a trained pool of workers. These new linkages establish "developing industrial clusters" in which new businesses build relationships with existing specialized supplier firms throughout a metropolitan region. These clusters then attract additional supplier firms and supporting business from outside of the area. By creating a "critical mass" of production, labor, and information, related original

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equipment manufacturers (OEMs) and supplier firms are attracted to these developing cluster regions to take advantage of the existing human and physical infrastructure.

To assess the strength of a cluster in a regional economy, the location factors are calculated by comparing the cluster's share of total local employment to the cluster's national share. This quotient will yield a value generally between 0 and 2, where 1.00 demonstrates an equal share percentage between the local and national economies. Cluster location factors greater than 2.00 indicate a strong cluster agglomeration, while those less than 0.50 indicate extremely weak clusters.

Regional Clusters – Observations

- Jefferson Parish has sizeable concentrations of **Transportation Equipment, Natural Resources, Logistics & Distribution, Housing & Construction**, and services in **Retail, Health, and Entertainment** clusters relative to the metro area and state. Jefferson Parish is home to several large employers in these industries: Litton Avondale Industries, Alton Ochsner Medical, East and West Jefferson General Hospitals, Ochsner Clinic, SEMCO, Coca-Cola, Acme Truck Line, Cytotec Industries, Treasure Chest, and Boomtown Casino.
- Jefferson Parish has a strong retail trade cluster for a community of its size, indicating the “capturing” of retail expenditures from outside the community. Clearly, the attraction of venues such as six major shopping centers, casinos, Zephyr Stadium, and numerous restaurants have a significant impact on the parish economy.

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- Industry clusters that are less-developed in Jefferson Parish than the nation as a whole are the five technology sectors (semiconductors, software, telecommunications, electronics, and computers) and **Financial Services**.

The following six clusters are examined in greater detail in the following sections:

- **Transportation**
- **Natural Resources**
- **Logistics & Distribution**
- **Health Services**
- **Retail & Tourism**
- **Business & Professional Services**

These clusters were selected based on their current impact on the local parish economy, their levels of exports outside the community, and national growth trends. The **Housing & Construction** cluster was not selected since it reflects growth in other clusters and most production is not exported outside the community.

In addition, the section “Developing Clusters” identifies four technology clusters not currently concentrated in Jefferson Parish but which provide significant potential for new economic development in the community.

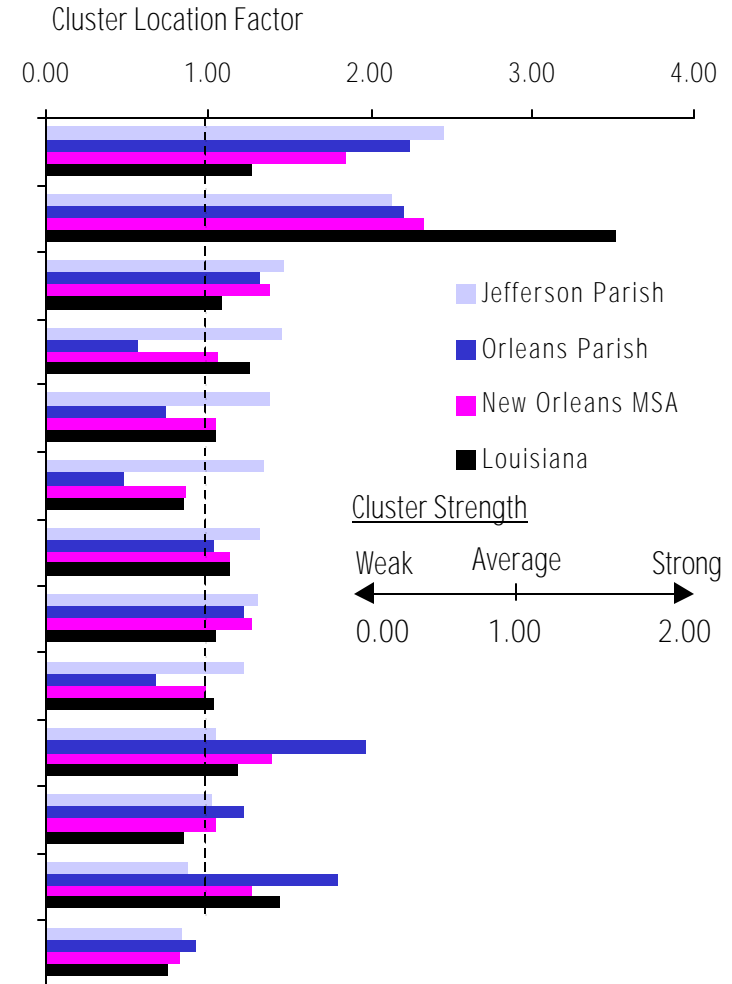
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Jefferson Parish Economic Development Strategic Plan

CLUSTER ANALYSIS

Cluster Distribution -- STRONG Clusters

<u>Cluster</u>	<u>Jefferson Parish</u>	<u>Orleans Parish</u>	<u>N. O. MSA</u>	<u>Louisiana</u>
Transportation Equipment	2.45	2.25	1.86	1.28
Natural Resources	2.13	2.21	2.33	3.52
Logistics & Distribution	1.46	1.32	1.37	1.09
Housing & Construction	1.45	0.57	1.06	1.26
General Services	1.37	0.75	1.05	1.05
Wholesale Trade	1.34	0.48	0.86	0.85
Health Services	1.32	1.03	1.14	1.14
Eating/Drinking Establishments	1.31	1.23	1.28	1.05
Retail Trade	1.23	0.68	0.98	1.03
Hotels & Entertainment	1.05	1.97	1.39	1.19
Business & Professional Services	1.02	1.23	1.05	0.84
Government	0.87	1.80	1.28	1.44
Financial Services	0.83	0.92	0.82	0.76



Source: Angelou Economic Advisors Inc.; Dun & Bradstreet

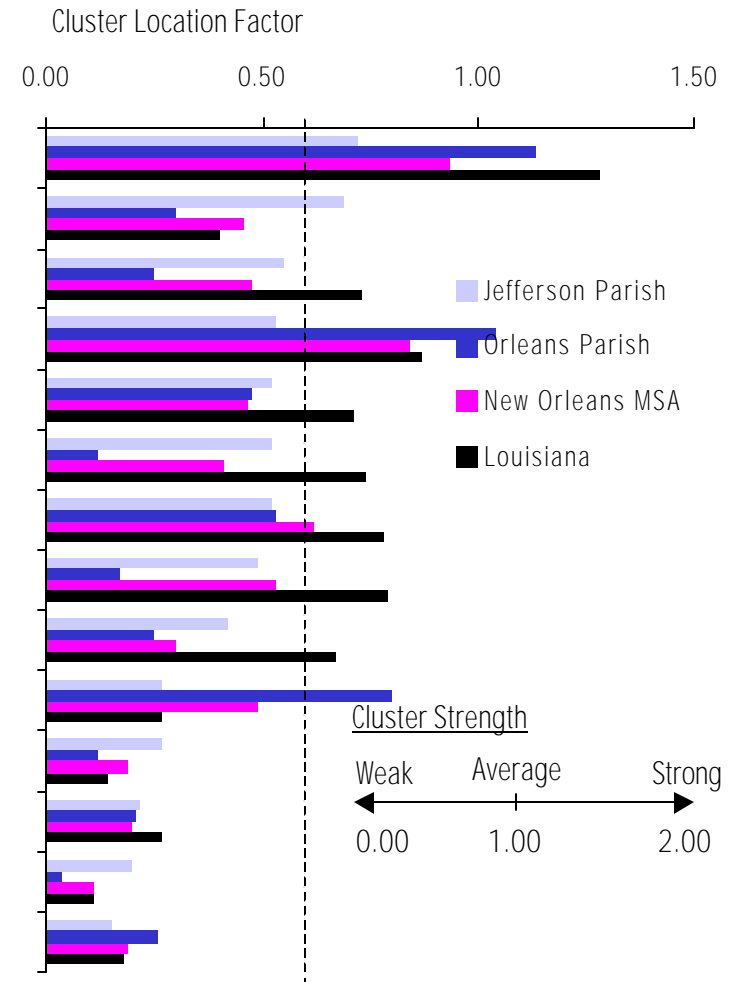
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Cluster Distribution -- WEAK Clusters

<u>Cluster</u>	<u>Jefferson Parish</u>	<u>Orleans Parish</u>	<u>N. O. MSA</u>	<u>Louisiana</u>
Utilities	0.72	1.13	0.93	1.28
Printing & Publishing	0.69	0.30	0.46	0.40
Agriculture	0.55	0.25	0.48	0.73
Food Processing	0.53	1.04	0.84	0.87
Telecommunications	0.52	0.48	0.47	0.71
Materials Supplies	0.52	0.12	0.41	0.74
Industrials Supplies	0.52	0.53	0.62	0.78
Industrial Machinery	0.49	0.17	0.53	0.79
Apparel & Textiles	0.42	0.25	0.30	0.67
Software/Multimedia/Data	0.27	0.80	0.49	0.27
Computer Equipment	0.27	0.12	0.19	0.14
Consumer Goods	0.22	0.21	0.20	0.27
Medical Supplies	0.20	0.04	0.11	0.11
Electronics	0.15	0.26	0.19	0.18



Source: Angelou Economic Advisors Inc.; Dun & Bradstreet

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Jefferson Parish Economic Development Strategic Plan

CLUSTER ANALYSIS

Cluster Employment, 1999

Cluster	Jefferson Parish			Orleans Parish			New Orleans MSA			Louisiana		
	Employees	No. Bus.	Cluster Ratio	Employees	No. Bus.	Cluster Ratio	Employees	No. Bus.	Cluster Ratio	Employees	No. Bus.	Cluster Ratio
Transportation Equipment	6,600	40	2.45	7,800	35	2.25	14,400	113	1.86	29,970	332	1.28
Natural Resources	3,436	164	2.13	4,582	148	2.21	10,804	479	2.33	49,172	2,846	3.52
Logistics & Distribution	12,745	835	1.46	14,882	693	1.32	34,370	2,133	1.37	82,861	6,053	1.09
Housing & Construction	16,680	1,957	1.45	8,524	900	0.57	35,102	4,292	1.06	125,609	12,458	1.26
General Services	9,953	2,110	1.37	7,029	1,533	0.75	22,040	4,974	1.05	66,513	15,881	1.05
Wholesale Trade	15,281	1,641	1.34	7,135	812	0.48	28,390	3,260	0.86	84,094	9,755	0.85
Health Services	24,995	1,360	1.32	25,112	1,302	1.03	62,088	3,543	1.14	186,671	9,856	1.14
Eating/Drinking Establishments	13,258	1,071	1.31	16,079	1,178	1.23	37,113	2,946	1.28	92,418	7,960	1.05
Retail Trade	30,821	3,034	1.23	22,064	2,801	0.68	70,994	8,109	0.98	223,870	26,866	1.03
Hotels & Entertainment	6,646	448	1.05	16,095	599	1.97	25,384	1,453	1.39	65,609	4,055	1.19
Business & Professional Services	29,638	4,369	1.02	46,273	4,176	1.23	88,166	10,663	1.05	210,642	27,968	0.84
Government	8,890	147	0.87	23,800	292	1.80	37,581	680	1.28	127,949	3,612	1.44
Financial Services	8,398	1,178	0.83	11,966	738	0.92	23,636	2,556	0.82	66,492	8,429	0.76
Utilities	1,532	53	0.72	3,079	46	1.13	5,660	182	0.93	23,520	1,002	1.28
Printing & Publishing	2,101	180	0.69	1,180	163	0.30	3,971	431	0.46	10,407	1,054	0.40
Agriculture	1,928	305	0.55	1,117	207	0.25	4,833	876	0.48	22,325	5,019	0.73
Food Processing	1,563	62	0.53	3,918	72	1.04	7,059	178	0.84	22,134	550	0.87
Telecommunications	1,671	140	0.52	1,958	109	0.48	4,311	334	0.47	19,609	1,135	0.71
Materials Supplies	2,467	99	0.52	724	65	0.12	5,537	245	0.41	30,184	897	0.74
Industrials Supplies	3,585	140	0.52	4,682	70	0.53	12,382	333	0.62	46,824	1,258	0.78
Miscellaneous	12,172	1,356	0.52	48,593	2,259	1.60	82,134	4,965	1.21	262,580	17,751	1.29
Industrial Machinery	665	26	0.49	307	18	0.17	2,066	64	0.53	9,416	263	0.79
Apparel & Textiles	1,161	55	0.42	915	51	0.25	2,388	141	0.30	16,282	336	0.67
Software/Multimedia/Data	554	92	0.27	2,124	77	0.80	2,906	214	0.49	4,760	496	0.27
Computer Equipment	648	100	0.27	381	67	0.12	1,308	222	0.19	2,988	525	0.14
Consumer Goods	551	86	0.22	677	61	0.21	1,405	201	0.20	5,709	566	0.27
Medical Supplies	284	27	0.20	83	11	0.04	442	53	0.11	1,386	114	0.11
Electronics	145	17	0.15	323	5	0.26	518	28	0.19	1,450	54	0.18
Arms	3	1	0.01			0.00	3	1	0.00	13	2	0.01
Aerospace			0.00	4	2	0.00	54	6	0.02	290	13	0.04
Semiconductors			0.00			0.00			0.00	9	2	0.00
TOTAL EMPLOYMENT	218,371			281,406			627,045			1,891,756		

Cluster Analysis

Transportation Equipment

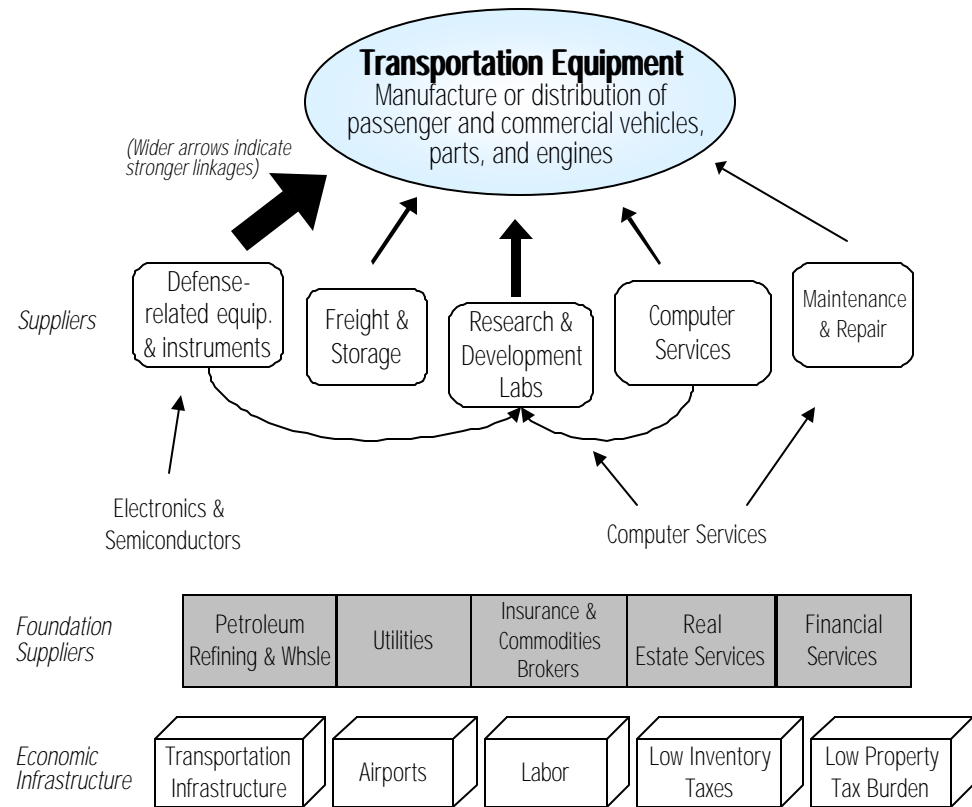
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TRANSPORTATION EQUIPMENT CLUSTER

Transportation Equipment Cluster

The **Transportation Equipment** cluster includes aircraft and vehicles, parts, and subassemblies for carrying cargo or passengers, as well as vehicle bodies and cabs for sale separately or for assembly on purchased chassis. Inputs to the manufacturing process include automotive stampings; carburetors, pistons, piston rings, and valves; vehicular lighting equipment; storage batteries; engine electrical equipment; and other motor vehicle parts. Industry suppliers include electronics and semiconductors, computer services, and freight, storage and distribution.



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TRANSPORTATION EQUIPMENT CLUSTER

Observations & Findings

With its largest employer, Avondale, the **Transportation Equipment** cluster is Jefferson Parish’s largest cluster and registers a 2.45 cluster ratio. The cluster is comprised almost entirely of shipbuilding operations. Jefferson Parish and greater New Orleans comprise one of the leading shipbuilding regions in the United States, and the Navy still maintains large installations in the area. The regional industry has evolved from purely manufacturing work to maintenance services and even administrative and information technology services.

In total, the **Transportation Equipment** cluster employs 6,600 workers and represents nearly half of the entire MSA cluster.

The U.S. shipbuilding industry has made progress in reemerging as an active participant in the commercial shipbuilding markets, but still remains only the 14th largest producer in the world. Japan and South Korea command 70 percent of the world’s production, while the U.S. represents just 1 percent. While the value of U.S. shipments has been increasing slightly in recent years, employment is in steady decline. Several federal assistance programs have been initiated to ensure fair international competition and assist in the marketing and financing of U.S. shipbuilders.

Top Employers in Transportation Equipment

Company	Employment
Avondale	5,500
Bollinger Quick Repair LLC	225
Stewart & Stevenson Service, Inc.	230
Gretna Machine & Iron works	225
SEMCO	225
Louisiana Dock Company	200
Torch	200
Elmwood Dry Dock and Repair	120
Aluminum Boats	80
Kody Marine	80
Otech	70
Total Marine	30
Midship Marine	30
Survival Systems International	26

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TRANSPORTATION EQUIPMENT CLUSTER

For the foreseeable future, the U.S. shipbuilding and repair industry will continue to have as its principal customer the U.S. Navy, although the level of activity is expected to be lower than the previous decade. The U.S. Navy is reducing its active ship fleet – now 350, down from 550 in the mid-1980's. Procurement and service demands by the Navy over the next 5 years is expected to hold steady, leveling out the workforce requirements of the industry. Additionally, the continued outsourcing by parts suppliers to overseas locations may limit the expansion potential of U.S. manufacturers. Weak markets in Asia and South America may continue to depress international growth trends.

In June 1998, the University of New Orleans/Avondale Maritime Technology Center opened. This facility is a unique partnership among the State of Louisiana, Avondale Industries and the University of New Orleans to develop, refine, implement and teach advanced technologies in maritime design and construction. In 1999 Litton Industries became the new owner of Avondale.

Strategic Implications for Jefferson Parish

The **Transportation Equipment** cluster in Jefferson Parish cannot be considered a diversified cluster due to the dominance of activity at Avondale. Furthermore, while the shipbuilding industry is holding steady, it cannot be considered a likely growth industry for the parish. New spinoff opportunities exist in the services-side of the industry, particularly in information technology. Additionally, the increased role of technology companies in the defense industry provides significant opportunities for supporting development of the semiconductor, electronics, and software industries in the parish.

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TRANSPORTATION EQUIPMENT CLUSTER

Harvey Canal continues to be an important location for many of the region's oil field service companies and fabricators. The 1999 Jefferson Parish Port District Master Plan's Mission Statement recommends that the Port District establish a presence on the canal to complement and support existing businesses there.

Cluster Analysis

Natural Resources

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Jefferson Parish Economic Development Strategic Plan

NATURAL RESOURCES CLUSTER

Observations & Findings

Jefferson Parish registers a 2.13 cluster ratio in **Natural Resources**. Most of the 3,500 workers in the cluster are employed in the oil and gas mining industry, with employers McDermott Petroleum and Pool Offshore leading the pack. The mining industry is more concentrated in other parts of the MSA, and the entire regional industry continues to be a driving force in the MSA economy. According to MetroVision, the industry accounts for 25 percent of the region’s employment and 40 percent of worker earnings.

The state of Louisiana now ranks third in oil production and second in natural gas production. The state’s oil production capacity continues to grow and now represents 23 percent of the U.S. total – up from 12 percent earlier in the decade. Globally, low oil prices and heavy foreign competition have forced producers to consolidate operations and focus on higher-value-added services in the industry, such as petrochemical production.

Crude oil production in the United States is projected to hold steady or continue its decline despite improving prices and higher demand from domestic and foreign markets. Continued growth in the industry will depend largely on price points in the market.

Top Employers in Natural Resources

Company	Description	Employment
Dyn McDermott Petroleum	Directional Drilling oil and gas wells	750
Pool Offshore	Drilling and oil gas wells.	600
Production Management	Oil field services	350
Superior Energy Services	Oil field services	220
Test	Oil field services	150
Affco	Servicing oil and gas wells	135
C & D Wireline Service	Construction and repair	85
Forcenergy Inc.	Drilling and oil gas wells.	85
B & S Welding Inc.	Oil field services	80
Crosby International Corp.	Construction and repair	75
Ruelco Services Inc.	Testing, measuring, and surveying	60
Hunting Tubular Threading Inc.	Oil field services	50
Fastorq Inc.	Oil field services	50
Tuboscope Inspection	Oil field services	50
Enpro Ignition & Ctrl sys.	Oil field services	50
Exxon Corporation	Drilling and oil gas wells.	45
Saybolt New Orleans	Oil field services	35

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Jefferson Parish Economic Development Strategic Plan

NATURAL RESOURCES CLUSTER

Most oil-producing regions are expected to increase their petroleum production over the next ten years, and OPEC countries are expected to account for about 40 percent of the projected increase in world oil supply through 2005.

Production in the Gulf of Mexico shows the greatest promise for the U.S. industry. Offshore production, which comes almost exclusively from the Gulf of Mexico, accounted for 21 percent of total U.S. production in 1997, compared with 15 percent in 1989. Offshore production in the Gulf of Mexico is expected to show a sustained increase well into the future.

Strategic Implications for Jefferson Parish

Metro-wide growth of the oil industry will only serve to improve economic conditions for Jefferson Parish. However, the real opportunities for growth lie in the ancillary business that will support the adoption of new technologies in the industry. Software services is by some measures that fastest growing segment of the extraction industry, and the synergies with Jefferson Parish's economic goals provide a specific area for targeted recruitment. Service providers also provide some of the highest wage jobs in the industry, and are less-dependent on land resources and infrastructure.

Harvey Canal continues to be an important location for many of the region's oil field service companies and fabricators. The 1999 Jefferson Parish Port District Master Plan's Mission Statement recommends that the Port District establish a presence on the canal to complement and support existing businesses there.

Cluster Analysis

Logistics & Distribution

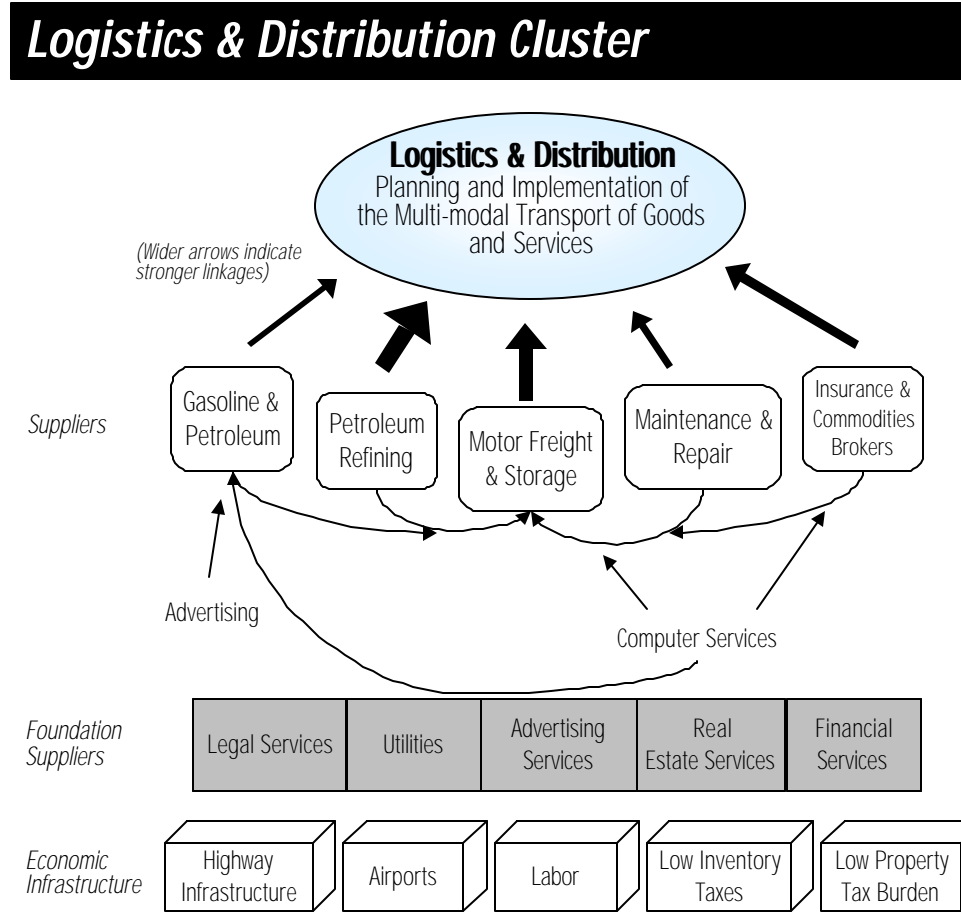
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LOGISTICS & DISTRIBUTION CLUSTER

Logistics is defined as the process of planning, implementation, and controlling the efficient flow and storage of goods and services through the supply chain, from the producer to the consumer.

Distribution includes all freight carriers – air, water, trucking, and intermodal. Trucking operations include all ground-based delivery, both local and inter-regional, including all commercial and private concerns (companies with their own internal trucking fleets). Also included are passenger carriers, such as shuttle services and busing services.



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LOGISTICS & DISTRIBUTION CLUSTER

Observations & Findings

Jefferson Parish registers a 1.46 cluster ratio in **Logistics & Distribution**, and is home to over 800 companies in the cluster and nearly 11,000 workers. Jefferson’s cluster strength surpasses the levels in neighboring parishes, due to the diversification of the industry across the trucking, rail, air, and maritime industries.

Excellent transportation infrastructure has been the hallmark of the parish and greater New Orleans. The **Logistics & Distribution** cluster services international shipments of goods in and out of the country, but also the shipment of goods produced within the region. About 350,000 tons of cargo pass through the regional ports, nearly half of which are international cargo. The parish’s most recent economic development success story, Coca-Cola, recently completed the expansion of its \$65 million, 325,000 square foot automated production and warehousing facility in the Elmwood Business Park.

Top Employers in Logistics & Distribution

Company	Description	Employment
Coca-Cola	Bottling distribution center	400*
UPS	Parcel Delivery	400
Acme Truck Line Inc.	Heavy Hauling, trucking	350
Saia Motor Freight Line Inc.	Contract Hauling, Heavy Hauling	250
Eckstein Marine Services	Tugboat service	200
American Commercial Barge Line	Intracoastal (freight) transp.	200
Louisanna Dock Company Inc.	River transp.	150
Marine Inland Trnsp Co.	Towing and tugboat	140
Delta Terminal Services	Liquid storage	125
Airborne Express	Freight forwarding	111
Interpack	Foreign freight forwarding	110
Licciardi Roberts Trucking	Local trucking	110
Compass Dockside	Canal and intercoastal freight	105
Rite Aid Corporation	Gen. Warehousing	50
Southeastern Motor Freight Trucking		40

* Estimated employees dedicated to distribution only. Coca-Cola employs 750 total.

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Jefferson Parish Economic Development Strategic Plan

LOGISTICS & DISTRIBUTION CLUSTER

Currently, \$441 billion worth of U.S. goods are shipped via air, land, and sea, and the shipment of these goods is increasingly coordinated by high-tech means – global positioning satellites, real-time Internet tracking, and just-in-time inventory systems.

In 1997, the railroad freight industry generated \$37 billion in revenues and since the early 1990s has been steadily growing in both revenues and tons shipped. Unlike the trucking industry, the railroad industry relies heavily on the transport of commodities. With global commodities prices at all-time lows and materials production shifting to overseas locations, growth in shipping will be captured primarily by the trucking and air cargo industries.

The trucking industry currently accounts for 80% of all consumer goods and an equal percentage of all freight shipping revenue. The industry has grown rapidly over the last 30 years at the expense of railroads and waterways.

While the distribution of goods will still be serviced by traditional means – trucks, airplanes, and ships – the logistical coordination of these goods is a high-value-added service that will differentiate companies and drive industry growth in coming years. Federal Express clearly pioneered the service-side of distribution, and more established companies have been racing to catch up, including the U.S. Postal Service. Logistics and warehousing is currently a \$95 billion industry. The logistics industry is growing at a double-digit pace and is expected to continue to be the fastest-growing segment of the transportation industry over the next 10 years. The influence of just-in-time management practices throughout Corporate America will continue to influence the rate and manner of growth in the logistics industry. Manufacturers typically arrange for warehousing of critical components within a single day's drive, and in the case of technology companies, within an hour's drive.

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Jefferson Parish Economic Development Strategic Plan

LOGISTICS & DISTRIBUTION CLUSTER

Strategic Implications for Jefferson Parish

The logistics and distribution element of a community's basic economic infrastructure will become increasingly important as companies demand shorter delivery time and the supply chain grows more intricately linked. New telecommunications technologies will continue to drive developments in logistics and distribution services, and those communities with leading edge telecommunications infrastructure will be better positioned as next-generation logistics hubs.

In 1998, as the result of Rite Aid Corporation's purchase of the metro area's Katz and Bestoff drugstores, K & B's warehouse in the LaBarre Industrial Park and distribution facility in the Elmwood Business Park were closed. The availability of approximately 300,000 square feet of industrial space strategically located in Jefferson Parish presents an opportunity for attracting high growth industries.

With logistics and distribution as its core activity, Jefferson Parish and the New Orleans region is a prime location for large distribution centers. Jefferson Parish can work to be the logistics and distribution nexus for the U.S. and North America. This strong vision should focus on marketing to high growth industries.

Cluster Analysis

Health Services

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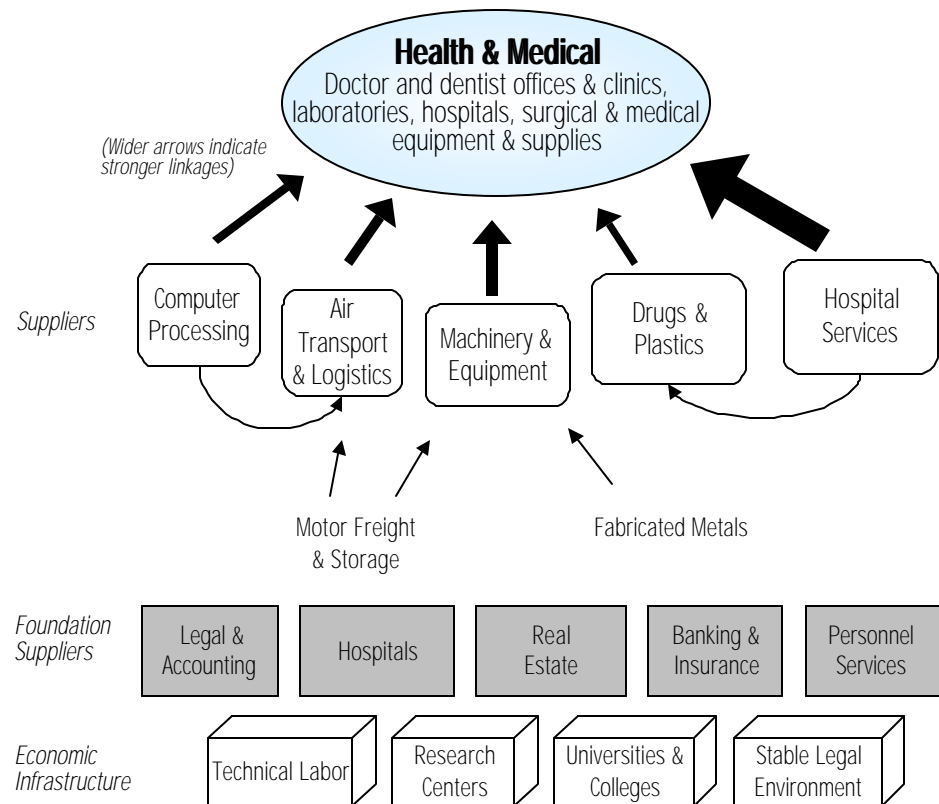
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HEALTH SERVICES CLUSTER

Health Services & Medical Supplies

The **Health and Medical** cluster includes all offices and clinics of dentists, doctors, and specialized physicians; nursing care facilities; general, medical, psychiatric and specialized hospitals; medical and dental laboratories; and testing laboratories.

Medical supplies include all medicine and pharmaceuticals, lab apparatus and furniture, optical instruments, surgical and medical instruments, dental equipment and supplies, x-ray apparatus, and electromedical equipment.



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Jefferson Parish Economic Development Strategic Plan

HEALTH SERVICES CLUSTER

Observations & Findings

The **Health Services** cluster is very strong in Jefferson Parish, particularly when compared with the rest of the region. About 25,000 workers are employed at parish hospitals and businesses, resulting in a cluster ratio of 1.32.

Jefferson's largest medical institution – serving 1 million patients from throughout the Gulf South and Latin America – is Ochsner Health Care, which encompasses the Ochsner Foundation Hospital, Ochsner Clinic and the Alton Ochsner Medical Foundation. Construction of its new 135,000 square foot Critical Care Tower adjacent to its existing facility on Jefferson Highway will be completed in 2001. The institution has also purchased the former Sears service center across Jefferson Highway from Ochsner's main campus for continued expansion.

East Jefferson General Hospital's new Wellness Center, a \$6.1 million, 38,000 square foot facility is nearing completion. Comprehensive fitness-related services will be offered as well as cardiovascular and strength training.

Top Employers in Health Services

<u>Company</u>	<u>Employment</u>
Alton Ochsner Medical	5,000
East Jefferson Hospital	2,800
Tenet Physician Group	1,800
West Jefferson Medical Group	1,650
Ochsner Clinic	1,550
Community Behavioral Health Sys.	850
Meadowcrest Hospital	600
Kenner Regional Medical Center	500
Ochsner Health Plan	475
Doctor's Hospital of Jefferson	375
Lakeside Hosp.	350
Chateau Living Center	270
Browne Mc Hardy Clinic	230
Smithkline Beecham Labs	180
Supra Home care services	60
Laboratory Specialists	50

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Jefferson Parish Economic Development Strategic Plan

HEALTH SERVICES CLUSTER

Jefferson Parish is well known for its excellent health care services. With the existing infrastructure including hospitals and universities already in place, medical/science/healthcare services and products are viable industries to target and expand. Specifically, Ochsner Hospital has a reputation for being on the forefront of new medical technology, and West Jefferson Hospital has a renowned cardiovascular and open-heart surgical team and facility and occupational health services.

Hospital Vital Signs

	Lakeside Hospital	Meadowcrest Hospital	Ochsner Foundation Hospital	Doctors Hospital of Jefferson	Kenner Regional Medical Center	West Jefferson Medical Center	East Jefferson General Hospital
Founded	1964	1984	1944	1984	1985	1956	1971
# of licensed beds	122	203	500	138	237	462	525
# of physicians	400+	343	500	491	407	400	850
# of employees	250	541	4900	325	650	1735	2800

Source: 1999 Jefferson Parish Annual Business Report

The **Medical Supplies** industry is not well developed, but this is typical of communities without a strong medical research community. Jefferson Parish's 300 medical supplies employees result in a ratio of 0.20.

Within the U.S., the health industry has evolved extensively in the past three decade as a result of the introduction of managed health care systems such as HMO's and PPO's. With enrollment in HMO's rising from 36 million in 1990 to

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Jefferson Parish Economic Development Strategic Plan

HEALTH SERVICES CLUSTER

roughly 67 million in 1996, the dominance of managed health care is clear. Increased consolidation of providers and alliances with hospitals will draw much of the decision-making process outside of the community. While growth in medical costs nationwide are slowing from all-time highs, extended life expectancies and an aging population will continue to fuel the expansion of facilities and their respective employment of doctors, nurses, and technicians. Similarly, the medical supply industry is expected to grow at above-average rates.

Unaffected by the cyclical nature of most other industries, demand for medical products is strong and quite stable. An expected over-65 global population forecast of 800 million in 2025 provides a significant increase from a population of 390 million in 1997. With this increased age group, the need for medical services and equipment will be stronger than ever. New technologies will further drive demand for services.

The U.S. medical supply industry currently experiences a trade surplus with global markets, shipping \$13 billion of its total \$55 billion production abroad in 1998. American manufacturers of medical equipment have now adjusted to the changes that were introduced into the industry with the dominance of managed health care. Currently more than 60 percent of all medical device purchases in the United States are believed to be made by managed care buyers, with the proportion projected to rise to over 80 percent within the next five years, possibly pushing manufacturing costs lower.

HEALTH SERVICES CLUSTER

Strategic Implications for Jefferson Parish

The lack of a large research hospital in Jefferson Parish and strong medical educational institutions will limit the creation of a health care cluster, at least one based on cutting-edge technologies and the attraction of patients from more than the immediate area. As with the retail sector, Jefferson Parish has been highly successful in capturing regional activity in health services. Hospitals have been expanding their facilities and range of services, but stagnant population growth will limit the continued strong growth of this industry in Jefferson Parish.

Cluster Analysis

Retail & Tourism

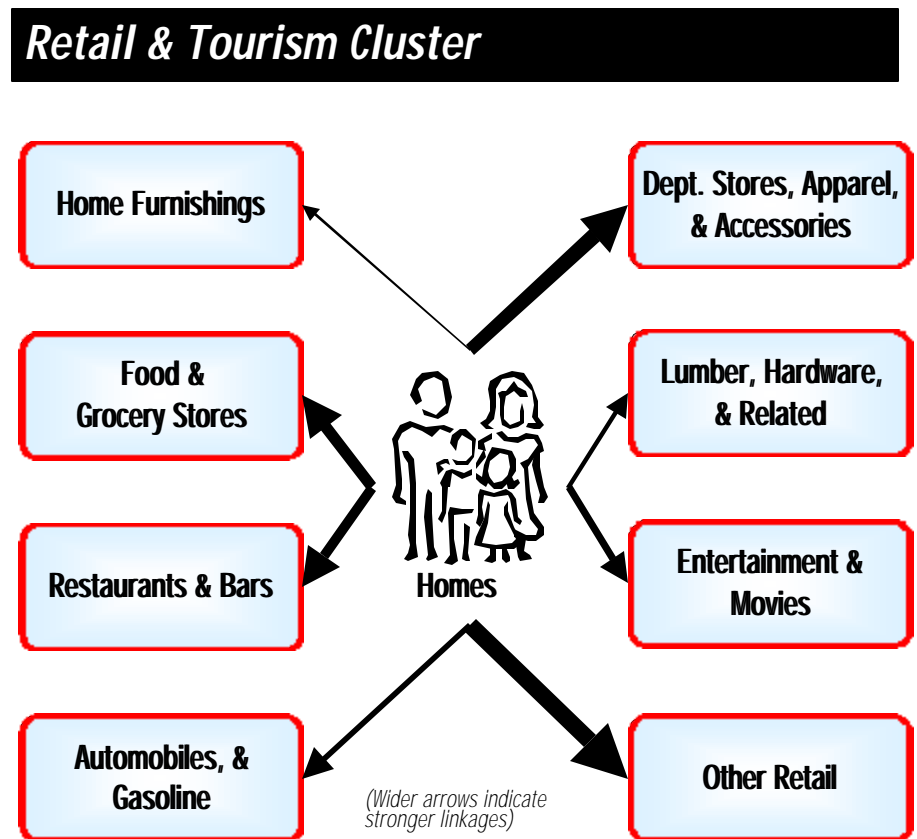
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RETAIL & TOURISM CLUSTER

The **Retail & Tourism** cluster includes all retail activity: merchandise and hardware stores, grocery stores, clothing stores, restaurants and bars, liquor stores, and drug stores. In addition, tourism includes all hotels, motels, and lodging facilities. Amusement and recreation services such as theme parks and amusement parks, sports & racquet clubs, dance studios, and race tracks are also included in tourism.

Retail is not considered a traditional “cluster” since retail typically services local households, does not export goods or services outside the community, and does not require vertical linkages among supplier firms. Tourism, however, can be considered an “export” and strongly affects the growth of the retail sector. For the purposes of this study, this cluster includes the **Retail Trade, Hotels & Entertainment, and Eating/Drinking Establishments.**



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Jefferson Parish Economic Development Strategic Plan

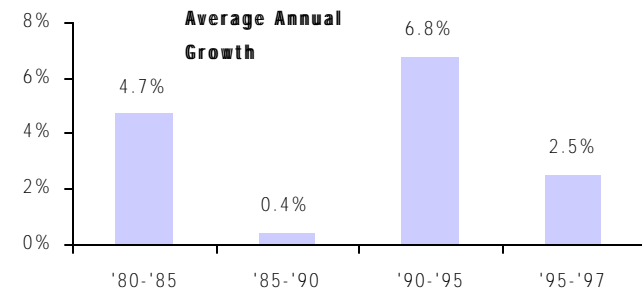
RETAIL & TOURISM CLUSTER

Observations & Findings

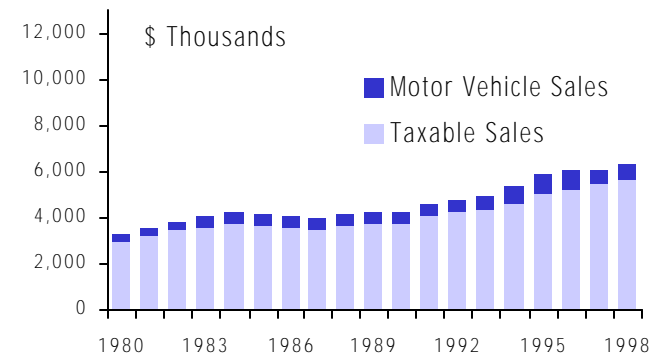
In total, the **Retail & Tourism** cluster employs over 50,000 workers in Jefferson Parish and has a combined cluster ratio of 1.22. The retail sector has been leading much of Jefferson Parish's growth in recent years and is the parish's largest economic cluster. Retail sales for the parish are estimated at \$5.7 billion for 1998, with motor vehicles sales of \$650 million. While retail and motor vehicle sales have been rising steadily since the late 1980's, Jefferson Parish's share of regional sales has held relatively stable over the period, at 38 to 40 percent. Jefferson Parish's retail cluster ratio is strong relative to the rest of the region.

Within the United States, total retail sales currently amount to \$2.7 trillion annually and represent over 30% of total U.S. gross domestic product. Retail sales are strongly correlated to the domestic economy as a whole, and more recently to the performance of the stock market. Recent high consumer confidence has contributed tremendously to the record U.S. growth levels achieved since 1992.

Jefferson Parish Taxable Sales Growth, 1980 - 1997



Jefferson Taxable Sales Growth, 1980 - 1998



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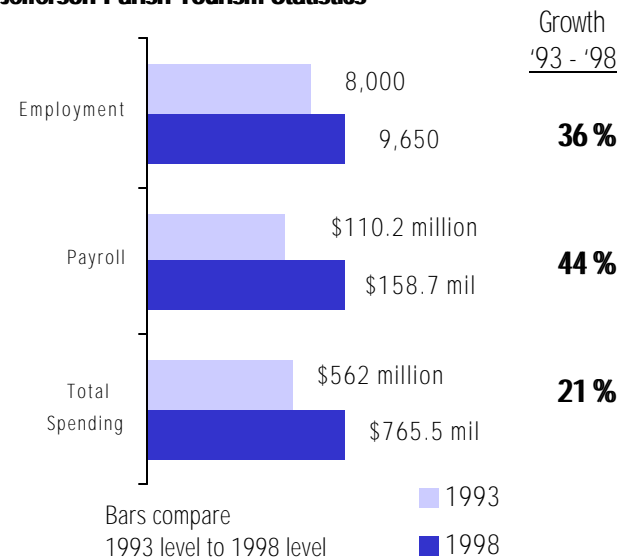
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RETAIL & TOURISM CLUSTER

Recent expansions in the retail sector and tourism have supported recent growth. The Alario Center was completed recently – a \$15 million, 75 thousand square foot multi-use complex located at the edge of the Parish in Bayou Segnette. This Westbank facility will accommodate a wide-range of sporting events including conventions and conferences. Jefferson’s other convention facility, the Pontchartrain Convention Center in Kenner, already hosts over 250 events and 330,000 visitors each year.

Tourism in Jefferson Parish is getting a boost from the Parish’s new Department of Tourism. In 1997 Jefferson Parish created its own Department of Tourism to promote the numerous family attractions, sporting events, festivals including its own Mardi Gras, and the Jeff Fest – an annual celebration of food and music.

Jefferson Parish Tourism Statistics



To accommodate the growth in tourism, the Parish has attracted several new hotels. In 1997 the Fairfield Inn and Sleep Inn opened in Kenner; the Marriott Residence Inn in Metairie and the Hampton Inn in Elmwood both opened the same year. The 120-room Marriott Courtyard Inn opened in 1999, as well as the 112-room Hampton Inn on Causeway Blvd. Additional hotels are under construction throughout the Parish. Towne Place Suites by Marriott, a 121-room facility, is being built in Elmwood, and the Wingate Inn on Veterans Boulevard in the Bainbridge Industrial Park is nearing completion. Both hope to attract a share of Jefferson’s healthy business traveler market. A full-service 121- room hotel, the Hilton Garden Inn, broke ground in the Spring of 1999 adjacent to the Pontchartrain Center in Kenner. An adjoining hotel will help the Center attract major sporting events, in addition to regional trade shows and conventions. Microtel

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RETAIL & TOURISM CLUSTER

Suites announced its plan to build a new facility at Clearview and I-10. In 1999, the New Orleans Convention and Visitors Bureau estimated that Jefferson Parish was home to approximately 6,364 hotel rooms.

With the opening of the Alario Center on the Westbank, new recreational developments are being planned for the area. In 1998, the Marrero Land and Improvement Association announced plans for a new **Tournament Players' Club Golf Facility** adjacent to Bayou Segnette and the Alario Center. The State of Louisiana recently allocated \$6 million for construction, and the PGA will contribute between \$10 - \$12 million for the project. The developers are seeking necessary wetlands permits. The facility will become the area's premiere golf course and eventually home of the annual PGA tournament in this area.

Plans are in the works for a new residential golf course community on the **former Estelle Plantation** acreage, a large tract of land next to the Lafitte-Larose Highway. This development would also offer retail and hotel/conference center amenities.

Two of Louisiana's most successful and largest riverboat casinos are located in Jefferson Parish. Between July, 1998 - June, 1999, **Boomtown Casino** in Harvey had total adjusted gross receipts of approximately \$92 million, and Kenner's **Treasure Chest Casino's** adjusted receipts totaled \$123 million.

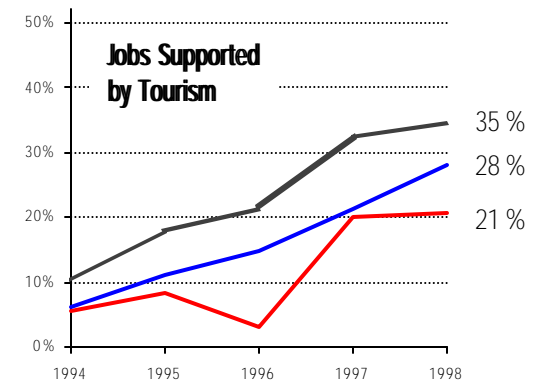
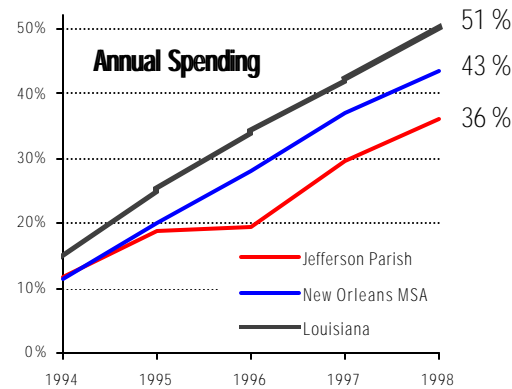
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RETAIL & TOURISM CLUSTER

The tourism industry supports nearly 10,000 jobs in Jefferson Parish and accounts for nearly \$800 million in local spending each year. The Jefferson and Orleans Parishes attract the highest levels of spending in the state, accounting for 72 percent in 1998. Jefferson Parish is now home to 9 percent of all state tourism-related jobs, down slightly since 1993.

Cumulative Growth in Tourism Impact, 1994 - 1998



Source: Louisiana Department of Tourism

Tourism in the New Orleans MSA has been growing at a slower rate

than the Louisiana average, and Jefferson Parish tourism has been growing slower than total regional tourism.

Tourism-related spending in Jefferson Parish grew 36 percent between 1993 and 1998, and 1,650 new jobs were created. The tourism industry will continue to support thousands of jobs in Jefferson Parish, but growth will likely lag regional and state averages due to large recent investments outside the parish.

In the U.S., travel and tourism, a component of retail trade and transportation services, amounts to nearly \$500 billion annually and is the third largest U.S. industry, behind automobiles and food processing. Furthermore, travel and tourism creates a \$20 billion trade surplus to the U.S. due to foreign tourists from Canada, Mexico, Japan, and the UK.

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RETAIL & TOURISM CLUSTER

U.S. tourists predominately take short trips of 3-4 days, which are usually by car (in fact, 80% of the time). Trips to friends and relatives still account for one-third of all trips in the U.S. Attendance at U.S. theme parks is in slight decline nationally, but still amounts to over 250 million visitors annually.

A strong economy and low unemployment, coupled with continued modest travel costs, bode well for continued growth in **Retail & Tourism** in Jefferson Parish.

Strategic Implications for Jefferson Parish

It is true that retail trade and (to a lesser degree) tourism are not primary industries, but it is a mistake to ignore their growing importance to economic development. That they have been regarded as a by-product of industrial growth is a function of a more traditional view of economic development. While changing levels of disposable income drive retail and tourist spending, many communities have launched highly successful development efforts based entirely on the assumption that some spending will always be dedicated to entertainment and secondary retail spending.

Jefferson Parish's retail sector has been quick to service the parish population and has even captured a significant share of the region's purchasing power. Furthermore, Jefferson Parish has achieved a high concentration of recreational and tourist activity. Future opportunities will be based on strengthening the efforts of the Department of Tourism and boosting the "capacity" of Jefferson Parish to support tourism and convention needs. The expansions of the parish's existing facilities will support these goals, and new opportunities for tourism should be examined closely. As with any opportunities, the trade-offs must be closely measured, particularly when public funds are used. Tourism does bring new revenue and jobs to a community, but it does not make the investments in long-term infrastructure (e.g. educational institutions, workforce) that other "exporting" industries make.

Cluster Analysis

Business & Professional Services

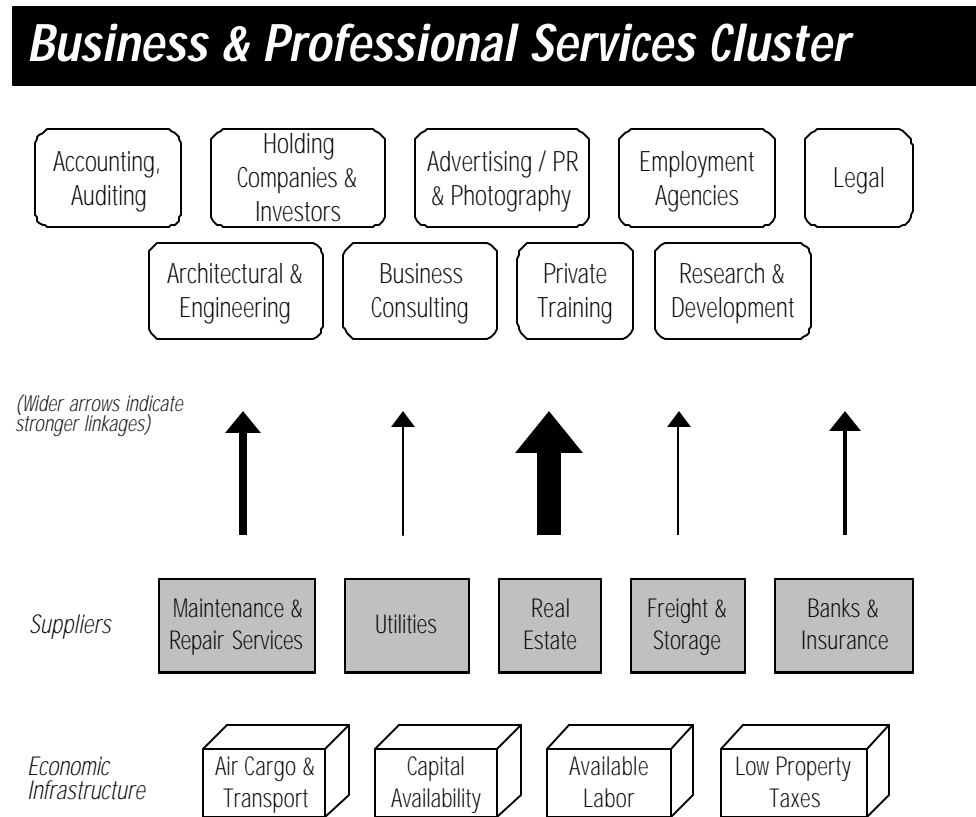
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BUSINESS SERVICES CLUSTER

The **Business & Professional Services** cluster includes all accounting, auditing, bookkeeping, and tax filing services; credit reporting and collection services; holding companies; and investment offices (not including banks or brokers).

Additional business services included are in real estate leasing and operations, advertising services, photography, and employment and temporary help agencies. Professional services include legal, engineering, architectural and surveying, commercial training, management consulting, research, public relations, and business consulting.



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Jefferson Parish Economic Development Strategic Plan

BUSINESS SERVICES CLUSTER

Observations & Findings

Jefferson Parish’s **Business & Professional Services** cluster is well-developed, but is strongly linked to the **Health Services** cluster. **Business Services** employ nearly 30,000 workers and registers a 1.02 ratio. A look at the top employers in the cluster shows that much of the employment is at temporary worker agencies – mostly in **Health Services**.

The Orleans Parish employs many more workers in this cluster, 46,000, not unusual for the home of a region’s central business district. Orleans registers a 1.23 cluster ratio.

While not included in this cluster, call centers can be considered a business service. Due to the nature of the classification system, each call center is classified with its headquarter’s primary industry. That is, call centers for long distance providers will be classified as telecommunications services, while credit card call centers are financial services, even though their functions are similar.

Professional business service firms are now functioning on a global scale because of improved communications technology and faster information exchange. More of these firms are expanding internationally to capture new markets

Top Employers in Business & Professional Services

Company	Description	Employment
American Nursing Services	Temp. Nurse Agency	1,000
Advantage Nursing Services	Temp. Nurse Agency	809
Yvonne Burgeois Temporary	Temp. agency	500
Holi Temporary Services Inc.	Temp. help serv.	326
Preferred Temporary Service Inc.	Temp. Empl. Agency	300
Milliken and Michaels Inc.	Collection agency	300
Multi-quest	Market analysis and research	290
Wells Fargo Guard&Inv Serv	Protective services	290
Favrot and Shane AIA Architects	Architectural	210
Guardsmark	Sec. Guard agency	200
Universal Technical Serv.	Temp. help serv.	200
Swiss Security	Sec. Guard agency	175
Pinkerton	Sec. Guard agency	150
W H Linder & assoc.	Consulting engineer	140
Analytical Studies	Market analysis and research	100

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BUSINESS SERVICES CLUSTER

and/or capitalize on lower operating costs. Exports of private services grew to \$16 billion, or about 7%, in 1997, and markets overseas continue to grow more rapidly than in the U.S.

An important development that will have a substantial effect on business and professional services firms worldwide is the Internet. Quick access to information, real-time analysis, and customer support operations are quickly finding their way onto the Internet, which bodes well for U.S. firms that are first to market with Internet services. Back office operations that previously processed transactions or verification services over the phone are now in competition with online providers and e-commerce websites.

Growth in the business and professional services industry is expected to be strong in the next five years, with management consulting services leading the pack, followed by legal services and accounting services.

Strategic Implications for Jefferson Parish

Jefferson Parish is well-positioned to capture new business services firms. The successful growth of other “export-oriented” clusters will require business services firms to locate and service the Jefferson Parish economy.

While professional service firms such as law firms, accounting firms, and investment firms generally prefer to locate in highly centralized urban downtowns, back office operations and call centers are more focused on the availability of a qualified workforce and generally locate in heavily-populated suburban locations with easy access to a large share of the region. Jefferson Parish has the potential to benefit from this trend. Jefferson Parish must make further attempts to retain the workforce required by these employers: young, often technical, with demands for a family-oriented community and high quality of life.

Cluster Analysis

Developing Clusters

CLUSTER SYNOPSIS

The following clusters are determined by Angelou Economic Advisors Inc. to be areas of significant potential for Jefferson Parish. These clusters are expected to achieve exceptionally high growth rates over the next decade and have strong linkages to industries currently located in the parish.

Telecommunications

The telecommunications cluster includes manufacturers of network, switching and transmission equipment, telephone and facsimile machines, fiber optic materials and cable, wireless communications equipment (including pagers), and satellite communications systems. Telecommunications service providers are also included: radio and television stations, cable services, local and long-distance telephone providers, and Internet service providers. Telecommunications services integration requires several inputs from electronics firms, software developers and semiconductor manufacturers.

Today's communications systems deliver voice, video, and data by means of a variety of wired and wireless methods. Annual global spending on telecom services, already \$726 billion, is expected to grow to \$1 trillion by 2001. In the U.S., local calling revenue was at \$92.6 billion in 1997, and long-distance revenue came to \$92.7 billion in 1997 and is expected to rise almost 10% in 1998. The defining feature of today's communications market is change, spurred by technological advances and deregulation.

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Jefferson Parish Economic Development Strategic Plan

CLUSTER SYNOPSIS

For all these communications competitors, becoming a "one-stop shop" is the ultimate goal. Communications companies want to offer customers a bundled package of services including local and long-distance phone service, online services and high-speed Internet connections, wireless phone and paging, pay TV, and tailored billing and incentives. Data communications, driven by the Internet, are superseding voice communications. Today's networks already carry as much fax and data traffic as they do voice traffic. By 2001 some analysts think that 90% of the traffic carried on telecommunications networks will be data, which will require extensive upgrades to handle the growing demand for data communications. Once the quality of Net telephony improves, it could radically change the industry by allowing people to call around the world for the price of a local call.

The rest of the world is deregulating as countries realize that their own state telephone monopolies, such as France Telecom and Deutsche Telekom, will not be able to compete in a global marketplace. Many state monopolies have been privatized as a result. Under a 1997 World Trade Organization agreement, nearly 70 countries, accounting for 90% of world telecommunications revenues, agreed to open their communications markets to competition. Satellite systems, such as Iridium, Teledesic, and Globalstar Telecommunications, are preparing to offer worldwide data and communications services, even in the remotest areas. Meanwhile, developing nations such as China and Russia have discovered that wireless communications allow a telecommunications infrastructure to be quickly established without the expense of wiring every home and building. Telecommunications equipment exports account for 20% of total industry production, and is expected to continue its growth in step with global economic growth.

With growth in telecommunications services approaching double-digit rates, and the continued market dominance of U.S. telecom equipment manufacturers, employment growth in telecommunications is expected to remain strong

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CLUSTER SYNOPSIS

Strategic Implications in Telecommunications for Jefferson Parish

The telecommunications cluster will continue to expand in Jefferson Parish due to the adoption of new technologies. Jefferson Parish currently has the strongest relative cluster ratio in the MSA, and the parish's increasing shift toward service companies will further bolster the parish's telecommunications strengths. The **Logistics & Distribution** cluster is strongly linked to the telecommunications sector, and the role of the Internet on the parish economy cannot be ignored. New opportunities in Internet-based warehousing and distribution must be aggressively recruited. Jefferson Parish should lay claim to all regional activity of this sort and additionally work to assist local software companies that have strong Internet-based products.

Computer Equipment

Growth in worldwide demand for computer hardware has been dramatic over the last ten years. The U.S. Department of Commerce predicts this trend will continue with domestic computer production increasing 11 percent per year over the next five years. Over 100 million computers are sold worldwide each year, and some estimate shipments will exceed 150 million units within three years. Taking into account price competition and inflation, U.S.-based sales should increase to \$170 billion in 2002. The three main computer segments responsible for this growth will be high-performance workstations, network mainframes, and personal computers.

While industry sales and product development look promising, the globalization of the computer hardware industry has put pressure on U.S. firms to shift production overseas and downsize domestic operations to lower costs. From 1989-1994, national employment in the computer sector declined by 5% per year resulting in over 41,000 layoffs. Increased product

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Jefferson Parish Economic Development Strategic Plan

CLUSTER SYNOPSIS

demand between 1994-1996 has generated new computer sector employment opportunities, but this growth will likely flatten due to continued outsourcing overseas. Overseas investment by U.S. firms reached \$22 billion in 1996, as the value of imported components grew to 60 percent of the total unit value.

Strategic Implications in Computer Technologies for Jefferson Parish

With the rising popularity of just-in-time manufacturing processes in the computer equipment industry, a site that offers a distribution network in the backyard of a company's production facility will become increasingly important to this industry. The direct sales model pioneered by Dell and now used by several major corporations is inspiring computer manufacturers to re-think their distribution methods as well as their manufacturing processes.

Jefferson Parish's strained labor market does not appear that it would support a major computer manufacturing operation. Additionally, this industry requires excellent air service, which can be found in numerous major technology metros throughout the U.S. The MSA's central location between the East and West Coast markets (and Texas) offers some opportunities for small suppliers that require a single manufacturing site but need quick and direct access to their clients. Frequently these firms were once suppliers to a single firm on the West or East Coast but have grown to expand their business and require more manufacturing capacity.

Another opportunity for this sector lie in the sales of computer products and services internally to New Orleans MSA businesses and government entities. Louisiana has been slow to adopt new technologies, and local computer and software companies should be supported by city and economic development officials in their efforts to sell products and services within the region. "Buy Bayou" might be a JEDCO marketing plan to educate

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Jefferson Parish Economic Development Strategic Plan

CLUSTER SYNOPSIS

companies on the opportunities for technology adoption and the local companies that can assist them. Improved competitiveness through the adoption of technology should be made a community-wide effort.

Software & Internet

The software/multimedia/data processing cluster is comprised of computer programming services, prepackaged software, data processing, and information retrieval services. Computer integrated system design is closely related to the software industry, but is classified in the computer hardware cluster (since most systems integrators are value-added resellers of computer systems). Important suppliers to software developers and engineers are computer electronics and optical equipment, as software functions are increasingly “embedded” on the hardware architecture of products.

World packaged software sales, including traditional application tools, operating systems, and data management, should increase 11% annually through 2002. In addition to packaged software, CAD/CAM (computer-aided design/computer-aided manufacturing), Internet, and networking application software sales should increase approximately 12% annually over the next five years.

Strategic Implications for Jefferson Parish

Software companies tend to cluster together more than most other industries, due in part to the natural exchange of information, but also due to the extreme shortages of labor in the industry. The employees of software companies influence location decisions, and factors such as quality of life and housing availability are primary concerns.

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Jefferson Parish Economic Development Strategic Plan

CLUSTER SYNOPSIS

Numerous start-ups begin as home-based businesses, but now require office space to accommodate new employees. Business incubators, university affiliations, and far-sighted developers seek to fill this short-term demand with flexible financing, modified maintenance schedules, and expansion options. These arrangements may not be immediately profitable, but they do offer opportunities for long-term partnership and mutual growth.

Jefferson Parish has opportunities in two areas: the attraction of software and Internet companies that supply logistics, oil-extraction, or manufacturing plants, and the expansion of local companies through sales in local markets.

Software developers for automating manufacturing processes or on-line product tracking are examples of target companies. Dedicating space in a JEDCO-supported incubator for software and Internet companies, for example, could provide an added incentive for these firms to choose Jefferson Parish. High speed Internet connections and other telecommunications infrastructure must be available for these firms. Because entrepreneurship is an important element of the software and Internet industry, JEDCO should also offer incentives to colleges and universities to encourage student start-up companies in this industry. Venture capitalists should also be encouraged to consider Jefferson Parish's most promising software companies.

The adoption of information technologies by Louisiana companies and government entities must give preference to Louisiana-based firms that provide equal services to their more established competitors. Like the computer sector, the software sector should be supported by JEDCO efforts.

Additionally, tax structures do affect the location decisions of software developers, and the current tax code and applicability of franchise taxes on software services in Louisiana should be examined by local officials to determine

CLUSTER SYNOPSIS

any detrimental effect on the industry, which is one of the fastest-growing in the U.S. Revisions to local and state tax codes should be forward-looking. R&D tax credits are a good example of competitive tax policy.

SWOT Analysis

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SWOT ANALYSIS

As a component of the comprehensive planning process, JEDCO and the consulting team conducted a complete assessment of Jefferson Parish's economic strengths and weakness and its threats and opportunities (SWOT). This analysis consisted of two phases designed to elicit public input:

- The consulting team held a CEDS Committee workshop where participants worked in small groups to identify the parish's SWOTs (October 28, 1999). This workshop involved a cross-section of the community, and of business and parish leaders.
- A community survey was used to gather additional information regarding Jefferson Parish

As a result of the workshop and survey, key issues emerged for further consideration. These topics evolved into the critical issues facing the parish and now form the basis of the plan. In order to smooth the transition to the most critical issues facing the parish, this section groups the concerns around central themes – themes which have become the topic of four committees.

The detailed SWOT analysis and Survey Results can be found in Appendix IV.

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SWOT ANALYSIS

The following sections detail the findings of the SWOT task force on October 28, 1999, and the assessment of the consulting team and the JEDCO staff. While they reflect the opinions of the participants, the specific observations also include a more detailed review conducted on the basis of the Community Assessment.

Strengths

1. Locational advantage was central to the discussion of the parish's strengths. What do the data tell us to confirm whether this is indeed an advantage? What, in other words, are the actual economic benefits (strengths) that derive from the parish's proximity to New Orleans and its geographic position on the Gulf of Mexico?

- The New Orleans International Airport has approximately 172 daily flights offered by 16 airlines
- Cargo moved through the airport exceeded 308 million pounds in 1997
- In 1997, the New Orleans Port ranked 5th in the U.S. for imports, exports, and intransits (52,438,422 tons), and 11th for import and export dollar value (\$8,411,557,640)

The "locational advantage" derives from the benefit of being near a major metropolitan area with an international reputation. It also provides benefits of being able to serve a much larger population than lives in the parish. As a result, major retail services have located in the parish and serve the entire New Orleans region.

The parish has also long benefited from its natural resources. These resources have allowed development in:

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- a shipbuilding industry employing over 6,000 people
- a logistics and distribution cluster which is two times greater than the national average
- oil and gas drilling and service operations that employ one third of all MSA employment

These strengths would clearly not have developed in the parish without the physical advantages offered by the Mississippi River and the Gulf Coast. This realization accounts for the fact that many of the strengths and weaknesses identified by the committee are eerily similar to those chronicled a century ago. A way to consider these advantages is to make a distinction between what the parish can capitalize on because of the New Orleans MSA and those strengths which are inherent to the parish itself. A second perspective considers the growth of the industries which have long capitalized on this locational advantage and assesses their future in the national and international economy. Thus, this analysis is both comparative and forward-looking. Not all strengths become opportunities. In fact, traditional strengths may represent liabilities as the industries which support them begin to decline.

Based on the inputs available, the consulting team has come to the following conclusions regarding the parish's locational advantage:

- **Locational advantage is most evident in natural resource based industries**

Shipbuilding, oil and gas drilling and exploration, and fishing are all in decline. Nevertheless, these industries are rooted in the parish and will continue to exert a significant influence on employment, wages and the build-out of available land.

SWOT ANALYSIS

- **The airport is a major – but ambiguous – strength**

The competitive advantage derived from the airport is exaggerated. The consulting team has determined that calling the New Orleans International Airport the ninth largest in the U.S. cannot be substantiated by examining the two most important statistics: passengers enplaned and cargo tonnage. This has implications for future air route opportunities, and forces reconsideration of the competitive opportunities both for other airports and for a new regional airport. The airport does offer development opportunities (see below), but its strength is compromised by the relationships between two cities and the parish. Currently, very few parish businesses are directly related to the airport (e.g., major cargo handling, maintenance base operations, logistics and distribution, or avionics).

- **Transportation corridors are important, but are increasingly strained**

The highways, including interstates and extensive bridge systems, are a traditional strength. While they are increasingly difficult to negotiate, they remain a key to the economic future of the parish. Similarly, the navigational system, despite the absence of a deep water port and the difficulty of navigating barges through the parish, is a unique asset.

- **Proximity to New Orleans is a continuing strength with mixed blessings**

New Orleans' cultural and tourism appeal, its well-known universities and colleges, and its attendant marketing clout are probably the most obvious locational advantage for the parish. But until the parish

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develops its own marketing image (its “brand”) it will continue to suffer the attendant negative associations of the New Orleans area (a tourist and, now, a gambling Mecca; a reputation for political corruption).

Nevertheless, the strong regional identity of southern Louisiana is an enviable marketing magnet.

2. The second concentration of strength centered on Jefferson Parish’s **business climate**. Business climate issues include taxation, permitting, research capacity and governmental leadership. The image a community has of itself matters, and the parish is clearly enthusiastic about its pro-business attitude.

The tax structure of the parish, like that of Louisiana and Texas and other states who have been dependent on natural resources, has complex implications for new business development.

While it clearly favors some aspects of growth, the tax structure hinders others. The taxation of intellectual property, for instance, offsets the advantages of a low property tax. The key economic question on taxation, as with permitting, is whether growth businesses (particularly technology related) can benefit from the status quo. More research on this question is required, but the initial assessment is not encouraging. Communities often counteract tax liabilities through incentives, but no one on the SWOT committee mentioned incentives as a strength, or – significantly – as an opportunity. The Texas legislature supplemented a weak state recruitment effort by allowing smaller cities to levy ½ of 1 cent of the sales tax revenues for economic development. This law has provided Texas communities with a powerful tool for recruitment and expansion.

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- 3. Quality of life** is a much referenced but often vague attribute. It can, however, be quantified and the SWOT committee listed several strengths which allow for measurement. Crime rates, the number of hospitals beds or doctors per capita, total square footage of retail shopping and cultural events (concerts, art exhibits, theaters) allow for easy comparison (see Community Assessment). While the consulting team has not established a benchmark rating for the parish at this time, the preliminary assessment is a bit less optimistic than that of the committee. The New Orleans area is a strong magnet for families with roots in the region, but the modest in-migration suggests that those without a history in the area are not as easily sold on its benefits. Good economic development marketing requires a sober assessment of how outsiders define “quality of life” and suggests that some of the less promoted aspects of the parish (such as the fishing and wetland activity mentioned by committee members) should be featured more prominently.

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Weaknesses

1. **Limited development opportunities** present difficult, but not insurmountable, challenges. As with any scarce commodity, its effect should be maximized when it is put into circulation. In economic development, this can be accomplished through highly targeted expansion and recruitment, ensuring that the highest taxable benefit and the highest wage jobs are attracted. The cluster industry analysis which supports the community assessment suggests opportunities for this approach.

A second consideration is whether the commodity can be extended – that is, whether land can be reused or assembled or even created (wetland reclamation).

With many competitor regions offering readily developable land, the parish is at a strategic disadvantage. Economic opportunities abound where sites can be linked to a smooth flowing transportation and telecommunications infrastructure. This is a weakness for the parish that requires determined solutions. The view of the West Bank plays into this analysis, as do zoning and permitting throughout the parish. The long-term future of the parish ultimately resides in the West Bank's ability to improve its infrastructure and capacity for development, and to link to the strong service based economy on the West Bank.

SWOT ANALYSIS

2. **Business climate**, as both a strength and a weakness, reflects the complexity of this theme. While taxation and permitting have already been touched upon, there are a host of other issues.

- **The availability of capital is pivotal for emerging technology businesses**

There is a direct correlation between technology growth and venture financing. Growth funds are becoming active in areas previously considered too small to attraction interest. In addition, public-private venture funds are important catalysts for attracting institutional investment. This model has been followed in states as diverse as Pennsylvania, Oregon and Texas. Pension funds and insurance funds are already investors in start-ups. Investing in Jefferson Parish represents a prospective approach worth pursuing.

- **Labor force and education are serious impediments to higher wage employment**

The lack of high quality public education, along with the small pool of skilled workers, ties directly into an out-migration of talented workers from the parish. Clearly a major issue for the parish, it is discussed in the following section.

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SWOT ANALYSIS

Opportunities and Threats

No element of the SWOT is more important than this. Most communities are well aware of their strengths and weaknesses. And while they benefit from knowing their relative standing, they are rarely surprised by the analysis. The committee focused on four areas, each of which resonates throughout the entire assessment and analysis. In fact, the categories for the opportunities and threats reflect each other and are treated together in this analysis.

To provide substance to the discussion, the question of opportunities quickly moves to how they can be capitalized upon, and how threats to them can be mitigated.

1. What does **technology development** really mean, and why is it an opportunity? Having reviewed previous studies, it is clear that nothing anticipates the importance of this economic sector. It is an opportunity for the parish for several reasons.
 1. No other region of Louisiana – or the Gulf Coast – has laid claim to being a technology region
 2. The strength of the parish’s proximity to New Orleans makes it easier to market the area
 3. The UNO Technology Center offers direct advantages for Jefferson Parish

Technology development – in practical economic development terms – rests on the willingness of the parish to support the growing opportunities associated with e-commerce and the Internet. A host of businesses drive this sector, ranging from software development, to sophisticated warehouse distribution companies, to telecommunications providers. The cluster, in turn, is supported by a wide range of professional service firms. These companies, in many

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cases, require less land than traditional manufacturing firms. And while some require traditional port and highway infrastructures (especially in the case of supplying Latin American markets), others need no more than fast cable and telephone lines. ***Linking the parish to e-commerce opportunities in South America trades on strengths and opportunities which have the potential to transform the parish's economy.***

2. The committee's interest in **international trade** was not directly linked to technology development, but the connection was implicit in the discussion of logistics and distribution. Since the weaknesses associated with transportation threaten this opportunity, the parish must look closely at deep water capacity on the West Bank. A smoother highway and bridge connection to this area would be clearly beneficial. Similarly, high airport landing fees and limited air cargo capacity are impediments. Nevertheless these are threats that can be mitigated: the opportunity is not compromised.
3. **Land development** is the most problematic opportunity, matched by the threat of simply not having land available for any new use. Much of the committee's on-going efforts must certainly center on this question. The full array of strategies for dealing with this threat – and turning it into a real opportunity – must be employed. Some of these approaches have already been alluded to. But there are more. Nothing should be considered “off the table.” With housing being an integral part of new development opportunities, a major comprehensive planning effort centered on land use and driven by housing opportunity and assistance plans should not be discounted. Housing development is not a separate question from that of Class A office space or of a new technology park.

East Bank and West Bank opportunities will be driven first by land use considerations. While the barriers to West Bank development are well documented (transportation, environmental restrictions, under-utilization of existing land),

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SWOT ANALYSIS

much of the anticipated final plan must focus on how the West Bank can provide new development opportunities on behalf of the entire parish.

- 4. Workforce development and skilled labor** are formidable threats to economic development in Jefferson Parish. The committee optimistically regarded workforce development as a potential – if not current – opportunity. Looked at on a competitive basis, however, the optimism might quickly fade. Highly aggressive state and local training opportunities abound in Texas and other southern states. Businesses are offered powerful incentives to locate and are then reimbursed for worker training. Local school districts are investing heavily in computer equipment and training. Many universities are offering free Internet access to current and former students. Technical and vocational training is being linked to internships and is speeding non-college bound high school seniors into higher paying jobs.

The focus on workforce development is a nation-wide phenomenon. The greatest opportunity for the parish is to lay claim to innovative programs in which high school juniors and seniors are put on career tracks through business internships and job shadowing. It is fair to say that the most ambitious and radical approaches are not only appropriate, but that they are necessary.

While much of the discussion surrounding education is of long-term concern and not necessarily a fruitful area for economic development planning, it is of such paramount interest that workforce development programs of short to mid-term impact *must be* considered. The data examined by the consulting team leaves it unambiguous that workforce issues are critical.

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SWOT ANALYSIS

The Critical Issues

The work of the CEDS Committees was combined with the community survey, and the results were compared to the economic analysis undertaken by the consulting team. The following **critical issues** were determined to be the ones around which the parish's economic development efforts will be mobilized.

These considerations governed the choice of critical issues:

- Keep the total number of issues small
- Focus on those tasks over which JEDCO and the parish have direct influence
- Reflect the interests and orientation of the CEDS committee
- Meet the time frame of the CEDS plan

The evolution of the SWOT analysis into the Critical Issues Task Forces was influenced by the JEDCO staff. This transition was further endorsed during a Business Summit held on December 7, 1999. This summit meeting reviewed the progress of the plan and actively solicited committee membership. The relationship of the task forces to such issues as workforce and transportation was the subject of additional discussion. The resulting critical issues task forces meet the criteria established above and serve as effective paths to meeting the full range of parish economic development concerns.

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Land Development

Concerns over developable land dominated discussion and was reinforced by the work of UNO. Any economic development effort will be influenced by this fact about Jefferson Parish. Indeed, the concern applies directly to traditional efforts such as recruitment and retention and extends to housing and transportation. It is correctly identified as the single most compelling concern for the growth of the parish.

Technology

The dramatic impact of technology-related companies on the national economy encouraged the committee to give this issue separate attention. While the parish has seen only modest growth in information technology, it was widely perceived that this sector was vital to the economic health of the region. Related issues – especially those connected with education and workforce, business climate and capital availability – will be considered by this task force.

Regional Issues

This issue was the topic of considerable discussion. The SWOT meeting participants made it clear that parish concerns should be kept separate from the larger metropolitan issues of Orleans Parish and the City of New Orleans. There was clear recognition of the inter-relatedness of traffic, labor force, and transportation (to name just three). Nevertheless, the participants pointed out that the efforts of Metrovision were already focused on these larger problems and that Jefferson Parish would be better advised to focus on those matters over which it had direct influence. The airport was near the top of the list, as were waterways, tourism and recreation.

SWOT ANALYSIS

Image and Marketing

This task force was formed to address many of the comments heard by committee members about the perception of the parish, both within the metropolitan area and as it relates to a larger (and often international) audience. In addition to creating a unique image for the parish (separate from New Orleans), this task force will also consider how quality of life issues can be identified as assets to prospective businesses.

Vision Statement

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Jefferson Parish Economic Development Strategic Plan

VISION STATEMENT

The vision statement development by the CEDS Committee for *The Jefferson EDGE* is:

To promote sustainable growth, attract high wage industries, encourage technology development, and offer a superior quality of life.

Goals

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Jefferson Parish Economic Development Strategic Plan

GOALS

During *The Jefferson EDGE* strategic planning process, the following goals were developed:

- Design and implement a marketing program to retain Jefferson Parish's businesses and residents
- Develop a national image for Jefferson Parish that positions the community as a place to live and do business
- Capitalize on regional development opportunities
- Create development opportunities on the East and West Banks of Jefferson Parish
- Improve Jefferson Parish's technology business climate by creating value-added opportunities and by increasing the competitiveness of existing businesses through the use of technology

Action Plans

THE JEFFERSON EDGE

Jefferson Parish Economic Development Strategic Plan

ACTION PLANS

Overview

The Jefferson Edge has made bold strides in re-thinking the future of economic development in Jefferson Parish. More than a laundry list of recommendations, the plan has coalesced around central themes, carefully supported by specific action items. Moreover, the parish – including its communities – and many special interest groups have participated at every stage of the process. Their input is reflected in the recommendations and in their support of the overarching vision.

The challenge of supporting disparate goals was met by limiting the total number of goals and by developing highly focused objectives and strategies.

That vision – arrived at by the full committee and reinforced by the four task forces – is:

To promote sustainable growth, attract high wage industries, encourage technology development, and offer a superior quality of life.

The vision means that the parish is committed to a balanced approach between the needs of businesses and the quality of life enjoyed by its citizens. The retention of high wage industries is seen as a means to this end, with technology development being a key to the future economic well-being of the parish.

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ACTION PLANS

Supported by this vision statement, various task forces developed specific objectives around four goals:

- Land development
- Technology
- Image and marketing
- Regional development

Land development – and redevelopment – efforts will be launched through support for the parish master plan as well as for improvement of the utility infrastructure. Specific efforts to craft a mechanism by which the parish maintains its focus on development efforts will be a critical component of the plan beginning in the second quarter of 2000.

The development of a technology park linked to a technology academy was among the objectives of the technology task force. Parish-wide technology awareness and access to venture capital are seen as critical support components.

Internal marketing to parish residents and to its business community will promote the benefits of living and working in Jefferson Parish. The external (regional and national) marketing will emphasize the parish's advantageous business climate and brings with it a commitment to a new national awareness campaign.

Regional development efforts will ensure that the massive transportation requirements of highways, intermodal linkages to ports and waterways, and enhanced cargo capacity at the airport are tied directly to the redevelopment effort. Finally, workforce needs would be linked closely to technology training and business recruitment.

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ACTION PLANS

The Jefferson Edge is already on its way to delivering a fresh approach to old problems – and to providing greater economic opportunities throughout the parish.

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Jefferson Parish Economic Development Strategic Plan

IMAGE & MARKETING

Overview

Competition for economic development projects is at an all time high. Communities across the country are willing to offer significant inducements to entice projects. Unfortunately, communities that focus their economic development resources solely on outspending their competition are doomed to failure. Successful communities and regions also emphasize internal marketing that attracts and retains businesses and human capital.

A concern raised throughout *The Jefferson Edge* process was the high number of Jefferson Parish residents that leave the parish each year. This loss of human capital puts increased pressure on existing businesses facing an already tight labor market.

In addition, technology industries and high value-added service providers are not anchored in Jefferson Parish. Software development, legal and financial services and electronic commerce are not part of the parish's image. This non-technology image creates difficulties for the parish to retain its most talented residents and attract future employers.

The risk faced by Jefferson Parish in recruiting businesses and people, or retaining its stakeholders, is that the parish does not present a modern or "cutting edge" marketing image.

To address these issues, a two-pronged approach is needed to improve Jefferson Parish's image – both with existing residents and the wider business community (regional and national).

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Jefferson Parish Economic Development Strategic Plan

IMAGE & MARKETING

Goal I: Design and implement a marketing program to retain Jefferson Parish’s businesses and residents

The out-migration of Jefferson Parish residents to Orleans, St. Tammany and St. Charles parishes is a matter of social and economic importance. Retaining the workforce – especially the more educated and productive members – is a prerequisite to any general marketing effort. “The parish needs to sell itself to its own citizens,” is a sentiment heard frequently throughout the planning process. With most areas of the South and Southwest showing rapid population gain, Jefferson Parish’s stagnant growth is revealing of deeper concerns. An appreciation for the benefits of living and working in Jefferson Parish is no longer obvious. A concerted marketing effort is seen as a necessary first step towards a revitalized economic development effort.

Objective: To develop an Internal Strategic Marketing Plan that promotes Jefferson Parish to its existing stakeholders (e.g. residents and businesses)

Group Responsible: JEDCO

**Strategies/
Action Items:**

- 1) Survey Jefferson Parish residents and businesses to determine attitudes and perceptions regarding the parish

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Jefferson Parish Economic Development Strategic Plan

IMAGE & MARKETING

- 2) Conduct a fundraising campaign to raise monies for developing an Internal Strategic Marketing Plan for Jefferson Parish (e.g., new image and marketing materials)
- 3) Issue a Request For Proposal for the Internal Strategic Marketing Plan based on the parish survey in Strategy #1
- 4) Implement the Internal Strategic Marketing Plan
- 5) Repeat the Jefferson Parish resident and business survey to assess the effectiveness of the internal marketing plan
- 6) Based on survey #2, modify the Internal Strategic Marketing Plan

Funding:

Funding for this strategy will come from Jefferson Parish and from the fundraising campaign conducted in Strategy #2. As a goal, JEDCO should raise \$200,000 (\$100,000 from the public sector and \$100,000 from the private sector) per year for the Internal Strategic Marketing Plan.

Success Measures:











- 1) A decrease in the out-migration rate for Jefferson Parish
- 2) An improvement in stakeholder perceptions regarding Jefferson Parish

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Jefferson Parish Economic Development Strategic Plan

IMAGE & MARKETING

Timeline:

	Year	1	2	3	4	5	Group Responsible	Budget	Benchmarks
Objective – Design and implement a marketing program to retain Jefferson Parish's businesses and residents									
Strategy 1 - Survey Jefferson Parish residents and businesses							JEDCO	\$20,000	Complete Survey
Strategy 2 - Conduct a fundraising campaign							JEDCO	none	\$200,000 per year
Strategy 3 - Issue RFP							JEDCO	none	Marketing Firm
Strategy 4 - Implement Marketing Plan							JEDCO	See Strategy #2	See Evaluation Criteria
Strategy 5 - Repeat the Jefferson Parish resident and business survey							JEDCO	See Strategy #2	Complete Survey
Strategy 6 - Modify the Internal Strategic Marketing Plan							JEDCO	See Strategy #2	N/A

Start - 

Finish - 

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Jefferson Parish Economic Development Strategic Plan

IMAGE & MARKETING

Goal II: Develop a national image for Jefferson Parish that positions the community as a place to live and do business

Jefferson Parish has long stood in the shadow of New Orleans. The ability to attract new industry and to make the parish a destination of choice for businesses requires a formal marketing effort: a new brand identity. The many recreational and outdoor activities of which the parish can boast have not been exploited. With areas of marginal appeal willing to advance their “quality of life,” Jefferson has an edge over many regions in the country. Enjoying the benefits of New Orleans while working in a hospitable and supportive business environment is an ideal many technology and lifestyle businesses seek. This goal is met through an aggressive national marketing campaign.

Objective A: To create a brand identity that sets Jefferson Parish apart from New Orleans by making Jefferson Parish the “Community of Choice”

Group Responsible: JEDCO

**Strategies/
Action Items:**

- 1) Conduct a fundraising campaign to raise monies for developing an External Strategic Marketing Plan for Jefferson Parish (e.g., new image and marketing materials). This should be done in conjunction with Goal I, Strategy #2.

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Jefferson Parish Economic Development Strategic Plan

IMAGE & MARKETING

- 2) Issue a Request For Proposal for the External Strategic Marketing Plan (e.g., tag line, new image, and marketing materials)

These new promotional materials and strategies should convey Jefferson Parish's key marketing message in order to attract the attention of its target audience. The success of the message and collateral materials depends on the full backing of the entire Jefferson Parish community, representing a unified image of the community.

Branding the parish – a logo and tag line that sets the tone and theme for the marketing campaign. Letterhead, business cards, and envelopes should contain the theme and logo.

Folder/portfolio – serves as a delivery system for the materials to be sent in the direct mail campaign or presented to the target audience. The design should include the identity system described above.

Brochure – a 4-color call-to-action brochure (no more than four pages) should be designed to “tell Jefferson Parish's story.” This brochure would be included in the direct mail package.

Website – JEDCO is currently developing a new web site. The new community identity system should be incorporated throughout the site.

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Jefferson Parish Economic Development Strategic Plan

IMAGE & MARKETING

CD Rom – The development of an interactive CD Rom containing information about the benefits of the parish should be given a high priority. An interactive CD Rom would take the place of a general marketing video.

- 3) Implement the External Strategic Marketing Plan
- 4) Based on achieving the success measures, modify the External Strategic Marketing Plan

Funding: Funding for this strategy will come from Jefferson Parish and from the fundraising campaign conducted in Strategy #2

Success Measures:

The benchmark for this goal should be the following:

- 1) Population growth
- 2) Increase in in-migration
- 3) Increased visitors to Jefferson Parish
- 4) Number of companies recruited to Jefferson Parish

The JEDCO Board of Directors should be responsible for determining the number of companies.

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Jefferson Parish Economic Development Strategic Plan

IMAGE & MARKETING

Timeline:

Year	1	2	3	4	5	Group Responsible	Budget	Benchmarks
Objective A – Develop a national image for Jefferson Parish that positions the community as a place to live and do business								
Strategy 1 - Conduct a fundraising campaign	■ ■					JEDCO	none	\$100,000 per year
Strategy 2 - Issue RFP	■ ■					JEDCO	none	Marketing Firm
Strategy 3 - Implement Marketing Plan		■	→			JEDCO	See Strategy #2	See Evaluation Criteria
Strategy 4 - Modify the Internal Plan			■ ■		■ ■	JEDCO	See Strategy #2	N/A

Start - ■
 Finish - ■

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Jefferson Parish Economic Development Strategic Plan

IMAGE & MARKETING

Objective B: To promote tourism opportunities in Jefferson Parish related to eco-tourism, sports, film production and outdoor recreational activities

Group Responsible: Jefferson Chamber or Jefferson Parish Tourism Department and Jefferson Parish Events & Visitors Bureau

**Strategies/
Action Items:**

- 1) In conjunction with Jefferson Parish, Jefferson Chamber should convene a task force to examine creating a Jefferson Parish Events & Visitors Bureau
- 2) Support Jefferson Parish in dedicating parish funds for the Jefferson Parish Events & Visitors Bureau
- 3) In conjunction with the Jefferson Parish Events & Visitors Bureau, Jefferson Chamber, and Jefferson Parish Recreational Department should identify and secure state and federal tourism funds (e.g. federal parks grants for promoting the parish's outdoor recreational opportunities)
- 4) The Jefferson Chamber, in conjunction with local realtors, should create a new residents "welcome kit" touting the benefits of the parish

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Jefferson Parish Economic Development Strategic Plan

IMAGE & MARKETING











5) The Jefferson Parish Events & Visitors Bureau and Jefferson Chamber should explore and promote tourism and resort opportunities (e.g., resort development opportunities on the West Bank)

Funding: Jefferson Parish, the private sector (e.g., hotels and restaurants), and state and federal grants

Success Measures:

The formation of a Jefferson Parish Events & Visitors Bureau

Timeline:

Year	1	2	3	4	5	Group Responsible	Budget	Benchmarks
Objective B – To promote tourism opportunities in Jefferson Parish related to eco-tourism, sports, film production and outdoor recreational activities								
Strategy 1- Convene a task force to examine creating a Jefferson Parish Events & Visitors Bureau						Jefferson Chamber & Tourism Department	none	Creation of E&VB
Strategy 2 - Support Jefferson Parish is dedicating parish funds for the Jefferson Parish Events & Visitors Bureau						Jefferson Chamber & Tourism Department	To Be Determined	
Strategy 3 - Identify and secure state and federal tourism funds						Jefferson Chamber, Tourism Department, and E&VB	none	
Strategy 4 - Create a new residents "welcome kit" touting the benefits of the parish						Jefferson Chamber, Tourism Department, and E&VB	To Be Determined	Welcome Kit
Strategy 5 - Explore and promote tourism and resorts opportunities						Jefferson Chamber, Tourism Department, and E&VB	none	

Start - 
 Finish - 

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Jefferson Parish Economic Development Strategic Plan

REGIONAL DEVELOPMENT

Overview

Jefferson Parish's role in the greater New Orleans area has long been an economic and social issue of tremendous importance. Labor force, transportation, education and environmental concerns all have profound regional consequences, and all work simultaneously to integrate and to isolate the communities and surrounding parishes. As part of *The Jefferson EDGE*, committee members had the opportunity to take a fresh perspective on how Jefferson Parish might benefit from regional projects. This approach differentiates it from regional organizations, and puts a clear focus on the parish's own economic development efforts.

Not surprisingly, workforce and transportation were considered the most pressing regional issue influencing the parish. The ability of workers to commute, access throughout the parish, and the specific role of bridge improvements warranted considerable attention. Closely tied to these concerns were the related transportation opportunities of the Millenium Port project, improvements to the Port of New Orleans, and the airport. All of these issues – whether they are currently tied to the parish directly or not – have ramifications which the parish itself cannot control.

In addition, tourism and eco-tourism were targeted as important regional opportunities or which Jefferson Parish could capitalize.

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REGIONAL DEVELOPMENT

Goal: To capitalize on regional development opportunities

Regional issues bedevil many communities throughout the country. How to participate in regional efforts without subsuming the goals of your own citizens? Jefferson Parish is seeking to meet this challenge by supporting regional efforts related to ports and waterways, workforce and the airport – ensuring that the projects are fully supported while carefully defining how the parish can capitalize on new economic opportunities. Since most of these opportunities center on transportation-related issues, the approach must be linked to state and federal funding and be longer-term. Workforce issues – certainly among the most pressing facing the parish – can be met by close ties between the workforce development boards, businesses and JEDCO. Since the boards already have action plans of their own, JEDCO can function best as an additional voice for business and for ensuring that new businesses to the area are linked to the workforce training system.

Objective A: To promote economic development opportunities with the New Orleans International Airport (NOIA)

Group Responsible: Regional Planning Commission (RPC) as lead, supported by JEDCO and the City of Kenner

**Strategies/
Action Items:**

- 1) Develop an economic development partner relationship with the NOIA beginning with a focus on cargo development

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Jefferson Parish Economic Development Strategic Plan

REGIONAL DEVELOPMENT

- 2) Support the development of a Foreign Trade Zone (FTZ) at the New Orleans International Airport
- 3) In conjunction with the RPC, City of Kenner, and NOIA, JEDCO should support the development of an intermodal facility oriented toward truck and airfreight
- 4) JEDCO should work with the New Orleans International Airport, RPC, and the Latin America community to locate a facility in the FTZ/Intermodal area for educational purposes and for attracting business from Latin American

Funding: Regional partners should apply for EDA and other federal funding for infrastructure and other improvements on redeveloped airport land

Success Measures:










- 1) Formal economic development partnership between RPC, New Orleans International Airport, and JEDCO
- 2) Development of a FTZ at the New Orleans International Airport
- 3) Development of an intermodal facility oriented toward truck and airfreight
- 4) Creation of a facility in the FTZ/Intermodal area for educational purposes and for attracting business from Latin America

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Jefferson Parish Economic Development Strategic Plan

REGIONAL DEVELOPMENT

Timeline:

	Year	1	2	3	4	5	Group Responsible	Budget	Benchmarks
Objective A – To promote economic development opportunities with the New Orleans International Airport									
Strategy 1 - Develop an economic development partner relationship with the New Orleans International Airport							RPC, JEDCO, and Airport	None	Development of partnership
Strategy 2 - Support the development of a FTZ at the New Orleans International Airport							RPC, JEDCO, and Airport	None	Creation of FTZ
Strategy 3 - Support the development of an intermodal facility oriented toward truck and airfreight							RPC, JEDCO, and Airport	None	Creation of intermodal facility
Strategy 4 - Locate a facility in the FTZ/Intermodal area for educational purposes and for attracting business from Latin America							RPC, JEDCO, and Airport	None	Creation of facility

Start - 
 Finish - 

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Jefferson Parish Economic Development Strategic Plan

REGIONAL DEVELOPMENT

Objective B: To capitalize on regional port activities connected to the expansion of the Port of New Orleans, the Millennium Port project, and waterways opportunities in Jefferson Parish

Group Responsible: JEDCO

**Strategies/
Action Items:**

- 1) JEDCO should seek support from Jefferson Parish and its state and national legislators for expansion of the Nashville Wharf in order for the port to remain competitive during the interim of the Millennium Port
- 2) JEDCO should seek support from Jefferson Parish and its state and national legislators for the Millennium Port
- 3) Create a JEDCO Port Advisory Board comprised of water, marine, and related stakeholders
- 4) Use the River Corridor study as a launching pad to accelerate the development of deep water opportunities in Jefferson Parish with the Port of New Orleans
- 5) Work with state and federal legislators to create access to the Gulf; this will ensure that companies along the Harvey Canal are not prevented from bidding on large projects

Funding: None

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Jefferson Parish Economic Development Strategic Plan

REGIONAL DEVELOPMENT

Success Measures:

- 1) Expansion of the Nashville Wharf
- 2) JEDCO and Jefferson Parish support for the Millenium Port
- 3) Creation of a JEDCO Port Advisory Board

Timeline:

	Year	1	2	3	4	5	Group Responsible	Budget	Benchmarks
Objective B – Capitalize on regional port activities connected to the expansion of the Port of New Orleans, the Millennium Port project, and waterways opportunities in Jefferson Parish									
Strategy 1 - Expansion of the Nashville Wharf			→				JEDCO	None	Expansion of Wharf
Strategy 2 - Support Millenium Port			→				JEDCO	None	
Strategy 3 - Create a JEDCO Port Advisory Board		 					JEDCO	None	Port Advisory Board
Strategy 4 - Accelerate the development of deep water opportunities with the Port of New Orleans			→				JEDCO & Port of New Orleans	None	
Strategy 5 - Create access to the Gulf so that companies along the Harvey Canal are not limited or prevented on bidding on large projects			→				JEDCO	None	

Start - 
 Finish - 

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Jefferson Parish Economic Development Strategic Plan

REGIONAL DEVELOPMENT

Objective C: To provide leadership in the development of a regional workforce system that creates a globally competitive workforce and enables citizens to achieve economic self-sufficiency

Group Responsible: JEDCO and regional partners

**Strategies/
Action Items:**

System-Building

- 1) Play a leadership role in the existing efforts of MetroVision/Chamber Regional Workforce Partnership to address the key regional workforce issues in the area: 1) system-building; 2) strategic planning; and 3) advocacy
- 2) Provide leadership and support in the coordination of the four local workforce investment boards established by the Louisiana Workforce Commission in the eight parish New Orleans labor market area in partnership with MV and the Regional Office of the Department of Labor
- 3) Work with MV and the Regional Office of the Department of Labor to identify and recruit key industry sectors to participate in employer-driven customized training funding through the state incumbent worker training program
- 4) Advocate for a one-stop career system that is interconnected regionally and is effectively designed to meet the labor exchange and career/training information needs of business and citizens

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Jefferson Parish Economic Development Strategic Plan

REGIONAL DEVELOPMENT

- 5) Partner with the community and technical college system in the region and other key organizations to link the institutions to the top training demands of business and industry in the region through responsive, flexible, and adequately funded training systems. Support the new accountability system, support workforce academies and school to work programs in K-12.

Research and Planning

- 6) Work with key regional organizations to identify needed improvements to the region's transportation system to better connect employers and employees

Advocacy

- 7) Advocate for public policy which strengthens the regional workforce system including changes in the Louisiana Code of Ethics which restricts the ability of business leaders to serve on local workforce investment boards

Funding: None

**Success
Measures:**













Active participation with regional partners to advance workforce development in the New Orleans region

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Jefferson Parish Economic Development Strategic Plan

REGIONAL DEVELOPMENT

Timeline:

Year	1	2	3	4	5	Group Responsible	Budget	Benchmarks
Objective C – To provide leadership in the development of a regional workforce system								
Strategy 1 - Play a leadership role in the existing efforts of MV Workforce Partnership		→				JEDCO & Regional Partners	None	Participation
Strategy 2 - Provide leadership in the coordination of the four local workforce investment boards		→				JEDCO & Regional Partners		Participation
Strategy 3 - Work with MV and the Regional Office of the Department of Labor to identify and recruit key industry sectors to participate in employer-driven customized training		→				JEDCO & Regional Partners	None	
Strategy 4 - Advocate for an effective one-stop career system		→				JEDCO & Regional Partners	None	Development of one-stop center
Strategy 5 - More strongly link the institutions to the top training demands of business and industry		→				JEDCO & Regional Partners	None	Participation
Strategy 6 - Identify needed improvements to the region's transportation system		→				JEDCO & Regional Partners	None	Participation
Strategy 7 - Advocate for public policy which strengthen the regional workforce system		→				JEDCO & Regional Partners	None	Participation

Start - 
 Finish - 

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Jefferson Parish Economic Development Strategic Plan

REGIONAL DEVELOPMENT

Objective D: To improve the New Orleans MSA's transportation infrastructure capacity

This objective can be met by improving access between the East Bank and West Bank of Jefferson Parish and by encouraging business development on underutilized sites and vacant land on the West Bank.

Group Responsible: Regional Planning Commission, Jefferson Parish, and JEDCO

**Strategies/
Action Items:**

- 1) RPC, Jefferson Parish, and JEDCO should support those projects with a dedicated funding source to ensure their completion by 2005
 - I-10 Expansion
 - Huey P Long Bridge Widening
 - Hickory Extension
 - Lapalco Widening
 - CCC Toll Projects
 - Rail Operation Plan New Orleans Gateway Review and Monitoring

- 2) RPC, Jefferson Parish, and JEDCO should identify long-term projects and assist in securing funds for their completion by 2010
 - Earhart Access to KCS Intermodal Yard
 - Causeway/Earhart Interchange
 - Commuter Rail Link from Airport to CBD
 - Kerner Bridge

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Jefferson Parish Economic Development Strategic Plan

REGIONAL DEVELOPMENT

- 3) RPC, Jefferson Parish, and JEDCO should evaluate potential transportation projects and encourage high priority funding from federal and state governments
 - Earhart Expressway Extension to Airport and I-310
 - Harvey Blvd (Belle Chasse Blvd To Lafitte-Larose Hwy)
 - Donner Canal (West Bank Expressway to Belle Chasse Blvd)
 - Evaluate Jefferson to Jefferson Bridge alternatives over the Mississippi River
- 4) RPC, Jefferson Parish, and JEDCO should play an active role in all transportation planning involving Jefferson Parish that influences growth and economic development
 - I-49 (I-310 to West Bank Expressway)
 - New Mississippi River Crossing West Bank (I-310 to I-510)
 - New Lake Pontchartrain Crossing
 - Ground transportation needs for air cargo development

Funding: Jefferson Parish and the Regional Planning Commission should apply for federal and state funding for infrastructure development

Success Measures:

- 1) Successful completion of all short-term projects (Strategy #1)
- 2) Secure funding for long-term projects (Strategy #2)









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Jefferson Parish Economic Development Strategic Plan

REGIONAL DEVELOPMENT

- 3) Secure funding and participate in planning and development of new transportation projects (Strategy #3)
- 4) JEDCO should become the recognized entity to identify transportation priorities related to economic development

Timeline:

	Year	1	2	3	4	5	Group Responsible	Budget	Benchmarks
Objective D – To improve the New Orleans MSA’s transportation infrastructure capacity This objective can be met by improving access between the East Bank and West Bank of Jefferson Parish and by encouraging business development on underutilized sites and vacant land on the West Bank.									
Strategy 1 - Identify and support those projects with a dedicated funding source that can be completed within the five year projection							RPC, Jefferson Parish, & JEDCO	None	Successful completion of identified projects
Strategy 2 - Identify and support long term projects (over five years) with local input and solicitation for continuing funding							RPC, Jefferson Parish, & JEDCO	None	Secure funding of identified projects
Strategy 3 - To promote new transportation projects and to encourage and secure future funding							RPC, Jefferson Parish, & JEDCO	None	Secure funding of identified projects
Strategy 4 - Monitor and be part of the decision making process for all transportation planning involving Jefferson Parish that influences growth and economic development							RPC, Jefferson Parish, & JEDCO	None	JEDCO is recognized entity for transportation issues

Start - 
 Finish - 

THE JEFFERSON EDGE

Jefferson Parish Economic Development Strategic Plan

LAND DEVELOPMENT

Overview

Concerns regarding developable land within Jefferson Parish dominated discussions of the full committee from the outset. During those initial discussions, the Rusk Report was released in New Orleans – a report which highlighted the shortage of available land. This report provoked varying reactions throughout the community, especially in reaction to its alarmist tone. It did, however, crystallize the importance of land planning and redevelopment opportunities.

The committee was also sensitive to East and West Bank development issues. Undeveloped land on the West Bank and redevelopment opportunities on the East Bank permeated the discussion. The decision to call for a master plan was not arrived at lightly. Additional consideration was given to the creation of a development commission (or authority). While no consensus was reached, caution was counseled about how such a commission would be perceived and whether it would be the best vehicle for land development in the parish.

GOAL: To create development opportunities on the East and West Banks of Jefferson Parish

The context for this goal is not only in the limited amount of land available for development. The discussion is also framed by specific land use questions – dominated by zoning, housing and transportation. While these issues are clearly interrelated, the specific goal remains centered on economic development and the need to provide usable land for business. Support for the parish’s master planning efforts are seen as a means to establish realistic guidelines for zoning and permitting and to establish an agreed-upon inventory of available sites.

THE JEFFERSON EDGE

Jefferson Parish Economic Development Strategic Plan

LAND DEVELOPMENT

The creation of a development commission needs further consideration by the Land Development Task Force. Therefore, the importance of the Land Development Task Force to the entire plan resulted in a recommendation to maintain the group throughout the implementation process.

Objective A: To develop a Jefferson Parish land use master plan encompassing planning and zoning; permitting; market feasibility and analysis; and a land inventory

Group Responsible: Land Development Task Force and Jefferson Parish

**Strategies/
Action Items:**

- 1) Make the Land Development Task Force a free-standing committee
- 2) The task force should provide input and guidance on the Jefferson Parish master plan and ensure that the plan includes a market feasibility study and meets the overall objectives of Jefferson Parish.

Funding: None






Success Measures: The development of a Jefferson Parish Master Plan acceptable to Jefferson Parish and the Land Development Task Force

THE JEFFERSON EDGE

Jefferson Parish Economic Development Strategic Plan

LAND DEVELOPMENT

Timeline:

	Year	1	2	3	4	5	Group Responsible	Budget	Benchmarks
Objective A - To develop a Jefferson Parish land use master plan									
Strategy 1 - Make the Land Development Task Force a free-standing committee							Land Development Task Force	none	Jefferson Parish Master Plan
Strategy 2 - The task force will provide input and guidance on the master plan							Land Development Task Force	none	

Start - 
 Finish - 

THE JEFFERSON EDGE

Jefferson Parish Economic Development Strategic Plan

LAND DEVELOPMENT

Objective B: To promote the redevelopment and reuse of blighted and underutilized properties including:

- South New Orleans
- South Kenner
- Gretna River Front and brownfield sites
- Publicly owned and controlled sites
- Properties not being maintained or being put to their highest and best use

Group

Responsible: Land Development Task Force

**Strategies/
Action Items:**

- 1) Limited to the South New Orleans Subdivision, empower the Land Development Task Force to explore the formation of a public/private development commission or other entity (e.g., CDC) with the following authority:
 - Establish redevelopment areas
 - Acquire, own and dispose of real estate
 - Condemn and expropriate real estate
 - Offer incentives and inducements for redevelopment
- 2) The newly created development commission should create redevelopment incentives supported by the Master Plan. These groups should mobilize all incentives available (e.g., Enterprise Zone, TIFs, bonding authority, and federal and state grants).

Funding: The Development Commission should apply for EDA and other federal and state funding related to redevelopment

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Jefferson Parish Economic Development Strategic Plan

LAND DEVELOPMENT

Success Measures:

- 1) Creation of a mechanism for redevelopment
- 2) The use of incentives on completed projects

Timeline:

	Year	1	2	3	4	5	Group Responsible	Budget	Benchmarks
Objective B – To promote the redevelopment and reuse of blighted and underutilized properties including Strategy 1 - Empower the Land Development Task Force to explore the formation of a public/private development commission Strategy 2 - Create redevelopment incentives							Land Development Task Force	none	Design and implementation of a mechanism for redevelopment
							Development Commission	none	

Start -
 Finish -

THE JEFFERSON EDGE

Jefferson Parish Economic Development Strategic Plan

TECHNOLOGY DEVELOPMENT

Overview

Technology is changing the way business operates. Electronic commerce – driven by the Internet – changes the landscape for start-ups and mature businesses. In doing so, it has created immense wealth and made possible new employment opportunities not conceived of less than five years ago. Jefferson Parish has been slow to capitalize on these technology-related opportunities. This realization has driven the planning process from the outset and found expression in the overall vision statement of *The Jefferson Edge*.

While the committee has been unanimous in seeking to exploit these new opportunities, they have been mindful of the widespread resistance to technology in the parish. This resistance is characterized by a high level of fear and uncertainty on the part of many businesses, and, indeed, the public sector as well. Overcoming the resistance generated by this fear is one of the key objectives of the group. This attitude has also kept local technology firms from being given the same consideration as out-of-state firms.

The many opportunities for increasing the technology base in the parish center around two major themes: the recruitment and retention of existing technology companies and the expansion of the use of technology throughout the parish. The latter theme encompasses a strong desire to increase the competitiveness of all businesses in the parish through the introduction of new business models and the technology savvy required to compete in the new economy.

GOAL: To improve Jefferson Parish’s technology business climate by creating value-added opportunities and by increasing the competitiveness of existing businesses through the use of technology

THE JEFFERSON EDGE

Jefferson Parish Economic Development Strategic Plan

TECHNOLOGY DEVELOPMENT

Employment growth in the parish has been driven largely by the retail sector. While major employers in transportation equipment and natural resources continue to account for a large employment base, they are seeing relatively slow growth. Both of these sectors have employment concentrations more than twice the national average. The technology sectors, on the other hand, fall well below the national average. This is cause for concern for several reasons:

- *Higher paying jobs are heavily concentrated in the technology sector*
- *Technology is a direct factor in making non-technology businesses more competitive*
- *Technology drives investment*

The parish has been particularly concerned with the out-migration of higher wage earners to St. Tammany and St. Charles. The ability to stem this tide rests predominantly on the availability of higher paying jobs in Jefferson Parish. With the technology sectors being the most prolific creator of these opportunities, there are compelling economic reasons to support technology development. In addition, existing businesses are in danger of relocating elsewhere, especially as the existing labor force fails to keep pace with that of the nation as a whole. Finally, new investment seeks technology (for its rapid returns and high yields) – and this sector is both under-represented and poorly publicized in the parish.

These factors weighed heavily in the task force's choice of objectives. The remaining consideration was where new or expanding firms might locate. This question linked closely with the Land Development Task Force and resulted in a clear recommendation for a technology park.

THE JEFFERSON EDGE

Jefferson Parish Economic Development Strategic Plan

TECHNOLOGY DEVELOPMENT

- Objective A:** To create a Jefferson Parish Technology Park that:
- Functions as a business park more than as a research park
 - Is centered around a “blue chip” firm or firms
 - Provides business assistance services
 - Contains an incubator or similar service for start-up firms
 - Serves as an information center for start-ups (with extended hours)
 - Links business and university resources

Group Responsible: Private developers, JEDCO and Jefferson Parish

- Strategies/
Action Items:**
- 1) JEDCO should examine how other communities have developed tech parks and consider a formal visit of those communities
 - 2) JEDCO, Jefferson Parish, and the Louisiana Technology Council should promote the technology park in the parish
 - 3) JEDCO should recruit developers interested in participating in a new technology-based industrial and commercial center
 - 4) JEDCO should create a financial and development incentive package for companies wishing to locate in the technology park

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Jefferson Parish Economic Development Strategic Plan

TECHNOLOGY DEVELOPMENT

- 5) JEDCO should enter into discussion with oil and gas companies seeking to establish a local base for computer, telecommunications and research facilities
- 6) Jefferson Parish and JEDCO should establish a tech incubator and work with local school organizations to establish an academy
- 7) Through the developer process, JEDCO should identify other potential development sites for technology companies

Funding: Funding for this objective should be raised from both the public and private sectors

**Success
Measures:**


















- 1) Visits to other cities that have developed successful tech parks
- 2) Selection of a developer to partner with in developing the technology park
- 3) Determination of preliminary sites for the technology park
- 4) Identification of target firms to recruit to the technology park
- 5) PR campaign selling the Jefferson Parish community on the technology park concept

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Jefferson Parish Economic Development Strategic Plan

TECHNOLOGY DEVELOPMENT

Timeline:

	Year	1	2	3	4	5	Group Responsible	Budget	Benchmarks
Objective A – To create a Jefferson Parish Technology Park									
Strategy 1 - Examine how other communities have developed tech parks							JEDCO	To be determined	Visits to other cities
Strategy 2 - Promote the technology park in the parish							JEDCO	None	
Strategy 3 - Recruit developers interested in participating in tech park							JEDCO	None	Selection of a developer
Strategy 4 - Create a financial and development incentive package for technology park							JEDCO	None	Incentive Package
Strategy 5 - Enter into discussion with oil and gas companies seeking to establish a local base for computer, telecommunications and research facilities							JEDCO	None	
Strategy 6 - Establish a tech incubator and academy							JEDCO	None	Creation of an incubator and academy
Strategy 7 - Identify other potential development site for technology companies							JEDCO	None	

Start - 

Finish - 

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Jefferson Parish Economic Development Strategic Plan

TECHNOLOGY DEVELOPMENT

Objective B: To develop a Jefferson Parish Technology Academy and to promote technology skills development in the parish's public and private schools

The Academy (modeled after NOCCA) would serve a regional student body, be located in the Technology Park, and would employ an outstanding faculty which would include private sector technology leaders and entrepreneurs.

Group Responsible: The Jefferson Parish School Board and JEDCO

**Strategy/
Action Items:**

- 1) JEDCO should hold preliminary discussions with school officials regarding a technology academy
- 2) School officials and JEDCO should develop a clear description of what this school will be like and what it will do. This process will help determine if the school will be an academy or a charter school; what student body it will draw upon; how private businesses will be involved, and how it will be funded.
- 3) School officials and JEDCO should conduct a public relations campaign touting the benefits of the school
- 4) School officials and JEDCO should secure funding for the technology academy

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Jefferson Parish Economic Development Strategic Plan









TECHNOLOGY DEVELOPMENT

Funding:

Success Measures:

A formal plan for the technology academy to be presented to the school district by January, 2002

Timeline:

	Year	1	2	3	4	5	Group Responsible	Budget	Benchmarks
Objective B - To develop a Jefferson Parish Technology Academy and to promote technology skills development in the parish's public and private schools									
Strategy 1 - Preliminary discussions with school officials regarding a technology academy		 					JEDCO & School	None	
Strategy 2 - Develop a clear description of what this school will be like and what it will do		 					JEDCO & School	None	
Strategy 3 - Conduct a public relations campaign touting the benefits of the school			 				JEDCO & School	None	
Strategy 4 - Secure funding for the technology academy							JEDCO & School		A formal plan for the technology academy to be presented to the school district by January, 2002

Start - 
 Finish - 

THE JEFFERSON EDGE

Jefferson Parish Economic Development Strategic Plan

TECHNOLOGY DEVELOPMENT

Objective C: To improve the climate for venture capital in Jefferson Parish

Group Responsible: JEDCO, Technology Task Force, and the Louisiana Technology Council

**Strategies/
Action Items:**

- 1) The Technology Task Force of *The Jefferson EDGE* should be continued and other appropriate representation should be added to serve as a free-standing working committee until tasks are complete
- 2) JEDCO should interest VC firms in Jefferson Parish technology companies – and lay the groundwork for a local VC firm
- 3) JEDO should work with existing banks to increase lending opportunities for technology-based companies
- 4) JEDCO should encourage application to SBIC and other federal contracts
- 5) JEDCO should explore Certified Capital Company (CAPCO) opportunities
<http://www.growthcap.org/capco.htm>

Funding: N/A

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Jefferson Parish Economic Development Strategic Plan

TECHNOLOGY DEVELOPMENT

Success Measures:

An increase in the number of VC deals for Jefferson Parish based companies

Timeline:

	Year	1	2	3	4	5	Group Responsible	Budget	Benchmarks
Objective C – To improve the climate for venture capital in Jefferson Parish									An increase in the number of VC deals for Jefferson Parish based companies
Strategy 1 - Continue the Technology Task Force							JEDCO	None	
Strategy 2 - Interest VC firms in Jefferson Parish technology companies							JEDCO & Tech TF	None	
Strategy 3 - Work with existing banks to increase lending opportunities for technology-based companies							JEDCO & Tech TF	None	
Strategy 4 - Encourage application to SBIC and other federal contracts							JEDCO & Tech TF	None	
Strategy 5 - Explore Certified Capital Company (CAPCO) opportunities							JEDCO & Tech TF	None	

Start - 
 Finish - 

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Jefferson Parish Economic Development Strategic Plan

TECHNOLOGY DEVELOPMENT

Objective D: To increase technology awareness in the Jefferson Parish public and private sectors

Group Responsible: JEDCO and Technology Committee

**Strategies/
Action Items:**

These strategies would be carried out by JEDCO, supported by the Technology Committee and the Louisiana Technology Council:

- 1) Develop a Jefferson Parish technology inventory (technology business directory)
- 2) Promote technology to the parish's government and business community
- 3) Work with the media to promote local technology companies
- 4) Create a Jefferson Parish Technology Network
- 5) Conduct a Jefferson Parish technology skill level assessment

Funding:

Funding for strategies 1 and 5 should come from JEDCO and the Jefferson Parish technology community

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Jefferson Parish Economic Development Strategic Plan

TECHNOLOGY DEVELOPMENT

Success Measures:

- 1) Creation of a Jefferson Parish Technology Directory
- 2) Improvement in the attitude of parish government and businesses regarding technology

Timeline:

Year	1	2	3	4	5	Group Responsible	Budget	Benchmarks
Objective D – To increase technology awareness in the Jefferson Parish public and private sectors								
Strategy 1 - Develop a Jefferson Parish technology inventory						JEDCO		Creation of a Jefferson Parish Technology Directory
Strategy 2 - Promote technology to the parish's government and business community						JEDCO	None	Improvement in the attitude of parish government and businesses regarding technology
Strategy 3 - Work with the media to promote local technology companies						JEDCO	None	
Strategy 4 - Create a Jefferson Parish Technology Network						JEDCO	None	
Strategy 5 - Conduct a Jefferson Parish technology skill level assessment						JEDCO		

Start - 
 Finish - 

Implementation Plan

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Jefferson Parish Economic Development Strategic Plan

IMPLEMENTATION PLAN

This section of the report highlights the specific objectives approved by the task forces and ranked by the full CEDS committee. The objectives are ranked in order, based on the priorities assigned by the committee members. This ranking was achieved through a scoring system that assigned the highest number of points based on the likelihood of the project going forward (feasibility). Equal points were assigned based on private sector participation and how quickly the project could be completed. A fourth category measured the impact of the project. The criteria follow:

1. **IMPACT** - To what extent will accomplishing the objective meet the economic development mission of *The Jefferson Edge* in terms of quality job creation/retention, new private investment, reversal of negative trends, economic diversification, community change. . . .?

3-major
2-medium
1-minor

2. **FEASIBILITY** - How likely is it that the necessary resources required to implement the objective will be available?

5-very likely
3-more likely than not
0-uncertain

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Jefferson Parish Economic Development Strategic Plan

IMPLEMENTATION PLAN

3. **TIMING** - How long will it take to measure the impact of the project?

- 3-short term (1-3years)
- 2-medium term (3-5 years)
- 1-long term (5+ years)

4. **PRIVATE SECTOR PARTICIPATION** - What is the private sector's ability to bring expertise or influence to bear on this objective?

- 3-great
- 2-some
- 1-little

The prioritized objectives can be found on the next page.

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Jefferson Parish Economic Development Strategic Plan

IMPLEMENTATION PLAN

<i>The Jefferson Edge</i>			
Prioritized Objectives			
#	Objective	Total Points	Average
High			
LD1	Develop Master Plan	376	12
IM1	Internal Marketing Campaign	371	12
TD4	Increase Technology Awareness	336	11
Medium			
RD3	Workforce Development	329	10
TD1	Technology Park	326	10
LD2	Redevelopment of Properties	323	10
IM3	Events and Visitor's Bureau	319	10
RD1	Airport Economic Development	313	10
Low			
RD4	Transportation Development	297	9
TD3	Improve Venture Capital	288	9
RD2	Port/Waterways Development	278	9
TD2	Technology Academy	274	9
IM2	National Brand Identity	261.5	8

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Jefferson Parish Economic Development Strategic Plan

IMPLEMENTATION PLAN

The highest ranking objective was the **development of a Jefferson Parish land use master plan**. This choice is a logical extension of the concern for developable land and the availability of development opportunities – both in housing, commercial and technology park development. This objective is driven by two strategies:

- The designation of the land development task force as a free-standing committee, and
- Providing input guidance to the parish on land use master planning

Noteworthy among the strategies proposed for many of the objectives is the desire to maintain standing committees in land development and technology. Seen in combination with the implementation emphasis assigned by JEDCO for the process as a whole, this suggests that the Jefferson Edge will play an increasing role in the economic growth of the parish.

Speaking to this point specifically, this plan recommends **the creation of an Implementation Committee** to oversee the plan's progress.:

- *Role of the Implementation Committee*

The committee will be responsible for accountability on each task, oversight of the funding, time frames and benchmarking, updating the plan for the EDA and the parish, and advocating for the plan with the parish.

- *Staffing the Committee*

JEDCO will provide one staff person to assist the committee with procedural and informational issues. JEDCO will not staff additional committees or task forces. It is envisioned that on-going task forces will be self-staffing and will report to the Implementation Committee on a regular basis.

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Jefferson Parish Economic Development Strategic Plan

IMPLEMENTATION PLAN

- *Meeting Schedule*

The committee will meet quarterly beginning the first week of June 2000 for one year. In June 2001, JEDCO and the committee will review progress and prepare a brief summary of goals accomplished. The meeting schedule, staffing, and committee composition will be reviewed at that time.

- *Committee Membership*

The committee will consist of the following members:

- The two co-chairs of *The Jefferson EDGE*
- The chairs of the four task forces
- Two members of the JEDCO board, one representing the East Bank, and one representing the West Bank

The members will elect a chair and will determine rules for succession prior to the end of the first year.

Integral to this effort will be a **media launch**, already begun by JEDCO, which promotes the Jefferson Edge parish-wide. The initial thrust for this public campaign will be at Crossroads 2000, using a CD-ROM based multi-media presentation geared to the parish leadership and citizens-at-large.

The continuity created by an Implementation Committee helps ensure that the momentum resulting from the strategic planning process. The private sector's commitment throughout the implementation phase, in partnership with JEDCO and Jefferson Parish, will ensure its success.

THE JEFFERSON EDGE

Jefferson Parish Economic Development Strategic Plan

IMPLEMENTATION PLAN

	Year	1	2	3	4	5	Group Responsible	Budget	Benchmarks
Land Development	Objective A – To develop a Jefferson Parish land use master plan						Jefferson Parish Planning Deparmnt		
	<i>Strategy 1</i> - Make the Land Development Task Force a free-standing committee						Land Development Task Force	none	Jefferson Parish Master Plan
	<i>Strategy 2</i> - The task force will provide input and guidance on the master plan						Land Development Task Force	none	
Image & Marketing	Objective – Design and implement a marketing program to retain Jefferson Parish’s businesses and residents						JEDCO		
	<i>Strategy 1</i> - Survey Jefferson Parish residents and businesses						JEDCO	\$20,000	Complete Survey
	<i>Strategy 2</i> - Conduct a fundraising campaign						JEDCO	none	\$200,000 per year
	<i>Strategy 3</i> - Issue RFP						JEDCO	none	Marketing Firm
	<i>Strategy 4</i> - Implement Marketing Plan						JEDCO	See Strategy #2	See Evaluation Criteria
	<i>Strategy 5</i> - Repeat the Jefferson Parish resident and business survey						JEDCO	See Strategy #2	Complete Survey
	<i>Strategy 6</i> - Modify the Internal Strategic Marketing Plan						JEDCO	See Strategy #2	N/A
Technology Development	Objective D – To increase technology awareness in the Jefferson Parish public and private sectors						Tech TF		
	<i>Strategy 1</i> - Develop a Jefferson Parish technology inventory						JEDCO		Creation of a Jefferson Parish Technology Directory
	<i>Strategy 2</i> - Promote technology to the parish’s government and business community						JEDCO	None	Improvement in the attitude of parish government and businesses regarding technology
	<i>Strategy 3</i> - Work with the media to promote local technology companies						JEDCO	None	
	<i>Strategy 4</i> - Create a Jefferson Parish Technology Network						JEDCO	None	
	<i>Strategy 5</i> - Conduct a Jefferson Parish technology skill level assessment						JEDCO		

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	Year	1	2	3	4	5	Group Responsible	Budget	Benchmarks
Regional Development	Objective C – To provide leadership in the development of a regional workforce system						JEDCO & Regional Partners		
	<i>Strategy 1</i> - Play a leadership role in the existing efforts of MV Workforce Partnership						JEDCO & Regional Partners	None	Participation
	<i>Strategy 2</i> - Provide leadership in the coordination of the four local workforce investment boards						JEDCO & Regional Partners		Participation
	<i>Strategy 3</i> - Work with MV and the Regional Office of the Department of Labor to identify and recruit key industry sectors to participate in employer-driven customized training						JEDCO & Regional Partners	None	
	<i>Strategy 4</i> - Advocate for an effective one-stop career system						JEDCO & Regional Partners	None	Development of one-stop center
	<i>Strategy 5</i> - More strongly link the institutions to the top training demands of business and industry						JEDCO & Regional Partners	None	Participation
	<i>Strategy 6</i> - Identify needed improvements to the region's transportation system						JEDCO & Regional Partners	None	Participation
	<i>Strategy 7</i> - Advocate for public policy which strengthen the regional workforce system						JEDCO & Regional Partners	None	Participation
Technology Development	Objective A – To create a Jefferson Parish Technology Park						JEDCO & Tech TF		
	<i>Strategy 1</i> - Examine how other communities have developed tech parks						JEDCO	To be determined	Visits to other cities
	<i>Strategy 2</i> - Promote the technology park in the parish						JEDCO	None	
	<i>Strategy 3</i> - Recruit developers interested in participating in tech park						JEDCO	None	Selection of a developer
	<i>Strategy 4</i> - Create a financial and development incentive package for technology park						JEDCO	None	Incentive Package
	<i>Strategy 5</i> - Enter into discussion with oil and gas companies seeking to establish a local base for computer, telecommunications and research facilities						JEDCO	None	
	<i>Strategy 6</i> - Establish a tech incubator and academy						JEDCO	None	Creation of an incubator and academy
	<i>Strategy 7</i> - Identify other potential development site for technology companies						JEDCO	None	

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	Year	1	2	3	4	5	Group Responsible	Budget	Benchmarks
Land Development	Objective B – To promote the redevelopment and reuse of blighted and underutilized properties						JEDCO & Development Commission		
	<i>Strategy 1</i> - Empower the Land Development Task Force to explore the formation of a public/private development commission						Land Development Task Force	none	Design and implementation of a mechanism for redevelopment
	<i>Strategy 2</i> - Create redevelopment incentives						Development Commission	none	
Image & Marketing	Objective B – To promote tourism opportunities in Jefferson Parish related to eco-tourism, sports, film production and outdoor recreational activities						Jefferson Chamber & Tourism Department		
	<i>Strategy 1</i> - Convene a task force to examine creating a Jefferson Parish Events & Visitors Bureau						Jefferson Chamber & Tourism Department	none	Creation of E&VB
	<i>Strategy 2</i> - Support Jefferson Parish in dedicating parish funds for the Jefferson Parish Events & Visitors Bureau						Jefferson Chamber & Tourism Department	To Be Determined	
	<i>Strategy 3</i> - Identify and secure state and federal tourism funds						Jefferson Chamber, Tourism Department, and E&VB	none	
	<i>Strategy 4</i> - Create a new residents "welcome kit" touting the benefits of the parish						Jefferson Chamber, Tourism Department, and E&VB	To Be Determined	Welcome Kit
	<i>Strategy 5</i> - Explore and promote tourism and resorts opportunities						Jefferson Chamber, Tourism Department, and E&VB	none	
Regional Development	Objective A – To promote economic development opportunities with the New Orleans International Airport						RPC, JEDCO, and Airport		
	<i>Strategy 1</i> - Develop an economic development partner relationship with the New Orleans International Airport						RPC, JEDCO, and Airport	None	Development of partnership
	<i>Strategy 2</i> - Support the development of a FTZ at the New Orleans International Airport						RPC, JEDCO, and Airport	None	Creation of FTZ
	<i>Strategy 3</i> - Support the development of an intermodal facility oriented toward truck and airfreight						RPC, JEDCO, and Airport	None	Creation of intermodal facility
	<i>Strategy 4</i> - Locate a facility in the FTZ/Intermodal area for educational purposes and for attracting business from Latin America						RPC, JEDCO, and Airport	None	Creation of facility

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	Year	1	2	3	4	5	Group Responsible	Budget	Benchmarks
Regional Development	Objective D – To improve the New Orleans MSA’s transportation infrastructure capacity						RPC, Jefferson Parish, & JEDCO		
	<i>Strategy 1</i> - Identify and support those projects with a dedicated funding source that can be completed within the five year projection						RPC, Jefferson Parish, & JEDCO	None	Successful completion of identified projects
	<i>Strategy 2</i> - Identify and support long term projects (over five years) with local input and solicitation for continuing funding						RPC, Jefferson Parish, & JEDCO	None	Secure funding of identified projects
	<i>Strategy 3</i> - To promote new transportation projects and to encourage and secure future funding						RPC, Jefferson Parish, & JEDCO	None	Secure funding of identified projects
	<i>Strategy 4</i> - Monitor and be part of the decision making process for all transportation planning involving Jefferson Parish that influences growth and economic development						RPC, Jefferson Parish, & JEDCO	None	JEDCO is recognized entity for transportation issues
Technology Development	Objective C – To improve the climate for venture capital in Jefferson Parish						JEDCO & Tech TF		An increase in the number of VC deals for Jefferson Parish based companies
	<i>Strategy 1</i> - Continue the Technology Task Force						JEDCO	None	
	<i>Strategy 2</i> - Interest VC firms in Jefferson Parish technology companies						JEDCO & Tech TF	None	
	<i>Strategy 3</i> - Work with existing banks to increase lending opportunities for technology-based companies						JEDCO & Tech TF	None	
	<i>Strategy 4</i> - Encourage application to SBIC and other federal contracts						JEDCO & Tech TF	None	
	<i>Strategy 5</i> - Explore Certified Capital Company (CAPCO) opportunities						JEDCO & Tech TF	None	

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	Year	1	2	3	4	5	Group Responsible	Budget	Benchmarks
Regional Development	Objective B – Capitalize on regional port activities connected to the expansion of the Port of New Orleans, the Millennium Port project, and waterways opportunities in Jefferson Parish						JEDCO & Port of New Orleans		
	<i>Strategy 1</i> - Expansion of the Nashville Wharf						JEDCO	None	Expansion of Wharf
	<i>Strategy 2</i> - Support Millenium Port						JEDCO	None	
	<i>Strategy 3</i> - Create a JEDCO Port Advisory Board						JEDCO	None	Port Advisory Board
	<i>Strategy 4</i> - Accelerate the development of deep water opportunities with the Port of New Orleans						JEDCO & Port of New Orleans	None	
	<i>Strategy 5</i> - Create access to the Gulf so that companies along the Harvey Canal are not limited or prevented on bidding on large projects						JEDCO	None	
Technology Development	Objective B – To develop a Jefferson Parish Technology Academy and to promote technology skills development in the parish's public and private schools						JP School Board & JEDCO		
	<i>Strategy 1</i> - Preliminary discussions with school officials regarding a technology academy						JEDCO & School	None	
	<i>Strategy 2</i> - Develop a clear description of what this school will be like and what it will do						JEDCO & School	None	
	<i>Strategy 3</i> - Conduct a public relations campaign touting the benefits of the school						JEDCO & School	None	
	<i>Strategy 4</i> - Secure funding for the technology academy						JEDCO & School		A formal plan for the technology academy to be presented to the school district by 2/02
Image & Marketing	Objective A – Develop a national image for Jefferson Parish that positions the community as a place to live and do business						JEDCO		
	<i>Strategy 1</i> - Conduct a fundraising campaign						JEDCO	none	\$100,000 per year
	<i>Strategy 2</i> - Issue RFP						JEDCO	none	Marketing Firm
	<i>Strategy 3</i> - Implement Marketing Plan						JEDCO	See Strategy #2	See Evaluation Criteria
	<i>Strategy 4</i> - Modify the Internal Plan						JEDCO	See Strategy #2	N/A

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The scoring was intended to reward those objectives which are the most feasible and where the necessary resources were available for implementation. This had the consequence that the objectives deemed to have the highest impact did not necessarily come to the top. If we look only on how objectives were scored by impact, the top four, in order, are:

- the development of a technology park
- economic development at the airport
- transportation infrastructure improvements
- the development of a master plan

This suggests that, absent considerations of timing and funding, the committee believes that the development of a technology park and economic development connected with the airport would have the greatest economic impact in Jefferson Parish. While the scoring system effectively gears objectives to a results-oriented approach, it is important to remain mindful of what the committee felt would make the most difference to the economic well-being of the parish.

As a final observation, the plan distinguishes between objectives based primarily on advocacy and marketing, and those which would result in physical developments. The following objectives fall in the latter category:

- Creation of a Jefferson Parish Technology Park
- Redevelopment and reuse of blighted and underutilized properties
- Promotion of economic development opportunities at NOIA
- Improvement of the New Orleans MSA's transportation infrastructure capacity
- Capitalization on regional port activities
- Development of a Jefferson Parish Technology Academy