

# JEFFERSON EDGE 2030

Economic Development  
Strategic Plan

*November 2025*



## JEDCO

Jefferson Parish Economic Development Commission

*Created by*



trepwise™ +

**FOURTH**  
ECONOMY  
A Steer Company

# LETTER FROM THE PRESIDENT & CEO

I am pleased to present the Jefferson EDGE 2030 Economic Development Strategic Plan, a comprehensive vision building upon the proven achievements of Jefferson Parish and the unwavering dedication of JEDCO, our public officials, investors, and business and community stakeholders. Together, Jefferson Parish has earned the distinction as a top-performing parish for economic development in Louisiana and the region's economic engine. Now, we set our sights even higher: to secure national recognition as a destination for business opportunity and community prosperity.

This plan is the culmination of a year-long, collaborative planning process engaging more than ninety stakeholders spanning government leadership, major investors, educational partners, economic development partners, and private industry. Their expertise, investment, and insights have shaped the priorities and initiatives that will drive Jefferson Parish's growth and deliver results for every resident and business. I would like to sincerely thank our many EDGE investors, Parish Council members, business leaders, and all who contributed time and thoughtful input to this five-year vision. Your shared commitment provides the foundation on which this organization and plan continue to stand.

The Jefferson EDGE 2030 sets a clear path for the parish's continued success and growth through a strategic framework that leverages the parish's strengths and opportunities along with JEDCO's capabilities, collaborative partnerships and resources to bolster the parish's economy and quality of life. Its six interconnected priorities – Industry Ecosystem Development; Talent Attraction, Retention and Development; Placed-Based Development; Business Climate Improvements; the parish's Regional Positioning; and JEDCO's Organizational Effectiveness – will guide JEDCO and equip the organization with the resources needed to make efficient and impactful progress, ensuring that Jefferson Parish remains competitive, resilient, and inclusive for generations to come.

Once again, I thank the EDGE stakeholders for their confidence, collaboration, and vision. The JEDCO team is excited to advance these initiatives together, establishing Jefferson Parish as a recognized leader in economic development and quality of life.



Jerry Bologna  
President and Chief Executive Officer  
JEDCO



# EXECUTIVE SUMMARY

Building on Jefferson Parish's success as one of Louisiana's top-performing parishes for economic development, the Jefferson Parish Economic Development Commission (JEDCO) has developed the Jefferson EDGE 2030 plan to serve as a roadmap to continued and enhanced economic growth. Through a comprehensive year-long planning process engaging over 90 stakeholders, JEDCO has developed this plan to position the parish as a nationally-recognized destination for business success and quality of life by 2030.

## THE OPPORTUNITY

The EDGE 2030 plan envisions Jefferson Parish as a thriving economic center built through strategic industry development, targeted, localized investments, and shared economic opportunity. Jefferson Parish's strategic location, robust infrastructure, and position as the state's most diverse parish create unique competitive advantages. Recent successes like attracting UBE Corporation and advancing Churchill Park development demonstrate the parish's momentum.

## STRATEGIC PRIORITIES

The EDGE 2030 plan focuses on six interconnected priorities that leverage parish strengths and address critical growth opportunities:

- **Industry Ecosystem Development** invests in industry clusters that align with parish assets - energy, food and beverage, healthcare, and manufacturing - through flagship projects like Churchill Park and the Food & Beverage Incubator.
- **Talent Development, Attraction, and Retention** builds comprehensive career pathways from education through employment while creating incentives to retain graduates. This priority addresses skill gaps through enhanced partnerships with schools, educational institutions, and employers.
- **Place-Based Development** transforms underutilized properties and creates walkable communities through mixed-use developments, strategic infrastructure investments, and major redevelopment partnerships.
- **Business Climate Improvements** enhance Jefferson Parish's competitive position by streamlining permitting processes, addressing rising insurance costs, and implementing targeted business incentives.
- **Regional Positioning** balances competitive advantages with collaborative opportunities, enhancing the "More Here" campaign and strengthening partnerships with regional economic development organizations.
- **Organizational Effectiveness** builds JEDCO's internal capacity through enhanced data-driven storytelling, diversified funding sources, specialized staffing, and strengthened partnership management.

## IMPLEMENTATION APPROACH

JEDCO will leverage its unique suite of tools, skills, knowledge, and partners to approach the plan with action and intent. Equipped with a measurement framework, JEDCO will monitor both external economic data and internal performance metrics across all priority areas to routinely evaluate success and stay agile to shifting needs.

The plan requires strategic partnerships with Jefferson Parish Government, regional economic development organizations, educational institutions, private sector partners, and community service organizations. Internally, implementation will require enhancements to organizational capacity, including building specialized expertise to lead flagship initiatives and growing support for key staff functions.

## THE PATH FORWARD

The EDGE 2030 plan builds on Jefferson Parish's proven economic development success from previous EDGE plans while scaling efforts to compete nationally. This plan positions Jefferson Parish to achieve sustainable economic growth that improves business success and quality of life, fulfilling the vision of a nationally-recognized destination that creates shared economic opportunity for all.



# CONTENTS

## 05

### **Planning Overview**

How to Read This Plan

5-Year Vision

JEDCO Capabilities

## 09

### **Plan Priorities**

Industry Ecosystem Development

Talent Development, Attraction, & Retention

Place-Based Development

Business Climate Improvements

Regional Positioning

Organizational Effectiveness

## 30

### **Appendix**

A. Acknowledgements

B. Measurement Framework

C. Economic Analysis



# PLANNING OVERVIEW



This plan is shaped by the insights and expertise of Jefferson Parish community leaders. Through a yearlong process that included engagement of more than 90 stakeholders, JEDCO explored what makes the Parish distinct, where and how it must grow, and how JEDCO and its partners can scale their efforts to make a name for the Parish on the national stage. Below is an overview of the planning process undertaken in partnership with Trepwise and Fourth Economy (see the [appendix](#) for a full listing of contributing entities).

## THE PLANNING PROCESS

### Discovery (Dec. 2024 - Apr. 2025)

Trepwise and Fourth Economy engaged internal and external stakeholders through focus group and interviews, conducted an economic analysis and SWOT assessment, and reviewed organizational data to understand JEDCO current functioning, as well as the Parish's strengths and areas of opportunity. Stakeholder groups included Parish Council members and officials, EDGE plan investors, industry representatives from industries such as energy, healthcare, and real estate, business councils, regional partners, education partners, and staff and Board members.

### Working Sessions (Apr. 2025 - Aug. 2025)

Informed by insights from discovery, JEDCO, Trepwise, and Fourth Economy collaborated to develop a plan vision and the [six priorities](#). Then, the team facilitated a series of collaborative working sessions with cross-cutting groups of stakeholders to refine the plan vision and build out initiatives within each priority area.

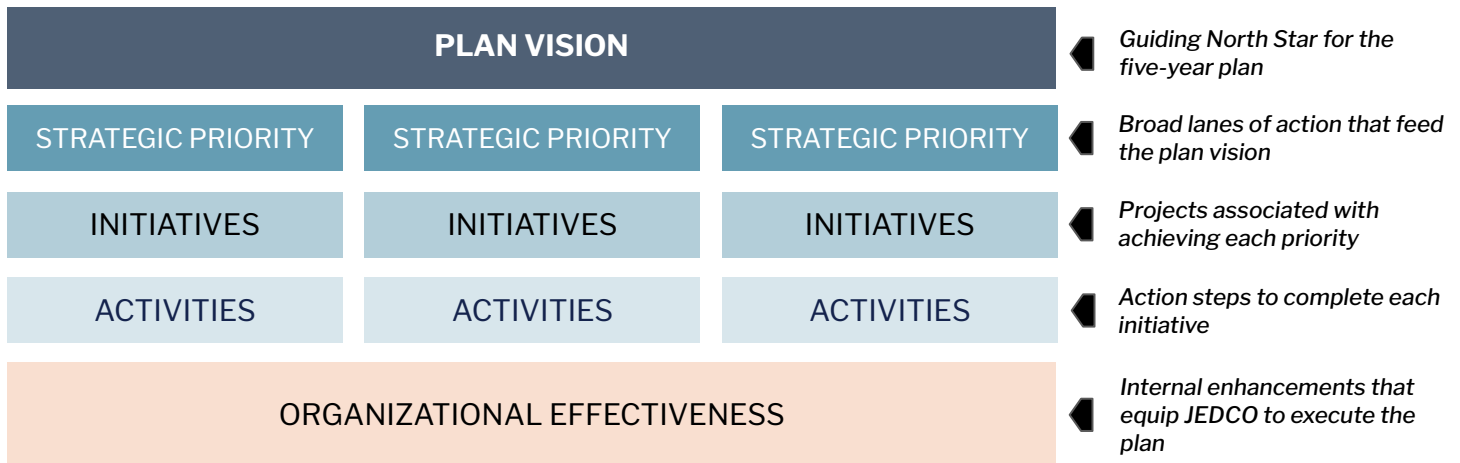
### Plan Writing (Jun. 2025 - Oct. 2025)

Trepwise and Fourth Economy worked iteratively with JEDCO leadership to build out the EDGE 2030 plan based on the outputs from each working session. The team developed a revised measurement framework for the plan, informed by the previous EDGE plan framework, to focus on the most salient measures of success and impact.

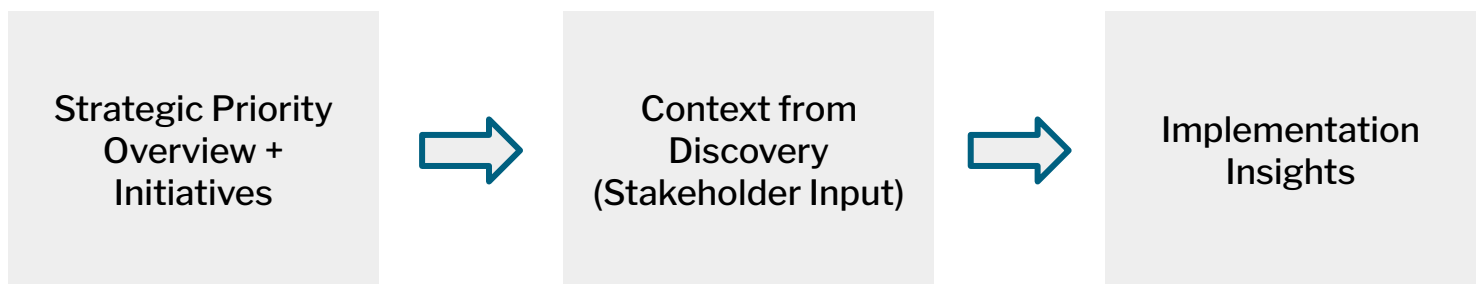
# HOW TO READ THIS PLAN



The [Plan Priorities](#) section of the 2030 EDGE Plan outlines the six strategic areas where JEDCO will focus its efforts over the next five years to achieve the plan vision. These priorities represent the **broad lanes of action that JEDCO and partners will pursue** to establish Jefferson Parish as a nationally-recognized destination for business success and quality of life. Each strategic priority has a related set of initiatives that describe actionable projects for implementing the plan.



Each priority area is organized into three sections to provide context on strategy development and implementation:



The components of each plan section demonstrate the stakeholder-driven nature of the EDGE 2030. Where applicable, each section highlights case studies that showcase comparable or aspirational projects and models from across the country. The EDGE 2030 plan is designed to be actionable. Each section provides an overview of JEDCO's unique capabilities and applicable programs, partnerships, and internal resource requirements.

JEDCO holds a separate corresponding Implementation Guide that includes tools and insights to help leadership and staff understand: what JEDCO will do, how JEDCO will do it, and the resources needed to succeed.

# 5-YEAR VISION



**By 2030, Jefferson Parish stands as a nationally-recognized destination for business success and quality of life — a thriving economic center built through strategic industry development; targeted, localized investments; and shared economic opportunity.**

Image Credit: James Peck Copyright: The Pixel House, thepxhouse.com

Over the course of the planning process, stakeholders crafted this vision statement to capture the intended impact of the plan, reflecting several key insights from discovery:

- **National recognition:** Jefferson Parish has established itself as best-in-class in the state of Louisiana for business development. In the next five years, the Parish is poised to make a name for itself on the national stage.
- **Strategic industry development:** In this regard, the plan capitalizes on what Jefferson does best. By doubling down on support for existing industries and nurturing new players, the parish will continue to grow as an engine of industry for the region.
- **Targeted, localized investments:** Jefferson Parish spans from Lake Pontchartrain to Grand Isle, and all the communities in between. Just as the character and needs of each community are different, so too must the Parish's investments be differentiated according to local needs. Staying informed of those community-driven needs is essential to the Parish's success.
- **Shared economic opportunity:** Jefferson Parish is the most diverse parish in the state, and everyone deserves to share in its prosperity. This means choosing strategies and tactics that thoughtfully tackle disparities in wages and income to ensure that residents from all walks of life are supported.

# JEDCO CAPABILITIES



Below are the **specific capabilities and programs that JEDCO can utilize to achieve its parish-wide initiatives**. These capabilities are the primary means that JEDCO has to influence economic outcomes and **drive the implementation of the EDGE 2030 plan**.



## HEART

- Site Selection Assistance
- Business and Tax Incentive Promotion
- Discretionary Incentives Development
- Revenue Bond Financing
- Workforce Development Liaising and Partnerships
- Parish and Partner Interface
- Demographics and Economic Data Reports
- Business Development and Relocation Support
- Business Retention
- Business Recruitment



## Marketing

- MORE HERE Campaign
- Prosper Jefferson and Business Seminars
- Social Media Promotion
- Ribbon Cuttings and Groundbreakings
- Web and Video Development
- Press Releases



## Finance

- Business Financing
- Self-Generated Fee Allocation



## Strategic Initiatives

- Economic Development Grant Writing
- Fundraising
- Research
- Policy Development
- Special Program Creation and Management
- Food and Beverage Incubator



## Churchill Park

- Park Development
- Park Programming



## JEDCO Leadership

- Regional Partnerships and Collaboration
- Advocacy
- Organizational Sustainability
- Organizational Development



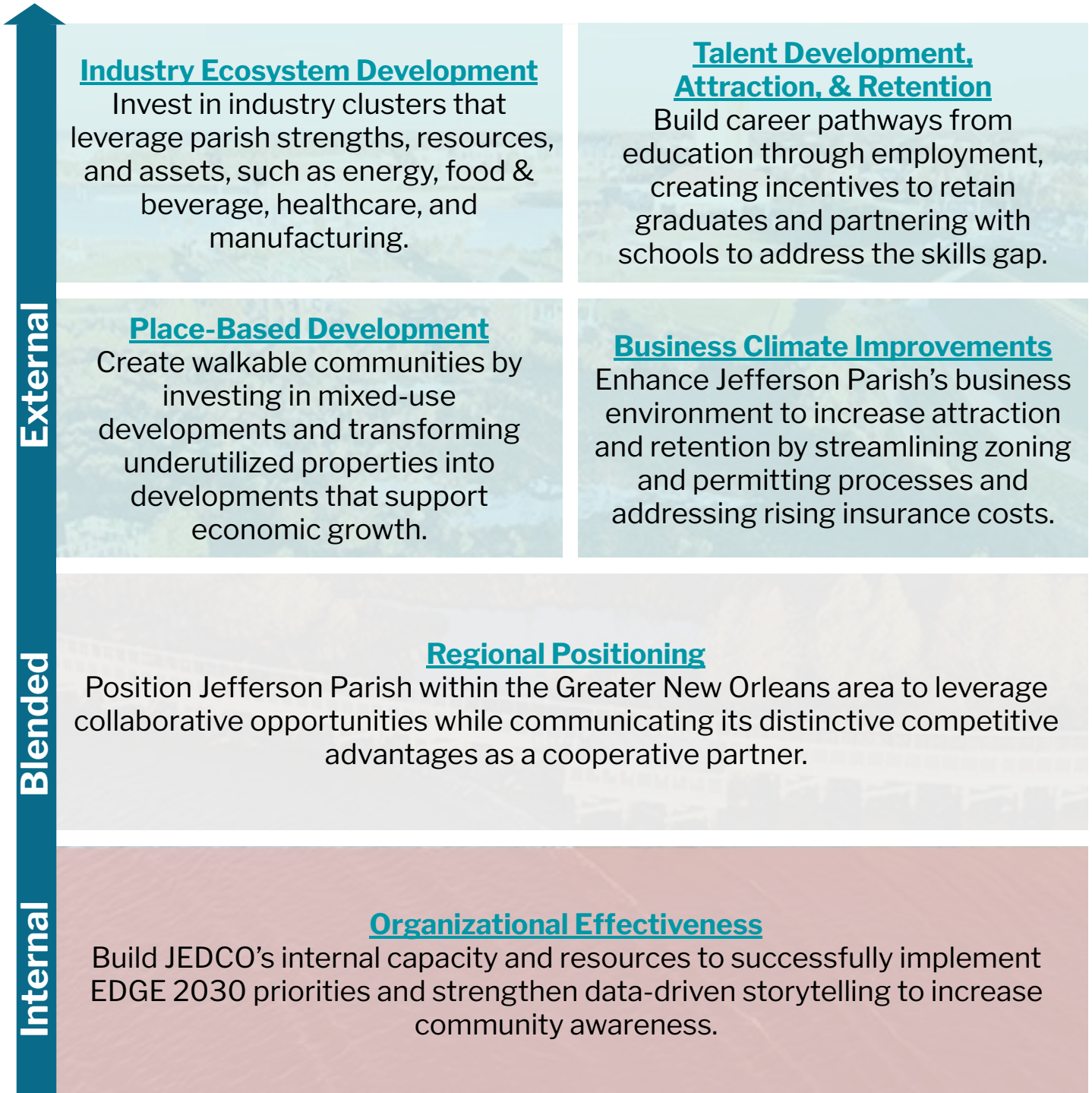


# PLAN PRIORITIES

# PLAN PRIORITIES



These six priorities represent the broad lanes of action which JEDCO and Parish partners will pursue over the next five years to achieve the plan vision:





# INDUSTRY ECOSYSTEM DEVELOPMENT: Initiatives



**Priority:** Invest in industry clusters that leverage parish strengths, resources, and assets, such as energy, food & beverage, healthcare, and manufacturing.

## INITIATIVES

### Churchill Park

**IE1.** Secure funding and partnerships to augment current project funding and empower JEDCO to creatively advance the development of Churchill Park.

**IE2.** Leverage the Churchill Park Strategic Business Plan to establish an accelerated timeline for development progress.

**IE3.** Catalyze the development of a mixed-use live-work-play environment that augments existing area assets (like the Alario Sports Complex, Avondale Global Gateway, and more) and acts as an economic engine for the region.

### Food & Beverage Incubator

**IE4.** Secure funding and sponsorships to drive the incubator's continuity and impact.

**IE5.** Launch the incubator with specialized food industry expertise and dedicated staff.

**IE6.** Attract co-packing, cold storage, and/or distribution facilities to complement the incubator and create a complete food manufacturing ecosystem.

**IE7.** Develop partnerships with regional food companies to create mentorship and business development opportunities.

**IE8.** Establish programming (e.g., seminars, classes, demonstrations, tasting events, etc.) for both incubator tenants and food & beverage start-ups and companies to provide technical assistance, professional development, and to attract and maintain interest in the incubator.



# INDUSTRY ECOSYSTEM DEVELOPMENT: Initiatives, cont.



**Priority:** Invest in industry clusters that leverage parish strengths, resources, and assets, such as energy, food & beverage, healthcare, and manufacturing.

## INITIATIVES, cont.

### Food & Beverage Incubator, cont.

**IE9.** Work with commercial fishermen, restaurants, and seafood partners on initiatives that support the seafood industry through the new Food & Beverage Incubator and/or other JEDCO technical assistance, policy development, and programming support.

### Energy Leadership

**IE10.** Consider localized incentives for the attraction, retention, and expansion of energy businesses.

**IE11.** Complete a market analysis and assessment to better focus energy sector attraction efforts, leveraging momentum around renewable energy manufacturing and operation facilities.

**IE12.** Develop marketing and branding strategies to establish Jefferson Parish and the southeast Louisiana region as a hub for energy innovation, aligned with the More Here campaign and the state's "All of the Above" energy strategy.

**IE13.** Collaborate with FUEL (Future Use of Energy in Louisiana), GNO, Inc., and LED to bring this regional strategy to life.

**IE14.** Leverage research and academic partners to drive energy innovation within the parish.

# INDUSTRY ECOSYSTEM DEVELOPMENT: Context from Discovery



Stakeholders consistently noted that Jefferson Parish's **infrastructure, location, and partnerships** are key assets for comprehensive industry ecosystem development. The **Food & Beverage Incubator** has widespread support and momentum, identified as a natural fit with the region's culinary heritage, though stakeholders emphasized the need for **broader ecosystem support** beyond the incubator including co-packing, cold storage, and distribution facilities.

**Churchill Park** provides a foundation for mixed-use economic activity, with stakeholders expressing strong support for **accelerated implementation** to serve as an economic engine. Additionally, stakeholders identified **healthcare institutions as economic anchor opportunities** that could support broader industry cluster development alongside a manufacturing and energy focus.

*"Jefferson Parish is the only parish in Louisiana, probably in the entire region that has a workforce that can work on both [oil and gas and renewable energy]. The same ones that go out to work on oil rigs also work on wind turbines." - Industry Rep*

The parish's success in attracting the **UBE Corporation** demonstrates **market validation** for emerging energy and manufacturing sectors, building on strategic positioning that leverages **waterway access, robust transportation networks, and transferable workforce skills** from offshore industries and renewable energy.

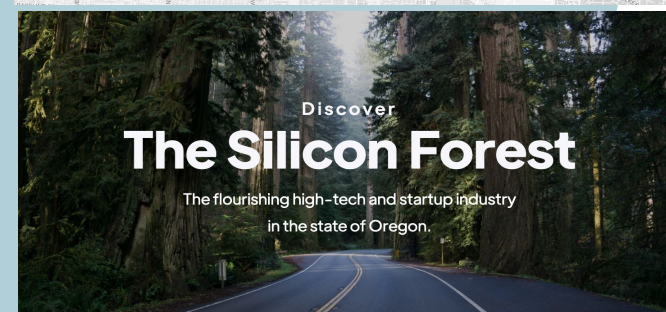
## CASE STUDY: The Silicon Forest

Hillsboro, OR | Aspirational Suburban Analog

**Strategy:** The City of Hillsboro and partners used "The Silicon Forest" brand to attract and retain talent and companies, establishing the City of Hillsboro and the Portland area as the Northwest destination for semiconductor development.

**Results:** 59 semiconductor manufacturers and supply chain companies located in the area. Hub of 31k+ statewide jobs with average wage of \$172k.

**Jefferson Parish Application:** JEDCO and Jefferson Parish can partner with regional organizations and businesses to create a similarly attractive brand for Jefferson related to energy innovation.



Source: [www.thesiliconforest.com](http://www.thesiliconforest.com)



# INDUSTRY ECOSYSTEM DEVELOPMENT: Implementation Insights



## JEDCO CAPABILITIES



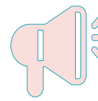
### HEART

- Site Selection Assistance
- Business and Tax Incentive Promotion
- Discretionary Incentives Development
- Revenue Bond Financing
- Workforce Development Liaising and Partnerships
- Parish and Partner Interface
- Demographics and Economic Data Reports
- Business Development and Relocation Support
- Business Retention
- Business Recruitment



### Strategic Initiatives

- Economic Development Grant Writing
- Fundraising
- Research
- Policy Development
- Special Program Creation and Management
- Food and Beverage Incubator



### Marketing

- MORE HERE Campaign
- Prosper Jefferson and Business Seminars
- Social Media Promotion
- Ribbon Cuttings and Groundbreakings
- Web and Video Development
- Press Releases



### Finance

- Business Financing



### JEDCO Leadership

- Regional Partnerships and Collaboration
- Advocacy
- Organizational Development



### Churchill Park

- Park Development
- Park Programming

## RESOURCE REQUIREMENTS

**Primary Partners:** Jefferson Parish Government, GNO Inc., Louisiana Economic Development, Port of New Orleans, energy businesses, private developers and utility providers, research/innovation institutions (e.g. LSU, FUEL, Tulane, Shell Innovation, and more), energy industry organizations, existing energy companies

**Organizational Responsibilities:** Food industry specialist for incubator operations, Churchill Park development project management, Marketing Team project management, market analysis and research, partnership development and coordination

# TALENT DEVELOPMENT, ATTRACTION, & RETENTION: Initiatives



**Priority:** Build career pathways from education through employment, creating incentives to retain graduates and partnering with schools to address the skills gap.

## INITIATIVES

**TD1.** Develop industry career paths for students from early education through post-secondary programs via partnerships with Jefferson Parish Schools, Delgado Community College, and the American Job Center to connect students with high-wage career opportunities.

**TD2.** Create branded workforce development programs through enhanced partnerships between JEDCO, educational institutions, and employers that allow participants to join companies after program completion.

**TD3.** Work with partners to market career opportunities to high schools and colleges to encourage students to stay in the parish, including internships and industry-specific awareness campaigns for manufacturing, healthcare, and energy careers.

**TD4.** In partnership with programs like the Career Immersion Leadership Institute (CILI), work to address racial economic disparities through promotion of businesses in Jefferson Parish offering employment and second-chance opportunities that lead to career development and wage growth.

**TD5.** In partnership with GNO Inc. and leveraging JEDCO's More Here campaign, connect local businesses with Jefferson Parish Schools and Delgado talent pipelines, promote local hiring through services like WorkNOLA, and build college graduate awareness of parish employment opportunities.

# TALENT DEVELOPMENT, ATTRACTION, & RETENTION: Context from Discovery



Stakeholders identified workforce development as a critical priority for Jefferson Parish, emphasizing the need to **prepare residents for high-demand careers** while **retaining talent in the region**. Many noted the number of young people leaving the parish in search of opportunities elsewhere, underscoring the importance of cultivating **career pathways that begin locally and lead to long-term employment and investment within the community**.

Strategic partnerships with Jefferson Parish Schools, Delgado Community College, and employers will be essential to **align education with industry needs** and ensure students graduate work-ready. Stakeholders suggested that **expanding internships, apprenticeships, and dual enrollment programs** can expose youth to high-wage industries such as healthcare, manufacturing, energy, and food and beverage, while **employer-driven training programs** can strengthen the pipeline of skilled workers.

*"Employers have jobs that pay \$60-\$80k right out of high school and are having issues filling those. There are students who don't even know those jobs exist."*  
- Educational Leader

Stakeholders also noted that retaining graduates requires more than training; it depends on **competitive jobs, modern infrastructure, and quality-of-life amenities** that encourage residents to build their futures here (a theme addressed in the [Place-Based Development](#) priority). By focusing on talent development, attraction, and retention, Jefferson Parish can **leverage its diversity and position as a regional hub** to meet employer needs, reduce economic disparities, and create a thriving, inclusive economy.

## **CASE STUDY: Oakland80 - Building Educational Pathways**

*Oakland County, MI | Suburban Peer Community*

**Strategy:** The County Executive's office partnered with workforce development, private industry, and higher education to achieve 80% post-secondary degree or certificate attainment by 2030 through tuition assistance, career coaching, and ecosystem navigation support.

**Results:** Financial assistance for 1,000 students in one year with direct pathways to employment.

**Jefferson Parish Application:** Partner with Jefferson Parish Schools and Delgado Community College to create similar branded workforce development programs that guarantee job placement upon completion, targeting key parish industries.



*Image Credit: Oakland County, MI*

# TALENT DEVELOPMENT, ATTRACTION, & RETENTION: Implementation Insights



## JEDCO CAPABILITIES



### HEART

- Business and Tax Incentive Promotion
- Discretionary Incentives Development
- Workforce Development Liaising and Partnerships
- Parish and Partner Interface
- Demographics and Economic Data Reports
- Business Development and Relocation Support
- Business Retention
- Business Recruitment



### Strategic Initiatives

- Economic Development Grant Writing
- Research
- Special Program Creation and Management



### Marketing

- Prosper Jefferson and Business Seminars
- Social Media Promotion
- Press Releases



### JEDCO Leadership

- Regional Partnerships and Collaboration
- Advocacy



### Churchill Park

- Park Development
- Park Programming

## RESOURCE REQUIREMENTS

**Primary Partners:** Jefferson Parish Schools and educational institutions like Delgado Community College, major parish employers, community organizations

**Organizational Responsibilities:** Workforce development liaison and employer partnership functions



# PLACE-BASED DEVELOPMENT: Initiatives



**Priority:** Create walkable communities by investing in mixed-use developments and transforming underutilized properties into developments that support economic growth.

## INITIATIVES

**PD1.** Create incentives and partnerships to support mixed-use, walkable development at strategic sites that complement surrounding assets.

**PD2.** Source and promote funding opportunities that support facade improvements along commercial development corridors.

**PD3.** Advocate for land banking capabilities or the establishment of a redevelopment authority to enable strategic land acquisition and transformative development projects.

**PD4.** Create and/or facilitate partnerships to secure funders for and to advance major redevelopment projects, like the former Esplanade Mall and Hope Haven site.

**PD5.** Facilitate strategic investments in utility-ready infrastructure on developable land, particularly addressing the Avondale area.

**PD6.** Advocate for inter-parish transit connectivity and effective, funded transit systems to promote regional workforce mobility.

**PD7.** Promote and support a range of housing types, price points, and programs to build homeownership and population growth in Jefferson Parish.



# PLACE-BASED DEVELOPMENT: Context from Discovery



Stakeholders identified the need for **strategic investments to transform underutilized properties** into economic assets and improve community quality of life. Many noted that mixed-use development incentives will revitalize commercial corridors through visual improvements and strategic partnerships. Additionally, **addressing utilities infrastructure gaps** that currently limit development capacity, particularly in areas like Avondale where infrastructure preparation could unlock significant development opportunities.

Jefferson Parish's diverse geography presents distinct development opportunities requiring **targeted strategies across different areas**. The Eastbank needs redevelopment, while the Westbank shows strong economic indicators but requires infrastructure improvements to unlock its development potential. Stakeholders expressed **broad support for redevelopment in strategic sites** including Fat City, Laketown Amphitheatre, and Esplanade Mall. Addressing these infrastructure challenges requires coordinated planning tools and regional partnerships.

*"If we want to expand in any of these industries it has to happen on the West Bank - figuring out how to develop larger parcels on the West Bank and attracting national organizations to develop those properties is the number one opportunity."*  
- Industry Rep

**Land banking capabilities and enhanced regional transit connectivity** were also emphasized as opportunities to support transformative projects throughout the parish. Discovery highlighted the importance of balancing economic development goals with community character and quality-of-life improvements that make Jefferson Parish an attractive place to live and work.

## **CASE STUDY: Fairfax County Economic Incentive Program**

*Fairfax County, VA | Aspirational Suburban Community*

**Strategy:** Incentives for developers to purchase, assemble, and redevelop properties within six designated priority corridors, established by county ordinance with a 10-year implementation window.

**Results:** Richmond Highway Corridor attracted \$1 million in transit and beautification investments to accommodate new commercial activity.

**Jefferson Parish Application:** Focus mixed-use development incentives on specific corridors like Veterans Boulevard, requiring projects meet unified design standards and complement existing parish assets.



Image Credit: Fairfax County, VA

# PLACE-BASED DEVELOPMENT: Implementation Insights



## JEDCO CAPABILITIES



### HEART

- Site Selection Assistance
- Business and Tax Incentive Promotion
- Discretionary Incentives Development
- Revenue Bond Financing
- Parish and Partner Interface



### Strategic Initiatives

- Economic Development Grant Writing
- Research
- Policy Development
- Special Program Creation and Management



### Finance

- Business Financing



### Marketing

- Social Media Promotion
- Ribbon Cuttings and Groundbreakings
- Web and Video Development
- Press Releases



### Churchill Park

- Park Development
- Park Programming



### JEDCO Leadership

- Regional Partnerships and Collaboration
- Advocacy

## RESOURCE REQUIREMENTS

**Primary Partners:** Jefferson Parish Government, utility companies, private developers, regional transit authorities

**Organizational Responsibilities:** Redevelopment project coordination, infrastructure planning and development support

# BUSINESS CLIMATE IMPROVEMENTS: Initiatives



**Priority:** Enhance Jefferson Parish's business environment to increase attraction and retention by streamlining zoning and permitting processes and addressing rising insurance costs.

## INITIATIVES

### General Improvements

**BC1.** With the support of key partners including LED and GNO, Inc., work with insurance companies to provide user-friendly, accurate information on how residents can take advantage of fortified roof program, insurance premium reduction programs and other mitigation and affordability measures.

**BC2.** Support the continuation of fortified roof and flood insurance reduction programs by publicly promoting data and stories demonstrating their positive impact.

### Permitting Process Enhancement

**BC3.** Elevate Jefferson Parish as the regional gold standard for business-friendly processes by implementing Parish permitting task force recommendations. Task force contributions from JEDCO may include business community expertise, R&D support (such as researching tech and automation opportunities), and public promotion of process changes.

**BC4.** Support the parish's efforts to modernize the UDC to include streamlined processes, unified design standards, and cohesive regulatory framework.

# BUSINESS CLIMATE IMPROVEMENTS:

## Context from Discovery



Stakeholder engagement identified specific **regulatory and cost barriers** threatening Jefferson Parish's competitive position. Discovery documented **permitting complexity** as a longstanding pain point involving complicated, inefficient steps across multiple agencies and **rising insurance costs and inventory taxes** that have eroded historical competitive advantages. The **permitting task force**, announced by the Parish President in February 2025, provides an opportunity to implement improvements.

Strengthening Jefferson Parish's competitive position requires addressing the **primary cost barriers** that influence business decisions. **Insurance cost reduction programs** provide immediate operating relief, and **inventory tax reform** supports businesses long-term. These targeted interventions build on proven approaches to help parish businesses maintain the cost advantages that drive location and expansion decisions.

Stakeholders expressed urgency around these issues, noting that **regulatory streamlining** and **cost competitiveness** are essential for retaining existing businesses and attracting new investment to the parish.

*"The cost of insurance in Louisiana is a huge barrier for retention and growth. If property insurance isn't viable, it takes you from being viable to not viable." - Industry Rep*

# BUSINESS CLIMATE IMPROVEMENTS: Implementation Insights



## JEDCO CAPABILITIES



### HEART

- Business & Tax Incentive Promotion
- Discretionary Incentives Development
- Workforce Development Liaising and Partnerships
- Parish and Partner Interface
- Business Development and Relocation Support
- Business Retention
- Business Recruitment



### Strategic Initiatives

- Economic Development Grant Writing
- Research
- Policy Development
- Special Program Creation and Management



### Marketing

- Prosper Jefferson and Business Seminars
- Social Media Promotion
- Press Releases



### Finance

- Business Financing



### JEDCO Leadership

- Regional Partnerships and Collaboration
- Advocacy



### Churchill Park

- Park Development

## RESOURCE REQUIREMENTS

**Primary Partners:** Parish Government, Jefferson Chamber, Home Builders Association of Greater New Orleans, major parish land owners, insurance companies

**Organizational Responsibilities:** Permitting task force representative, business support services coordination, process navigation support



# REGIONAL POSITIONING: Initiatives



**Priority:** Position Jefferson Parish within the Greater New Orleans area to leverage collaborative opportunities while communicating its distinctive competitive advantages as a cooperative partner.

## INITIATIVES

**RP1.** Expand and refine the "More Here" marketing campaign to counter misconceptions about the Westbank, highlight the parish's diversity as an economic strength, and position Jefferson Parish as complementary to New Orleans.

**RP2.** Enhance partnerships with regional economic development organizations (e.g., GNO Inc., LED, Port of New Orleans) to coordinate business attraction efforts and present a unified regional approach to prospects.

**RP3.** Establish Jefferson Parish as a distinctive hub for industries aligned with parish strengths through coordinated messaging and strategic positioning within regional economic plans.

**RP4.** Leverage opportunities for JEDCO to align the Parish's location and infrastructure with broader regional and cross-parish business attraction and retention efforts.

# REGIONAL POSITIONING: Context from Discovery



Stakeholders emphasized that JEDCO must strike a **balance between promoting the parish's competitive strengths with its unwavering commitment to strengthening economic development across the region as whole.**

Jefferson Parish's unique identity, vast size, diverse population, and multiple industry presence maximizes economic opportunities from a regional point of view. Therefore, JEDCO has much to bring to the table in positioning the Greater New Orleans Region as attractive for business development and economic investment. JEDCO's regional work must balance maintaining competitive strengths while deepening collaborative partnerships. For instance, enhancing the "More Here" campaign could enhance perception of the broader region while showcasing parish-specific assets, particularly Westbank development potential and quality of life advantages for a diverse population. Engaging with regional partners in joint business attraction efforts positions JEDCO to demonstrate its immense value and toolkit of industry-specific opportunities, while positively contributing to the attractiveness of the entire region.

*"Our relationship with JEDCO is steadfast and comfortable. Our staffs get along great, and they are the best partner we have. We are ready to move in lock step as they have opportunities come on line." - Regional Partner*

## **CASE STUDY: Loudoun County's "Data Center Alley"**

*Loudoun County, VA | Aspirational Suburban Community*

**Strategy:** Developed a distinctive "Data Center Alley" brand to attract technology infrastructure development, partnering with state economic development and utility providers.

**Results:** 15,000 local data center jobs hosting 3,500+ technology companies, with consistent construction activity generating \$600+ million in tax revenue since 2010.

**Jefferson Parish Application:** Broaden the "More Here" campaign to incorporate a focus on attracting target industries in coordination with Louisiana Economic Development and utility partners to create a distinctive regional identity.



# REGIONAL POSITIONING: Implementation Insights



## JEDCO CAPABILITIES



### HEART

- Business Retention
- Business Recruitment



### Marketing

- Social Media Promotion
- Web and Video Development



### Churchill Park

- Park Development
- Park Programming



### JEDCO Leadership

- Regional Partnerships and Collaboration
- Advocacy
- Organizational Development

## RESOURCE REQUIREMENTS

**Primary Partners:** GNO Inc., Louisiana Economic Development, Port of New Orleans, regional airports, Visit Jefferson, site selection consultants

**Organizational Responsibilities:** Marketing and communications capacity including external contractors, industry recruitment coordination, partnership alignment across departments



# ORGANIZATIONAL EFFECTIVENESS: Initiatives



**Priority:** Build JEDCO's internal capacity and resources to successfully implement EDGE 2030 priorities and strengthen data-driven storytelling to increase community awareness.

## INITIATIVES

**OE1.** Strengthen data-driven storytelling capabilities to better communicate JEDCO's impact and address perception challenges about different areas of the parish.

**OE2.** Expand comprehensive marketing and communications capacity to support enhanced brand awareness, public education initiatives, stakeholder advocacy tools, external marketing efforts, and comprehensive parish partnerships.

**OE3.** Develop strategic advocacy programs that leverage board members' networks to support funding initiatives and policy reforms.

**OE4.** Increase outreach to underserved business communities, particularly small businesses who may not be aware of JEDCO services and/or have English as a second language.

**OE5.** Prioritize the sustainability of existing operations as a foundation for growth by establishing a 5–10-year capacity development plan. Pursue and implement a funding strategy that leverages Jefferson Parish resources and self-generated revenue streams to address JEDCO's current financial gaps, ensure long-term operational sustainability, and support future capacity growth.

**OE6.** Expand and diversify programmatic funding and resources, including pursuing grants, working with Jefferson Parish to explore discretionary incentive opportunities and the repurposing of the economic development millage fund, growing the EDGE Investor program, and researching and pursuing other funding sources to advance JEDCO initiatives and support the growth of businesses and key industries.

**OE7.** Build specialized expertise and staffing for flagship initiatives, particularly for the Food & Beverage Incubator and fundraising capabilities.

**OE8.** Strengthen processes for managing complex partnerships to support flagship initiatives, such as the Food & Beverage Incubator and Churchill Park development, that require coordination across multiple organizations.

# ORGANIZATIONAL EFFECTIVENESS: Context from Discovery



Building internal capacity to successfully engage community and implement the plan requires **focused internal capacity building**. Discovery findings revealed **a strong organizational culture**, with partners unanimously describing their partnership with JEDCO as beneficial and JEDCO staff identifying connection to JEDCO's mission. Staff also reported **organizational capacity as the primary area for improvement to their working experience**. Staff emphasized the need to grow communications capacity, as well as specialized expertise, to support flagship initiatives.

**Expanded marketing and communications capabilities** will drive brand awareness and public education, and **specialized staffing for flagship projects** ensures the successful implementation of complex initiatives. **Diversified funding sources** provide sustainable resources, and consistent **partnership management processes** enable effective coordination across multiple organizations and stakeholders.

Additionally, while JEDCO maintains strong relationships with major stakeholders, there are **opportunities to expand outreach to small businesses** and **increase community awareness** of the organization's impact. These enhancements will position JEDCO to execute increasingly complex, multi-partner initiatives while maintaining its reputation as a **best-in-class economic development organization**.

*"We have historically been successful at achieving our written goals. There is an opportunity to have more defined pathways on how we can reach our goals." - Staff*

## CASE STUDY: Montgomery County Economic Data Tool

Montgomery County, MD | Aspirational Suburban Community

**Strategy:** Created market intelligence web platform with accessible data visualizations showing economic performance, industry trends, and competitive positioning to tell the county's economic story.

**Results:** Enhanced Montgomery's reputation as Maryland's most dynamic county while providing companies and residents easy access to economic performance data.

**Jefferson Parish Application:** Develop an interactive economic dashboard highlighting Jefferson Parish's competitive advantages, industry trends, and business climate improvements to support attraction and community awareness.

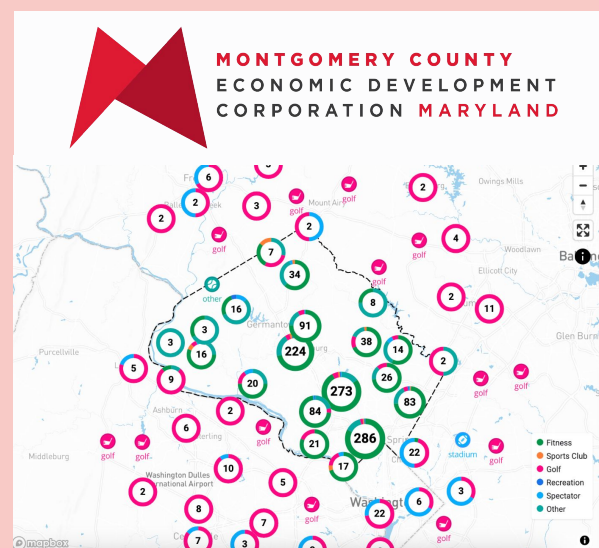


Image Credit: Montgomery County, MD



# ORGANIZATIONAL EFFECTIVENESS: Implementation Insights



## JEDCO CAPABILITIES



### Strategic Initiatives

- Economic Development Grant Writing
- Fundraising
- Research
- Policy Development



### Marketing

- Web and Video Development



### JEDCO Leadership

- Organizational Sustainability
- Organizational Development



### Finance

- Self-Generated Fee Allocation

## RESOURCE REQUIREMENTS

**Primary Partners:** Jefferson Parish Council, EDGE Investors, Jefferson Chamber, GNO Inc., Jefferson Parish Young Professionals, chambers of commerce, GNO Inc., LED, academic institutions, private sector partners

**Organizational Responsibilities:** Strategic Initiatives leadership and support staff, Food & Beverage Incubator management and operations staff, networking and relationship development capacity, grant writing and fundraising expertise, cross-departmental coordination



# APPENDIX

- A. [Acknowledgments](#)
- B. [Measurement Framework](#)
- C. [Economic Analysis](#)



# A. ACKNOWLEDGEMENTS

---

JEDCO sincerely thanks all of the people and organizations who provided input throughout the planning process:

American Job Center

City of Gretna Mayor's Office

City of Kenner Mayor's Office

Delgado Community College

Greater New Orleans, Inc.

JEDCO Board of Commissioners

Jefferson Business Council

Jefferson Chamber of Commerce

Jefferson Community Foundation Race Equity and Reconciliation Committee

Jefferson Convention & Visitors Bureau

Jefferson EDGE Investors

Jefferson Parish Administrative Staff

Jefferson Parish Council

Jefferson Parish President

Jefferson Parish Schools

Jefferson Ready Start Network

Louisiana Economic Development

Perrone and Sons

Port of New Orleans

Re/Max Commercial

Regional Planning Commission for Jefferson, Orleans, Plaquemines, St. Bernard, St. Tammany and Tangipahoa Parishes

RNGD

Stirling Properties

Swaybox Studios

WRSTBND

# B. MEASUREMENT FRAMEWORK



This measurement framework includes a variety of core indicators that will help the organization assess its impact across [key focus areas](#). These indicators were down-selected from hundreds of potential socioeconomic and internal performance metrics. JEDCO will leverage its [six primary capabilities](#) to implement plan initiatives, using two primary types of data points to track its success:

1. **External metrics**, which include metrics that JEDCO can capture from other sources such as the U.S. Census Bureau, Jefferson Parish Government, or other regional partners.
2. **Internal metrics**, which JEDCO can track internally to assess its own performance.

## **INDUSTRY ECOSYSTEM DEVELOPMENT**

- Number of new jobs created
- Wages of new jobs created
- New capital investment from business attraction and expansion efforts
- Volume of LED RFP/Is responded to
- New capital investment into Churchill Park

## **TALENT DEVELOPMENT, ATTRACTION, AND RETENTION**

- Percent of parish-wide employees that are also residents
- Percent of population age 20 to 39
- College degree or higher attainment by race/ethnicity
- Monthly non-farm parish-wide employment
- Labor force participation rate
- Volume of students engaged annually through JEDCO and partner programming

## **PLACE-BASED DEVELOPMENT**

- Residential sale price per sq. ft.
- Retail rental price per sq. ft.
- Office space rental price per sq. ft.
- Industrial space rental price per sq. ft.
- Parish capital improvement budget size
- Square footage of buildings undergoing redevelopment
- Increased tax value of developed and re-developed land
- Acres of land available for new development



## B. MEASUREMENT FRAMEWORK, cont.



### **BUSINESS CLIMATE IMPROVEMENTS**

- Annual new business occupational licenses
- New business openings
- Number and dollar value of venture capital and angel investment deals
- Average permitting timeline for businesses and development projects
- Business tax rates
- Annual proportion of sales tax collection as total parish revenue
- Volume of businesses engaged through annual programming
- Volume of JEDCO-led capital investment into parish-wide businesses

### **REGIONAL POSITIONING**

- Volume of audience engagement with the 'More Here' campaign
- Attendance across all JEDCO events
- Federal and state funding received by the parish and JEDCO annually

### **ORGANIZATIONAL EFFECTIVENESS**

- Volume of digital engagement with JEDCO data storytelling content
- Team members and certifications added to increase specialization
- Number of board members engaged in outreach and advocacy efforts
- Number of small businesses reached
- Number of multilingual resources and materials offered
- Total operational and programmatic funds raised

# C. ECONOMIC ANALYSIS

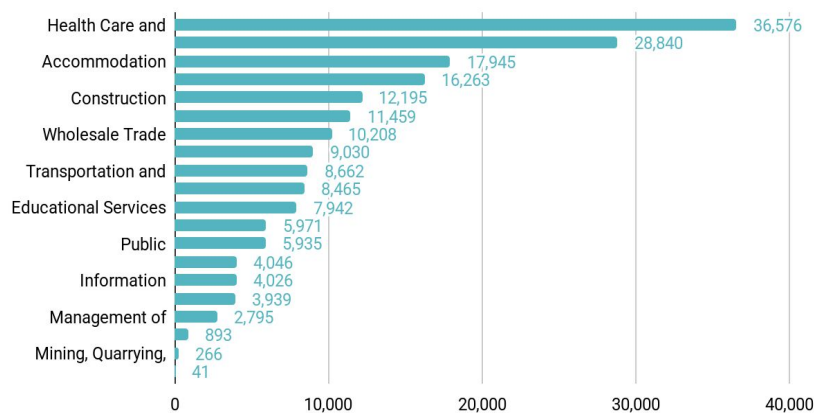


## INDUSTRY ECOSYSTEM DEVELOPMENT

- **Jobs in Jefferson Parish are largely concentrated in Health Care and Social Assistance**, which accounts for 19% of jobs in the Parish.

### Jobs by Industry

Jefferson Parish

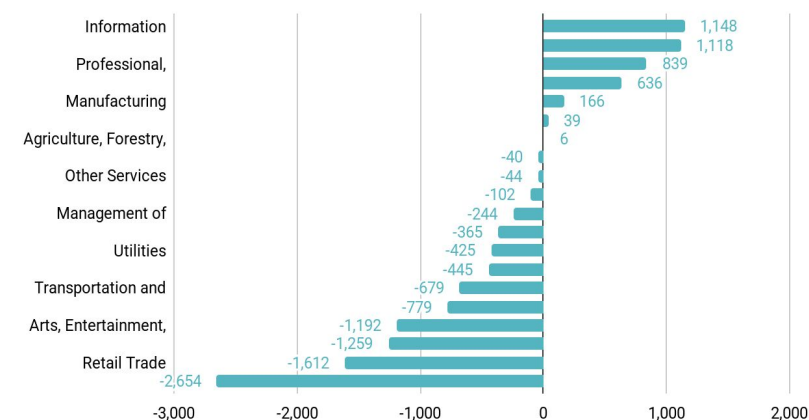


Source: Fourth Economy Analysis of Census OnTheMap LEHD data, 2022

- **Health Care and Social Assistance gained the most jobs from 2012 to 2022**, adding 3,639 and seeing 19% growth overall. Manufacturing lost more than 4,000 jobs and saw a decline of 31%.
- **Jefferson Parish as a whole lost 6,641 jobs from 2012 to 2022**. By comparison, the surrounding communities of Orleans Parish (+15,558) and St. Tammany Parish (+14,019) gained jobs over the same period. Statewide, Louisiana saw the loss of 541 jobs from 2012 to 2022.
- **Information (+1,148) and Health Care/Social Assistance (+1,118) gained the most jobs from 2018–22**, followed by Professional, Scientific, and Technical Services (+839). Construction (–1,259), Retail Trade (–1,612), and Accommodation/Food Services (–2,654) lost the most jobs during this period.

### Change in Jobs, 2018-2022

Jefferson Parish



Source: Fourth Economy Analysis of Census OnTheMap LEHD data, 2022

## C. ECONOMIC ANALYSIS, cont.



### TALENT DEVELOPMENT, ATTRACTION, AND RETENTION

- **Jefferson Parish is the most diverse parish in Louisiana.** The Diversity Index of 66.7 means that the odds that two individuals chosen at random in the parish are different races or ethnicities is 66.7%

<u>Parish</u>	<u>Diversity Index</u>	<u>Population</u>
<b>Jefferson</b>	<b>66.7</b>	<b>432,484</b>
East Baton Rouge	62.3	452,821
St. Mary	61.4	48,455
St. Bernard	60.3	44,172
Orleans	60.2	376,035

Source: Census and PolicyMap

- **The median household income in Jefferson Parish is more than \$65,000**, about \$5,000 higher than for the state and \$3,000 higher than the MSA.
- **The median household income in Jefferson Parish differs by race and ethnicity, and is highest for White residents and lowest for Black residents.** Black households make 65% the wages of white households, while Native American (73%), Asian (83%), and Hispanic (75%) also lag behind.
- **Jefferson Parish residents tend to have median earnings by education that are higher than for the MSA but lower than for the state.** One exception to this is for those with a Graduate or professional degree, for which Jefferson Parish lags the MSA and surpasses the state.
- **Approximately 6% of Jefferson Parish population aged 16+ is unemployed;** this is lower than for the state (6.3%) or the state (6.8%). Unemployment rates vary by race and ethnicity across the parish, and are highest among Black residents.
- **Jefferson Parish has a slightly higher rate of educational attainment than the state**, with 30% of residents aged 25+ holding a Bachelor's degree or higher. This is slightly lower compared to the MSA (33%).
- **Jefferson Parish's labor force participation rate is 4 percentage points higher than for the state and 1 point higher than for the MSA**, indicating a higher degree of economic engagement than other areas statewide.
- **Labor force varies by race and ethnicity**, with White residents at the lowest end and Hispanic or Latino residents at the highest.
- **There are 195,497 people employed in Jefferson Parish, of which 108,576 live outside of the Parish and 86,921 live and work in Jefferson Parish.** This equates to a net job inflow of +21,627, meaning that 21,627 people commute in to work jobs located in the Parish. Jefferson Parish's live-work rate is lower than neighboring Orleans Parish, but much higher than St. Tammany Parish.



## C. ECONOMIC ANALYSIS, cont.

### PLACE-BASED DEVELOPMENT

- **The West Bank performs better across core economic indicators.** The range of household incomes in the parish is higher, labor force participation rate is stronger, and educational attainment is almost 100% higher on the West Bank.
- **The East Bank has a larger workforce (141,000) than the West Bank (55,000) by a considerable margin.** This speaks to the East Bank's prominence as a hub for a wide range of industries.
- **The West Bank is more efficient at retaining residents as workers in the area on a daily basis.** 38% of jobs on the West Bank are held by a West Bank resident, while 30% of East Bank Jobs are held by an East Bank resident.

#### West Bank

- **Median Household Income**
  - ▶ Minimum: \$29,830
  - ▶ Maximum: \$164,528
- **Labor Force Participation Rate**
  - ▶ 66%
- **Educational Attainment (BA+)**
  - ▶ 37%
- **75K Workforce**
  - ▶ 55K Jobs: 54K Outflow, 34K Inflow, 21K Live-Work

#### East Bank

- **Median Household Income**
  - ▶ Minimum: \$22,790
  - ▶ Maximum: \$155,908
- **Labor Force Participation Rate**
  - ▶ 64%
- **Educational Attainment (BA+)**
  - ▶ 20%
- **99K Workforce**
  - ▶ 141K Jobs: 56K Outflow, 98K Inflow, 43K Live-Work

Source: Fourth Economy Analysis of ACS 5-Year Estimates, 2019-2023



## D. ECONOMIC ANALYSIS, cont.



### SOURCES

- **Population Data:** Fourth Economy Analysis of Decennial Census data, 2010–2020; Census Population Estimates, 2024 and Fourth Economy Analysis of Census Population Estimates, 2020–2024
- **Demographic, Socioeconomic, and Workforce Data:** Fourth Economy Analysis of ACS 5–Year Estimates, 2019–2023
- **Diversity Index:** Census and PolicyMap
- **Migration Patterns:** University of Wisconsin's Net Migration Patterns for US Counties
- **Labor Force Participation Data:** Fourth Economy Analysis of Quarterly Workforce Indicators, 2023
- **Live – Work Data:** Fourth Economy Analysis of Census OnTheMap LEHD data, 2022
- **Industry Data:** Fourth Economy Analysis of Census OnTheMap LEHD data, 2012–2022