

FEBRUARY 2021

JEFFERSON EDGE

2025

STRATEGIC ECONOMIC DEVELOPMENT PLAN



ACKNOWLEDGMENTS

TIP would like to thank the following individuals and organizations for their participation in this planning process.

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TIP STRATEGIES, INC., is a privately held economic development consulting firm with offices in Austin and Seattle. TIP is committed to providing quality solutions for public sector and private sector clients. Established in 1995, the firm's primary focus is economic development strategic planning.

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EXECUTIVE SUMMARY



Over the course of its 20-year history, The Jefferson EDGE strategy has provided a roadmap for promoting sustainability, job growth, and investment in Jefferson Parish, Louisiana. First adopted in 2000, the initial plan helped set the course for many of the Parish's most successful initiatives, including laying the groundwork for the 480-acre Churchill Technology & Business Park (Churchill Park), one of the region's last major greenfield sites. Other accomplishments, such as prioritizing and facilitating billions of dollars in critical infrastructure improvements, the ongoing efforts to revitalize Metairie's Fat City neighborhood, the purchase and redevelopment of the former Avondale Shipyard, and upgrades to the Parish's permitting process, were all initiated during earlier EDGE planning efforts.

These and other achievements speak to the well-respected organization behind the strategy. An independent entity of the government, the Jefferson Parish Economic Development Commission (JEDCO) is charged with attracting, growing, and creating new business. In this capacity, it has excelled at building strong relationships with regional partners and, perhaps most important, with private employers. This close collaboration is an essential ingredient in JEDCO's ability to create huge benefits to the Jefferson Parish economy. This success was recently recognized by the International Economic Development Council (IEDC), which named JEDCO a Silver Winner in the category of Economic Development Organization of the Year at its fall 2020 annual conference. The award acknowledges excellence in long-term strategic planning, organizational development, and significant community impact and innovation.

The path forward has not always been easy. As with the New Orleans area in general, the Parish suffered the effects of Hurricane Katrina in 2005, job losses from the Great Recession (2007–2009), and the BP Deepwater Horizon oil spill in 2010.

As JEDCO began the planning process for the fifth iteration of the EDGE strategy, the COVID-19 pandemic was beginning its transformation into a full-blown global pandemic. Stakeholder participation had been a hallmark of every previous EDGE plan, making it difficult to imagine how the Jefferson EDGE 2025 planning process could take place in a time of stay-at-home orders and social distancing. However, JEDCO and the consulting firm it selected to facilitate the planning process, Austin-based TIP Strategies (TIP), collaborated to devise a scope of work that kept the plan moving forward in challenging times.

By working collaboratively with existing organizations, by leveraging personal relationships, and through the support of the Parish president and council, a high level of public and private participation became a reality. In addition, new data sources and analysis helped ensure a shared base of information that would inform the strategies. Finally, the best practices of other communities were critical components of the strategies outlined in this plan.

ABOUT JEDCO

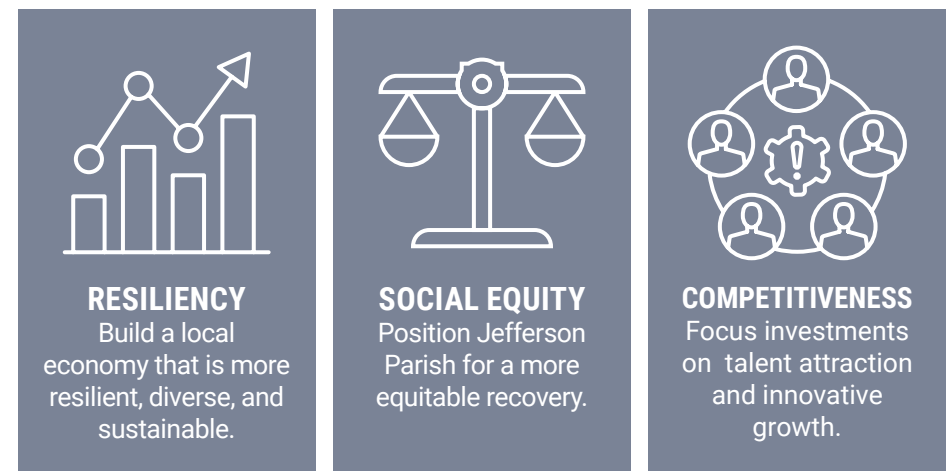
ORGANIZATIONAL BACKGROUND: JEDCO is committed to helping businesses thrive in Jefferson Parish. Since its inception in 1987, JEDCO has aided thousands of companies through business incubator and loan programs, tax incentives and rebate programs, workforce development and information services. While dedicated to assisting existing Jefferson Parish businesses, JEDCO's efforts also target the recruitment of new businesses for the area.

JEDCO'S MISSION: JEDCO is an independent, yet complementary arm of Jefferson Parish government with the main objective of attracting, growing, and creating new business in our area. JEDCO's mission is to proactively influence the local economy through the retention and creation of quality jobs, entrepreneurship, and investment in Jefferson Parish.

GUIDING PRINCIPLES

The Jefferson EDGE 2025 plan lays out a path to grow Jefferson Parish's economy through the retention and creation of quality jobs, entrepreneurship, and investment over the next five years (2021 to 2025). With this objective in mind, TIP collaborated with the JEDCO project team to devise a set of core principles to guide the planning process. These principles provide an essential framework for evaluating bold ideas and innovative strategies that will improve the economic vitality of Jefferson Parish.

FIGURE 1. JEDCO GUIDING PRINCIPLES



JEFFERSON EDGE 2025

The Jefferson EDGE 2025 strategic plan is centered on three major goals: Talent and Workforce, Innovation and Industry, and Quality of Place and Real Estate. Each goal is supported by initiatives designed to develop and attract talent, attract new investment and job growth in target industries, and develop quality places and amenities.

Broadly speaking, Goal 1 is about people, Goal 2 is about business and industry, and Goal 3 is about placemaking. While the initiatives and strategies outlined under each goal differ, they are closely interconnected. Together, the guiding principles, the goals, and the underlying initiatives help advance JEDCO's mission of developing the local economy through the retention and creation of quality jobs, entrepreneurship, and investment in the Parish.

In addition to the goals and initiatives, the new EDGE contains organizational recommendations to help JEDCO achieve greater effectiveness. These are detailed in the Implementation section of the plan (page 47) and include a new five-year capital campaign, staffing changes for JEDCO, and the creation of a redevelopment authority to drive public-private development projects on Parish and JEDCO-owned properties.

FIGURE 2. JEFFERSON EDGE 2025 STRATEGIC PLAN OVERVIEW



TARGET INDUSTRIES

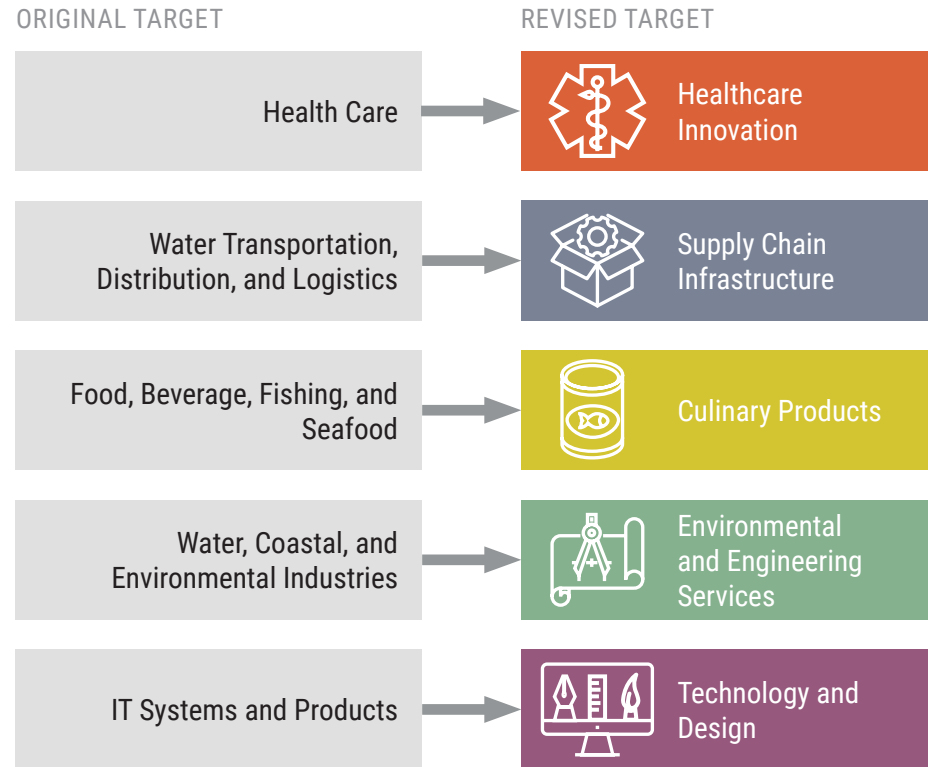
The Jefferson EDGE 2020 plan divided strategies into two broad categories: (1) target industry clusters and (2) crosscutting issues. The primary focus of the EDGE 2020 plan was the growth of JEDCO’s five industry clusters.

While this current plan builds on the foundation of the past plan and its five industry clusters, Jefferson Parish is facing a different future than it was five years ago. The economic effects of the pandemic are playing out in uncertain ways. Large portions of the service industry are still enduring the effects of shutdowns. Employment in the hospitality sectors, closely linked to tourism, remains well below pre-pandemic levels.

A detailed Target Industry Analysis (page 51) highlights employment trends, investment patterns, and new growth opportunities within the five original clusters. TIP has also analyzed trends in two additional industry clusters based on their importance to the Parish economy: hospitality and entertainment (which encompasses tourism), and chemical manufacturing.

The strategic framework laid out in the Jefferson EDGE 2025 retains the industry clusters at its core. Goal 2, Innovation & Industry, is entirely concerned with recruitment, expansion, and innovation within the Parish’s target industries. What is new in the Jefferson EDGE 2025 is a more holistic approach toward developing the Parish’s target industries. This new framework includes talent and workforce strategies (Goal 2) and quality of place and real estate development strategies (Goal 3) that will be necessary for JEDCO and its partners to achieve success in business development. The new approach acknowledges the reality of modern economic development: successful companies need creative people and quality places.

FIGURE 3. THE TARGETING PROCESS



OTHER INDUSTRIES ANALYZED



PLANNING CONTEXT



At the outset of the engagement, TIP conducted a baseline assessment of Jefferson Parish’s competitive position. The assessment began with a review of the existing EDGE plan and work completed under prior EDGE plans (via the implementation progress reports) as well as other relevant regional plans. This background material was supplemented by an analysis of regional and local demographic and economic data as well as a look at market trends and growing industries in Jefferson Parish and the region. Findings are presented below, concluding with a summary analysis of the Parish’s strengths, weaknesses, opportunities, and threats.

SHOCKS AND DISRUPTIONS

It is not an overstatement to say that the COVID-19 pandemic had a devastating impact on communities and regions worldwide. Jefferson Parish was no exception. At the outset of the crisis, Louisiana was among the hardest hit states in the US. Earlier in the pandemic, Jefferson Parish was responsible for 10 percent of the state’s COVID-19 cases and was second only to Orleans Parish in the number of COVID-related deaths.¹ JEDCO responded immediately, pulling together resources and establishing guidelines for dealing with the public health crisis and weathering the associated economic upheaval.

As if a global pandemic and one of the worst economic recessions in generations weren’t enough, the state also bore the brunt of 2020’s historic storm season. By the end of 2020, eight named tropical systems had threatened Louisiana and Jefferson Parish—including Hurricane Laura, which was the strongest storm on record to make landfall in Louisiana, and late-season Hurricane Zeta—further hampering economic recovery.

These massive disruptions will continue to have ripple effects around the globe. The public health issues surrounding the pandemic, the associated economic downturn, and the likelihood of continued extreme weather events—coupled with political and social unrest—have combined to accelerate and confound several prevailing trends. Examples include the dramatic rise in the number of people working and learning from home and the sharp uptick in online retail. How these trends play out over the long term is uncertain. However, there is little question they will impact the practice of economic development both in the near term and for years to come. The next section presents a brief discussion of the major economic trends that have been amplified by COVID-19.

ECONOMIC TRENDS ACCELERATED BY COVID-19

As the Jefferson EDGE 2020 plan entered its last year of implementation, several economic trends were in the midst of a decades-long process that was altering the economic landscape of the entire country. These trends had been steadily building for an entire generation and were set to play out over another 10 to 20 years, affecting everything from suburban retail environments to the way technology is used in workplaces, schools, and healthcare settings. Then in early 2020, the COVID-19 pandemic disrupted the trendline of these long-term shifts and effectively compressed the time they unfolded into a matter of months. Some of the most important economic trends that were accelerated include the following.

- **ONLINE RETAIL.** Estimates from the US Census Bureau show that online sales still only represented less than 12 percent of total US retail sales as of Q4 2019, after two decades of steady gains. The effects of COVID-19 have already increased e-commerce dramatically, totaling above 16 percent as of Q2 2020, a level that would have taken several years without the disruption caused by the pandemic. Retail sectors that have traditionally not shown significant online growth (grocery sales and automotive, in particular) have undergone major increases. This near-overnight shift in sales from brick-and-mortar establishments to e-commerce will accelerate the decline of traditional retail outlets, including malls, big-box chain stores, and small mom-and-pop retailers. At the same time, this shift will create many new economic development opportunities for the entire supply chain that supports e-commerce, including the physical systems (distribution, warehousing, and transportation) and technology systems (data centers, software, and financial technologies).
- **REMOTE WORK.** The options for working in a nontraditional environment have increased steadily over the past two decades, with the share of full-time remote workers in the US growing from about 3 percent in 2000 to nearly 5.7 percent in 2019. In a matter of weeks, the pandemic caused tens of millions of workers in the US to work from home indefinitely. Many of these workers will return to their offices after the crisis, but many will not. An April 2020 survey by Gartner asked 317 chief financial officers (CFOs) and finance leaders about their plans for their previously on-site workforces. Nearly 75 percent intend to permanently shift more employees to remote work post-COVID-19. This will have major implications on commercial real estate. It also worsens racial inequities in a labor market where African American and Hispanic workers are disproportionately represented in essential occupations that require in-person interactions and cannot be done remotely.

- **TELECONFERENCING PLATFORMS.** In an important sense, the coronavirus has set the stage for a national “beta test” of new communications platforms. Zoom and other tools are now widespread. Their use will further increase the potential of working from home and will also influence public meetings, trials and hearings, online collaboration, and a host of other interactions.
- **TELEMEDICINE.** While still in its infancy, telemedicine was already on an upward trajectory. People can expect a much greater reliance on virtual medical services, especially for diagnostic appointments that do not require the physical presence of patients. While this trend is welcome in many respects, it also raises the specter of further inequities. Access to health insurance and quality healthcare was already a barrier for many low-income households in Jefferson Parish and Greater New Orleans, but now it could be exacerbated by the lack of access to broadband internet service.
- **SUPPLY CHAIN RESTRUCTURING.** Trade policy and immigration restrictions were already slowing global supply chain growth. The effects of the pandemic are certain to influence the use of Chinese suppliers in particular and offshore sourcing in general. Reshoring of not only production but also professional and back-office functions is a significant opportunity for economic development in the short- to mid-term.
- **ARTIFICIAL INTELLIGENCE.** Artificial intelligence (AI) was always more than an isolated trend affecting the tech sector. For many analysts, AI represents the potential for a major shift in manufacturing, medicine, communications, and entertainment. With the deployment of 5G and a major expansion of virtual reality platforms, every sector has the potential to undergo disruptions. A downside risk is that many low-skill jobs will give way to automation as AI becomes more widespread. On the other hand, new high-skill jobs will be created as a result. COVID-19 will add urgency to this movement.
- **TECH SECTOR PROMINENCE.** The dominance of the technology sector extends beyond its impacts on talent and business recruitment into real estate. The five major tech giants—Amazon, Facebook, Apple, Alphabet (Google’s parent company), and Microsoft—have been increasingly recognized for their importance to the US economy due to their resilience in the midst of the COVID-19 health and economic crises, their continued investments into innovation and research and development (R&D), and their influence on stock markets. The importance of these five firms is often illustrated by the fact that they represent only 1 percent of the total number of companies in the Standard & Poor (S&P) 500, but they account for nearly 25 percent of the total value of the stock index (\$6.7 trillion out of a total market capitalization of \$27 trillion). More relevant to economic

development, and to Jefferson Parish, is the acceleration of real estate investment and development from these five firms. According to recent data from CoStar Group, in a [November 24, 2020, Wall Street Journal article](#),² the amount of real estate space occupied by the five tech giants soared to 589 million square feet by Q4 2020, an increase of more than 25 percent (from 467 million in 2019) compared to just one year ago and the fastest growth rate in the past decade. Despite the announcements from Google, Microsoft, and Facebook that their workforces could continue working from home beyond the pandemic, the five tech giants have significantly increased their collective real estate footprint in warehouses, data centers, retail stores, and even more office space. And fortunately for Jefferson Parish and Greater New Orleans, most of this investment is taking place outside the traditional tech hubs of Silicon Valley and Seattle.

OCCUPATIONAL RISK TOOL

TIP’s [proprietary risk tool](#)³ analyzes the potential impacts of the COVID-19 pandemic across more than 700 occupations. This tool explores occupational “risk” from two sources: the risk to personal health from COVID-19 and the economic risk from job or income loss. These vulnerabilities can be examined by race/ethnicity, gender, and earnings. The results can be mapped by ZIP Code to understand the geographic distribution of at-risk workers. Information can be disaggregated by individual occupations within major occupational groupings as well as by major industry sectors.

More than 40 percent of workers in the New Orleans metropolitan statistical area (MSA) are in jobs with a high risk to earnings and to personal health.

Of the nearly 600,000 resident workers in the New Orleans metro area, about 250,000 (more than 42 percent) are in the highest risk quadrant, with relatively high risk to personal health and earnings. Among the largest 20 metro areas with less than 1 million resident workers, New Orleans has the third-highest share of workers in the highest risk quadrant (only Louisville, Kentucky, and Grand Rapids, Michigan, rank higher). By contrast, Raleigh, North Carolina, has the smallest share of high-risk workers (less than 37 percent) among this group of 20 metro areas, and the largest share of low-risk workers (more than 22 percent). New Orleans ranks third lowest for its share of low-risk workers (just over 14 percent). A few of the largest occupations in the highest risk quadrant include food preparation & serving workers, personal care aides, and waiters & waitresses. In Jefferson Parish, the top three ZIP Codes with the largest share of high-risk workers are on the West Bank: 70053 (Gretna, Terrytown), 70058

(Harvey, Woodmere), and 70056 (Gretna, Terrytown, Timberlane).

Workers in low-wage jobs face higher risks to both their earnings and health.

Risk is also disproportionately distributed among low-wage jobs. While 52 percent of the region's jobs pay \$19.99 per hour or less, these jobs comprise 85 percent of jobs with the highest level of risk to both earnings and personal health. Often, Black, Indigenous, and people of color (BIPOC) are disproportionately employed in these low-wage jobs. Not only are BIPOC residents more frequently employed in jobs with greater exposure to risks, they are also earning less in those jobs. In addition, research from the Urban Institute indicates debt delinquency levels are also much higher for BIPOC residents than for White residents in Jefferson Parish, even when compared to national averages. The organization's data visualization, [Debt in America: An Interactive Map](#),⁴ reveals that Jefferson Parish BIPOC communities have a 49 percent share of residents with debt in collections—including medical debt in collections, student loan holders in default, auto/retail loans in delinquency, and credit cards in delinquency—compared with a 42 percent share for residents of BIPOC communities in the US as a whole. White communities in Jefferson Parish have a 28 percent delinquency rate compared to a US rate of 26 percent.

Black workers are overrepresented in jobs with greater risk and underrepresented in the lowest-risk jobs.

Black workers in the New Orleans MSA are overrepresented in jobs that fall into high-risk categories. Black residents make up 31 percent of workers in the region. However, Black workers fill 36 percent of occupations with high risk to personal health and earnings and 37 percent of occupations with high risk to personal health but low risk to earnings—dominated by healthcare-related jobs. Additionally, Black workers also account for only 18 percent of occupations with low risk to personal health and earnings, indicating underrepresentation in the lowest risk occupations.

ECONOMIC ANALYSIS

As part of the strategic planning process, TIP Strategies conducted an analysis of demographic and economic factors in Jefferson Parish relative to the surrounding metropolitan counties, Louisiana, and the nation. The analysis was completed as part of TIP's discovery phase. Initial data collection began in April 2020 and the work extended for the next four months. An in-depth analysis was delivered to JEDCO in August 2020 in an interactive data

visualization table using Tableau Reader. The key findings of this analysis, which are summarized in this section, informed and guided the strategic plan.

It is worth noting that much of the data was collected prior to COVID-19, which raises the question of how to use data that does not entirely reflect current realities. The answer is straightforward: having a solid understanding of Jefferson Parish's economic standing before the current crises helps leaders make better decisions about where to go next. This is true for any major economic disruption. A baseline of economic data pre-Katrina was critical for measuring and guiding post-Katrina recovery efforts in Greater New Orleans. The same can be said of the Great Recession, the BP oil spill, and the current health and economic crises. TIP's analysis of the demographics, workforce, and industry makeup of Jefferson Parish provides a detailed baseline of knowledge and helps identify the top issues that must be addressed by the Jefferson EDGE 2025 plan.

Jefferson Parish's population is slowly diversifying.

The Jefferson Parish population has decreased or remained flat over the past decade as consistent negative net domestic migration has outweighed natural population increase and international migration. Though many leave the Parish for elsewhere in the US, steady international migration has diversified the regional population. Immigrants account for more than 13 percent of Jefferson Parish residents and more than 20 percent of Kenner city residents, both of which are well above the shares in neighboring Orleans (5 percent) and St. Tammany (4 percent) Parishes. Thanks in part to international migration, Jefferson Parish has a more diverse population than Greater New Orleans as a whole as measured by its share of Hispanic residents (15 percent in the Parish compared to 9 percent in the metro area) and Asian residents (3.7 percent in the Parish compared to 2.6 percent in the metro area).

Housing opportunities between extremes can be a potential advantage.

Housing in Jefferson Parish sits between Orleans and St. Tammany Parishes in terms of composition, age, and affordability. The more urban Orleans Parish is characterized by a large supply of multifamily housing (44 percent of units) and older single-family housing that tends to be unaffordable to Parish residents. In contrast, suburban St. Tammany is filled with more recently constructed single-family housing (more than 70 percent of units built after 1980) that is affordable to its higher-income residents, even at higher prices. By comparison, less than 30 percent of Jefferson housing units were built after 1980. Jefferson has a more moderate split between single-family and multifamily housing (about a 70–30 split, respectively), much of which was built after the historic structures

in Orleans but before the newer housing in St. Tammany. Jefferson also offers more affordable homes to the median-earning household than does Orleans and at prices that tend to be lower than those in St. Tammany.

Can a booming healthcare sector counter shrinking employment?

While the New Orleans metro has seen modest employment gains since the Great Recession, these gains are attributed to the other metro parishes. Jefferson Parish employment has remained flat or decreased slightly over the 10-year period. The closure of Avondale Shipyard in 2014 had a significant negative impact on manufacturing employment with nearly 2,500 manufacturing jobs lost in 2013 and 2014, which was part of a longer decline in manufacturing jobs. The Parish’s manufacturing sector experienced net job declines each year between 2006 and 2016, totaling about 7,500 net job losses. Many of the jobs shed in recent years were sales or administrative positions (a decrease of more than 4,000 jobs since 2014). These losses, however, were partially offset by substantial employment gains in healthcare (+2,500) and moderate gains in personal services (+1,000) in the same period. Though maintaining and growing the local labor market is a continuing challenge, the Parish still has the largest labor force (more than 220,000 in 2018) among the central New Orleans metro parishes.

Commuting patterns reveal the parish’s strong economic ties to its neighbors.

With a large base of nearly 100,000 people living and working within the Parish and strong economic ties to neighboring New Orleans, Jefferson Parish residents enjoy a relatively short average commute time—just under 24 minutes. Additionally, the Parish has been a consistent net importer of workers for over 10 years. The workers who commute into Jefferson Parish tend to be in sales or healthcare occupations, while those commuting out of the Parish for work tend to be in education or food services. This suggests strong regional economic ties as labor with different skills is traded among neighboring regions.

QUALITATIVE INSIGHTS

Working in close coordination with JEDCO, TIP carried out a robust stakeholder engagement plan. The consulting team solicited input from stakeholders, partners, and thought leaders through interviews, virtual roundtables, team meetings, and an online survey. The purpose of the outreach was to engage significant players—the JEDCO board, JEDCO staff, Jefferson EDGE investors, Jefferson Parish elected officials and administration, peer organizations, and employers representing a variety of major industries—in a discussion of

priorities for economic development strategies and initiatives.

In conjunction with these outreach activities, TIP also conducted an online survey of employers and economic development stakeholders in Jefferson Parish that received nearly 250 responses. This research was summarized and delivered in Tableau Reader, with key findings from the survey included in Appendix A. Stakeholder Input (page 69). In total, the stakeholder engagement process incorporated direct input from more than 500 stakeholders representing a broad constituency of industries, companies, workers, investors, educational institutions, nonprofit groups, local government officials, and other economic development partners in the Parish, region, and state.

SUMMARY/SWOT

Building on the stakeholder engagement and economic analysis, TIP prepared an analysis of Jefferson Parish’s strengths, weaknesses, opportunities, and threats (SWOT). This analysis also leveraged findings from prior EDGE plans, along with relevant insights from the consulting team’s knowledge of national and global trends affecting economic development. An overview of the SWOT analysis approach is shown in Figure 4. The remainder of this section presents Jefferson Parish’s key assets/opportunities and challenges/threats.

FIGURE 4. SWOT OVERVIEW

 STRENGTHS	 WEAKNESSES
<i>Advantages that can be built on to grow and strengthen the local economy.</i>	<i>Liabilities and obstacles to economic development that limit growth potential.</i>
 OPPORTUNITIES	 THREATS
<i>Assets and positive trends that hold significant potential for increased prosperity and the attraction of new businesses, investments, and people.</i>	<i>Unfavorable factors and trends that could negatively affect the local economy.</i>

FIGURE 5. SWOT ANALYSIS

STRENGTHS



- Geographic and economic center of region.
- Major industries (healthcare, transportation and logistics, food processing, retail/restaurants, manufacturing).
- Transportation assets (I-10, Highway 90, access to six Class 1 railroads, Port of New Orleans, Louis Armstrong New Orleans International Airport, shipping access via the Mississippi River and the Harvey Canal).
- Natural and scenic assets (Mississippi River, Jean Lafitte National Historical Park and Preserve, Bayou Segnette State Park, Grand Isle State Park, Lake Pontchartrain).
- Visitor destinations (NOLA Motorsports Park, TPC Louisiana, Shrine on Airline stadium, Alario Center).
- Prime development sites (Avondale, Fairfield area including Churchill Park, Elmwood, Fat City, Westwego, Cornerstone Chemical Company, Gretna, Jefferson Highway, vacant land and underutilized industrial sites on the West Bank).

WEAKNESSES



- Relatively low educational attainment levels.
- Consistent annual net loss of residents from domestic outmigration.
- Stagnant employment base.
- Relatively low share of remote workers and households with broadband access.
- Lack of amenities and “cool factor” for young adults vis-à-vis New Orleans and places like Austin and Nashville.
- Aging, limited housing stock.
- Region’s overdependence on tourism.

OPPORTUNITIES



- Remote work and talent attraction.
- Reshoring of production and professional jobs.
- Expansion of tech, innovation, R&D.
- Capacity for growth at airport, port-owned facilities, Parish-owned properties, Churchill Park, and major industrial sites on the West Bank.
- Placemaking, mixed-use development, new housing, and amenities.
- Greater regional collaboration (especially with New Orleans).

THREATS



- National and global recession.
- Large share of local workforce vulnerable to COVID-19 and other health and economic risks.
- Disruption of major economic drivers (retail, restaurants, tourism, oil and gas).
- Climate change (rising sea levels, storms, rising temperatures).
- Environmental degradation of river and coastal zones.
- Aggressive and competitive business recruitment landscape across the South.
- Difficult for employers to find skilled talent.

STRATEGIC PLAN



GOAL 1. TALENT AND WORKFORCE

Ensure residents have access to well-paying jobs and employers have access to a pipeline of talent.

The ability to provide a pipeline of talent aligned with the needs of current and future employers is a top factor in regional competitiveness. Economic development organizations now prioritize talent attraction and retention, putting it on a par with site preparation, infrastructure, and business climate. JEDCO has recognized the importance of talent in its prior plans; workforce development and mobility were identified as cross-cutting issues in the EDGE 2020 strategy released in 2015. Not surprisingly, this emphasis on talent greatly heightens the competitive environment for attracting workers, especially younger tech-savvy individuals. In Jefferson Parish, with its close identification with New Orleans, this is a viable strategy.

Initiative 1.1. Retraining and Upskilling Workers

There is an urgent short-term need to retrain the region's unemployed workers for high-demand careers in industries such as healthcare and technology. There is an equally vital long-term need to retrain and upskill the workforce for the jobs of the future. Given the area's reliance on the tourism industry, which has been devastated by the COVID-19 pandemic, the need is even more critical. The New Orleans metro area is the third most reliant on tourism among the nation's largest metro areas (those with a population over one million) according to [a recent ranking from seoClarity](#),⁵ based on US Bureau of Labor Statistics and Bureau of Economic Analysis data. Only Orlando and Las Vegas are more dependent on tourism among large metros. The urgent nature of the situation is compounded by the uncertain timeline of recovery for the tourism industry. Most experts predict the global tourism sector will take several years to recover to 2019 levels; McKinsey estimates it may be as late as 2024. Taken together, this reality calls for a bold approach to address the challenge of retraining and upskilling hospitality workers in Jefferson Parish and Greater New Orleans who have lost jobs or income.

Initiative 1.2. Economic Mobility and Opportunity

Any economic development strategy or target industry recruitment effort must be mindful of social equity issues. Creating opportunities for a wide range of workers is essential. Removing barriers for advancement to more technically skilled jobs is of the highest priority. To achieve those goals, cross-cutting issues must become part of all economic development efforts. These include broadband, affordable and available childcare, and public transit.

Initiative 1.3. Talent Recruitment and Retention

Jefferson Parish has a distinct edge in its ability to attract and retain talent. The Greater New Orleans area has an international brand, one that other communities in the United States would have difficulty replicating. This plan places significant emphasis on regionalism while continuing to focus on the Parish's unique advantages.

Initiative 1.4. Higher Education Partnerships

Just as workforce issues can best be understood regionally, the same is true of higher education. No college or university relies exclusively on a local enrollment base. At the same time, there is little coordination among higher education institutions. This goal seeks to link college and university programs in the service of economic growth.

1.1 RETRAINING AND UPSKILLING WORKERS

Support programs aimed at retraining and upskilling existing workforce for a tech-driven, post-COVID-19 economy.

STRATEGIES

- 1.1.1.** Work with regional partners to participate in and launch new partnerships with workforce and educational organizations, businesses, and other partners to retrain the large pool of at-risk workers in vulnerable industries (such as hospitality and oil & gas) for jobs in more stable and growing industries (including healthcare, logistics & distribution, and technology-intensive sectors).
 - 1.1.1.A.** Involve Jefferson Parish in the recently announced partnership led by GNO, Inc., Verizon, Generation USA, and Delgado Community College for the creation of an online reskilling program that will provide free resources and access to career pathways and full-time employment in high-demand technology roles.
 - 1.1.1.B.** Involve the healthcare sector—Ochsner Medical Center (Ochsner) and Louisiana Children's Medical Center (LCMC), in particular—directly in training and employing former hospitality workers for medical and health professions.
 - 1.1.1.C.** Engage the Jefferson Technology (JeffTech) Alliance in conversations about how local startups and larger tech companies in the region can seek out and train former hospitality workers as a local tech talent pipeline.
 - 1.1.1.D.** Partner with human resource (HR)/staffing agencies that have innovated to provide new opportunities for their employer and worker clients to identify creative solutions for rapidly retraining and upskilling existing workers for more technologically oriented work opportunities.
 - 1.1.1.E.** Participate in the Louisiana Community and Technical College System (LCTCS) Reboot Your Career program designed to support workers who might be unemployed due to COVID-19 to retrain for available jobs on high-wage career pathways.

- 1.1.2.** Take a more active role in the Jefferson Workforce Connection to help the Parish's Workforce Development Board evolve more quickly into a modern, digital workforce training platform.
- 1.1.2.A.** Encourage the Jefferson Workforce Connection, Delgado Community College, and other workforce/education partners to launch a major expansion of virtual training options for incumbent workers, unemployed residents, and “opportunity youth”—young people between the ages of 16 and 24 who are not enrolled in school or participating in the labor market.
- 1.1.2.B.** Partner with the Louisiana Workforce Commission, Jefferson Workforce Connection, local employers, and workforce/training providers to identify needs for customized training programs (including online training) and create curriculum using available federal funds for workforce training from the US Workforce Innovation and Opportunity Act (WIOA) and state funding sources.
- 1.1.2.C.** Convene a roundtable of local and regional resource providers and nonprofits, such as the Jefferson Community Foundation, United Way of Southeast Louisiana, the YMCA and the YWCA of Greater New Orleans, the Rotary Club, and other nonprofits with grant-funded workforce training programs, to gather information on each program (including the funding source and time period of grant) and use that knowledge to determine JEDCO's role in supporting, promoting, or connecting these programs with companies or users.

1.2 ECONOMIC MOBILITY AND OPPORTUNITY

Increase minority participation in high-wage jobs and break down barriers to economic advancement for all low- and moderate-income residents of Jefferson Parish.

STRATEGIES

- 1.2.1.** Drive new approaches to providing internet connectivity for Jefferson Parish residents lacking access to high-speed broadband internet in their homes.

- 1.2.1.A.** Encourage Parish leaders to establish a Jefferson Parish Broadband Task Force to study and identify ways to provide high-speed internet access to underserved areas, residents, and businesses in the Parish.
- 1.2.1.B.** Work with the task force to conduct a broadband internet planning survey (also known as a digital community needs assessment) to help understand where the gaps are in the Parish and help prioritize areas that need better internet connectivity with the greatest urgency. This effort could be modeled after other localities that have recently undertaken broadband internet planning surveys.

DETAILS: In August 2020, Brownsville, Texas, undertook [broadband internet planning surveys](#).⁶ This effort was led by the city and seven strategic partners (including local utilities, economic development organizations, and educational institutions).

- 1.2.1.C.** Partner with utility companies, local and state governments, and telecommunications providers to explore options to address the internet connectivity gap.
- 1.2.1.D.** Pursue state and federal grants and other funding sources aggressively to build out a robust network of broadband infrastructure in the Parish.
- 1.2.1.E.** Work with Parish leadership and department heads of municipal governments in charge of permitting and development review to ensure no building permits are issued for construction of new residential units or commercial buildings (or major renovations of existing structures) without high-speed internet access.
- 1.2.2.** Address childcare issues that prevent many caregivers from fully participating in the workforce.
- 1.2.2.A.** Support partnerships among early childhood education providers, major employers, and workforce development groups to expand the presence of high-quality, affordable childcare options for working caregivers.

1.2.2.B. Support efforts of employers to establish on-site child development centers to provide convenient access for employees to high-quality childcare.

1.2.2.C. Partner with area nonprofit organizations, foundations, and other groups to initiate grants for free or reduced tuition (similar to the free and reduced lunch offered by public K–12 schools) for children of low- and moderate-income households to attend early childhood education centers.

DETAILS: A program that increases high-quality childcare for children from low-income families is the *United Way for Greater Austin's Success by 6 Austin/Travis Coalition*.⁷ This initiative is designed as a two-generational approach to provide education and resources to caregivers and children, helping give every baby born in Austin and Travis County the best possible first 2,000 days from birth to kindergarten (when 90 percent of brain development happens) so that every child is better prepared to enter school ready to learn and thrive.

1.2.2.D. Participate in the Jefferson Ready Start Network collaborative aimed at improving local access to high-quality early childhood education.

1.2.3. Encourage collaboration among Jefferson Parish K–12 schools and local employers to incorporate more skilled trades training, internships/apprenticeships, and stronger career pathways starting in high school and even middle school levels.

1.2.4. Advocate for more regional, equitable, and effective public transit in Jefferson Parish and across Greater New Orleans.

1.2.4.A. Partner with Jefferson Transit (JeT), the New Orleans Regional Planning Commission (RPC), Ride New Orleans, and the New Orleans Regional Transit Authority, as the region transforms its public transit route network, to ensure regular communication and increased coordination among agencies and the successful realignment of regional public transportation routes as recommended by the New Links comprehensive operations analysis.

1.2.4.B. Partner with GNO, Inc., and JeT to commission a study that identifies best practices and creative approaches for securing revenue streams to support the continued operations of JeT transit service.

1.3 TALENT RECRUITMENT AND RETENTION

Initiate a bold, comprehensive talent attraction strategy that involves major employers in the Parish and includes strategies aimed at remote workers.

STRATEGIES

1.3.1. Use workforce and occupational data from the economic analysis conducted for the EDGE plan, along with the employer and stakeholder survey results, as a starting point for identifying talent gaps and specific hard-to-fill jobs.

1.3.1.A. Engage major employers to provide a “reality check” of research conducted for the EDGE plan on local industry and occupational data, to include validating skills and occupational needs.

1.3.1.B. Where possible, leverage existing channels for employer outreach, such as industry associations and HR professionals.

1.3.2. Work closely with GNO, Inc., and its talent concierge functions to assist local employers in their efforts to recruit talent from outside of the region for professional and management positions.

1.3.3. Partner with GNO, Inc., to launch a remote worker attraction and retention initiative to pitch Jefferson Parish and Greater New Orleans as an attractive location for remote workers to live and work.

1.3.3.A. Focus this effort on four target audiences: existing residents, residents with the potential to work remotely, remote workers residing in Gulf Coast metro areas, and remote workers based in expensive regions of the US. (See additional details on page 52.)

FOUR AUDIENCES FOR REMOTE WORK ATTRACTION

Rather than attempting to replicate the nationwide efforts that offer financial incentives for remote workers to relocate—such as the Tulsa Remote program and the Vermont Remote Worker Grant Program—JEDCO’s remote worker attraction effort (Strategy 1.3.3) should focus on the following target audiences.

1. Existing remote workers in Jefferson Parish and Greater New Orleans.
2. Potential remote workers in Jefferson Parish and Greater New Orleans (employed workers living in the area not currently working remotely, but with the potential to continue their existing work in a virtual setting, and, if so, could potentially relocate to another place).

For example, an IT worker who typically works at an office in Jefferson Parish as part of a larger organization, such as a healthcare system, is a potential remote worker because the bulk of their work could be done off-site. This worker also has the potential to relocate to another community, making them an important target for talent retention efforts.

3. Remote workers currently residing in other parts of Louisiana and the Gulf Coast (including smaller metros, such as Gulfport-Biloxi and Mobile, and larger metros, like Houston) who would consider moving to Jefferson Parish and Greater New Orleans because of the rich culture and amenities.
4. Remote workers currently residing in other more expensive regions of the US (such as the West Coast and the Northeast) who would consider relocating to Greater New Orleans.

- 1.3.4. Partner with the Jefferson Chamber of Commerce (Chamber) to expand networking and engagement opportunities—such as the Leadership Jefferson program and Jefferson Chamber Young Professionals—for young professionals and early- to mid-career workers through civic leadership, training, events (including virtual events), and other efforts that help Millennial and Generation Z workers to build stronger connections to the community and to one another.

- 1.3.4.A. Work with the Chamber to add webinars aimed at young professionals to the Prosper Jefferson seminar series cohosted by JEDCO and the Chamber to educate, inspire, and assist small business owners in Jefferson Parish and Greater New Orleans.

- 1.3.4.B. Work with the Chamber to survey young professionals about the type of content that would be most informative and engaging.

1.4 HIGHER EDUCATION PARTNERSHIPS

Partner with higher education institutions to create a center of excellence focused on workforce training, education, R&D, and innovation.

STRATEGIES

- 1.4.1. Establish a task force of local and regional higher education institutions, business and industry leaders, real estate professionals, and economic development partners to explore the potential to create a center of excellence in Churchill Park. (See Strategy 3.1.1.)

- 1.4.1.A. Consider potential focus areas for the center of excellence that align with JEDCO’s target industries. (See Initiative 2.1.)

- 1.4.1.B. Use the task force to explore collaborations that leverage the unique capabilities of higher education institutions and businesses in the region to pursue initiatives that do not currently exist in Greater New Orleans and that have the potential to transform the region’s economy long term.

- 1.4.2. Continue supporting efforts to expand collaboration among local industries and the region’s K–12 and higher education institutions.

- 1.4.2.A. Continue working with GNO, Inc.—through the GNO demand-driven workforce development program—to encourage more Jefferson Parish businesses to collaborate with higher education partners. Develop market-relevant curriculum that supplies industries with the talent they need with a strong pipeline of local residents trained for high-demand jobs.

DETAILS: The [mechatronics program](#)⁸ developed for Laitram, Zatarain’s, and Elmer Chocolate at the Delgado Community College River City Site and Advanced Manufacturing Center (and in partnership with Northshore Technical Community College and Nunez Community College) is a good example of this type of business/higher education collaboration that benefits companies in Jefferson Parish.

ABOUT CENTERS OF EXCELLENCE

Centers of excellence are typically collaborations among higher education institutions and businesses, leveraging the unique assets found within a community to support the advancement of research or training in a specific industry or focus area. They often serve as a magnet for industry expertise and are dedicated to the success of companies within a community. They also provide leadership, best practices, research, support and technical assistance for entrepreneurs, and training for current/future employees in one or more industries.

Examples of successful centers of excellence focused on R&D, innovation, and technology commercialization include the following.

- The [Clemson University International Center for Automotive Research \(CU-ICAR\)](#)²⁰ in the Upstate region of South Carolina.
- The University of Texas at Austin [Center for Identity \(UT CID\)](#).²¹
- The [Cyber Center of Excellence \(CCOE\)](#)²² in San Diego, California.
- Examples of successful centers of excellence focused on training, education, and industry-specific workforce development include the following.
- The [LyondellBasell Center for Petrochemical, Energy, & Technology \(CPET\)](#)²³ at San Jacinto College in Pasadena, Texas.
- The [Round Rock Higher Education Center \(RRHEC\)](#)²⁴ in Round Rock, Texas, focused on collaborative healthcare training programs from Texas State University Round Rock Campus, Austin Community College, and Texas A&M Health Science Center.
- The [Universities at Shady Grove \(USG\)](#),²⁵ which offers more than 80 undergraduate and graduate degree programs from nine Maryland public universities on a single campus in Montgomery County, Maryland.

- 1.4.2.B. Continue working closely with local industries and Delgado Community College—especially the River City Site—to support new and expanded degree, certificate, and accelerated workforce training programs that develop a talented workforce in Jefferson Parish.

- 1.4.2.C. Identify strategies for growing the regional pool of tech talent through a major increase in the amount of science, technology, engineering, and mathematics (STEM) completions, especially in computer science fields. Engage GNO, Inc., JeffTech Alliance, the University of New Orleans, Tulane University, Loyola University New Orleans, Xavier University of Louisiana, Delgado Community College, Jefferson Parish Schools, and other workforce/educational institutions to support the needs of current and future employers with increasing demands for tech workers.
- 1.4.2.D. Explore strategies, as part of these discussions, for more effective retention of recent graduates, especially STEM grads, from area universities and colleges.

GOAL 1 CASE STUDY



SELECT PARTNERS

San Jacinto College, LyondellBasell, Eaton, Emerson, Dow, Olympus, Shell

PROGRAM OUTCOMES (2019)

- Leverage Jefferson Parish's existing industrial base to forge financial partnerships to create a center of excellence or workforce development/education facility.
- Create courses in tandem with industry professionals to ensure relevant training for existing workforce needs.
- Increase talent recruitment by producing a pool of qualified local candidates through education and training.

LYONDELLBASELL CENTER FOR PETRO-CHEMICAL, ENERGY, & TECHNOLOGY (CPET) PASADENA, TEXAS

www.sanjac.edu/cpet

BACKGROUND

For the past half century, San Jacinto College has provided workforce development for the petrochemical and energy technology sectors in the greater Houston area. This region is home to the largest petrochemical manufacturing complex in the United States and second largest in the world with 90 industries and 130 plants and is known as the Energy Capital of the World. Wanting to maintain this global status, industry and academic professionals came together to create CPET. CPET's first class of 2,800 students was admitted in the fall of 2019 and projections are on course for retention rate of 92 percent. Students can range in age from 16 to 37, though the average student is 26 years old and will graduate in 2.3 years. CPET expands the college's offerings for current and future petrochemical workers through myriad industry-designed academic and technical degrees. CPET also offers a training program specifically for incumbent workers that provides traditional curriculums but primarily focuses on customized training programs for individual companies' workforce and upskilling needs. The 151,000-square-foot facility features both new and legacy equipment, conference rooms, testing labs, and corporate training and professional development facilities and was funded through industry partnerships and corporate donations (the largest was LyondellBasell's \$5 million donation). Industry partnerships also staff the advisory council and eight subject specialty teams.



GOAL 2. INNOVATION AND INDUSTRY



Pursue innovation-centric industries and encourage entrepreneurship.

Americans are entering a new chapter in US economic history, one in which traditional industries are reinventing themselves. Industries are becoming far more efficient and increasingly tech oriented. And they are demanding a more skilled workforce, even as overall employment numbers decline. This combination offers a unique opportunity for JEDCO, one which also takes advantage of accelerating trends within manufacturing.

This plan takes the position that continued success in the recruitment of new companies, as well as the expansion of existing employers, must focus on technology and innovation. While it is possible for the Parish to have some level of success in labor-intensive industrial and production-related companies, that future is limited. As seen not only over the past nine months but over the entire decade, technology-intensive companies led the US out of a recession.

History reveals that many startups that were launched during an economic downturn or early-stage companies that innovated to survive and thrive during a recession have grown to become large, sustainable companies. Greater New Orleans has many of the ingredients to become a major entrepreneurial and innovation center. Post-Katrina, many entrepreneurs moved to the region and either brought their companies with them or started new ventures. More recently, significant new entrepreneurial ventures have formed. The Benson Capital Partners new venture capital fund (\$50M+), the New Orleans BioInnovation Center, innovationOchsner (iO), and other groups have made strides in building a more robust entrepreneurial environment. However, the region's startup and innovation community remains highly fragmented.

Initiative 2.1. Target Industry Recruitment

JEDCO has made significant strides since the original EDGE plan in developing a core set of industry clusters, each with a diverse grouping of large and small companies. The stability of the local economy depends on successfully retaining and growing these existing companies. (See Initiative 2.3.) But the Parish will only reach its highest potential if it attracts significant new investments and business expansion projects. A focused business recruitment program—focused on target industries that align with Jefferson Parish’s assets—can yield significant benefits. The creation of new high-wage employment opportunities and capital investments in the community will create lasting prosperity for the local economy and more paths for economic mobility and opportunity for local residents.

Initiative 2.2. Marketing and Outreach

How a community is perceived—by the public, by visitors, by the media, by corporations, and by site selectors—is crucial to its economic health. This perception can be heavily influenced by marketing programs. The most effective marketing efforts build on a community’s existing brand and tell authentic stories that highlight local assets. It is not, however, unusual for economic development agencies to launch their own marketing efforts in virtual isolation from other image campaigns, whether tourism related, sports and events driven, or social media influenced. While it is true that New Orleans has an established brand, Jefferson Parish could better leverage its place in the region. The following strategies move JEDCO further in that direction. This goal should also be linked both to industry *and* talent attraction.

Initiative 2.3. Business Retention and Expansion (BRE)

The US Small Business Administration (SBA) estimates that roughly 60 percent of net job creation comes from the expansion of existing businesses. The precise share of job growth attributable to existing employers in Jefferson Parish—as opposed to job gains from recruitment of new companies—might vary somewhat from national estimates. However, what can be said confidently is that the Parish’s existing employers and industries are an essential component of the local economy. A more robust business retention and expansion (BRE) program—along with a new set of strategies to help existing companies diversify their local and export-oriented customer bases—will be critical to help position Jefferson Parish for a stronger economic recovery. In addition, a strong BRE program helps protect against company exits to surrounding parishes or to other competitor metro areas. Moreover, a successful BRE program supports target industry recruitment efforts because it is more difficult to recruit new companies if existing businesses are not thriving.

Initiative 2.4. High-Growth Entrepreneurship and Innovation

There is an important distinction between entrepreneurial companies and small businesses generally. Entrepreneurial companies are defined by four distinct characteristics: (1) an export-oriented market focus, (2) higher levels of capital investment, (3) dependence on intellectual property (IP), and (4) high-growth potential. Small businesses primarily (1) serve local markets, (2) have much lower needs for capital investment and IP, and (3) have modest growth expectations. Small business support—including targeted support for minority-owned firms—will be essential for an equitable and sustainable economic recovery in Jefferson Parish. (See Initiative 2.5.) Small businesses provide opportunities for employment, wealth creation, and neighborhood improvement. Entrepreneurial companies and innovation within larger companies will help Jefferson Parish develop industry clusters that drive long-term growth and create broader opportunities for higher-paying careers.

Initiative 2.5. Minority Business Development and Small Business Support

Addressing social equity in economic terms requires actionable and measurable strategies. This is especially true when it comes to supporting minority-owned businesses. Assistance needs to be linked with market realities, especially as the region emerges from COVID-19 restrictions. A logical starting point for better addressing the needs of minority businesses specifically, and small businesses generally, is a comprehensive analysis of existing minority businesses in Jefferson Parish. This study will be useful for JEDCO and equally critical for the Parish leadership; the Jefferson Community Foundation; the New Orleans Regional Black Chamber of Commerce; the Hispanic Chamber of Commerce of Louisiana; GNO, Inc.; and other local and regional partners focused on minority business growth.

2.1 TARGET INDUSTRY RECRUITMENT

Expand collaboration with existing employers and regional/state economic development allies to attract new investment from domestic and international companies. Focus JEDCO's business attraction efforts on five target industries, which represent the best opportunities for new investment and employment growth. (See Target Industry Analysis, page 68, for a detailed explanation of these industries.)

STRATEGIES

- 2.1.1. HEALTHCARE INNOVATION.** Support the continued growth and diversification of Jefferson Parish's healthcare industry, expanding its role as the region's biggest growth engine and source of innovation.
- 2.1.1.A.** Work with Ochsner, LCMC, Tulane Lakeside Hospital, and other local healthcare organizations to target service providers, suppliers, and other related companies for relocation or expansion to Jefferson Parish.
 - 2.1.1.B.** Include the following types of businesses: health information technology, medical records/data providers, health insurance providers, medical devices, and medical supplies.
 - 2.1.1.C.** Work directly with local healthcare organizations to build and maintain a database of suppliers and service providers, including companies located in other markets that could expand or relocate to Jefferson Parish.
 - 2.1.1.D.** Develop a knowledge base about healthcare suppliers and service providers to understand their growth plans and site selection requirements (such as infrastructure needs and in-demand occupations).
 - 2.1.1.E.** Visit the most promising out-of-market firms to pitch Jefferson Parish as an ideal location for future expansion or relocation projects.
 - 2.1.1.F.** Prioritize recruitment of firms that offer a win/win opportunity in which Ochsner and LCMC would benefit by having them located nearby and the service providers would gain an advantage by having a location in close proximity to Ochsner and LCMC.
 - 2.1.1.G.** Focus recruitment efforts on established businesses (rather than early-stage startups) that are seeking access to hospital system partners.
 - 2.1.1.H.** Promote Jefferson Parish and Greater New Orleans as a highly accessible, business-friendly environment for med-tech firms seeking a hospital system partner for a proof-of-concept of existing products or technologies.
 - 2.1.1.I.** Partner with iO, healthcare organizations, economic development organizations, and marketing partners to position Jefferson Parish and Greater New Orleans and the local/regional healthcare industry as a less-crowded and more innovative location than larger healthcare hubs, such as the Texas Medical Center in Houston, for medical innovation firms seeking access to business-friendly hospital systems as partners to prove the value of their products and services.
 - 2.1.1.J.** Tout Jefferson Parish's affordability and the proximity of major healthcare clusters in Jefferson Parish and Orleans Parish as additional benefits.
 - 2.1.1.K.** Partner with the New Orleans BioInnovation Center, iO, and GNO, Inc., to encourage collaboration among local/regional healthcare organizations and area entrepreneurs to identify the most urgent challenges facing the healthcare industry and create solutions for these needs through the development of new technologies and healthcare businesses. (See also the reverse pitch approach in Strategy 2.4.1.)
 - 2.1.1.L.** Work with Ochsner, LCMC, other local healthcare organizations, and other partners to identify and pursue business recruitment and R&D opportunities for pharmaceuticals, botanical and natural medicine developers and processors (including medical marijuana, which has been expanded under the state's therapeutic cannabis program after a law signed by Governor John Bel Edwards in June 2020).
 - 2.1.1.M.** Work with Ochsner, LCMC, Tulane Lakeside Hospital, and other local healthcare organizations—in collaboration with LSU School of Medicine, Tulane University School of Medicine, and Xavier University of Louisiana College of Pharmacy—to identify underserved markets for medical specialties.

2.1.1.N. Identify specific opportunities for new medical specialties that do not exist locally or are not meeting current/projected demand based on this assessment.

2.1.1.O. Recruit medical specialty providers to fill these market demands and work with existing businesses that are pivoting to satisfy unmet market demands.

2.1.2. SUPPLY CHAIN INFRASTRUCTURE. Position Jefferson Parish as the epicenter of multimodal supply chain business growth in Greater New Orleans, leveraging the combination of multimodal—airport, water transport, rail, and highway—assets and development-ready industrial sites.

2.1.2.A. Pursue recruitment opportunities for supply chain infrastructure businesses—warehousing, distribution, light manufacturing, cold storage, and other industrial sectors—that have experienced a surge in demand despite the pandemic.

2.1.2.B. Engage in conversations with the Port of New Orleans to identify opportunities to recruit support services to the major cargo and cruise industries at the port, including maintenance, repair, warehousing/distribution, food/beverage, and other support functions.

2.1.2.C. Work with industry, education, and economic development partners to identify career paths and develop a pipeline of skilled workers to meet the current and future workforce needs of the supply chain and logistics industry.

2.1.2.D. Work closely with regional allies, including GNO, Inc., the Port of New Orleans, LED, and the Louis Armstrong New Orleans International Airport to support international business development opportunities.

2.1.2.E. Identify and pursue companies that would benefit from an airport-adjacent location but might otherwise not be able to lease space from the airport.

2.1.2.F. Support the airport’s initiatives to attract and retain air travel options.

2.1.2.G. Support the airport in its efforts to increase the amount of air cargo to/from Greater New Orleans.

2.1.2.H. Engage in conversations with the Manufacturing Extension Partnership of Louisiana (MEPOL), LED, GNO, Inc., and other business associations about the potential to create a statewide manufacturers association to provide a highly visible forum for collaboration among manufacturers in the region and across the state. Such a collaboration could also include the major supply chain infrastructure businesses that serve manufacturers.

2.1.3. CULINARY PRODUCTS. Promote Jefferson Parish and Greater New Orleans as a premier location for culinary products produced locally and exported globally.

2.1.3.A. Support the growth of the local culinary products sector by strategically recruiting supply chain companies, such as bottling and packaging firms, food safety/quality assurance, fermentation labs, cold storage/refrigeration facilities, aluminum can production, and other companies that serve the broader food products industry.

2.1.3.B. Conduct a study of the supply chain needs for the culinary products industry to identify possible business recruitment/expansion targets and entrepreneurial opportunities.

2.1.3.C. Continue the rapid expansion of cloud kitchens, also known as ghost kitchens—commercial facilities purpose-built to produce food specifically for delivery—in Jefferson Parish to serve the Greater New Orleans market with app-based, delivery-only restaurant business models.

DETAILS: The startup [CloudKitchens](#)⁹ (led by Uber founder Travis Kalanick) spent more than \$130 million on property acquisitions for cloud kitchens in nearly two dozen cities across the US after raising a \$400 million round of funding.

2.1.3.D. Engage in discussions with GNO, Inc., LED, the Louisiana Restaurant Association, and other partners to identify ways to capitalize on the global brand of New Orleans as a premier culinary destination to support the growth of the region’s food products industry.

- 2.1.3.E.** Work with GNO, Inc., LED, the Louisiana Seafood Promotion and Marketing Board, and partners in other coastal Parishes across Louisiana to support the recruitment and expansion of businesses in the seafood supply chain, while encouraging the industry to operate sustainably to balance the long-term conservation of natural resources with the stability and economic viability of companies.
- 2.1.3.F.** Explore the feasibility of launching a “fishermen’s’ fund” to provide additional financing resources to sustain Jefferson Parish-based seafood supply chain companies that have faced unparalleled challenges in 2020 due to the combination of the COVID-19 pandemic and a historic hurricane season.

DETAILS: The December 2020 report, [An Economic Development Strategy for Louisiana’s Coastal Seafood Industry](#)¹⁰ from the Meridian Institute and the University of Louisiana Lafayette, B.I. Moody III College of Business Administration, includes an overview of the seafood supply chain in Louisiana, a description of the industry’s challenges and needs, and outlines a set of strategies to support the industry’s long-term success .

2.1.4. ENVIRONMENTAL AND ENGINEERING SERVICES. Expand the local environmental and engineering services industry through business development efforts that attract new jobs and investment into Jefferson Parish while also protecting and enhancing the Parish’s environmental resources.

- 2.1.4.A.** Recruit comprehensive engineering firms to establish regional/divisional headquarters or other professional offices in Jefferson Parish to serve Greater New Orleans and the entire Gulf Coast region (instead of servicing the New Orleans area from larger corporate offices based in Houston, Dallas-Fort Worth, or Atlanta).
- 2.1.4.B.** Position Jefferson Parish and Greater New Orleans as the ideal location for environmental and engineering firms operating along the Gulf Coast including firms in Louisiana, Texas, Mississippi, Alabama, and northwest Florida.

- 2.1.4.C.** Identify support services and supplier firms involved in large construction projects in Jefferson Parish and throughout Greater New Orleans and encourage them to locate in office or flex space in Jefferson Parish.
 - 2.1.4.D.** Recruit professional, technical, and engineering services firms associated with the local and regional energy sector (including renewable energy and petrochemicals).
 - 2.1.4.E.** Explore ways in which Jefferson Parish can turn its biggest environmental sustainability challenges—climate change, sea level rise, stormwater management—into opportunities for business recruitment, expansion, and innovation.
 - 2.1.4.F.** Position Jefferson Parish and Greater New Orleans as an ideal location for climate service providers and other firms focused on climate innovation, coastal zone resiliency engineering/design firms, and other high-growth companies seeking to locate in a community with forward-thinking leaders and a culture of environmental sustainability.
 - 2.1.4.G.** Recruit firms involved in climate innovation activities and creative approaches to environmental sustainability, including startups and high-growth firms and large corporations investing in a lower-carbon future and spurring innovation beyond their own operations.
 - 2.1.4.H.** Support entrepreneurial efforts that address environmental challenges focused on specific problems, such as mitigating the impacts of freshwater degradation of ocean coastal zones, using creative and environmentally responsible materials for buildings and infrastructure, and sustainable aquaculture and seafood production techniques.
 - 2.1.4.I.** Embrace the multitude of natural and recreational assets—the Mississippi River, Lake Pontchartrain, the Gulf of Mexico, Jean Lafitte National Historical Park and Preserve, Bayou Segnette State Park, Grand Isle State Park, and other natural resources (Strategy 3.4.1)—as a key part of Jefferson Parish’s brand.
- 2.1.5. TECHNOLOGY AND DESIGN.** Pursue major tech recruitment projects in Jefferson Parish, helping Greater New Orleans rise onto the national stage as a leading tech hub.



COASTAL PROTECTION AND RESTORATION

Despite the existence of the Coastal Protection and Restoration Authority (CPRA) and the more than \$21 billion in federal and non-federal funds secured for protection and restoration projects in 20 parishes along Louisiana’s coast since 2007 (in the wake of Hurricane Katrina and the BP oil spill), the state does not currently have a locally based engineering firm large enough to serve as the prime contractor for the largest contracts (of \$50 million and up) for coastal engineering, design, and construction projects. The lack of a large engineering firm based in the region leads to a significant ongoing loss of economic activity to other states. It could be addressed through recruitment and/or building capacity among existing engineering firms.

The Gulf of Mexico Energy Security Act (GOMESA) provides revenue sharing of hundreds of millions of dollars each year for the four Gulf oil and gas producing states. GOMESA funds are to be used for coastal conservation, restoration, and hurricane protection.

For example, engineering firms based in larger markets (such as Houston, Dallas-Fort Worth, or Atlanta) might need to locate a small satellite office with 10 to 20 staff in the New Orleans area for a 12-to-24-month period to support a major construction project at the Port of New Orleans or a major energy/petrochemical facility in South Louisiana. Without intervention from JEDCO, such firms might locate in a temporary office in another parish. With JEDCO’s support, space could be provided in a more desirable/strategic location, such as Avondale Marine, Churchill Park, or other locations targeted for development.

CLIMATE CHANGE

Climate change and environmental sustainability remain the biggest long-term threats to growth in Greater New Orleans and coastal regions around the world. Recently, a niche segment receiving more attention (and investment) in the larger sustainability field is the intersection of climate science, data analytics, and finance. Firms in this space are known as climate service providers, most of which are scientist-led startups using public climate and meteorological data combined with economic models to offer scenarios and estimates for the economic and fiscal impacts of climate change. Many of these firms have become investment and acquisition targets for larger companies. Moody’s acquired Four Twenty Seven, MSCI bought Carbon Delta, Wells Fargo invested in The Climate Service, and PwC purchased The CO-Firm.

In January 2020, Microsoft announced a \$1 billion investment to launch a climate innovation fund to accelerate the global development of carbon reduction, capture, and removal technologies. In June 2020, Amazon announced a \$2 billion Climate Pledge Fund to support the development of sustainable and decarbonizing technologies and services with investments in visionary companies whose products and solutions will facilitate the transition to a low-carbon economy. Similar climate and sustainability focused investments are being made by an increasing number of multinational corporations, high-net-worth individuals, and large philanthropic organizations.

- 2.1.5.A. Work closely with GNO, Inc., and Louisiana Economic Development (LED) to market Greater New Orleans as an ideal location for large-scale tech relocation and expansion projects.
- 2.1.5.B. Use the success of the recent DXC Technology recruitment to Downtown New Orleans as a model for similar projects to pursue.
- 2.1.5.C. Position New Orleans and Jefferson Parish as a complementary dual campus environment for large tech firms and major corporations seeking a multifaceted footprint.

DUAL CORPORATE CAMPUSES

Major tech companies and other large corporations have increasingly employed the dual campus model to access tech and knowledge workers in multiple locations. There are multiple ways these dual campuses are situated. In some cases, the two corporate offices are located across the country (Amazon's HQ in Seattle and HQ2 in Northern Virginia, and Apple's HQ in Silicon Valley and its North American operations center in Austin). In other cases, dual corporate offices are located in nearby metro areas (CoStar Group's HQ in Washington, DC, and its operations center in Richmond, Virginia). Others are located in different parts of the same metro area. Indeed and Facebook both have downtown Austin locations and offices in the Domain development, Austin's "second downtown" in the far north section of the city.

- 2.1.5.D. Pursue reshoring of tech, professional services, and corporate back office functions.
- 2.1.5.E. Recruit customer service, technical support, and corporate/professional back office functions from US companies currently operating in larger, more expensive markets.

DETAILS: Sleep Number's customer support center in Jefferson Parish is a great example of this type of opportunity. The relocation of Amazon-owned Zappos from the San Francisco Bay Area to Las Vegas is another.

- 2.1.5.F. Identify technology and design firms for recruitment that support the growth of each of JEDCO's other four target industries, including industrial design and engineering, prototyping/3D printing, user interface/user experience (UI/UX) design, IT, process optimization, and software integration.

- 2.1.6. Conduct in-depth research on corporate intelligence related to JEDCO's target industries on mergers and acquisitions that could open up possible recruitment projects.

2.2 MARKETING AND OUTREACH

Launch new marketing initiatives aimed at internal and external audiences including existing businesses, talent, industry executives, the real estate community, and regional/state partners.

STRATEGIES

- 2.2.1. Conduct an economic development marketing audit to understand how local and regional organizations are positioning their efforts in the Greater New Orleans region, including Jefferson Parish.
 - 2.2.1.A. Include an assessment of the websites and social media presence of a select group of economic development, business, and tourism promotion organizations in the Parish and in the region to gain a sense of the image being projected and the focus of the messaging.
 - 2.2.1.B. Use the results of the audit to inform marketing campaigns. (See Strategy 2.2.2.)
 - 2.2.1.C. Perform the audit using JEDCO staff with assistance from a university or private marketing firm.
- 2.2.2. Launch a digital marketing and public relations (PR) campaign to highlight Jefferson Parish's economic development advantages and success stories for existing and potential businesses, investors, and residents. *Focus this campaign on the stories and messages that describe why the Parish is a **great place to do business**.*
 - 2.2.2.A. Continue and expand promotion efforts of the JEDCO's Jefferson Pulse podcast, which features businesses, organizations, and community leaders at the heart of the Parish economy.

- 2.2.2.B. Promote the JEDCO blog and continue to push updates about local economic development projects, initiatives, and related announcements across JEDCO’s various social media platforms.
- 2.2.2.C. Create new digital marketing assets for use in prospect responses, business recruitment efforts, and commercial real estate broker/site selector outreach.
- 2.2.2.D. Develop baseline digital marketing tools and engage in regular digital marketing activities.

- 2.2.3.C. Begin by telling the stories internally (Jefferson Parish business leaders and residents), then to friends and allies (partner organizations in Greater New Orleans and across Louisiana), and then to the rest of the US and the world.
- 2.2.3.D. Work with Visit Jefferson Parish and Destination GNO to provide input on messaging aimed at prospective residents and visitors.
- 2.2.3.E. Employ creative tactics to tell the Jefferson Parish story to the surrounding region and the rest of the world.

SUGGESTED DIGITAL MARKETING TOOLS

The following are several examples of the ways that JEDCO can engage in digital marketing activities.

- Infographics created to visually highlight Jefferson Parish’s key assets and the facts behind them.
- Periodic LinkedIn Pulse articles that describe the Parish’s competitive business advantages, using interviews with existing businesses to tell their story.
- Weekly Facebook, LinkedIn, and Twitter posts linking to the Pulse article.
- Instagram posts of pictures of the assets and businesses that were interviewed, linking to JEDCO’s website.
- Brief YouTube videos created to highlight each aspect of what makes Jefferson Parish a great community for businesses and residents.

DETAILS: KUT (Austin’s NPR radio station) features “Austin stories” that highlight long-time Austin residents and how they developed an affinity for Austin, while simultaneously showcasing a unique local business or cultural asset. Similar “Jefferson Parish stories” could be promoted via WWNO New Orleans Public Radio or other traditional or nontraditional media channels. A “Fat City International Food Tour,” featuring restaurateurs from around the world operating in Fat City, or “Lafitte to Grand Isle Bayou-to-Bay Boat Tour” are examples of unconventional approaches to promote the Parish’s diverse cultural and recreational assets that could be featured.

- 2.2.3. Conduct a parallel marketing and image campaign highlighting Jefferson Parish’s unique assets. *Focus this campaign on the stories and messages that describe why the Parish is a great place to live.*
 - 2.2.3.A. Emphasize Jefferson Parish’s world-class assets—natural/ scenic amenities, industry-leading companies, major transportation infrastructure—in the campaign.
 - 2.2.3.B. Create and tell stories about these assets, and the people who make them what they are, to give life to the messages.

- 2.2.4. Take ownership of Jefferson Parish’s online and social media presence and play an influential role in traditional media channels.
 - 2.2.4.A. Continue to work with local partners to actively manage and update the Jefferson Parish and local municipality websites and other online content, such as Wikipedia pages, to ensure they include accurate and positive information. These sites are often the first (and sometimes only) source of information people use to learn about a community before a potential visit.
 - 2.2.4.B. Continue to identify contacts and maintain close, positive relationships with local and regional media professionals engaged in print, television, radio, and online media outlets.
 - 2.2.4.C. Continue to draft press releases on a regular basis to keep media contacts informed of important events and to communicate success stories.

2.2.5. Participate in marketing and advocacy efforts in the Southeastern Louisiana—SoLA—Super Region centered on Greater New Orleans and including Baton Rouge and the Bayou Region, Louisiana.

2.2.5.A. Build relationships with business, government, and educational leaders in this larger region to pursue opportunities of regional significance (higher education expansion and research, industry recruitment, marketing and branding campaigns, and transportation infrastructure investments).

2.2.6. Expand outreach and cultivate relationships with business decision-makers, including corporate executives, commercial real estate brokers and investors, and site location consultants.

2.2.6.A. Host an annual fam tour (familiarization tour) for real estate developers, brokers, investors, and site location consultants, hosting a small group of 10 to 20 real estate professionals in the Parish for a half-day or day-long event.

2.2.6.B. Once COVID-19 restrictions on gatherings are lifted, host regional and national conferences of real estate brokers, developers, and investors at the JEDCO Conference Center and, if the event is too large to be accommodated exclusively in Jefferson Parish, at other event spaces in Jefferson and Orleans Parishes. Associations to invite include the Commercial Real Estate Development Association, Urban Land Institute, CoreNet Global, and Industrial Asset Management Council.

2.2.6.C. Continue promoting the Parish’s seven Opportunity Zones (OZs) through focused marketing efforts designed to familiarize, inform, and attract investors and developers to the Parish.

2.3 BUSINESS RETENTION AND EXPANSION

Focus JEDCO’s BRE program on addressing the needs of existing employers and industries.

STRATEGIES

2.3.1. Focus the BRE program on providing assistance to employers and industries that have suffered major declines as a result of COVID-19 or that are at risk of stagnation or decline in the next one to five years.

2.3.2. Maintain and expand a database of major employers with key information, such as the number of employees (locally and companywide), hiring plans/needs, global facilities footprint (including expansion/relocation plans), top customers and suppliers/service providers, and other relevant information.

2.3.3. Continue JEDCO’s business visitation program, virtually in the near-term and on-site visits once they are possible. Document the overall needs of local businesses, their challenges to operating successfully, and their potential to remain and/or expand in Jefferson Parish.

2.3.4. Work intensively to understand companies targeted for BRE visits through various sources, beyond direct relationships with primary leadership at each target company.

2.3.4.A. Include relevant professional service providers with a practical understanding of the company’s unique needs, such as accounting firms, marketing/PR firms, legal firms, and commercial real estate professionals.

ABOUT FAM TOURS

A significant benefit to conducting a fam tour is the opportunity to showcase the Parish’s unique amenities and assets. The end goal, however, is to develop relationships with crucial business decision-makers that can lead to new investments and business expansions/relocations.

JEDCO should consider the following points when fulfilling Action 2.2.6.A.

- Focus on inviting developers based in other parts of Louisiana and major markets in the Southern US (such as Dallas-Fort Worth, Houston, and Atlanta) with a high concentration of real estate developers, investors, brokers, and site selectors.
- Use the event as an opportunity to expand networking for smaller, local developers based in Jefferson Parish so they can build relationships that lead to work in outside markets.
- Ensure that the tour is focused on specific business opportunities and potential real estate development projects for the real estate professionals to provide input on, such as Churchill Park, development adjacent to the Ochsner campus, redevelopment of shopping malls, or development of properties near the Avondale Marine logistics hub. (See Initiatives 3.1 and 3.2 for additional project areas.)

2.3.4.B. Cultivate relationships with executive leadership (including CEOs, CFOs, CTOs, HR directors, and global real estate directors) of Jefferson Parish’s major employers whose HQs are located elsewhere in the US or internationally.

2.3.5. Ensure the BRE program includes regular visitations to the Parish’s top taxpaying entities—whether or not they are among the largest employers in the Parish based on headcount—to maintain strong relationships with the top sources of local government revenue.

2.3.6. Implement an integrated marketing strategy to promote JEDCO’s BRE program.

2.4 HIGH-GROWTH ENTREPRENEURSHIP AND INNOVATION



Establish Jefferson Parish’s role as a central component of the growing entrepreneurship and innovation landscape of Greater New Orleans.

STRATEGIES

2.4.1. Expand the JEDCO Challenge pitch competition.

2.4.1.A. Incorporate reverse pitch approaches in the competition to engage major corporations and organizations in Jefferson Parish and Greater New Orleans with needs for innovation.

2.4.1.B. Start by holding a small pilot event (which could be done virtually) that invites major employers to present their most urgent unsolved problems in need of an innovative solution to a group of local entrepreneurs and investors.

2.4.2. Participate and engage in Greater New Orleans entrepreneurship networks, angel and venture capital networks, and tech talent networks to identify business development opportunities.

2.4.2.A. Conduct marketing, branding, and perception efforts to raise the profile of Jefferson Parish as a desirable location to start, grow, expand, or relocate a startup or early-stage company.

2.4.2.B. Bring together JEDCO’s marketing team, along with local advertising/PR/marketing firms, and corporate brand/marketing expertise from major employers in target industries to discuss marketing needs.

2.4.2.C. Partner with the NO/LA Angel Network to identify and encourage high-net-worth residents and business leaders in Jefferson Parish to become active participants in supporting the growth of local and regional startups.

2.4.3. Target and recruit high-growth, early-stage firms in other Southern US markets.

2.4.3.A. Track venture capital firms in Austin, Atlanta, Dallas-Fort Worth, Houston, and other markets that have recently funded high-growth, innovative companies.

2.4.3.B. Use the Inc. 5000 list (a national ranking of the fastest-growing private companies) and other sources to identify and target rapidly expanding companies in other markets.

2.4.3.C. Focus on recruiting high-growth startups in JEDCO’s target industries.

2.4.4. Work with existing employers to encourage supply chain innovation and upstream technology development focused on Jefferson Parish’s target industries.

2.4.4.A. Work with existing employers to pursue innovations in the Parish’s target industries, including direct investment by major employers in R&D as well as the formation of new businesses driven by the needs of established companies. For example, work with large culinary products employers (such as Zatarain’s and Community Coffee) to support entrepreneurial ventures that add new specialty products or services that benefit multiple larger employers in the local/regional food products industry.

2.4.4.B. Extend the reverse pitch approach (see Strategy 2.4.1) to consider local entrepreneurs and innovators and invite creative solutions developed by individuals outside the region and state.

2.4.5. Encourage Jefferson Parish Schools to introduce entrepreneurship concepts at age-appropriate levels to help develop a “homegrown” career path and create a future pipeline of Jefferson Parish startups.

- 2.4.5.A.** Coordinate these efforts with relevant partners and stakeholders, including Junior Achievement of Greater New Orleans. Involve local businesses to mentor students and serve as guest speakers.
- 2.4.5.B.** Explore the potential for these programs to be supported with WIOA funds; entrepreneurial skills training is one of the 14 elements that comprise the WIOA Youth Program.

2.5 MINORITY BUSINESS DEVELOPMENT AND SMALL BUSINESS SUPPORT

Launch new efforts to increase wealth-creating, minority business ownership in Jefferson Parish and strengthen overall small business support.

STRATEGIES

- 2.5.1.** Work with the Parish to commission a comprehensive analysis of existing minority businesses in Jefferson Parish and in the region. This analysis should be similar to the *2020 Greater New Orleans Startup Report* conducted by the Albert LePage Center for Entrepreneurship & Innovation.
 - 2.5.1.A.** Identify those businesses most likely to benefit from technical assistance and financial support.
 - 2.5.1.B.** Use a highly targeted approach to individual business expansion based on market conditions.
- 2.5.2.** Increase outreach efforts to minority-owned firms, immigrant-owned firms, and women-owned firms, many of which face greater challenges (especially during periods of economic disruption, like the current recession) than other businesses.
 - 2.5.2.A.** Continue and expand the JEDCO Growth Fund (a loan program supporting the growth and economic development of Jefferson Parish-based businesses) and the JEDCO SBA 504 Loan Program (a loan program helping Louisiana small business owners start up, grow, and thrive).
 - 2.5.2.B.** Continue promoting JEDCO's financing programs through PR and marketing campaigns focusing on minority-owned firms, immigrant-owned firms, and women-owned firms.
 - 2.5.2.C.** Highlight minority, immigrant, and women founders of JEDCO-funded businesses that have successfully grown their companies in Jefferson Parish through testimonials, blog posts, the Jefferson Parish Pulse podcast, and other JEDCO marketing efforts, along with collaboration with partners such as the New Orleans Regional Black Chamber of Commerce and the Hispanic Chamber of Commerce of Louisiana.
 - 2.5.2.D.** Use recent JEDCO grant and loan funding applications (including the Coronavirus Aid, Relief, and Economic Security—CARES—Act grants) as sources of current business intelligence to target support and communication to the local companies with the greatest needs.
 - 2.5.2.E.** Encourage local minority, immigrant, and women business owners to participate in the New Orleans region chapter of the Goldman Sachs 10,000 Small Businesses program and similar programs that provide greater access to education, capital, and business support services.
- 2.5.3.** Work with small businesses that serve the local market and help them become traded sector (export-oriented) companies. Partners in this effort would include the World Trade Center of New Orleans, LED, and other organizations that help locally based businesses gain access to external markets through education, networking, and advocacy efforts.

ABOUT SMALL BUSINESS STRATEGIES

One approach to help small businesses become more export-oriented is to offer financial support, equipment, or marketing expertise to help a local restaurant produce food products specifically for export outside of the Greater New Orleans market.

A similar approach should be pursued with small service-oriented businesses (such as lawn care, custodial services, HVAC service companies, or professional services like accounting or legal) that primarily serve customers in Jefferson Parish and Greater New Orleans.

For instance, an industrial property and equipment maintenance firm in Jefferson Parish with customers predominantly in the Greater New Orleans market could potentially serve a larger region to include Baton Rouge and Coastal Mississippi.

GOAL 2 CASE STUDY 1



SELECT PARTNERS

Wisconsin Economic Development Corporation (WEDC), University of Wisconsin-Milwaukee (UWM), Marquette University, city of Milwaukee, Milwaukee Metropolitan Sewerage District, Greater Milwaukee Committee, Milwaukee 7 (regional economic development organization)

PROGRAM OUTCOMES (2019)

- Identify and market Jefferson Parish's unique industry expertise to establish the region as a leader in a new field. This will attract funding from public and private entities while also diversifying and expanding the current industry clusters.
- New markets foster entrepreneurship and high-growth potential companies.
- Public-private partnerships expand the type of funding a new initiative can receive. Jefferson Parish should include industry, academic, and government officials when establishing a new industry district.

THE WATER COUNCIL MILWAUKEE, WISCONSIN

thewatercouncil.com

BACKGROUND

The Water Council grew out of an industry cluster analysis that identified the potential growth of and ability to transform Milwaukee's economy through the water technology industry. It has been headquartered within the 100,000-square-foot Global Water Center since its doors opened in July 2013. The initiative was driven by the private sector, higher education, two nonprofits, the Greater Milwaukee Committee, and the Spirit of Milwaukee. Through research, loaned executives, and extensive collaboration, the Water Council was formed as a nonprofit in 2009 (and was inducted into the UN Global Compact Cities Programme that same year). It is focused on five outcomes: increasing research in water technology, commercializing water technology research, promoting water entrepreneurship, increasing access to capital, and developing a workforce skilled in water. The Water Council generates revenues through membership dues, its annual summit, grants from local foundations, and the state. State government played a key role through a \$50 million investment to create the UWM School of Freshwater Sciences, the only graduate program of its kind in the country. Through its higher education partners, the council also benefits from research grants. Other academic programs in the region include a water law program at Marquette University and a water business management minor at University of Wisconsin-Whitewater. The Water Center and the School of Freshwater Sciences serve as two anchors in the Water Technology District, an area just south of downtown Milwaukee that has become the epicenter for the region's water cluster, thanks to more than \$220 million of new public and private investment from 2010 to 2014. The council holds member meetings on a quarterly basis, featuring speakers and offering networking opportunities. As of 2018, the Water Council employs 11 full-time staff and has 188 members with an operating budget of \$2.84 million. The water cluster is composed of 175 firms (5 of the 11 largest water technology companies), with \$10.5 billion in revenues and employing over 20,000 in the region.

GOAL 2 CASE STUDY 2



THE WATER CAMPUS BATON ROUGE, LOUISIANA

thewatercampus.org

BACKGROUND

Conceived by BRAF in the wake of Hurricane Katrina, the 35-acre riverfront Water Campus seeks to increase resiliency of coastlines, both locally and globally, in the face of accelerating climate change. By attracting the best coastal scientists from around the world to Baton Rouge, the Water Campus hopes to become the international destination for water science and coastal restoration. Advances made by the campus will have immediate, tangible use as Louisiana coastlines are eroding at a rate of 24 square miles per year—a football field every 38 minutes. The campus is modeled after Deltares, the Dutch water research institute, where Louisiana officials have visited multiple times to learn how the Netherlands is managing rising water levels in real time.

The Water Campus helps Louisiana leverage federal government funding for projects in the state's \$50 billion, 50-year master plan for coastal restoration. Further, the campus is projected to create 45,000 jobs over the next two decades and to continue to spark development in downtown Baton Rouge (which has seen \$1.45 billion in investment since 2010). Most recently, in August 2019, the Louisiana National Guard announced plans to establish a \$1.5 million cybersecurity center at the campus for public and private enterprises.

PROGRAM OUTCOMES (2019)

- Fostering industries and organizations related to climate change provides access to federal funding and will only increase in importance with time.
- When expanding and establishing a new industry, look internationally for organizations and individuals that might already be doing related work. This will save time and effort while also marketing Jefferson Parish's efforts on a global level.



GOAL 3. QUALITY OF PLACE AND REAL ESTATE



Accelerate real estate development projects that create quality spaces for new jobs and investment in the Parish's industrial, commercial, and mixed-use districts.

Of the many changes that will occur in the wake of COVID-19, one of the most prominent is how communities will rethink commercial real estate development, from interior design, to integrating open spaces, to the needs of a less office-dependent workforce. While it is unclear how real estate development will change, one thing that is likely to remain is the reality that people are drawn to quality places. This has always been true, but it matters more now for two reasons. First, more people are working remotely—their jobs are not tied to a single location—than at any time in history, meaning that a larger share of the workforce can choose where to live, irrespective of where their employers are located. Second, the traditional model of economic development has recently been turned on its head. Rather than attracting businesses and expecting workers to follow, successful communities develop a quality environment that attracts talent, leading businesses to take notice and expand or relocate into communities where they can access skilled workers.

Goal 3 is focused on major industrial and commercial development opportunities, such as Avondale, Cornerstone Energy Park, and properties associated with Louis Armstrong New Orleans International Airport. It also concerns redevelopment of stagnant areas of commercial and retail space (malls, in particular). Goal 3 looks at major opportunities for adding density, employment, and investment into active districts (such as a medical innovation district centered on Ochsner, further development of Fat City, and possibly a design district.). Last, it provides guidance on largely undeveloped sites in the Fairfield area and Churchill Park.

In addition to these site-specific development opportunities, Goal 3 calls for continued commitment to quality of place (including housing) and investment in amenities, infrastructure, and urban design that will enhance the elements that attract and retain residents in the Parish. Goal 3 also provides guidance for organizational approaches to catalyze major development opportunities.

Initiative 3.1. Urban And Mixed-Use Development

There remains a large measure of uncertainty related to COVID-19 and its impacts on real estate development. What will retail look like as a component of mixed-use developments? Will commercial real estate undergo major changes as a result of remote work? Will residential real estate move away from condos and apartments in favor of single-family homes?

One thing seems certain: Jefferson Parish will be better positioned to market itself as the ideal complement to New Orleans. Recent development patterns in metropolitan areas such as Austin show the potential for how Greater New Orleans could develop, specifically Jefferson Parish and Orleans Parish. Austin's urban core is similar to New Orleans proper, while the city's outlying areas are comparable to the development options in Jefferson Parish. These areas include Austin's master planned, mixed-use Domain development (which has emerged as a "second downtown") and the commercial/industrial district near the Austin-Bergstrom International Airport (which includes the Circuit of the Americas racetrack and the new Tesla Gigafactory Texas)

Initiative 3.2. Industrial Development

The pandemic has brought in its wake extremely rapid growth in industrial projects. This growth is fueled by increased consumer demand for online purchasing, with new opportunities in manufacturing, logistics & distribution, call centers, and data processing

Initiative 3.3. Housing

A high-quality, diverse, and growing housing stock is an increasingly critical ingredient for success in local and regional economic development. Ensuring that Jefferson Parish offers a strong mix of housing types (including small-lot single family homes, townhomes, urban apartments and condos, and larger "executive" housing where appropriate) across a range of price points will help the Parish maintain and enhance its unique quality of place. It will also be important to reduce barriers (real or perceived) to the development of new housing and reinvestment in existing housing.

Initiative 3.4. Quality of Place and Amenities

There might not be a single county in the US that has a more diverse array of natural water assets than Jefferson Parish. The Parish has more than 10 miles of coastline fronting Lake Pontchartrain, more than 30 miles of land along the Mississippi River's east and west banks, and several barrier islands (including Grand Isle) in the Gulf of Mexico. Jefferson Parish also contains numerous bayous, swamps, marshes, and wetlands with forests, along with the Jean

Lafitte National Historical Park and Preserve, Bayou Segnette State Park, and Grand Isle State Park. By comparison, Orleans Parish has access on both sides of the Mississippi River and has frontage along Lake Pontchartrain but lacks Gulf access. St. Tammany Parish has more frontage along Lake Pontchartrain and access to the Gulf, but no Mississippi River access.

Jefferson Parish's many waterfront and natural assets represent an untapped opportunity for amenities that embrace the unique local environment. There is significant potential to expand recreational access to scenic areas through hiking/bike trails, boat landings, kayak/canoe launches, tubing, fishing, and other activities. Beyond purely recreational uses, properties adjacent to the Parish's major waterfronts should also be evaluated for development that takes advantage of scenic views while adding new investment to the local economy.

In addition to the Parish's natural assets, there is also a significant opportunity to enhance the overall quality of place to make the Parish a more appealing place to live, work, and visit. Efforts to enhance walkability, bike access, and improvements to public gathering spaces should be prioritized, especially within major districts targeted for development and along primary transportation corridors linking those districts.

Initiative 3.5. Public-Private Development

High-performing economic development organizations achieve success by aligning the efforts of their public and private sector partners to encourage collaboration. JEDCO has served as a convener of public and private resources for economic development since its inception. Public-private partnerships (P3s) can be used more directly to drive redevelopment projects in Jefferson Parish with the creation of a new P3 development authority tasked with driving public-private development projects in strategic sites targeted for development.

The P3 approach to real estate development is a proven formula that combines thoughtful public investments in new and enhanced infrastructure with private sector-driven real estate development. Communities around the US have embraced the P3 model to create quality places and high-profile development projects that attract new jobs and investment. These projects bring together government and business to share development costs, risks, and financial benefits. A P3 development authority in Jefferson Parish could accelerate redevelopment of urban and mixed-use districts, major industrial sites, and residential projects ranging from reinvestment in existing neighborhoods to new housing development.

3.1 URBAN AND MIXED-USE DEVELOPMENT

Transform strategic sites with existing suburban and auto-oriented uses to vibrant, walkable, mixed-use districts with new space for high-wage jobs and innovative companies.

STRATEGIES

3.1.1. FAIRFIELD AREA AND CHURCHILL TECHNOLOGY AND BUSINESS

PARK. Establish a long-term vision for Churchill Park and the surrounding Fairfield area to become an innovative, mixed-use district of regional significance. Churchill Park should complement other urban destinations for tech firms and tech talent in Greater New Orleans, including Downtown New Orleans and Fat City.

- 3.1.1.A.** Continue working with the Churchill Park Implementation Team to make near-term progress toward achieving the long-term vision of the Churchill Technology & Business Park Master Plan.
- 3.1.1.B.** Involve the Churchill Park Implementation Team in the creation of a task force to identify options for the creation of a higher education center of excellence that could be developed in Churchill Park. (See Strategy 1.4.1.)
- 3.1.1.C.** Identify suitable development sites within the park for certification as an LED Certified Business site.
- 3.1.1.D.** Develop a strategic business plan for the park as further defined in the Master Plan.
- 3.1.1.E.** Pursue an aggressive expansion of residential development, as the district continues its early stages of development, to jump-start investment, begin creating a strong sense of place, and provide a growing market for future business opportunities (including restaurants, retail, hospitality, and services).
- 3.1.1.F.** Encourage the Parish to seek professional management of the complex, as the Louisiana Stadium and Exposition District (LSED) develops the Westwego youth sports complex, to drive a high level of events, tournaments, visitors, and related business activity.

3.1.1.G. Recruit new hotels, restaurants, retailers, and other businesses to complement and capitalize on the existing destinations in the Fairfield area, including TPC Louisiana, NOLA Motorsports Park, Alario Center, Delgado Community College River City Site, Patrick F. Taylor Science & Technology Academy, JEDCO Conference Center, and Bayou Segnette State Park.

3.1.1.H. Engage in discussions with Ochsner, LCMC, and other healthcare organizations about possible future expansion and development opportunities that could take place in Churchill Park.

3.1.1.I. Initiate dialogue between GNO, Inc., and the New Orleans Business Alliance (NOLABA) about positioning Churchill Park as a long-term complement to Downtown New Orleans so that both districts could attract major tech companies, corporate/regional HQs, and other professional services firms seeking a dual campus setting in Greater New Orleans.

3.1.1.J. Expand collaboration with Avondale Marine to foster domestic and international expansion opportunities for logistics and shipping companies that require off-site housing, office, retail, and amenity space to attract and retain a diverse workforce. (See Initiative 2.1 and Strategy 3.2.2.)

3.1.2. MEDICAL INNOVATION DISTRICT. Formally designate the Jefferson Highway corridor—centered on the Ochsner Medical Center—as a medical innovation district.

DETAILS: Similar medical innovation districts are underway in Austin (in collaboration with the Dell Medical School and the University of Texas at Austin), Fort Worth (a partnership with the city of Fort Worth, several major hospitals, and a new Texas Christian University and University of North Texas Health Science Center School of Medicine), and Tampa (the University of South Florida Health Morsani College of Medicine, Taneja College of Pharmacy and Heart Institute in Tampa's Water Street district). If JEDCO pursues Strategy 3.1.2, these examples can provide a combination of case studies and inspiration.

- 3.1.2.A.** Organize and conduct a series of study missions to review similar medical innovation districts underway in Austin, Fort Worth, and Tampa to learn about their land use regulations, incentives, industry/academic collaborations, funding sources, organizational structures, and other lessons and best practices that could be relevant for Jefferson Parish. These study missions could be done virtually and would involve a small group of 10 to 20 relevant stakeholders.
- 3.1.2.B.** Revise the Parish's H-1 and H-2 zoning categories to allow a wide range of uses and higher levels of density. Another option is to establish an overlay district that would detail the permissible types of new development and redevelopment.
- 3.1.2.C.** Work with the Parish government to continue prioritizing public investments that enhance walkability and pedestrian connectivity, broadband internet, 5G mobile technology, and other amenities that enhance the quality of place in the district.
- 3.1.2.D.** Work with the area real estate community to expand the availability of innovation space (wet labs, creative office space) in the district.
- 3.1.2.E.** Create an inventory of wet lab space and medical office space in Greater New Orleans to determine the market potential for additional space.
- 3.1.2.F.** Develop joint commercial office projects that could include a combination of medical office space, standard Class A commercial office space, and potentially even flex space that could accommodate office users and a small portion of light industrial uses.
- 3.1.2.G.** Invite regional partners—including the New Orleans Downtown Medical District, the New Orleans BioInnovation Center, iO, the Tulane and LSU medical schools, and the Louisiana Cancer Research Center—to embrace the medical innovation district as a hub for medical services related to innovation in Greater New Orleans and for the entire state.
- 3.1.2.H.** Encourage the growth of urban residential development and mixed-use redevelopment projects that significantly increase the 24/7 activity of the district with new residents, employees, and visitors using sidewalks and streetscapes.
- 3.1.2.I.** Work with Ochsner and area landowners to ensure the medical innovation district evolves in a manner that is complementary to surrounding neighborhoods.
- 3.1.2.J.** Recruit and develop high-quality, full-service, limited-service, and extended-stay hotels to support demand for visitors associated with the Ochsner Medical Center and surrounding district.
- 3.1.2.K.** Partner with GNO, Inc., Ochsner, and other healthcare organizations to pursue targeted talent recruitment programs for top talent (such as elite physicians, life sciences researchers, and other medical professionals) to support the needs of Ochsner and future medical innovation district development.
- 3.1.2.L.** Market the district as a preferred residential location for medical professionals working in the area and also in surrounding healthcare clusters in the region including the University Medical Center New Orleans.

EIGHT PLACEMAKING PRINCIPLES FOR INNOVATION DISTRICTS²⁶

- 1. IDENTITY:** Make innovation visible and public.
- 2. DIVERSITY:** Mix innovation with a range of other uses.
- 3. CONTINUITY:** Start with existing people and places.
- 4. SOCIABILITY:** Bring people together through places and programming.
- 5. PROXIMITY:** Build things close together on the ground—not just on the map.
- 6. MOBILITY:** Connect to the broader city and region through multiple transportation modes.
- 7. FLEXIBILITY:** Experiment, observe, repeat.
- 8. UNITY:** Govern with vision and holistic, inclusive strategies.

- 3.1.2.M.** Continue working with Ochsner to explore opportunities for employer-assisted housing to encourage residential development in close proximity to the medical innovation district to encourage residential development near employment sites and provide options for workers to purchase and invest in (or rent) homes close to their workplaces.
- 3.1.2.N.** Support the growth and development of the Parish’s two other major medical districts—the district centered on LCMC’s West Jefferson Medical Center and the area surrounding the East Jefferson General Hospital complex in Metairie—both of which are significant regional healthcare destinations with potential for new investment and job creation.
- 3.1.3. FAT CITY.** Build a brand and narrative of Fat City as a diverse, eclectic, creative, and international district in Greater New Orleans.
- 3.1.3.A.** Recruit high-growth startups, emerging tech firms, artist studios, and other creative businesses to the district.
- 3.1.3.B.** Work with local landowners to repurpose existing spaces to be used as creative offices, coworking spaces, and flex space for growing companies.
- 3.1.3.C.** Collaborate with the Metairie Business Development District to encourage public and private investments in key nodes, intersections, and corridors within Fat City to enhance the area’s distinctive character.
- 3.1.3.D.** Work with the Metairie Business Development District to pursue opportunities for creating a more robust online and social media presence promoting Fat City across multiple platforms.
- 3.1.3.E.** Start with a bold, new website that highlights unique things happening in Fat City.
- 3.1.3.F.** Incorporate active social media channels (Facebook, Instagram, Twitter, and LinkedIn) to help tell the Fat City story.
- 3.1.3.G.** Support public-private partnerships that spur mixed-use development, including the use of requests for information (RFIs) designed to gauge demand and test ideas from area developers for potential redevelopment and activation of specific sites in the Fat City district.
- 3.1.3.H.** Link Fat City’s revitalization with efforts to bring new investment, greater density, and mixed-use commercial and residential development to surface parking lots and auto-oriented properties in nearby districts, including the big-box retail sites along Veterans Memorial Boulevard and surface parking associated with Lakeside Shopping Center. (See Strategy 3.1.4.)
- 3.1.4. SHOPPING MALL AND BIG-BOX REDEVELOPMENT.** Work with property owners and the area real estate community to identify short- and long-term redevelopment strategies for each of the major shopping malls in the Parish—Clearview Center, Lakeside Shopping Center, Elmwood Shopping Center, Oakwood Center, and The Esplanade—and other large, big-box retail sites along major commercial corridors such as Veterans Memorial Boulevard and Airline Drive on the East Bank and Manhattan Boulevard and Lapalco Boulevard on the West Bank.
- 3.1.4.A.** Support redevelopment efforts of major shopping mall and big-box retail properties to attract new private sector investment and align with market opportunities, including nontraditional uses, such as distribution centers, Amazon locker pick-up locations, cloud kitchens (see Strategy 2.1.3), and other rapidly growing business functions that would benefit from a location in or near a shopping mall.
- 3.1.4.B.** Partner with local and national housing developers to redevelop portions of the large surface parking lots surrounding existing shopping malls and big-box retail properties with mixed-use, urban, residential units at different price points to provide a diverse range of housing options.
- 3.1.4.C.** Ensure new residential buildings include portions of ground-floor space for amenities, bars/restaurants, and office space.

3.1.4.D. Evaluate the potential to adjust land use regulations and development incentives to either require, or at least incentivize, ground-floor commercial space in multifloor, mixed-use structures along high-traffic corridors, such as Jefferson Highway and Clearview Parkway.

3.1.4.E. Incorporate green spaces with bike paths, trails, and other amenities linking sites within shopping areas to each other and with surrounding sites along commercial corridors and adjacent residential districts.

3.1.5. ELMWOOD. Accelerate the transition of Elmwood from a low-density warehouse/industrial district into a high-density urban destination, with a significant increase of high-wage employment opportunities.

3.1.5.A. Focus efforts on facilitating the relocation of existing industrial businesses located in Elmwood to move these industrial operations to the Avondale area and appropriate sites in the Fairfield area to catalyze industrial development on the West Bank, while freeing up valuable properties in Elmwood for urban redevelopment projects.

DETAILS: Other communities have facilitated the proactive relocation of industrial businesses to [designated industrial zones](#)¹¹ in order to reposition more marketable real estate in central locations for urban redevelopment. The city of Wausau, Wisconsin, has pursued this strategy with success, incentivizing [existing industrial businesses](#)¹² located adjacent to the Wisconsin River in the city's downtown to move these industrial operations to the Wausau West Industrial Park—located 5 miles west of the downtown, but still within the city limits—freeing up valuable riverfront property for urban redevelopment projects.

3.1.5.B. Market Elmwood as an ideal professional office location for industrial companies with heavy industrial (manufacturing, logistics/distribution) facilities located in Avondale Marine and in Cornerstone Energy Park.

3.1.5.C. Encourage redevelopment of properties to accommodate new office space, mixed-use residential development, and higher levels of employment density.

3.1.5.D. Provide more commercial office space in Elmwood with future redevelopment projects to include a mix of residential and office space on upper floors, with ground-floor retail/restaurant/commercial space.

DETAILS: Elmwood is separated by the Mississippi River from many of the major industrial districts in Jefferson Parish on the West Bank but is close to Avondale Marine. Elmwood's convenient access to the Huey P. Long Bridge provides good connectivity for freight and passenger traffic between Elmwood and the entire Greater New Orleans area. The combination of these characteristics makes the district a good location for development of commercial office and higher value flex/industrial space for companies with functions that support the major industrial facilities at Avondale Marine, Cornerstone Energy Park, and other major operations along the Mississippi River and tied to the Port of New Orleans.

3.1.6. DESIGN DISTRICT. Explore the potential to develop a design district in the eastern section of Old Jefferson—just east of the proposed medical innovation district—where a cluster of interior design, residential construction, and related suppliers have begun to cluster organically.

3.1.6.A. Review successful design districts in other markets. The following examples could serve as case studies and sources of inspiration: the [West Midtown Design District](#)¹³ in Atlanta, the [Miami Design District](#)¹⁴ and the [Dallas Design District](#).¹⁵

3.1.7. DOWNTOWN GRETNA. Support the city of Gretna in its efforts to implement the Gretna Downtown 2020 plan.

3.1.7.A. Market the Opportunity Zone encompassing downtown Gretna for investment and development.

3.1.7.B. Engage in conversations with Parish and Gretna leadership about potential long-range redevelopment of government properties to accommodate new commercial investment, employment growth, and mixed-use development along the riverfront.

3.1.7.C. Conduct an RFI process that gauges demand and tests ideas from area developers for potential redevelopment of the Parish-owned building at 519 Huey P. Long Avenue.

3.2 INDUSTRIAL DEVELOPMENT

Protect and grow the inventory of available industrial sites in Jefferson Parish to attract new jobs and investment. Focus industrial development efforts on major sites and pursue Parish-wide strategies to preserve and expand sites for job creation and new capital investment. Major sites include the following.

STRATEGIES

- 3.2.1. PARISH-WIDE INDUSTRIAL DEVELOPMENT.** Ensure development-ready industrial land, including brownfield sites, is available across Jefferson Parish to accommodate new capital investment and job creation in manufacturing, transportation, warehousing/distribution, and other industrial businesses.
- 3.2.1.A.** Evaluate and market the most promising brownfield sites and facilitate their redevelopment through targeted public investments and collaboration with private sector partners.
- 3.2.1.B.** Work with the Westbank Port Development Task Force, Jefferson Parish, Louisiana Department of Environmental Quality (LDEQ), RPC, property representatives, and community partners to conduct a comprehensive review and inventory of existing brownfield sites in the Parish.
- 3.2.1.C.** Update the brownfield site analysis periodically, including a review of available/planned infrastructure, with respect to the expansion needs of existing companies and target industries. This exercise should be done in partnership with the area real estate community, utility providers, and local and state government entities with infrastructure responsibilities.
- 3.2.1.D.** Partner with Parish leadership and the area real estate community to advance public and private investments to stimulate redevelopment of market-ready brownfield sites.
- 3.2.1.E.** Explore the feasibility of relocating government-controlled facilities (currently Louisiana Department of Transportation and Development—LaDOTD—and Parish-owned properties) on Highway 90 at the foot of the Huey P. Long Bridge on the West Bank to create new opportunities for private sector development.

- 3.2.1.F.** Make public investments along primary transportation corridors (such as 9 Mile Point Road, River Road, and Bridge City Avenue) leading to/from Avondale Marine and other West Bank industrial sites to boost their visual appeal.
- 3.2.1.G.** Conduct a review of Jefferson Parish’s zoning code, land development regulations, and other applicable sections of the Code of Ordinances to evaluate whether existing regulations accommodate specific culinary products businesses, including cloud kitchens, craft breweries, and other key growth sectors within the culinary products industry (Strategy 2.1.3) and other target industries.
- 3.2.1.H.** Based on this review, partner with the Parish government to make zoning changes that increase the availability of designated sites that can accommodate industrial flex space (high-quality industrial space that can house a combination of commercial offices, warehousing, light manufacturing, and related business activities), where appropriate, to ensure that expanding culinary product businesses and other types of companies are given ample opportunity to locate and grow in Jefferson Parish.

- 3.2.2. AVONDALE MARINE.** Promote Avondale Marine and the surrounding area as a global logistics hub, with modern, high-value industrial real estate options for supply chain infrastructure companies.
- 3.2.2.A.** Work with the T. Parker Host shipping company and the area real estate community to develop Avondale Marine and other sites in close proximity to the marine terminal to accommodate new industrial, manufacturing, and warehousing/distribution space.
- 3.2.2.B.** Partner with GNO, Inc., LED, and the Port of New Orleans to pursue distribution centers and reshoring of manufacturing where industrial sites have capacity in close proximity to Avondale Marine.
- 3.2.3. CORNERSTONE ENERGY PARK.** Position the Cornerstone Energy Park as the premier eco-industrial complex in the Greater New Orleans area.
- 3.2.3.A.** Work with Cornerstone to continue evolving and developing the complex and its brand to become known as a hub for eco-industrial, clean-tech, green industries, and circular economy (recycling/reuse) business opportunities.

3.2.3.B. Work with Cornerstone, as part of the eco-industrial approach, to take advantage of reshoring opportunities by recruiting finished plastics products manufacturers that would benefit from proximity to an established petrochemical plant.

3.2.3.C. Work with the Parish to maintain the appropriate land use and zoning regulations, in and around Cornerstone Energy Park to ensure major current and future industrial employment sites are protected from incompatible development and land uses.

3.2.3.D. Attract investment from multinational corporations and foreign businesses seeking a location as part of an eco-industrial energy complex.

3.2.3.E. Support the Cornerstone Energy Park in its efforts to achieve certification as an LED Certified Business site.

3.2.4. AIRPORT RELATED DEVELOPMENT. Capitalize on the new \$1.3 billion Louis Armstrong New Orleans International Airport, one of the most significant regional assets in Greater New Orleans. The major corridors leading to/from the airport are vital gateways into Greater New Orleans and Jefferson Parish that offer business and leisure travelers a critical first impression of the area.

3.2.4.A. Promote the airport's location in Jefferson Parish to national and international real estate investment audiences to advance long-term development opportunities.

3.2.4.B. Partner with the airport, GNO, Inc., and LED to attract aviation-related industries to the old terminal and other properties surrounding the airport.

3.2.4.C. Prioritize the recruitment of an aircraft maintenance, repair, and overhaul (MRO) facility.

3.2.4.D. Work with the airport, Parish government, LaDOTD, RPC, the city of Kenner, and other partners to make enhancements to major highway and arterial road corridors leading to/from the airport. Enhancing the visual appeal of these corridors, through infrastructure investments and beautification of public and private spaces, can improve the overall perception of the community.

3.3 HOUSING

Support the Parish in its efforts to increase the diversity of housing options across the entire Parish at all price points.

STRATEGIES

3.3.1. Continue the reinvestment into Jefferson Parish housing through the recommendations of the Jefferson Parish Housing Stock Enhancement Strategic Plan, including the pilot neighborhood efforts undertaken within the Terrytown Neighborhood Revitalization Study Strategic Plan and the Lafreniere Sub Area Plan.

3.3.2. Focus housing reinvestment and expand the Jefferson Parish model home pilot program to established neighborhoods that have not yet gained significant market traction but benefit from close proximity to regional employment centers, mixed-use entertainment districts, and higher-value neighborhoods already experiencing a surge of reinvestment and in-migration of talent.

3.3.3. Develop new housing in existing employment nodes with mixed-use potential.

3.4 QUALITY OF PLACE AND AMENITIES

Leverage strategic public investments in transportation infrastructure, parks, trails/paths, and other amenities to increase private investment.

STRATEGIES

3.4.1. Capitalize on Jefferson Parish's most important natural assets: the waterfronts of the Mississippi River, Lake Pontchartrain, and Grand Isle, Jean Lafitte National Historical Park and Preserve, and the many bayous, swamps, and wetlands across the Parish.

3.4.1.A. Enhance access to Lake Pontchartrain and the Mississippi River through public investments and partnerships with the real estate community to create new waterfront developments.

- 3.4.1.B. Engage in conversations with the Pontchartrain Conservancy and other relevant entities to determine the Parish’s options for developing new amenities along the lakefront, such as trails, kayak/canoe launches, fishing piers, and other recreational assets.
- 3.4.2. Identify and advocate for new investment in priority transportation corridors throughout the Parish.
 - 3.4.2.A. Encourage the Parish to adopt a Complete Streets policy to design corridors that are safe and accessible for all users—including pedestrians, bicyclists, motorists, and transit riders—and to more quickly and effectively achieve the transportation goals set forth in the *Envision Jefferson 2040* comprehensive plan and the Jefferson Parish *Bicycle Master Plan*.

DETAILS: Groups such as *Smart Growth America’s National Complete Streets Coalition*¹⁶ can provide technical assistance, case studies, and other resources.
 - 3.4.2.B. Connect major amenity corridors within the Parish and among the Parish and adjacent destinations in New Orleans through physical improvements, such as bike lanes and bike paths, expanded sidewalks and trails, landscaping, attractive gateway features and signage, and through branding and messaging strategies that enhance the image and recognition of corridors.
 - 3.4.2.C. Focus improvements broadly on primary transportation corridors, including less-congested parallel roadways that might be more suitable for bike and pedestrian improvements in some cases due to heavy commercial and passenger vehicle traffic along major highway and arterial roads.
- 3.4.3. Work with the Parish and other partners to incorporate stormwater management improvements on private properties (residential and commercial) throughout the Parish.
 - 3.4.3.A. Work with the Urban Conservancy and other partners to incentivize and encourage the creation of high-quality green spaces and stormwater management features in residential areas of Jefferson Parish.

- 3.4.3.B. Extend the program to include incentives for commercial and industrial properties that incorporate sustainable designs for stormwater management into their on-site drainage.
- 3.4.4. Support local organizations and community partners throughout the Parish to activate empty spaces and underutilized assets in corridors and districts targeted for urban and mixed-use development. (See Initiative 3.1.)
 - 3.4.4.A. Host street fairs, parking lot music+food+art festivals, and other new events that bring activity to Jefferson Parish’s major districts.
 - 3.4.4.B. Activate underutilized spaces in strategic corridors and districts, using tactics such as temporary and permanent art installations to help residents reimagine the possibilities of existing spaces with new injections of activity and energy.
 - 3.4.4.C. Engage the region’s architecture and urban design professionals (architects, landscape architects, urban planners, civil engineers, interior designers, artists, and other relevant professionals) in creative approaches—such as design competitions—that can bring new life to stagnant commercial areas, neighborhoods in need of investment, and auto-oriented transportation corridors.

3.5 PUBLIC-PRIVATE DEVELOPMENT PROJECTS

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Pursue short-term and long-term strategies for driving public-private development projects in strategic sites targeted for development, including urban and mixed-use districts and industrial districts. (See Initiatives 3.1 and 3.2.)

- #### STRATEGIES
- 3.5.1. Create a P3 development authority to drive public-private development projects on Parish and JEDCO-owned properties and in partnership with privately held real estate.
 - 3.5.1.A. Conduct research on the legal, financial, and operational requirements necessary to establish a P3 development authority in Jefferson Parish.

- 3.5.1.B. Define an organizational structure (including a clear mission and proposed staffing) based on an evaluation of similar public-private redevelopment organizations in other communities.

ABOUT P3 ORGANIZATIONAL STRUCTURE

The following suggestions are related to the creation of the P3 development authority recommended in Strategy 3.1.1.

- **MISSION.** Serve as the lead entity for repositioning Parish-owned properties and JEDCO-owned properties, in partnership with privately held real estate, for redevelopment to create new jobs and private sector investment.
- **STAFFING.** This new entity would require its own dedicated professional staff. Initially, it could be led by an executive director and supported by JEDCO and Parish staff from relevant departments (such as Planning and Public Works). Over time, the authority should have staff focused on redevelopment, grants and finance, and community engagement.
- **CASE STUDIES/BEST PRACTICES.** Build Baton Rouge, the New Orleans Redevelopment Authority, Invest Atlanta, the newly created Austin Economic Development Corporation, and similar entities could serve as organizational models.

- 3.5.2. Establish a Jefferson Parish commercial real estate task force to facilitate ongoing communication between JEDCO and the area commercial and industrial real estate development and brokerage community.

- 3.5.2.A. Use this group as a forum to identify strategic, underutilized sites and begin the process of assessing their redevelopment needs. Reposition these sites for commercial development.

- 3.5.2.B. Position the P3 development authority, if created, as an advisory body on trends in the regional real estate market that would provide input on development opportunities and create more direct lines of communication to potential investors and developers.

GOAL 3 CASE STUDY 1



NEAR SOUTHSIDE, INC., AND ITER8 HEALTH INNOVATION COMMUNITY FORT WORTH, TEXAS

www.nearsouthsidefw.org/medical-district.html

www.nearsouthsidefw.org/projects/iter8-health-innovation-community

SELECT PARTNERS

Texas Christian University, Tarrant County College, University of Texas at Arlington, TCU and UNTHSC School of Medicine, UNT Health Science Center, Texas Wesleyan University, Texas A&M University School of Law, Tarleton State University, JPS Health Network, Plaza Medical Center Fort Worth, city of Fort Worth, Near Southside, Inc.

PROGRAM OUTCOMES (2019)

- Investing in quality of place and urban revitalization efforts benefits adjacent communities as well as urban districts themselves.
- Jefferson Parish can increase its competitiveness through creating a better quality of place for its residents to enjoy while also drawing new talent to the area.
- Rebrand Jefferson Parish’s healthcare industry to attract public and private investment to the area.

BACKGROUND

Historically sustained by cattle trade and the oil and gas industry, Fort Worth is one of the fastest-growing large cities in the nation, thanks to urban renewal efforts and industry diversification (transportation & logistics, aerospace manufacturing, healthcare, and tourism). In 2017, the city of Fort Worth and TIP Strategies completed an *Economic Development Strategic Plan* and, in 2019, TIP conducted an 18-month progress report and found that Fort Worth experienced the third largest population increase of any US city in 2018. Wanting to ensure continued economic growth and development, Fort Worth has focused on establishing its competitive edge, both nationally and internationally, by improving the city’s quality of place and capitalizing on its healthcare expertise.

Beginning with the redevelopment of Sundance Square in 2013 (a 55,000-square-foot, 35-block area in the heart of downtown), Fort Worth has experienced the ripple effects of downtown revitalization efforts, with upward of 275,000 square feet of mixed-use development appearing around the square. Beyond this area, the Near Southside Health Innovation Community has also benefited from these investments. A 2014 University of North Texas study of the district found a \$4.2 billion annual economic impact with 39,000 jobs in Fort Worth and \$5.5 billion in Tarrant County. In 2019, the district rebranded as iter8 with the goal of becoming the "most livable medical district in the US," meaning that, in addition to offering quality healthcare services to residents, generating high-quality jobs, and medical advancements, the district will be walkable and have mixed-use development, including housing options. Since the rebrand, tax appraisals for the district were up 26 percent. Other actions taken by the city to increase downtown livability include the recently approved tax incentives for downtown residential developments. The first apartment building—1000 Weatherford—approved for downtown development since the incentives were enacted is mere blocks from Sundance Square and less than 2 miles from the medical district.

GOAL 3 CASE STUDY 2



BELMAR SHOPPING CENTER LAKEWOOD, COLORADO

www.belmarcolorado.com

BACKGROUND

Belmar is a mixed-use development in Lakewood, Colorado, that was redeveloped from an outdated mall to a thriving downtown in 2004. It occupies 3.3 million square feet over 22 city-scale blocks divided into retail, office, parking, residential, educational, and public spaces. The city rezoned the site for phased development, allowing areas to be defined and built out as use and demand dictated. In order to fund the \$850 million project, the city formed a public-private partnership with smart-growth real estate development company CP, which allowed for multiple funding streams to be accepted, including government bonds, federal funding, and private equity. Specifically, bonds are guaranteed by a property tax increment pledge and a 2.5 percent public improvement fee by the developer on retail sales. To counter this fee, the city has waived 2 percent of the 3 percent sales tax within Belmar. Revenues generated from the tax increment pledge and the public improvement fee will be paid to CP, putting repayment on a course to finish by 2028. CP also designed Belmar's grid-based layout, ultimately transferring ownership of the streets to the city upon completion.

SELECT PARTNERS

Continuum Partners (CP), city of Lakewood.

PROGRAM OUTCOMES (2019)

- Belmar demonstrates a creative redevelopment of a mall where the new site is larger both in physicality and community impact.
- Public-private partnerships open up multiple funding and repayment options for redevelopment projects.
- Urban-scale street design fosters community through walkability, proximity, and open public spaces for events.

GOAL 3 CASE STUDY 3



CUMMINGS RESEARCH PARK HUNTSVILLE, ALABAMA

cummingsresearchpark.com

BACKGROUND

Cummings Research Park (CRP) in Huntsville, Alabama is the second largest research park in the country and the fourth largest in the world with 300 tenants from the public, private, and higher education sectors employing 26,000 people and 13,500 students. The park's major industries are aerospace, defense, engineering, biotechnology, advanced manufacturing, software development, information technology, and cybersecurity. CRP is anchored by the Redstone Arsenal (RSA)—a US Army post and a federal Center of Excellence that houses 78 federal agencies, including the US Army Aviation and Missile Command and NASA Marshall Space Flight Center. The regional economic development organization, the Huntsville/Madison County Chamber of Commerce (HMC), which works closely with leaders at RSA and CRP to ensure a continued symbiotic relationship. In 2018, HMC launched the Huntsville Regional Economic Growth Initiative (HREGI) as a primary source of financing for economic development in the area. Funds are generated through tiered investments from local businesses, which provide them with opportunities for networking, marketing, and voicing policy recommendations. HMC identified six focus areas for HREGI finances, two of which explicitly support expansion and diversification at RSA and CRP. Together, the Army and NASA employ 42,500 workers, making the federal government the largest employer in the region. In 2016, HMC, in conjunction with the city of Huntsville, adopted a 50-year master plan for CRP, the first in over 40 years. The plan identified nuanced industry development at CRP anchored by RSA's expertise in defense and STEM sectors and supported by Huntsville's industrial and cultural ecosystem. In addition to aerospace and defense, the city is pursuing greater economic diversification by launching GEO Huntsville, Cyber Huntsville, Energy Huntsville, and Bio Huntsville initiatives. These sector initiatives are intended to leverage Huntsville's substantial intellectual capital to position it as a global leader in research and development.

SELECT PARTNERS

Redstone Arsenal, Huntsville/Madison County Chamber of Commerce, City of Huntsville, Madison County, Tennessee Valley Authority.

PROGRAM OUTCOMES (2019)

- Continue to support traditional industry targets while also improving communication through cross-sector committees like the Redstone Community Relations Committee.
- Refine broad target industries to recruit emerging technology companies more efficiently in order to establish a reputation as a cutting-edge technology region.
- Diversify funding sources for economic development outside of tax revenues, like HREGI.
- Set long-term goals and visions through a master plan.

IMPLEMENTATION



Goals 1, 2, and 3 describe the strategies for achieving greater economic success in Jefferson Parish, independent of the resources and organizational alignment needed to deliver on the ambitious new priorities in this plan. This Implementation section addresses the organizational changes required, assignment of roles and responsibilities among JEDCO and its partners, and recommended performance metrics to track progress on implementation of strategies.

ORGANIZATIONAL RECOMMENDATIONS

- **CAPITAL CAMPAIGN.** Launch a new five-year capital campaign to generate greater buy-in from private sector investors in JEDCO and the EDGE.
- **JEDCO STAFFING CHANGES.** An expanded scope of work for JEDCO will require new professional staff to drive results. ***TIP's preliminary recommendation is for up to the following five new full-time positions.***
 - **Finance.** JEDCO has a long-standing track record of providing financial support to local companies that have invested in new facilities and created jobs in Jefferson Parish. JEDCO's small business financing, tax incentives, and business loan funds have helped finance hundreds of business expansion projects that collectively represent hundreds of millions of dollars in new capital investment and thousands of jobs. The EDGE 2025 plan calls for a continued and expanded role for JEDCO to support the growth of existing companies, new business recruitment projects, new entrepreneurial ventures, and a greater emphasis on minority business development. Financial resources will play a critical role in facilitating the growth of these businesses.
 - **Entrepreneurship and Innovation.** The JEDCO Challenge has been a success story, with numerous companies supported by JEDCO having grown locally, adding new jobs and investment. Yet, huge opportunities still exist to harness the entrepreneurship and innovation necessary to drive economic growth in Jefferson Parish. The Parish can become an innovation-based economy with a stronger commitment to entrepreneurial ventures, more innovation within existing industries, and a robust technology-driven recruitment effort. In addition, Greater New Orleans is well-positioned to become a top-tier entrepreneurial hub if the region's startups, higher education institutions, tech firms, investors, and large companies work together to build a more connected community of innovation.
 - **Talent and Training.** Aligning the ambitious retraining and upskilling

efforts with economic opportunities in target industries will require dedicated work. A talent-focused position would work across economic development, workforce development, education, and HR/staffing to advance social equity through more purposeful linkages between job creation and talent development.

- **Business Attraction.** The opportunities for business recruitment in target industries are significant, but they exist within an intensely competitive landscape. Aggressive and well-resourced economic development organizations in communities across the US are proactively seeking to lure Jefferson Parish's companies and the companies that the Parish is also seeking to attract from other regions. A business attraction position would focus on pursuing major target industry recruitment projects and attraction of high-growth entrepreneurial companies.
- **Marketing.** There is a clear need for additional resources to support JEDCO's marketing and outreach efforts. The plan calls for new digital and PR campaigns, more aggressive marketing to drive target industry recruitment initiatives, and stronger relationship development with crucial audiences in the commercial and industrial real estate development and brokerage community. In addition, a continued emphasis on telling the Jefferson Parish story among internal and external stakeholders will be essential to the plan's successful implementation.

IMPLEMENTATION MATRIX: ROLES, RESPONSIBILITIES, TIMELINES

A strong implementation strategy can be the key to bringing a plan to fruition. Identifying strategies and describing the actions needed to turn concepts into reality is not enough. Setting priorities is perhaps the most significant role that a solid implementation strategy should fulfill. Having clearly established priorities is essential for effective use of public resources.

The implementation matrix provides a graphic representation of when actions should realistically be implemented and suggests potential partners to help carry them out. It is important to note that the plan includes a range of strategies and actions, some of which are intended to stretch JEDCO and Parish leadership.

The implementation matrix is designed to be a flexible, ever-evolving document. By nature of changing conditions, some actions might become unnecessary or might become difficult to implement due to unforeseen

roadblocks. JEDCO and its partners will use the implementation matrix to monitor the status of all items, including actions that have already been completed, actions that are in progress, and actions not yet initiated.

A complete version of this implementation matrix is published under separate cover as an Excel spreadsheet.

PERFORMANCE METRICS

A critical component of a strategic plan is the set of metrics by which the plan's successful implementation can be tracked. The delta against the US economy must be incorporated into any metrics reflecting economic outcomes related to employment, income levels, or capital investment. It will take years, not months, to regain the lost economic activity, business revenues, and employment levels due to the COVID-19 economic downturn. As a reference point, the Great Recession began in December 2007 and lasted until June 2009 (according to gross domestic product growth as measured by the National Bureau of Economic Research), but it took a total of 78 months, until May 2014, to "regain" the jobs lost during the downturn.

It would be a mistake to commit the Parish to specific growth targets that depend on the growth of the broader US and global economies (as this plan would likely have called for prior to COVID-19). Instead, the plan recommends setting benchmark goals for Jefferson Parish to outperform the state and national economies. This approach to metrics will allow JEDCO to maintain a more realistic view of progress, especially due to the current national economic downturn. If goals cannot be met due to external economic conditions, JEDCO should not be held to unrealistic expectations. With those caveats in mind, Jefferson EDGE 2025 includes the following metrics—organized by the three goals—to be used to track progress toward implementation.

1. **GOAL 1. TALENT AND WORKFORCE:** These are the set of community and people-focused outcomes that reflect Jefferson Parish's progress toward a more prosperous economy that benefits residents and improves social equity. These metrics should be disaggregated by race, ethnicity, and geography (at the ZIP Code or Census Tract level).
 - a. Educational attainment levels of residents age 25+ (including share of residents with associate's degrees and share of residents with bachelor's degrees or higher).
 - b. Enrolled college and university students (overall and in STEM degree programs).

- c. Employment, unemployment, and labor force participation rates of working age (16–64) residents.
 - d. Median household income.
 - e. Share of population in poverty.
 - f. Homeownership and household wealth.
 - g. Housing affordability (including share of cost-burdened households spending more than 30 percent of their income on rent or mortgage payments).
 - h. Share of households with broadband connectivity.
2. **GOAL 2. INNOVATION AND INDUSTRY:** These include traditional and nontraditional metrics to track overall economic development outcomes and business activity.
 - i. Number of jobs created/retained (overall and within target industries).
 - j. Average wages of jobs created/retained (overall and within target industries).
 - k. New capital investment (overall and within target industries).
 - l. Private sector employment growth.
 - m. Private sector business creation.
 - n. Number and dollar value of venture capital and angel investment deals.
 - o. Average monthly passenger traffic and cargo traffic at Louis Armstrong New Orleans International Airport.
 - p. Retail and restaurant sales.
 - q. Parish tax revenue growth.
3. **GOAL 3. QUALITY OF PLACE AND REAL ESTATE:** These include traditional and nontraditional metrics to track real estate development trends and improvements to the Parish's quality of place. These metrics should be disaggregated by geography (at the ZIP Code or Census Tract level) to provide an understanding of how specific districts targeted for development are performing relative to the Parish as a whole.
 - a. Total new office space added to the Parish's office market (vacancy rates and median rental rates for existing office inventory).
 - b. Total new industrial space added to the Parish's industrial market (vacancy rates and median rental rates for existing industrial inventory).

- c. Total new retail/restaurant space added to the Parish's retail market (vacancy rates and median rental rates for existing retail/restaurant space).
- d. Number of new hotel rooms added to the Parish's hotel market (occupancy levels and average rates for existing hotels).
- e. Number of new residential units added to the Parish's residential market (median sales prices and median rental rates for existing residential units).
- f. [Walk Score](#)¹⁷ and [Bike Score](#)¹⁸ for the Parish as a whole and for individual neighborhoods.
- g. Share of workers who work from home.
- h. Share of workers who bike, walk, and take public transit to work.
- i. Number of deaths and severe injuries due to transportation crashes (from the [LACRASH system](#)¹⁹ used by LaDOTD and other local/state agencies to electronically capture motor vehicle accident reports).
- j. Share of residents living within a 10-minute walk of a park (to be tracked with support from the Jefferson Parish GIS Department and Planning Department).

TARGET INDUSTRY ANALYSIS

TARGET INDUSTRY ANALYSIS INTRODUCTION



As part of the update of the 2015 Jefferson EDGE plan, TIP was tasked with updating and refining JEDCO's existing targets. The review process included a quantitative and qualitative analysis of trends in each existing industry as well as strategic outreach to the Parish's key stakeholders through focus groups and interviews. Four notable changes emerged from this exercise.

First, the industry components underpinning each target were realigned with the US Economic Development Administration (EDA) cluster definitions.

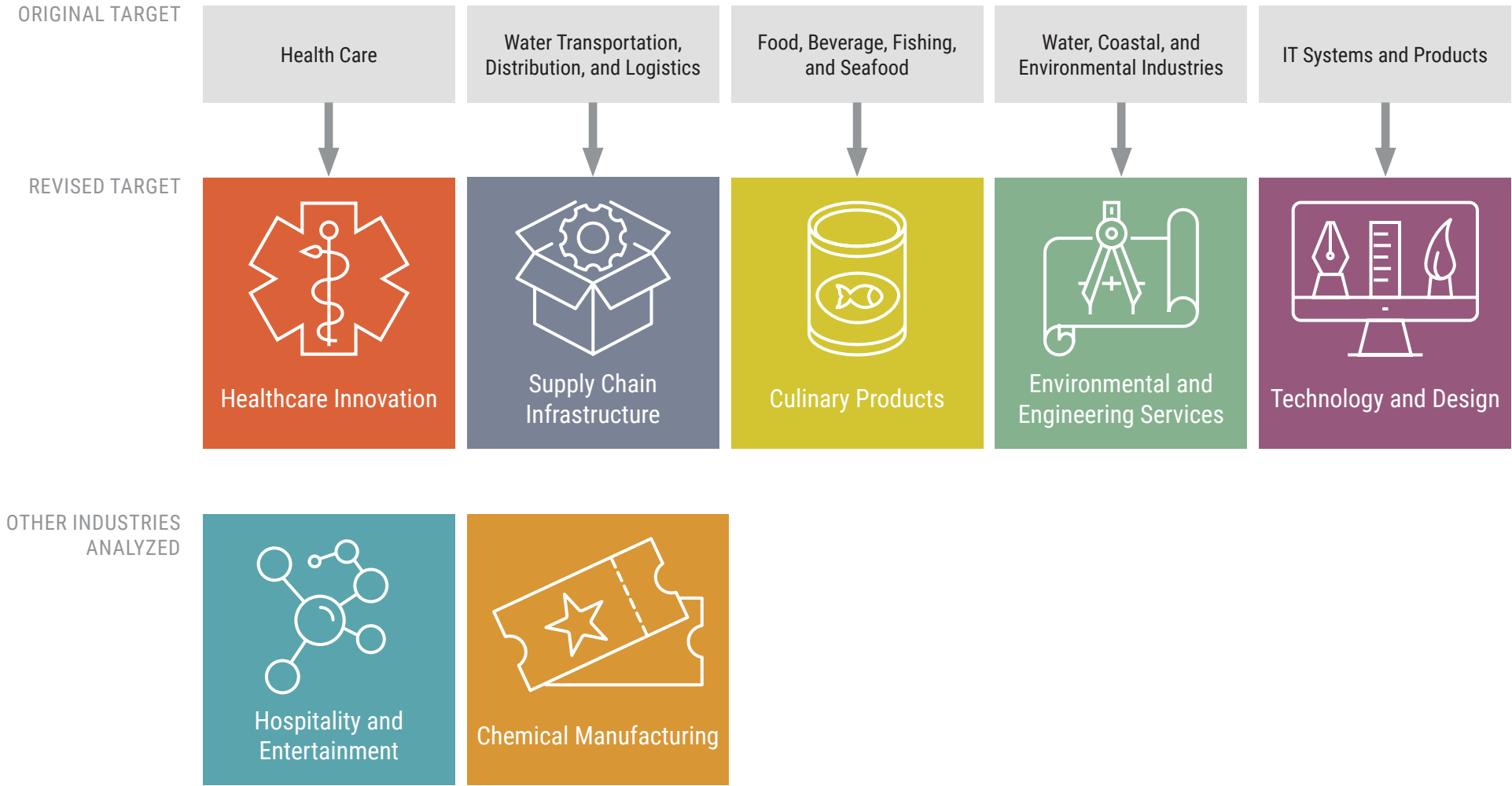
Second, some of the existing targets were rebranded with new names like Culinary Products, Supply Chain Infrastructure, and Environmental and Engineering Services.

Third, the existing target known as IT Systems and Products was reimagined to capture emerging pockets of design talent within the Parish. The definition was also modified to reflect the aspirations and capabilities of the Parish's Churchill Technology & Business Park.

And fourth, the analysis and outreach efforts resulted in two additional industries being evaluated—the chemical and hospitality sectors—due to their importance as sources of investment and employment to the local economy.

From these efforts, a list of seven industry clusters were analyzed for the 2021–2025 Jefferson EDGE cycle. A brief profile of each is presented in this section that shows employment trends, industry concentrations, and staffing patterns.

FIGURE 6. THE TARGETING PROCESS





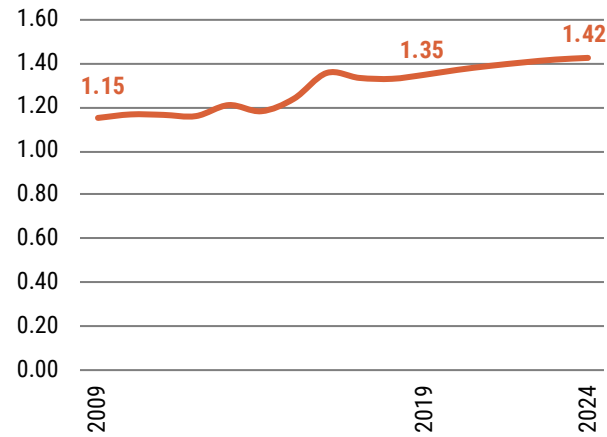
INDUSTRY TRENDS HEALTHCARE INNOVATION

TARGET SNAPSHOT

JEFFERSON PARISH	TOTAL	TARGET
2019 Establishments	14,226	1,272
2019 Employment	212,095	30,620
Net Change, 2009–2019	-6,197	+4,613
% Change, 2009–2019	-2.8%	+17.7%

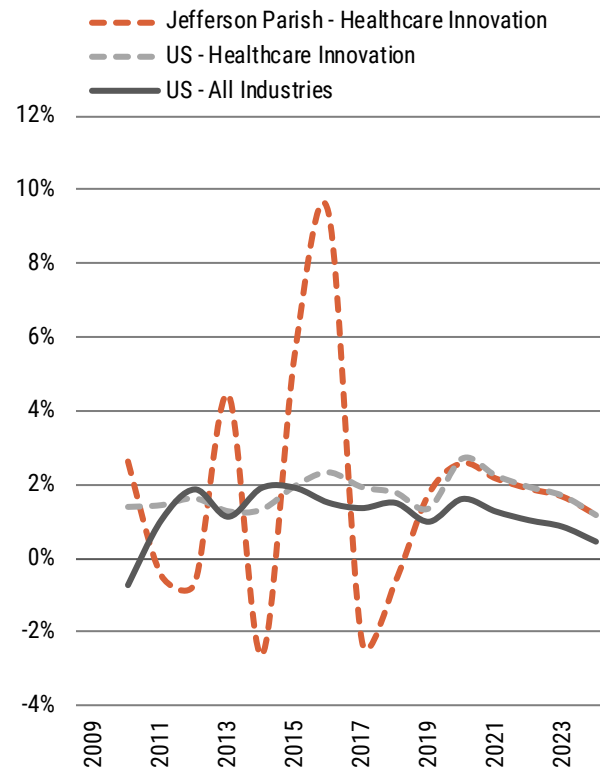
TARGET CONCENTRATION

LOCATION QUOTIENT TREND



TARGET GROWTH

ANNUAL % CHANGE IN EMPLOYMENT

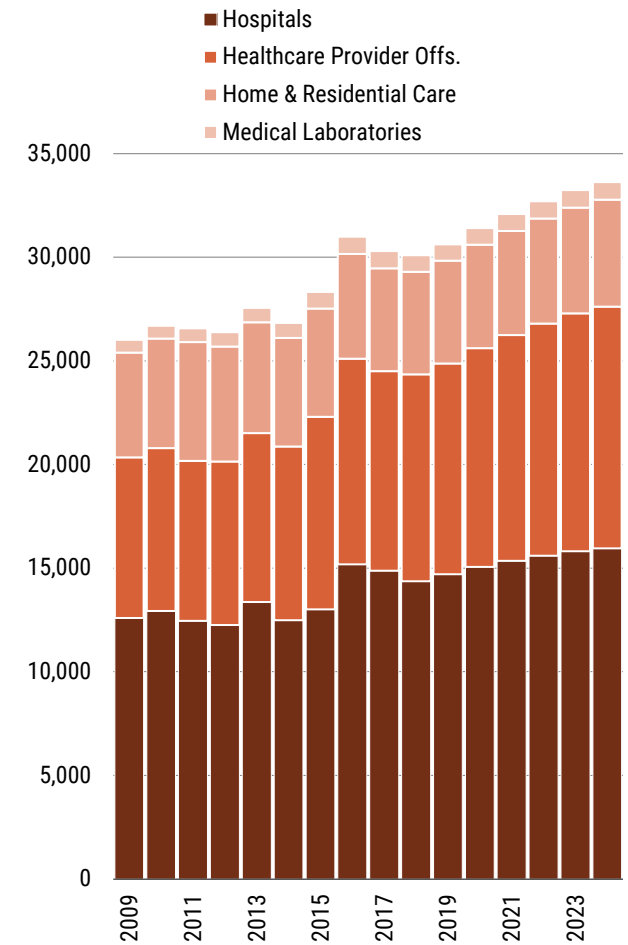


EMPLOYMENT OUTLOOK (MSA)

US OVERALL	TOTAL	TARGET
Net Change, 2019–2024	+8,935,945	+1,789,353
% Change, 2019–2024	+5.4%	+10.1%
JEFFERSON PARISH	TOTAL	TARGET
Net Change, 2019–2024	-936	+3,011
% Change, 2019–2024	-0.4%	+9.8%

TARGET COMPONENTS

ANNUAL EMPLOYMENT



TARGET STAFFING PROFILE

LQs & RELATIVE EARNINGS

BELOW AVG ►



◀ ABOVE AVG

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
Code	Description	2019 Jobs	% of Target	LQ (US=1.00)	Local Hourly Median (US=1.00)	Relative to US
29-1141	Registered Nurses	6,903	22.5%	1.53	33.26	0.97
31-1014	Nursing Assistants	1,699	5.6%	0.74	11.37	0.83
29-2061	Licensed Practical/Vocational Nurses	1,404	4.6%	1.33	20.26	0.91
43-4171	Receptionists & Information Clerks	1,077	3.5%	1.27	11.36	0.81
31-9092	Medical Assistants	1,062	3.5%	0.93	14.51	0.90
39-9021	Personal Care Aides	976	3.2%	0.63	9.31	0.81
29-1069	Physicians & Surgeons, All Other	656	2.1%	1.03	70.62	0.73
29-2018	Clinical Laboratory Technologists and Technicians	650	2.1%	1.32	24.72	0.98
31-9091	Dental Assistants	611	2.0%	1.05	16.58	0.89
31-1011	Home Health Aides	495	1.6%	0.45	10.56	0.91
43-1011	First-Line Supvrs., Office & Admin. Support	477	1.6%	1.24	22.96	0.86
11-9111	Medical & Health Services Managers	467	1.5%	0.88	46.44	0.98
43-9061	Office Clerks, General	459	1.5%	0.90	11.03	0.70
29-2099	Health Technologists & Technicians, All Other	434	1.4%	2.09	18.54	0.90
29-2034	Radiologic Technologists	391	1.3%	1.14	27.30	0.95
43-6013	Medical Secretaries	378	1.2%	0.39	14.89	0.87
29-1171	Nurse Practitioners	376	1.2%	1.26	46.73	0.91
37-2012	Maids & Housekeepers	366	1.2%	0.89	9.57	0.84
29-2055	Surgical Technologists	363	1.2%	1.91	20.48	0.90
29-1123	Physical Therapists	348	1.1%	0.90	40.23	0.95
31-9097	Phlebotomists	340	1.1%	1.60	15.75	0.95
43-6014	Secretaries/Admin. Asst., Exc. Legal, Med., & Exec.	320	1.0%	0.98	15.95	0.91
43-3021	Billing & Posting Clerks	310	1.0%	0.86	17.22	0.95
29-1126	Respiratory Therapists	307	1.0%	1.42	26.99	0.93
29-2071	Medical Records & Health Info. Technicians	274	0.9%	1.07	17.32	0.89

WHY IT MATTERS

Each target industry is underpinned by its workforce, making the occupational composition of each target worthy of further analysis. This exhibit shows each target's largest occupational contributors. The number of local jobs for each occupation is shown along with the occupation's weight (in percentage terms) within the target. The LQ compares the occupation's local weight to its national weight within this target. An LQ that exceeds 1.00 indicates a local occupation employed more heavily by the local target industry than national patterns might imply, while an LQ below 1.00 indicates relatively lighter local reliance on the occupation. Median local hourly earnings accompany the occupations shown in the exhibit. Wage ratios exceeding 1.00 indicate higher pay than the same occupation might expect nationally, while ratios below 1.00 suggest relatively lower compensation than the national level.

Sources: US Bureau of Labor Statistics; Emsi 2020.2—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

Notes: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi. Employment data and projections calculated in Q2 2020 do not include potential impacts of the COVID-19 crisis.



INDUSTRY TRENDS SUPPLY CHAIN INFRASTRUCTURE

TARGET SNAPSHOT

JEFFERSON PARISH	TOTAL	TARGET
2019 Establishments	14,226	1,483
2019 Employment	212,095	19,266
Net Change, 2009–2019	-6,197	-5,617
% Change, 2009–2019	-2.8%	-22.6%

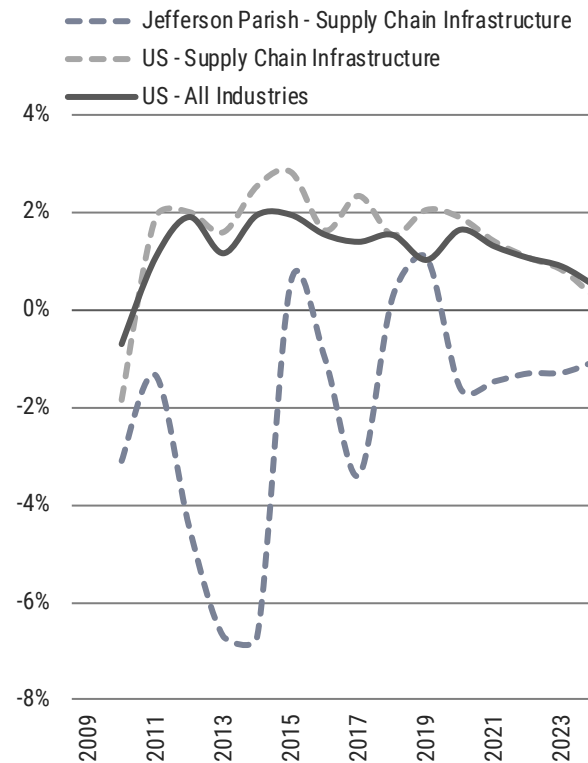
TARGET CONCENTRATION

LOCATION QUOTIENT TREND



TARGET GROWTH

ANNUAL % CHANGE IN EMPLOYMENT

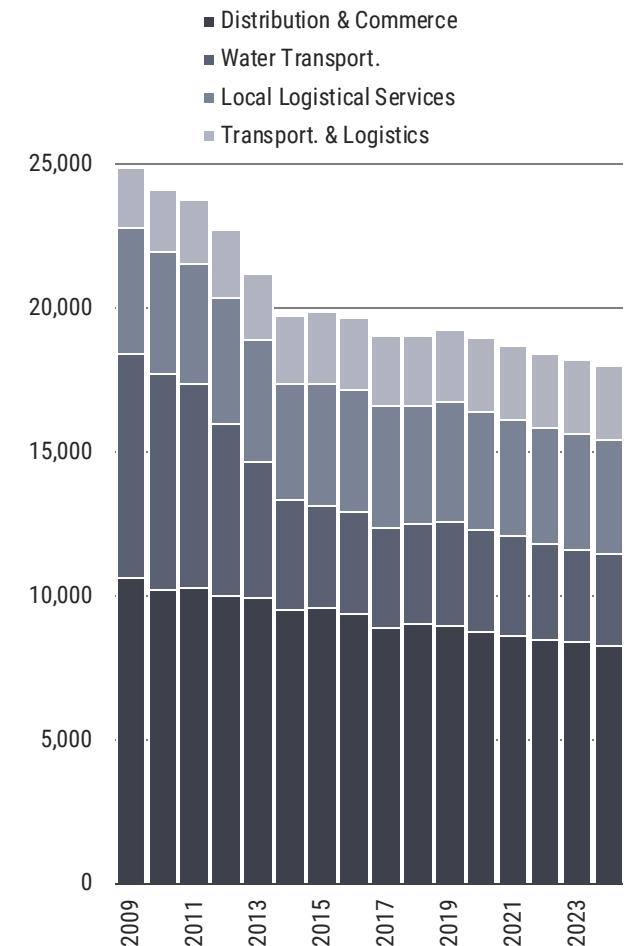


EMPLOYMENT OUTLOOK (MSA)

US OVERALL	TOTAL	TARGET
Net Change, 2019–2024	+8,935,945	+658,273
% Change, 2019–2024	+5.4%	+5.5%
JEFFERSON PARISH	TOTAL	TARGET
Net Change, 2019–2024	-936	-1,270
% Change, 2019–2024	-0.4%	-6.6%

TARGET COMPONENTS

ANNUAL EMPLOYMENT



TARGET STAFFING PROFILE

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
Code	Description	2019 Jobs	% of Target	LQ (US=1.00)	Local Hourly Median (US=1.00)	Relative to US
53-7062	Laborers/Freight, Stock, & Material Movers, Hand	2,158	11.2%	1.08	12.01	0.88
41-4012	Sales Reps., Whls. & Mfg., Exc. Tech. & Scientific	1,500	7.8%	1.38	23.92	0.86
53-3032	Heavy & Tractor-Trailer Truck Drivers	1,245	6.5%	0.54	19.81	0.95
53-5011	Sailors & Marine Oilers	620	3.2%	15.49	15.49	0.79
53-5021	Captains, Mates, & Pilots of Water Vessels	599	3.1%	12.92	36.39	1.10
53-3033	Light Truck or Delivery Services Drivers	595	3.1%	0.80	17.21	1.09
11-1021	General & Operations Managers	417	2.2%	1.03	45.43	0.94
53-7051	Industrial Truck & Tractor Operators	390	2.0%	0.83	15.16	0.91
43-5081	Stock Clerks & Order Fillers	388	2.0%	0.88	11.10	0.90
43-4051	Customer Service Representatives	377	2.0%	0.64	14.45	0.89
53-1048	First-Line Supvsr., Transp. & Material-Moving Ops.	361	1.9%	1.02	25.04	0.94
43-9061	Office Clerks, General	321	1.7%	0.81	11.03	0.70
43-5052	Postal Service Mail Carriers	285	1.5%	0.54	25.24	0.95
43-5071	Shipping, Receiving, & Traffic Clerks	281	1.5%	0.80	13.47	0.85
43-1011	First-Line Supvsr., Office & Admin. Support	261	1.4%	1.04	22.96	0.86
49-3011	Aircraft Mechanics & Service Technicians	258	1.3%	1.85	27.79	0.92
41-2021	Counter & Rental Clerks	253	1.3%	1.54	12.40	0.95
51-4121	Welders, Cutters, Solderers, & Brazers	243	1.3%	4.60	23.94	1.21
41-4011	Sales Reps., Whls. & Mfg., Tech. & Scientific	228	1.2%	0.83	30.94	0.81
43-6014	Secretaries/Admin. Asst., Exc. Legal, Med., & Exec.	211	1.1%	0.97	15.95	0.91
53-6099	Transportation Workers, All Other	208	1.1%	4.03	11.85	0.66
43-3031	Bookkeeping, Accounting, & Auditing Clerks	203	1.1%	0.86	17.08	0.88
49-9071	Maintenance & Repair Workers, General	201	1.0%	1.34	16.89	0.92
43-4181	Reservation & Transp. Ticket Agents & Travel Clerks	195	1.0%	1.33	17.84	1.00
43-5011	Cargo & Freight Agents	188	1.0%	1.30	18.95	0.91

LQs & RELATIVE EARNINGS

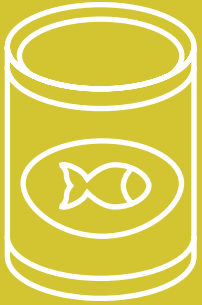
BELOW AVG

ABOVE AVG



Sources: US Bureau of Labor Statistics; Emsi 2020.2—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

Notes: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi. For more information about LQs, please see page 55. Employment data and projections calculated in Q2 2020 do not include potential impacts of the COVID-19 crisis.



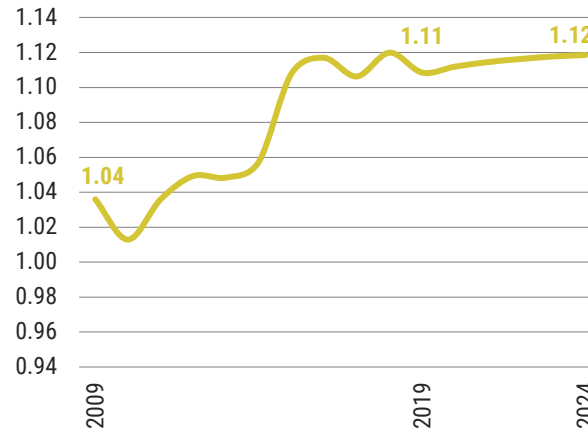
INDUSTRY TRENDS CULINARY PRODUCTS

TARGET SNAPSHOT

JEFFERSON PARISH	TOTAL	TARGET
2019 Establishments	14,226	429
2019 Employment	212,095	8,089
Net Change, 2009–2019	-6,197	+133
% Change, 2009–2019	-2.8%	+1.7%

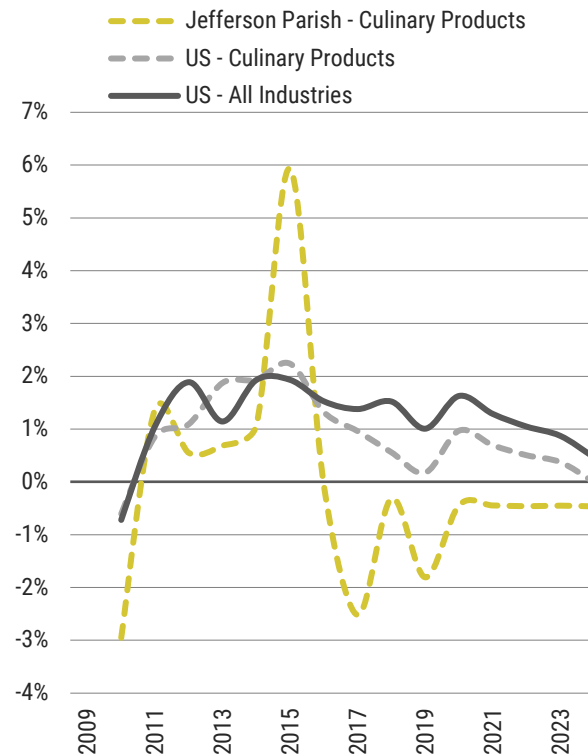
TARGET CONCENTRATION

LOCATION QUOTIENT TREND



TARGET GROWTH

ANNUAL % CHANGE IN EMPLOYMENT



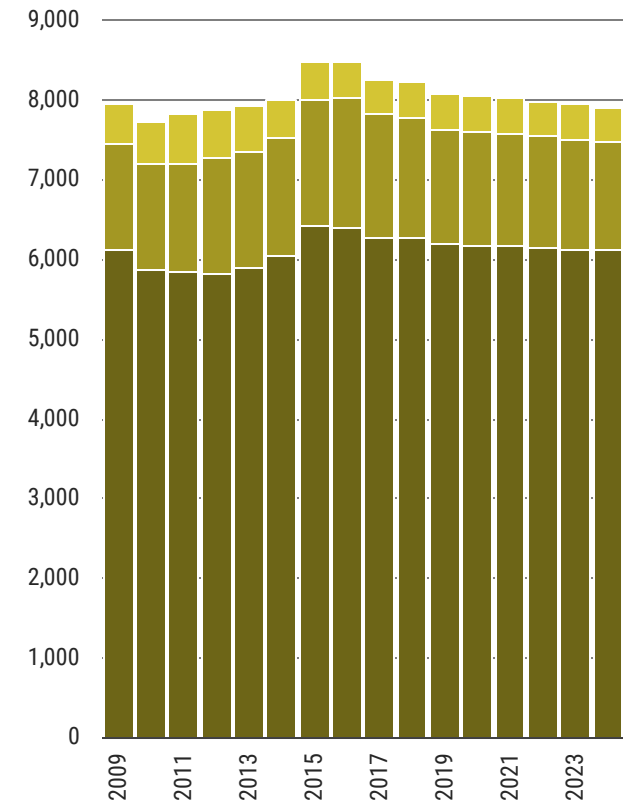
EMPLOYMENT OUTLOOK (MSA)

US OVERALL	TOTAL	TARGET
Net Change, 2019–2024	+8,935,945	+145,825
% Change, 2019–2024	+5.4%	+2.6%
JEFFERSON PARISH	TOTAL	TARGET
Net Change, 2019–2024	-936	-182
% Change, 2019–2024	-0.4%	-2.2%

TARGET COMPONENTS

ANNUAL EMPLOYMENT

- Fishing & Fishing Products
- Food Processing & Mfg.
- Local Food & Beverage Processing & Distribution



TARGET STAFFING PROFILE

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
Code	Description	2019 Jobs	% of Target	LQ (US=1.00)	Local Hourly Median (US=1.00)	Relative to US
41-2011	Cashiers	1,666	20.6%	1.16	9.41	0.87
43-5081	Stock Clerks & Order Fillers	766	9.5%	0.87	11.10	0.90
35-2021	Food Preparation Workers	655	8.1%	2.29	8.55	0.75
41-4012	Sales Reps., Whls. & Mfg., Exc. Tech. & Scientific	346	4.3%	1.71	23.92	0.86
41-2031	Retail Salespersons	332	4.1%	0.89	10.28	0.88
41-1011	First-Line Supvsr., Retail Sales Workers	297	3.7%	0.91	17.86	0.97
53-7062	Laborers/Freight, Stock, & Material Movers, Hand	293	3.6%	1.23	12.01	0.88
45-3011	Fishers & Related Fishing Workers	190	2.4%	7.63	13.14	0.85
53-3032	Heavy & Tractor-Trailer Truck Drivers	124	1.5%	0.90	19.81	0.95
51-9111	Packaging & Filling Machine Workers	123	1.5%	0.52	14.00	0.97
53-3033	Light Truck or Delivery Services Drivers	121	1.5%	1.27	17.21	1.09
11-1021	General & Operations Managers	118	1.5%	0.94	45.43	0.94
51-9012	Separating, Filtering, & Precipitating Machine	116	1.4%	2.44	26.15	1.33
43-4051	Customer Service Representatives	110	1.4%	0.61	14.45	0.89
53-7064	Packers & Packers, Hand	108	1.3%	0.38	10.32	0.87
51-3021	Butchers & Meat Cutters	107	1.3%	0.67	14.86	0.98
43-1011	First-Line Supvsr., Office & Admin. Support	101	1.2%	1.03	22.96	0.86
51-3011	Bakers	99	1.2%	0.58	12.47	0.99
51-1011	First-Line Supvsr., Production & Operating Workers	98	1.2%	1.00	29.39	1.02
53-7051	Industrial Truck & Tractor Operators	85	1.1%	1.01	15.16	0.91
53-3031	Driver/Sales Workers	84	1.0%	0.60	12.17	1.02
45-3021	Hunters & Trappers	80	1.0%	7.80	13.88	0.85
43-9061	Office Clerks, General	69	0.9%	0.82	11.03	0.70
43-5071	Shipping, Receiving, & Traffic Clerks	69	0.9%	0.94	13.47	0.85
49-9071	Maintenance & Repair Workers, General	68	0.8%	1.13	16.89	0.92

LQs & RELATIVE EARNINGS

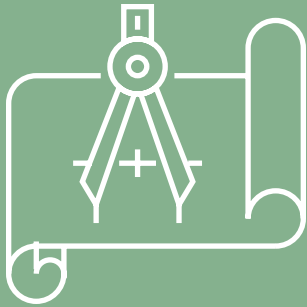
BELOW AVG

ABOVE AVG



Sources: US Bureau of Labor Statistics; Emsi 2020.2—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

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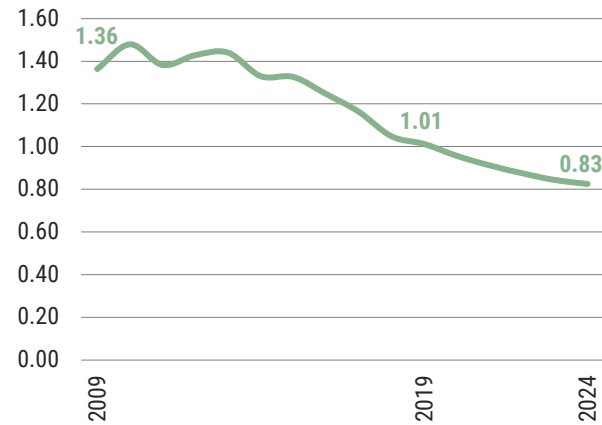
INDUSTRY TRENDS ENVIRONMENTAL & ENGINEERING SERVICES

TARGET SNAPSHOT

JEFFERSON PARISH	TOTAL	TARGET
2019 Establishments	14,226	423
2019 Employment	212,095	4,115
Net Change, 2009–2019	-6,197	-856
% Change, 2009–2019	-2.8%	-17.2%

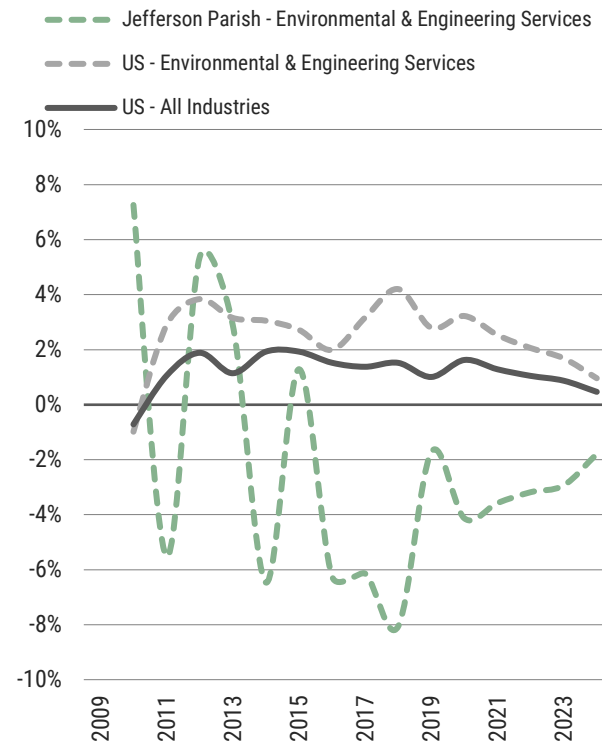
TARGET CONCENTRATION

LOCATION QUOTIENT TREND



TARGET GROWTH

ANNUAL % CHANGE IN EMPLOYMENT

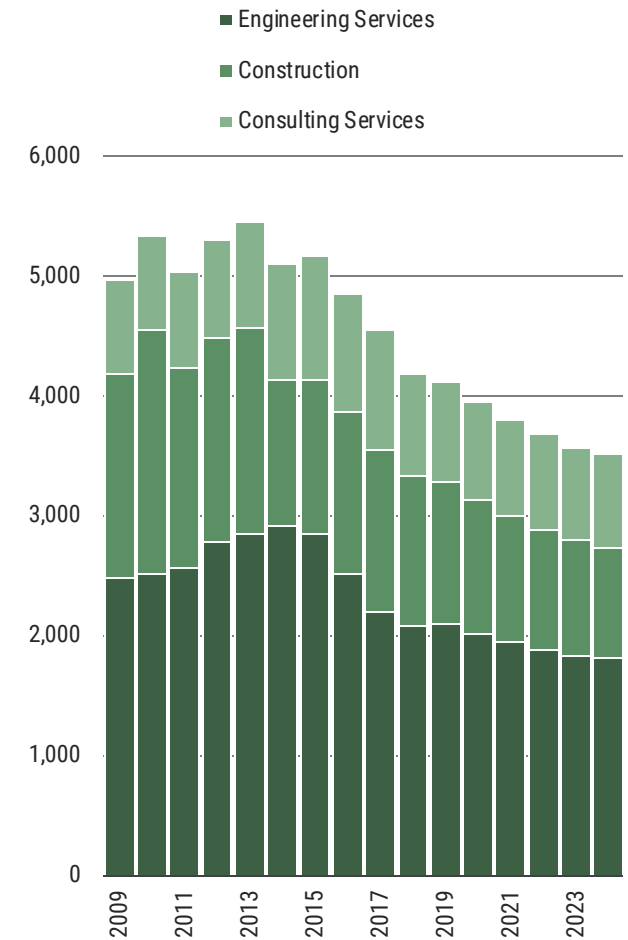


EMPLOYMENT OUTLOOK (MSA)

US OVERALL	TOTAL	TARGET
Net Change, 2019–2024	+8,935,945	+343,761
% Change, 2019–2024	+5.4%	+10.9%
JEFFERSON PARISH	TOTAL	TARGET
Net Change, 2019–2024	-936	-604
% Change, 2019–2024	-0.4%	-14.7%

TARGET COMPONENTS

ANNUAL EMPLOYMENT



TARGET STAFFING PROFILE

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
Code	Description	2019 Jobs	% of Target	LQ (US=1.00)	Local Hourly Median (US=1.00)	Relative to US
17-2051	Civil Engineers	257	6.2%	1.09	48.35	1.16
13-1111	Management Analysts	198	4.8%	0.56	34.34	0.85
47-2061	Construction Laborers	194	4.7%	1.03	15.15	0.92
17-2199	Engineers, All Other	122	3.0%	3.89	45.12	0.96
11-1021	General & Operations Managers	121	2.9%	0.96	45.43	0.94
43-6014	Secretaries/Admin. Asst., Exc. Legal, Med., & Exec.	103	2.5%	1.10	15.95	0.91
13-1199	Business Operations Specialists, All Other	102	2.5%	1.25	21.48	0.63
47-1011	First-Line Supvrs., Constr. Trades & Extraction	99	2.4%	1.21	28.25	0.93
43-9061	Office Clerks, General	88	2.1%	0.86	11.03	0.70
17-3011	Architectural & Civil Drafters	86	2.1%	1.69	27.72	1.05
47-2031	Carpenters	80	2.0%	1.41	18.89	0.91
43-6011	Exec. Secretaries/Admin. Assistants	78	1.9%	2.83	21.17	0.74
47-2073	Operating Eng. & Other Constr. Equip. Operators	71	1.7%	0.98	19.88	0.87
11-9199	Managers, All Other	70	1.7%	1.33	33.27	0.86
11-9021	Construction Managers	60	1.5%	1.05	36.53	0.97
17-2141	Mechanical Engineers	57	1.4%	0.75	46.40	1.10
17-1022	Surveyors	57	1.4%	2.20	26.33	0.88
17-3022	Civil Engineering Technicians	56	1.4%	1.29	22.71	0.90
17-3029	Engineering Techs., Except Drafters, All Other	54	1.3%	4.12	33.92	1.12
41-3099	Sales Reps., Services, All Other	51	1.2%	0.54	25.19	0.96
11-9041	Architectural & Engineering Mgrs.	51	1.2%	0.91	71.69	1.06
17-2071	Electrical Engineers	47	1.1%	0.85	45.54	0.98
43-3031	Bookkeeping, Accounting, & Auditing Clerks	46	1.1%	0.86	17.08	0.88
13-2011	Accountants & Auditors	45	1.1%	0.68	30.32	0.89
47-2152	Plumbers, Pipefitters, & Steamfitters	44	1.1%	2.14	24.50	0.97

LQs & RELATIVE EARNINGS

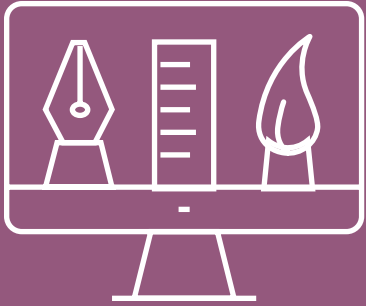
BELOW AVG

ABOVE AVG



Sources: US Bureau of Labor Statistics; Emsi 2020.2—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

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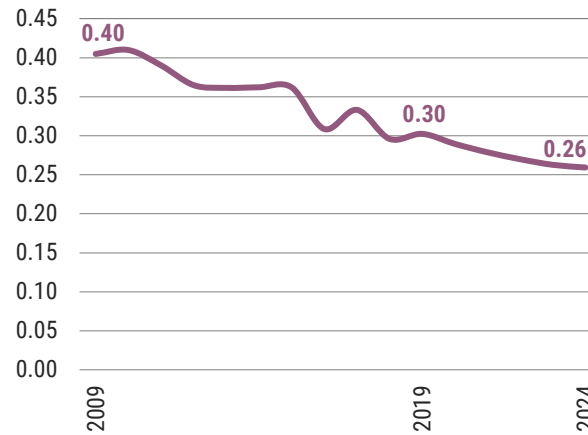
INDUSTRY TRENDS TECHNOLOGY & DESIGN

TARGET SNAPSHOT

JEFFERSON PARISH	TOTAL	TARGET
2019 Establishments	14,226	356
2019 Employment	212,095	1,818
Net Change, 2009–2019	-6,197	-260
% Change, 2009–2019	-2.8%	-12.5%

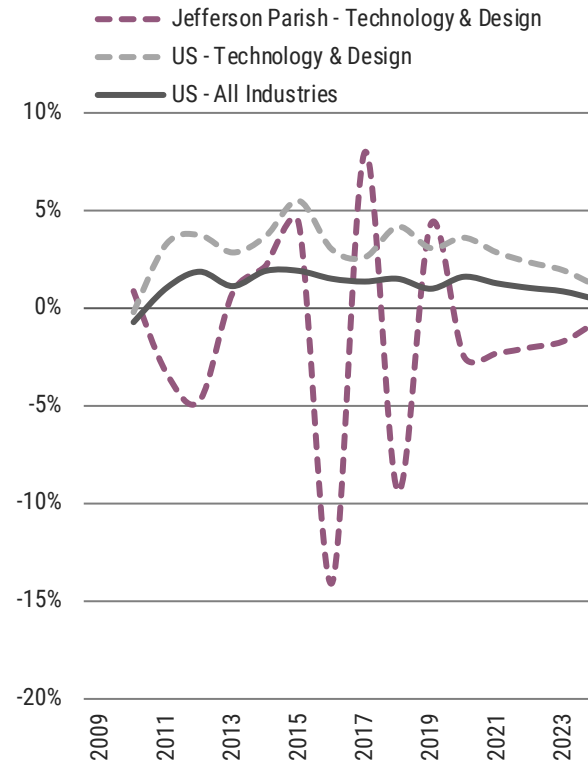
TARGET CONCENTRATION

LOCATION QUOTIENT TREND



TARGET GROWTH

ANNUAL % CHANGE IN EMPLOYMENT

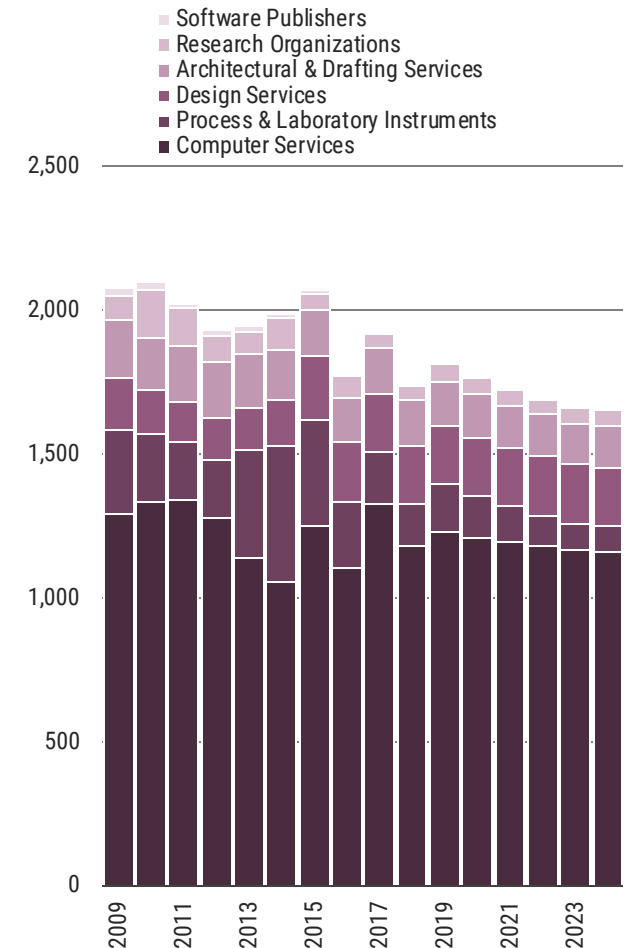


EMPLOYMENT OUTLOOK (MSA)

US OVERALL	TOTAL	TARGET
Net Change, 2019–2024	+8,935,945	+584,772
% Change, 2019–2024	+5.4%	+12.5%
JEFFERSON PARISH	TOTAL	TARGET
Net Change, 2019–2024	-936	-162
% Change, 2019–2024	-0.4%	-8.9%

TARGET COMPONENTS

ANNUAL EMPLOYMENT



TARGET STAFFING PROFILE

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
Code	Description	2019 Jobs	% of Target	LQ (US=1.00)	Local Hourly Median (US=1.00)	Relative to US
15-1199	Computer Occupations, All Other	100	5.5%	1.96	33.43	0.78
15-1131	Computer Programmers	83	4.5%	1.51	31.17	0.78
15-1132	Software Developers, Applications	80	4.4%	0.40	34.48	0.69
41-3099	Sales Reps., Services, All Other	66	3.7%	1.21	25.19	0.96
15-1151	Computer User Support Specialists	65	3.6%	0.78	20.89	0.85
15-1121	Computer Systems Analysts	65	3.5%	0.70	33.73	0.79
27-1024	Graphic Designers	58	3.2%	1.66	21.01	0.89
11-1021	General & Operations Managers	52	2.9%	1.14	45.43	0.94
11-9199	Managers, All Other	51	2.8%	2.13	33.27	0.86
43-4051	Customer Service Representatives	43	2.4%	1.09	14.45	0.89
11-3021	Computer & Info. Systems Managers	42	2.3%	0.77	51.89	0.76
13-1199	Business Operations Specialists, All Other	41	2.3%	1.48	21.48	0.63
15-1133	Software Developers, Systems Software	41	2.2%	0.52	34.14	0.65
15-1134	Web Developers	40	2.2%	1.49	25.59	0.82
15-1142	Network & Computer Systems Admin.	37	2.1%	1.01	30.87	0.78
17-1011	Architects, Except Landscape & Naval	35	1.9%	1.22	35.66	0.96
43-6011	Exec. Secretaries/Admin. Assistants	30	1.6%	2.61	21.17	0.74
27-1029	Designers, All Other	29	1.6%	2.43	32.55	1.45
43-9061	Office Clerks, General	29	1.6%	1.05	11.03	0.70
17-2199	Engineers, All Other	26	1.4%	3.08	45.12	0.96
41-4011	Sales Reps., Whls. & Mfg., Tech. & Scientific	25	1.4%	0.92	30.94	0.81
15-1152	Computer Network Support Specialists	24	1.3%	1.25	27.42	0.91
13-1111	Management Analysts	24	1.3%	0.87	34.34	0.85
43-6014	Secretaries/Admin. Asst., Exc. Legal, Med., & Exec.	23	1.2%	1.04	15.95	0.91
43-1011	First-Line Supvsr., Office & Admin. Support	21	1.2%	1.66	22.96	0.86

LQs & RELATIVE EARNINGS

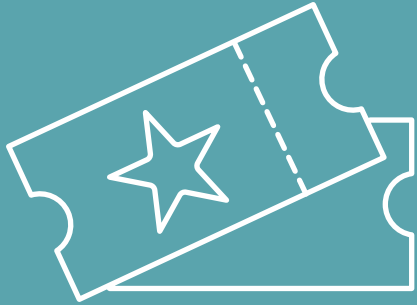
BELOW AVG

ABOVE AVG



Sources: US Bureau of Labor Statistics; Emsi 2020.2—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

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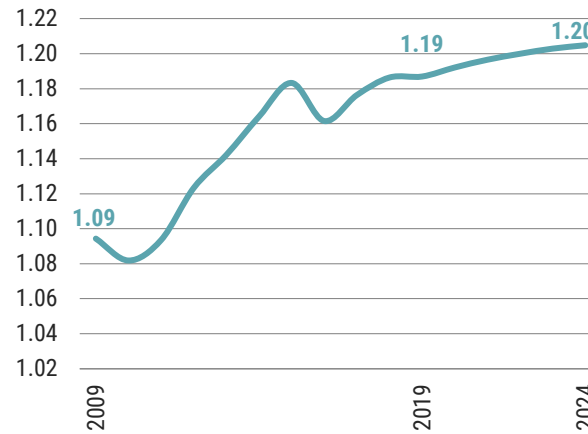
INDUSTRY TRENDS HOSPITALITY & ENTERTAINMENT

TARGET SNAPSHOT

JEFFERSON PARISH	TOTAL	TARGET
2019 Establishments	14,226	1,787
2019 Employment	212,095	29,371
Net Change, 2009–2019	-6,197	+3,025
% Change, 2009–2019	-2.8%	+11.5%

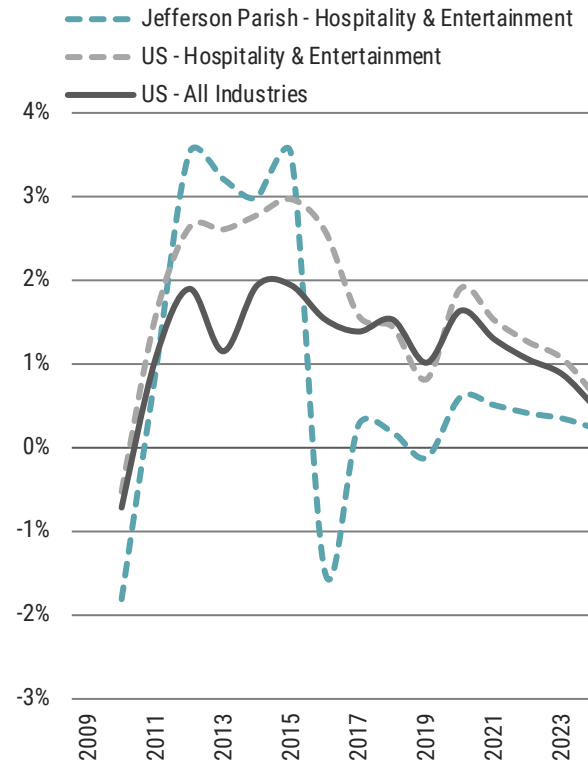
TARGET CONCENTRATION

LOCATION QUOTIENT TREND



TARGET GROWTH

ANNUAL % CHANGE IN EMPLOYMENT

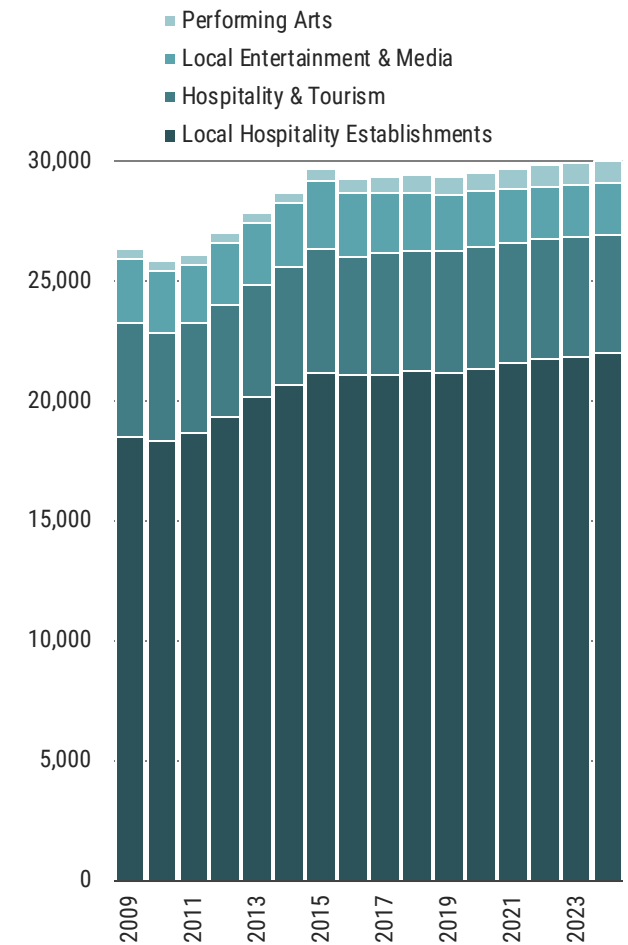


EMPLOYMENT OUTLOOK (MSA)

US OVERALL	TOTAL	TARGET
Net Change, 2019–2024	+8,935,945	+1,251,878
% Change, 2019–2024	+5.4%	+6.5%
JEFFERSON PARISH	TOTAL	TARGET
Net Change, 2019–2024	-936	+616
% Change, 2019–2024	-0.4%	+2.1%

TARGET COMPONENTS

ANNUAL EMPLOYMENT



TARGET STAFFING PROFILE

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
Code	Description	2019 Jobs	% of Target	LQ (US=1.00)	Local Hourly Median (US=1.00)	Relative to US
35-3031	Waiters & Waitresses	3,758	12.8%	0.99	8.10	0.77
35-3021	Combined Food Prep. & Servers, Incl. Fast Food	3,168	10.8%	0.63	8.98	0.88
35-2021	Food Preparation Workers	2,507	8.5%	3.34	8.55	0.75
35-2014	Cooks, Restaurant	2,249	7.7%	1.10	9.64	0.76
41-2011	Cashiers	1,657	5.6%	2.00	9.41	0.87
35-1012	First-Line Supvrs., Food Prep. & Servers	1,607	5.5%	1.24	14.54	0.93
41-2031	Retail Salespersons	1,205	4.1%	1.28	10.28	0.88
35-3011	Bartenders	804	2.7%	0.92	8.22	0.76
35-9021	Dishwashers	635	2.2%	0.91	8.37	0.77
37-2012	Maids & Housekeepers	619	2.1%	0.82	9.57	0.84
35-9031	Hosts & Hostesses	611	2.1%	0.98	8.30	0.78
35-9011	Attendants & Bartender Helpers	565	1.9%	0.89	8.35	0.78
35-3022	Counter Attendants, Cafeteria, & Concession	494	1.7%	0.87	8.44	0.79
35-2015	Cooks, Short Order	472	1.6%	2.25	9.75	0.85
11-1021	General & Operations Managers	321	1.1%	1.02	45.43	0.94
39-3011	Gaming Dealers	304	1.0%	2.83	11.82	1.22
11-9051	Food Service Managers	303	1.0%	0.78	25.98	1.09
49-9071	Maintenance & Repair Workers, General	268	0.9%	1.04	16.89	0.92
39-9031	Fitness Trainers & Aerobics Instructors	267	0.9%	0.67	14.87	0.79
53-3031	Driver/Sales Workers	264	0.9%	0.81	12.17	1.02
35-2011	Cooks, Fast Food	261	0.9%	0.36	9.79	0.91
41-1011	First-Line Supvrs., Retail Sales Workers	242	0.8%	1.17	17.86	0.97
33-9032	Security Guards	237	0.8%	1.35	13.03	0.95
35-1011	Chefs & Head Cooks	220	0.8%	1.17	17.85	0.80
41-3099	Sales Reps., Services, All Other	213	0.7%	0.88	25.19	0.96

LQs & RELATIVE EARNINGS

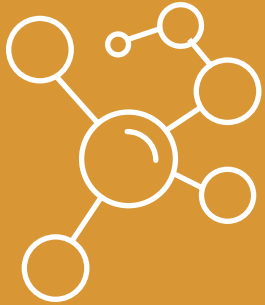
BELOW AVG

ABOVE AVG



Sources: US Bureau of Labor Statistics; Emsi 2020.2—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

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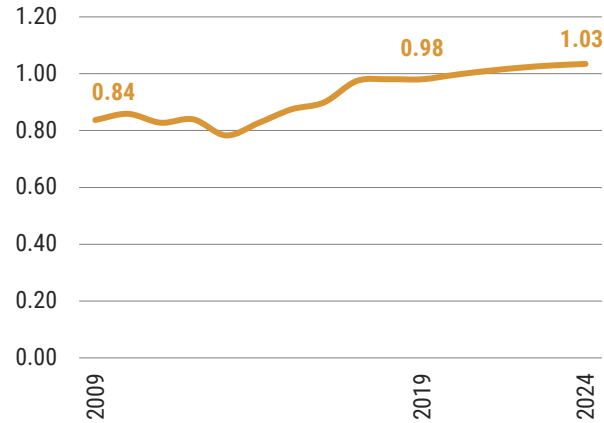
INDUSTRY TRENDS CHEMICAL MANUFACTURING

TARGET SNAPSHOT

JEFFERSON PARISH	TOTAL	TARGET
2019 Establishments	14,226	59
2019 Employment	212,095	2,972
Net Change, 2009-2019	-6,197	+294
% Change, 2009-2019	-2.8%	+11.0%

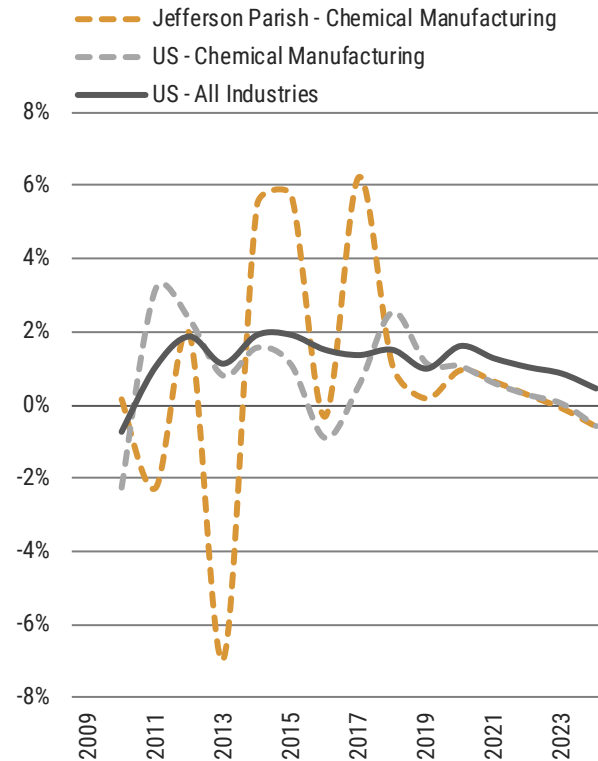
TARGET CONCENTRATION

LOCATION QUOTIENT TREND



TARGET GROWTH

ANNUAL % CHANGE IN EMPLOYMENT



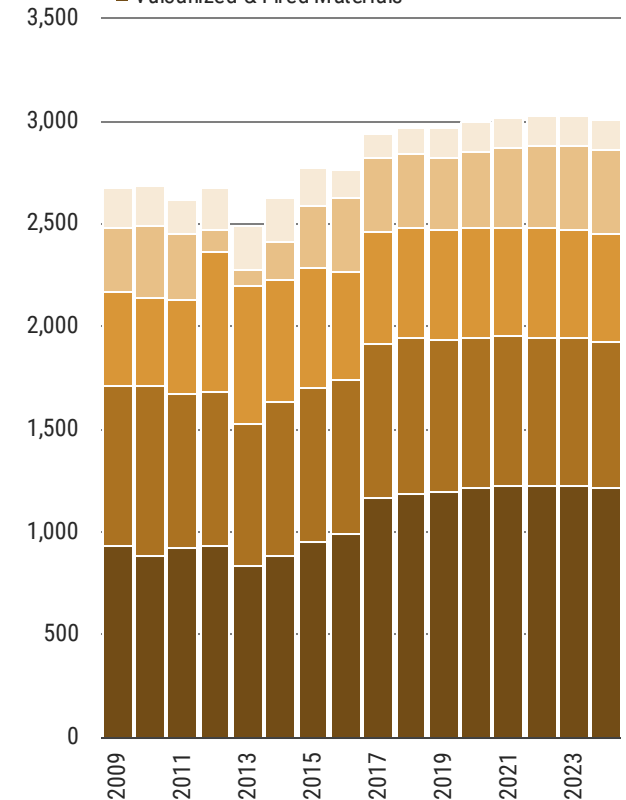
EMPLOYMENT OUTLOOK (MSA)

US OVERALL	TOTAL	TARGET
Net Change, 2019-2024	+8,935,945	+35,672
% Change, 2019-2024	+5.4%	+1.5%
JEFFERSON PARISH	TOTAL	TARGET
Net Change, 2019-2024	-936	+34
% Change, 2019-2024	-0.4%	+1.1%

TARGET COMPONENTS

ANNUAL EMPLOYMENT

- Downstream Chemical Products
- Upstream Chemical Products
- Plastics
- Production Technology & Heavy Machinery
- Vulcanized & Fired Materials



TARGET STAFFING PROFILE

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
Code	Description	2019 Jobs	% of Target	LQ (US=1.00)	Local Hourly Median (US=1.00)	Relative to US
51-8091	Chemical Plant & System Operators	157	5.3%	6.19	32.69	1.10
51-9061	Inspectors, Testers, Sorters, Samplers, & Weighers	155	5.3%	1.80	21.42	1.16
51-1011	First-Line Supvrs., Production & Operating Workers	154	5.2%	1.28	29.39	1.02
51-2098	Assemblers & Fabricators, All Other	116	3.9%	0.46	13.81	0.91
51-9041	Extruding, Forming, & Compacting Machine	106	3.6%	2.23	16.00	0.95
53-7062	Laborers/Freight, Stock, & Material Movers, Hand	99	3.4%	1.29	12.01	0.88
41-4012	Sales Reps., Whls. & Mfg., Exc. Tech. & Scientific	98	3.3%	1.36	23.92	0.86
51-4121	Welders, Cutters, Solderers, & Brazers	98	3.3%	1.20	23.94	1.21
51-9199	Production Workers, All Other	96	3.3%	3.30	16.74	1.16
49-9041	Industrial Machinery Mechanics	88	3.0%	1.48	25.73	1.02
49-9071	Maintenance & Repair Workers, General	79	2.7%	1.49	16.89	0.92
11-1021	General & Operations Managers	61	2.1%	1.15	45.43	0.94
43-5071	Shipping, Receiving, & Traffic Clerks	59	2.0%	1.05	13.47	0.85
49-9043	Maintenance Workers, Machinery	59	2.0%	3.96	24.20	1.07
51-4041	Machinists	54	1.8%	0.67	20.95	1.00
19-4031	Chemical Technicians	52	1.8%	2.52	28.67	1.24
17-2041	Chemical Engineers	50	1.7%	3.40	44.78	0.89
17-2199	Engineers, All Other	49	1.7%	4.69	45.12	0.96
17-2112	Industrial Engineers	47	1.6%	0.92	48.21	1.15
51-9198	Helpers--Production Workers	46	1.6%	1.34	13.09	0.98
11-3051	Industrial Production Managers	43	1.5%	1.09	52.47	1.06
51-9023	Mixing & Blending Machine Workers	36	1.2%	0.66	37.77	2.11
17-3029	Engineering Techs., Except Drafters, All Other	31	1.1%	4.26	33.92	1.12
43-9061	Office Clerks, General	30	1.0%	0.92	11.03	0.70
53-7051	Industrial Truck & Tractor Operators	30	1.0%	0.89	15.16	0.91

LQs & RELATIVE EARNINGS

BELOW AVG

ABOVE AVG



Sources: US Bureau of Labor Statistics; Emsi 2020.2—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

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APPENDIX A. STAKEHOLDER INPUT



TIP conducted an extensive stakeholder outreach effort as part of the planning process. In addition to facilitating a series of roundtable discussions, TIP worked with JEDCO to prepare and administer an online survey in an effort to expand participation in the process.

LIST OF STAKEHOLDER ROUNDTABLES

INITIAL MEETINGS (JULY 13–17, 2020)

- Steering Committee kickoff meeting
- Elected officials
- JEDCO staff
- Jefferson Parish directors/chief administrative assistants
- Economic development and regional partners
- Jefferson Community Foundation Racial Equity and Reconciliation Committee
- Entrepreneurs and startups
- Workforce development and higher education
- HR and staffing
- JeffTech Alliance
- Food, beverage, and seafood
- Manufacturing, logistics, and industrial
- Healthcare (LCMC)
- Environmental management
- Real estate development
- Private lending institutions
- Young professionals
- EDGE investors

ADDITIONAL MEETINGS (AUGUST 11–13, 2020)

- Jefferson Community Foundation Racial Equity and Reconciliation Committee (2nd meeting)
- Hospitality
- Early childhood education (Beary Cherry Tree)
- Greater New Orleans, Inc.
- Delgado Community College

- Healthcare (Ochsner)
- Healthcare (Peoples Health)
- Jefferson Workforce Connection
- Public transit
- Design Center New Orleans
- Louisiana Economic Development (LED)
- Louisiana Stadium and Exposition District (LSED)
- Steering Committee (2nd meeting)

ADDITIONAL MEETINGS (SEPTEMBER 23–24, 2020)

- Steering Committee, Opportunity Workshop (3rd meeting)
- JEDCO Board meeting (Executive Committee, with full board invited)
- Industrial and chemical processing

ADDITIONAL MEETINGS (OCTOBER 15, 2020)

Churchill Park Implementation Team

ADDITIONAL MEETINGS (NOVEMBER 10, 2020)

Steering Committee (4th meeting)

OPPORTUNITIES, CHALLENGES, AND PRIORITY DEVELOPMENT AREAS

Using Mentimeter live polling software, roundtable participants in some of the larger meetings were asked to provide input on opportunities, challenges, and priority development areas. Questions and responses from these roundtable meetings follow. Responses are shown verbatim and may contain errors.

WHICH CHALLENGES FACING JEFFERSON PARISH'S FUTURE WORRY YOU THE MOST?

- Access to a trained workforce
- Training for workforce.
- Young people graduating from universities and not staying home for lack of job opportunities.

- COVID recovery and business loss
- Aging population
- Jobs available for young grads
- Improved K-12 education
- Impact of reduced economic activity in New Orleans will adversely affect Jefferson loss of hospitality workforce (restaurants, attractions/hotels) as COVID-19 restricts and, in some cases, closes businesses
- Avondale
- The redevelopment project at Elmwood/old Kmart

WHICH OPPORTUNITIES TO ENHANCE JEFFERSON PARISH'S FUTURE PROSPERITY EXCITE YOU THE MOST?

- Opportunity Zone investments
- Housing revitalization focus of Parish leaders
- Improvement to K-12 education
- Redevelopment of Avondale marine
- Avondale Elmwood new live/work/play development
- Redevelop the area around Jefferson Performing Arts Center on Airline
- Bucktown lake rehabilitation
- Improved education for K-12
- Build on the bikes paths located on both Eastbank and Westbank
- Ochsner main campus expansion.
- Light rail

WHICH AREAS HAVE THE GREATEST ECONOMIC POTENTIAL IN THE NEXT 5 TO 10 YEARS?

- Elmwood
- Jefferson Highway corridor
- Fat City
- Areas in Kenner near the airport
- Fairfield (including Churchill Park)
- Avondale
- Downtown Gretna
- Harvey Canal

STAKEHOLDER AND EMPLOYER SURVEY

As part of the strategic planning process, TIP Strategies conducted an online survey of employers and economic development stakeholders in Jefferson Parish. The survey was open from August 19, 2020, through August 31, 2020, and drew 244 respondents. The survey instrument included 12 core questions about stakeholder and employer characteristics, their perceptions about the region's challenges, and their vision for its future. An additional five questions were directed at a subset of respondents who held direct hiring and personnel management responsibilities. Those questions were focused on occupations and skills in which regional employers faced unique hiring challenges. All responses were confidential.

RESPONDENT CHARACTERISTICS

Survey responses were geographically dispersed across Jefferson Parish ZIP Codes by place of residence as well as place of work. Respondents represented a wide range of business activities, led by professional services with 16 percent of the total. Four of every five respondents indicated some level of responsibility for hiring, and three of every five held a managerial or ownership position. The only descriptive question where responses appeared skewed was with regard to age. Baby Boomers, the youngest of whom turn 56 in 2020, represented nearly half of all respondents, almost as many respondents as prime working-age groups like Generation X and Millennials combined. Though not designed to be a scientific sample, the pool of respondents was nevertheless an adequate representation of the Parish's stakeholders, even if a bit skewed by age.

KEY FINDINGS

Question-by-question survey results were provided in an interactive data visualization using Tableau Reader. Highlights from these results, provided below, helped to inform the strategic plan .

NO JOB POSTINGS AT THIS TIME. CHECK WITH US LATER.

More than three-quarters of respondents (77 percent) anticipated adding no new employees over the next six months. This response was consistent across industries. Of those respondents who did anticipate adding workers, most indicated it would be fewer than five new positions. Even more troubling, most respondents expected this lackluster hiring environment to persist over the next two to three years. In only one industry (professional services) did respondents expect a net positive hiring environment over the

coming years, and it was by a thin margin, with 20 percent expecting a faster pace for hiring versus 17 percent anticipating a slower pace (the remainder expected no change).

ARE WE COMPETITIVE? DEPENDS ON WHO YOU ASK.

Stakeholder views on competitiveness were generally positive, with 40 percent of overall respondents seeing Jefferson Parish's competitiveness as better than average compared with just 19 percent who viewed it as below average. This upbeat outlook was largely consistent across most segments of survey respondents, though two categories with negative views were notable. Millennials were much less positive about the Parish's competitiveness than were their older colleagues, with 44 percent in this age cohort viewing competitiveness negatively versus only 20 percent seeing it positively. The other segment of respondents that stood out was the IT sector. Some 43 percent of respondents who worked in this sector found Jefferson Parish's competitiveness below average compared with 21 percent who saw it as above average. The views of both segments—Millennials and IT workers—deserve attention; Millennials because they represent the Parish's future leadership and the IT industry because it is one of JEDCO's target sectors.

LOTS OF PRIORITIES, LOTS OF WORK TO BE DONE.

Stakeholders were invited to evaluate 11 issues that Jefferson Parish faces and score their importance on a scale of one (lowest) to five (highest). Attracting a skilled and educated workforce topped the list of 11 issues with an average score of 4.2. Overall scores for the other 10 issues were all above average, with encouraging diversity, equity, and inclusion (DEI) receiving the lowest average score of 3.3. Given the events of the summer of 2020, one might have expected DEI to be given a higher place among the priorities. But that would not be the best takeaway. To be clear, JEDCO's stakeholders scored all 11 issues as above average in importance. Individual placement in this list, therefore, is not the underlying message. Rather, the takeaway is that stakeholders placed a high priority on a wide range of issues, including DEI, and thus a high level of expectation on JEDCO's performance on all of these 11 issues.

WHAT'S HOLDING US BACK? WE MAY HAVE CONSENSUS HERE.

When asked what is holding Jefferson Parish back, stakeholders cited a range of issues, including all the usual topics that show up in every survey of every community: taxes, crime and safety, government, politics, and traffic. But Jefferson Parish's stakeholders were adamant about one issue more

than any other. Consensus emerged among the respondents that education and schools are the Parish's primary obstacles to success. Nearly three times as many respondents identified education or schools as the main barrier than those who selected COVID-19, which was tied for second among the responses.

APPENDIX B. INDUSTRY RESOURCES

HEALTHCARE INNOVATION

TRADE ASSOCIATIONS

American Hospital Association (AHA)
www.aha.org

American Health Care Association (AHCA)
www.ahcancal.org

Louisiana State Medical Society (LSMS)
lsms.org

Louisiana Hospital Association (LHA)
www.lhaonline.org

Louisiana Association of Health Plans (LAHP)
lahp.net

Louisiana Nursing Home Association (LNHA)
www.lnha.org

HomeCare Association of Louisiana (HCLA)
www.hclanet.org

Louisiana Assisted Living Association (LALA)
www.lalaonline.org

Louisiana-Mississippi Hospice and Palliative Care Organization (LMHPCO)
www.lmhpc.org

Louisiana Alliance for Patient Safety Patient Safety Organization (LAPS PSO)
lapsps.org

Louisiana Surgical Quality Collaborative (LaSQC)
lha.imiscloud.com/LaSQC

Louisiana Rural Health Association (LRHA)
lrha27.wildapricot.org

RELEVANT CONFERENCES / EVENTS

71st AHCA/NCAL Convention & Expo
 October 8–31, 2020 | Virtual
www.eventscribe.com/2020/AHCANCAL

TOGETHER: LALA/LA-GS Virtual Joint Conference
 October 14–15, 2020 | Virtual
www.lalaonline.org/events/EventDetails.aspx

2020 Virtual Bereavement Facilitator Seminar
 October 29, 2020 | Virtual
www.mhha.org/2021-exhibitorsponsors

Southwest Homecare & Hospice Virtual Conference
 November 18–19, 2020 | Virtual
www.hclanet.org/events/exhibitors-sponsors

2020 LAHP and MAHP Annual Meeting and Conference
 December 3, 2020 | New Orleans, Louisiana
lahp.net/annual-meeting-and-conference-information

LHA's Winter Healthcare Leadership Symposium
 January 19–20, 2021 | Baton Rouge, Louisiana
www.lhaonline.org/page/575

LSMS House of Delegates
 January 21-23, 2021 | Baton Rouge, Louisiana
lsms.org/events/event_list.asp

Life Fest 2021
 July 23–25, 2021 | New Orleans, Louisiana
www.eventbrite.com/e/life-fest-2021-new-orleans-new-date-tickets-60829331167

TRADE PUBLICATIONS

The American Journal of Medicine
www.amjmed.com

CapsulesQW
lsms.org/page/QWnewsletter

Healthcare Journal of New Orleans
healthcarejournalno.com

Healthcare: The Journal of Delivery Science and Innovation
www.journals.elsevier.com/healthcare-the-journal-of-delivery-science-and-innovation

Journal of Biopharmaceutical Statistics
www.tandfonline.com/toc/lbps20/current

Journal of Hospital Management and Health Policy
jhmhp.amegroups.com

Journal of the Louisiana-Mississippi Hospice & Palliative Care Organization
www.lmhpc.org

Journal of the Louisiana State Medical Society
lsms.org/page/JLSMS

Lagniappe
www.lnha.org/lagniappe

Louisiana Hospital Inform
www.lahospitalinform.org

Note: All events were correct at the time of this report's publication. Due to COVID-19, all events are subject to postponement or cancellation.

SUPPLY CHAIN INFRASTRUCTURE

TRADE ASSOCIATIONS

Association of American Railroads

www.aar.org

Association for Supply Chain Management (ASCM)

www.ascm.org

Intermodal Association of North America (IANA)

www.intermodal.org

Logistics & Transportation Association of North America (LTNA)

www.ltna.org

Louisiana Good Roads & Transportation Association

louisianagoodroads.org

Louisiana Motor Transport Association (LMTA)

www.lmta.la

Shipbuilders Council of America (SCA)

shipbuilders.org

The Southern Association of Wholesale Distributors

the-southern.org

South West Transit Association (SWTA)

www.swta.org

Traffic and Transportation Club of Greater New Orleans

trafficclubnola.com

RELEVANT CONFERENCES / EVENTS

LTNA 2020 Annual Conference

October 10-12, 2021 | Austin, Texas

www.ltna.org/2021-annual-conference.html

2020 SCA Virtual Fall Membership Meeting

October 8, 2020 | Virtual

shipbuilders.org/events

Virtual NextGen Supply Chain Conference

November 10-12, 2020 | Virtual

www.nextgensupplychainconference.com

Best of the Best S&OP Conference

December 3-4, 2020 | Chicago, Illinois

ibf.org/events/chicago2020

Supply Chain Summit

December 15, 2020 | Virtual

live.freightwaves.com/supply-chain-summit

The Southern's 98th Annual Meeting

June 15-18, 2021 | Point Clear, Alabama

the-southern.org/annual-meeting

IANA Intermodal EXPO

September 12-14, 2021 | Long Beach, California

www.intermodalexpo.com

TRADE PUBLICATIONS

American Shipper

www.freightwaves.com/american-shipper

Intermodal Insights Magazine

www.intermodal.org/education/intermodal-insights-archives

International Journal of Shipping and Transport Logistics

www.inderscienceonline.com/loi/ijstl

Journal of Commerce

www.joc.com

Logistics Management

www.logisticsmgmt.com

Open Road

www.lmta.la/Publications/OpenRoad.aspx

SCM Now Magazine

www.ascm.org/scm-now

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CULINARY SPECIALTIES

TRADE ASSOCIATIONS

Agricultural & Applied Economics Association (AAEA)

www.aaea.org

Council for Agricultural Science and Technology (CAST)

www.cast-science.org

Food Processing Suppliers Association (FPSA)

www.fpsa.org

Gulf Coast Seafood Alliance

www.gulfseafood.org

Institute of Food Technologists (IFT)

www.ift.org

Louisiana Beverage Association

www.labev.org

National Coalition for Fishing Communities

fisheriescoalition.org

National Fisheries Institute

www.aboutseafood.com

Southern Shrimp Alliance (SSA)

www.shrimppalliance.com

RELEVANT CONFERENCES / EVENTS

FPSA 2021 Annual Conference

March 2–4, 2021 | Indian Wells, California

www.fpsa.org/annual-conference

Commodity Classic, An AEM Collaboration

March 4–6, 2021 | San Antonio, Texas

www.aem.org/events/trade-shows/commodity-classic-an-aem-collaboration

Supply Chain Summit & Showcase 2021

April 7–9, 2021 | Kansas City, Missouri

www.farmerquip.org/meetings/spring/2020

2021 Global Seafood Market Conference

May 23–28, 2021 | Coronado, California

www.aboutseafood.com/event/2019-global-seafood-market-conference-gsmc

PROCESS EXPO 2021

October 12–15, 2021 | Chicago, Illinois

www.myprocessexpo.com

CONEXPO-CONAG

March 14–18, 2023 | Las Vegas, Nevada

www.conexpoconagg.com

TRADE PUBLICATIONS

Ag Innovator

www.farmerquip.org/publications/ag-innovator

The American Journal of Agricultural Economics

www.aaea.org/publications/ajae

Choices

www.aaea.org/publications/choices-magazine

Food Processing

www.foodprocessing.com

Food Technology

ift.org/news-and-publications/food-technology-magazine

IFTNext

www.ift.org/iftnext

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ENVIRONMENTAL & ENGINEERING SERVICES

TRADE ASSOCIATIONS

Alliance to Save Energy

www.ase.org

American Council for Construction Education (ACCE)

www.acce-hq.org

American Institute of Constructors

www.aicnet.org

American Society of Civil Engineers (ASCE)

www.asce.org

American Society of Landscape Architects (ASLA)

www.asla.org

Associated Builders and Contractors New Orleans/
Bayou

www.abcbayou.com

Louisiana Associated General Contractors (LAGC)

www.lagc.org

Louisiana Engineering Society (LES)

www.les-state.org

National Center for Preservation Technology and
Training (NCPTT)

www.ncptt.nps.gov

Solid Waste Association of North America (SWANA)

swana.org

Southeastern Universities Research Association (SURA)

www6.sura.org

US Renewable Energy Association

www.usrea.org

RELEVANT CONFERENCES / EVENTS

ASCE 2020 Virtual Convention

October 28-30, 2020 | Virtual

convention.asce.org

25th Joint Engineers Society Conference

January 13-14, 2021 | Lafayette, Louisiana

www.les-state.org/event/25th-jesc-conference-and-honors-awards-spring-meeting-lafayette-la

ACCE 2021 Midyear Conference

February, 2021 | Irving, Texas

www.acce-hq.org/events

LAGC 2021 Summer Conference

July 7-11, 2021 | Destin, Florida

www.lagc.org/summer-conference-2020.html

International Conference on Sustainable Infrastructure
2021

December 2-4, 2021 | Houston, Texas

www.asce.org/templates/conferences-events-event-detail.aspx?id=34018

ASLA Conference

October 2-5, 2020 | Miami Beach, Florida

www.asla.org/conference.aspx

PowerGen International

March 30–April 1, 2021 | Orlando, Florida

www.powergen.com

SOAR (Sustainability, Operations, Action, Resources-
Technical Solutions for Resource Management)

April 12–15, 2021 | Kansas City, Missouri

annualmeeting.fmanet.org

TRADE PUBLICATIONS

Constructor

www.constructormagazine.com

Environmental Technology and Innovation

www.journals.elsevier.com/environmental-technology-and-innovation

Journal of Construction Engineering and Management

ascelibrary.org/journal/jcemd4

Journal of Sustainable Water in the Built Environment

ascelibrary.org/journal/jswbay

Journal of Water Resources Planning and Management

ascelibrary.org/journal/jwrmd5

*Journal of Waterway, Port, Coastal, and Ocean
Engineering*

ascelibrary.org/journal/jwped5

Landscape Architecture Magazine

landscapearchitecturemagazine.org

Louisiana Engineer & Surveyor Journal

www.les-state.org/la-engineer-and-surveyor-journal

Renewable Energy World

www.renewableenergyworld.com

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HOSPITALITY & ENTERTAINMENT

TRADE ASSOCIATIONS

American Hotel & Lodging Association (AHLA)
www.ahla.com

Greater New Orleans Hotel & Lodging Association (GNOHLA)
www.gnohla.com

Greater New Orleans Sports Foundation (GNOSF)
www.gnosports.com

Louisiana Association of Fairs & Festivals (LAFF)
www.laffnet.org

Louisiana Casino Association (LCA)
casinosofla.com

Louisiana Film & Entertainment Association (LFEA)
www.lfea.org

Louisiana Hospitality Foundation
www.louisianahospitalityfoundation.org

Louisiana Restaurant Association (LRA)
www.lra.org

Louisiana Trail Riders Association
racedriven.com/post-pages/enduro-racing/louisiana-trail-riders-association

Louisiana Travel Association
louisianatravelassociation.org

National Auto Sport Association NOLA Region
www.nasapracing.com/regions/29

National Restaurant Association
www.restaurant.org

Tour Guide Association of Greater New Orleans, Inc. (TGAGNOI)
www.tourguidesnola.org

RELEVANT CONFERENCES / EVENTS

Global Gaming Expo (G2E)
 October 27–28, 2020 | Virtual
www.globalgamingexpo.com

Lt. Governor's Travel Summit 2020
 November 10–12, 2020 | Lake Charles, Louisiana
louisianatravelassociation.org/meetings-events/lt-governors-travel-summit

vTRES
 November 17–19, 2020 | Virtual
ntatravelexchange.com

Louisiana Tourism Leadership Academy
 December 8–9, 2020 | Lafayette, Louisiana
louisianatravelassociation.org/event/ltla-10

Southern Gaming Summit 2021
 March 2–4, 2021 | Biloxi, Mississippi
www.gamingmeets.com/event/southern-gaming-summit-2020-postponed-to-2021

LRA Showcase 2021
 August 7–8, 2021 | New Orleans, Louisiana
www.lra.org/about.html

TRADE PUBLICATIONS

Gambit
<https://www.nola.com/gambit>

Journal of Hospitality & Tourism Research
journals.sagepub.com/home/jht

Journal of Outdoor Recreation and Tourism
www.journals.elsevier.com/journal-of-outdoor-recreation-and-tourism

Lodging
lodgingmagazine.com

Louisiana Fishing & Outdoor Adventures
louisianatravelassociation.org/promote/outdoor-adventures

Louisiana Life
www.myneworleans.com/Louisiana-Life

Louisiana Travel Pulse
www.crt.state.la.us/tourism/newsletter

LTA's Food & Travel Magazine
<https://louisianatravelassociation.org/food-travel-magazine>

Restaurant Hospitality
www.restaurant-hospitality.com

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TECHNOLOGY & DESIGN

TRADE ASSOCIATIONS

American Institute of Architects Louisiana (AIALA)

aiala.com

CompTIA

www.comptia.org

Louisiana Architecture Foundation (LAF)

www.louisianaarchitecture.org

Louisiana Association of Business and Industry (LABI)

labi.org

Louisiana Business Incubation Association

www.louisianaincubation.org

Louisiana Industrial Development Executives Association (LIDEA)

www.lidea.org

Louisiana Internet Software & Technology Association (LISTA)

www.listainc.org

National Center for Preservation Technology and Training

www.ncptt.nps.gov

Software and Information Industry Association (SIIA)

www.sii.net

RELEVANT CONFERENCES / EVENTS

AIA LA 2020 Conference on Architecture

September 23–25, 2020 | Virtual

www.msae.org/ORGPRO1

Ingram Micro ONE

November 4–5, 2020 | Virtual

imagine.next.ingrammicro.com/one

ARCHITECT Connections

November 4-6, 2020 | Virtual

www.architectconnections2020.com

ChannelPro SMB Forum 2020

November 5, 2020 | Virtual

events.channelpronetwork.com/channelpro-smb-forum-2020-november

Business Information & Media (BIMS) Summit 2020

December 2-4, 2020 | Virtual

www.sii.net/bims

NolaCon 2021

May 21-23, 2021 | New Orleans, Louisiana

www.eventbrite.com/e/nolacon-2021-tickets-111194682288

TRADE PUBLICATIONS

ARCHITECT

www.architectmagazine.com

ChannelPro

www.channelpronetwork.com

CompTIA World

www.comptia.org/resources/comptiaworld-magazine

Dwell

www.dwell.com

International Journal of Design

www.ijdesign.org

The International Journal of Higher Education Research

www.springer.com/journal/10734

Journal of Engineering, Design, and Technology

www.emeraldgroupublishing.com/journal/jedt

Louisiana Economic Quarterly

www.opportunitylouisiana.com/led-news/economic-quarterly

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CHEMICAL MANUFACTURING

TRADE ASSOCIATIONS

American Chemical Society (ACS)

www.acs.org

American Chemistry Council (ACC)

www.americanchemistry.com

American Institute of Chemical Engineers (AIChE)

www.aiche.org

Association of Equipment Manufacturers (AEM)

www.aem.org

Fabricators & Manufacturers Association, International (FMA)

www.fmamfg.org

Heavy Duty Manufacturers Association (HDMA)

www.hdma.org

Louisiana Chemistry Association (LCA)

www.lca.org

National Association of Manufacturers (NAM)

www.nam.org

RELEVANT CONFERENCES / EVENTS

11th Annual American Manufacturing Strategies Summit

October 19–20, 2020 | Houston, Texas

www.manufacturing-summit.com

LCA/LCIA Annual Meeting

October 22, 2020 | Baton Rouge, Louisiana

www.lca.org/resources/events/lca-lcia-annual-meeting

FABTECH

November 18–20, 2020 | Las Vegas, Nevada

www.fabtechexpo.com

FMA Annual Meeting

March 2–4, 2021 | Miami, Florida

annualmeeting.fmanet.org

2021 Spring Meeting and 17th Global Congress on Process Safety

April 18–22, 2021 | Dallas, Texas

www.aiche.org/conferences/aiche-spring-meeting-and-global-congress-on-process-safety/2021

TRADE PUBLICATIONS

Alliance Magazine

www.lca.org/resources/alliance-magazine

American Laboratory

www.americanlaboratory.com

CEP Magazine

www.aiche.org/publications/cep

Chemical & Engineering News (C&EN)

<https://cen.acs.org/index.html>

The Fabricator

www.thefabricator.com

Journal of Advanced Manufacturing and Processing

www.aiche.org/AMPs/journal-advanced-manufacturing-and-processing

Journal of Manufacturing and Materials Processing

www.mdpi.com/journal/jmmp

Journal of Manufacturing Processes

www.journals.elsevier.com/journal-of-manufacturing-processes

Manufacturing Engineering

www.sme.org/manufacturing-engineering-magazine

Manufacturing Technology Insights

www.manufacturingtechnologyinsights.com

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1. Centers for Disease Control and Prevention, COVID Data Tracker: <https://covid.cdc.gov/covid-data-tracker/#county-map>.
2. Putzier, K. Stock-Market Titans Amazon, Google and Facebook Are Also Driving Commercial Real Estate. New York: Wall Street Journal, 2020. <https://www.wsj.com/articles/stock-market-titans-amazon-google-and-facebook-are-also-driving-commercial-real-estate-11606213801>
3. TIP Strategies' Occupational Risk Tool: <https://tipstrategies.com/blog/2020/10/geography-of-risk-covid-19/>
4. Debt in America: An Interactive Map: https://apps.urban.org/features/debt-interactive-map/?type=overall&variable=pct_debt_collections&state=22&county=22051
5. Gandhi, M. U.S. Cities Most Reliant on Tourism. Online: seoClarity, 2020. <https://www.seoClarity.net/blog/us-cities-most-reliant-on-tourism>
6. Brownsville, Texas, broadband planning survey: <https://brownsvillefiber.servicezones.net/>
7. United Way for Greater Austin's Success by 6 Austin/Travis Coalition: <https://www.unitedwayaustin.org/success-by-6-plan/>
8. Delgado Community College Mechatronics Training program: <https://www.dcc.edu/workforce-development/advanced-manufacturing/mechatronics-apprentice-ship-program.aspx>
9. CloudKitchens: <https://www.wsj.com/articles/uber-founder-turns-real-estate-mogul-for-ghost-kitchen-startup-11603186200>
10. Meridian Institute and the University of Louisiana Lafayette, B.I. Moody III College of Business Administration, An Economic Development Strategy for Louisiana's Coastal Seafood Industry. 2020: <https://business.louisiana.edu/sites/business/files/ULL-MERIDIAN-FinalReport-120220-OnLine.pdf>
11. TIF Development in Wausau, Wisconsin: <https://www.wausaudevelopment.com/TIFDevelopment.aspx>
12. Great Lakes Cheese. Great Lakes Cheese To Build New \$55M Plant In Wausau. Online: PerishableNews.com, 2017. <https://www.perishablenews.com/dairy/great-lakes-cheese-to-build-new-55m-plant-in-wausau/>
13. West Midtown Design District, Atlanta: <http://www.atlanta-westside.com/category/west-midtown-design-district/>
14. Miami Design District: <https://www.miamidesigndistrict.net/>
15. Dallas Design District: <https://dallasdesigndistrict.com/>
16. Smart Growth America's National Complete Streets Coalition: <https://smartgrowthamerica.org/program/national-complete-streets-coalition/>
17. Walk Score: <https://www.walkscore.com/methodology.shtml>
18. Bike Score: <https://www.walkscore.com/bike-score-methodology.shtml>
19. LACRASH: <http://lacrash.lsu.edu/Default.aspx>
20. Clemson University International Center for Automotive Research: <https://cuicar.com/>
21. Center for Identity: <https://identity.utexas.edu/>
22. Cyber Center of Excellence: <https://sdccoe.org/>
23. LyondellBasell Center for Petrochemical, Energy, & Technology: <https://www.sanjac.edu/cpet>
24. Round Rock Higher Education Center: <https://www.roundrocktexas.gov/about/higher-education/>
25. Universities at Shady Grove: <https://shadygrove.umd.edu/>
26. Nate Storrington and Meg Walker, "8 Placemaking Principles for Innovation Districts," May 2016, Project for Public Spaces, <https://www.pps.org/article/eight-placemaking-principles-for-innovation-districts>



WWW.TIPSTRATEGIES.COM

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