



SECTION 3

ECONOMIC DEVELOPMENT

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ECONOMIC DEVELOPMENT

INTRODUCTION

The Economic Development Element provides an overview of the City's demographic and economic profiles including data on current and historic population fluctuations, the occupations of the local population, the income of employees in the area, and types of occupations and industries. It further analyzes existing economic conditions and provides a set of recommendations to foster the local economy, support the City's quality of life, and ensure sustainable and resilient economic development.

DEMOGRAPHICS

1. TOTAL POPULATION

Gretna's population is currently estimated at 17,835 residents. Like many Southern Louisiana communities, Gretna has experienced variable levels of change in population over the course of the last 15 years, which were primarily the result of the impacts and damages caused by natural disasters, including Hurricanes Katrina and Rita in 2006. Since some areas of Southern Louisiana were not physically impacted by Hurricane Katrina to the extent that the New Orleans region was damaged, the resultant economic disruption led to various shifts in populations to other areas of the State. The City of Gretna lost approximately 6% of its population between 2000 and 2010. As the economy recuperated in recent years, population levels of Gretna increased again from 2010 to 2015, but never fully recovered to pre-Katrina levels.

2. POPULATION BY AGE

Gretna's population currently has a median age of 37.2, and is projected to increase to 38.3 years by 2021. The consistent growth of the population for each of the age groups indicates a stable local population. The shifts, projected from 2015 to 2021, are minor and represent an aging local population. Nationwide, birth and marriage rates are currently the highest between the ages of 20 and 34 years old (*U.S. Census Bureau 2014, 2016*). Gretna has a significant population share within that age-range, as well in absolute numbers, when compared to the region. The prominence of such

a population suggests a family-friendly environment and the potential for growth in the population of children.

3. INCOMES

When compared to the State and other locales in the region, Gretna's population has a lower median income level according to past data. In 2000, the median household income in Gretna was \$29,016, compared to the state median of \$33,015, and a national median of \$42,350. By 2015, the median income in Gretna rose by 20% to \$34,347, while the State climbed to \$45,501 (+35%) and the nation to \$53,608 (+26%). On a regional basis, Gretna had the second lowest median income level in 2015, a trend that is currently projected to continue through to 2020. The southern portion of Gretna, including Bellevue and Timberlane neighborhoods, shows higher median incomes in the \$60,000 to \$89,999 range.

Approximately 44% of Gretna's households earn less than \$30,000 per year. This share of relatively low incomes is larger than the statewide average (35%), and all other regional locales, except Marrero (46%). The percentage of Gretna households earning greater than \$100,000 annually is, with 16%, slightly lower than the average (17%) of the areas analyzed. Statewide, approximately 19% of households earn greater than \$100,000 per year. It is important to note that Gretna's income levels are similar to those in New Orleans, both in terms of median income and percentage of households under \$30,000 (44% for Gretna versus 43% for New Orleans), as well as those earning \$100,000 or more (16% for Gretna versus 17% for New Orleans).

EMPLOYMENT

Gretna's workforce was estimated at 7,419 individuals in 2015 (*US Census*). The largest share of Gretna's employed residents (13.6%) is working in the field of Office Administration and Support, followed by Construction and Extraction (11.9%), Food Preparation and Service (9.6%), and Retail. Compared to regional employment, Gretna has fewer positions in Management Occupations, Business and Financial Operations, Legal Occupations, and Healthcare Fields, while employment in the fields of Grounds and Maintenance Occupations, Food Preparation, Food Service, and Construction and Extraction Occupations are strong compared to other census places of the region. This occupational composition reflects the income levels of Gretna discussed above, as most prevalent jobs of Gretna's residents are typically in the low wage category.

1. INDUSTRY

The economy of Gretna is supported by a healthy number of businesses. With 1,306 business establishments and a population of 17,835, Gretna has 0.073 establishments per resident. This metric indicates a significant business climate, wherein Gretna fares better than the state and national averages as well as comparison locations. Further, Gretna has a great diversity of businesses in comparison to the surrounding region. In review of the different types of business in the area, Gretna features a larger share of nearly every business type than the surrounding areas, the state, and the nation. It is above the state average in every metric.

Table 3.3: 2015 Population vs. Establishments

	Total Population	Total: Establishments (NAICS)	Resident Population/ Establishment
Westwego	9,154	317	29
Gretna	17,835	1,306	14
Harvey	21,548	1,259	17
Marrero	33,138	1,346	25
Kenner	67,338	3,140	21
Metairie	137,866	9,529	14
New Orleans	389,372	19,019	20
Jefferson	435,908	23,306	19
Louisiana	4,671,338	213,172	22
United States	321,223,644	14,419,786	22
Source: AnySite; TMG Consulting analysis			

Approximately 9% of Gretna's workforce is employed on the retail sector. The presence of retail businesses in Gretna is important to the local economy, as it not only employs a high number of individuals, but also as brings non-local monies into the area. Gretna's retail outlets earn approximately \$16,969 for every resident of the City. While this metric exceeds national and state averages, it is lower than some nearby regions, including \$25,858 for Metairie and \$39,752 for Harvey. Within the region, Gretna performs better than only Marrero and Westwego. An analysis of retail sales by block group and per business category compared to retail sales per resident population allows a better understanding of Gretna's general retail sales patterns. The data suggests that Gretna's retail establishments excel in home furnishings stores, building material and supplies dealers, shoe stores, sporting goods, hobby and musical instrument stores, and florists. Further, eating and drinking establishments in Gretna are performing above average. Sectors in which Gretna lags compared to neighboring communities include lawn and garden equipment/supplies stores; beer, wine, and liquor stores; general merchandise stores; electronic shopping, and mail-order houses.

ECONOMIC DEVELOPMENT ORGANIZATIONS

1. JEFFERSON PARISH ECONOMIC DEVELOPMENT COMMISSION

The Jefferson Parish Economic Development Commission (JEDCO) was founded in 1987. It is an independently acting, semi-public association, that partners with Jefferson Parish government to attract new businesses to the region and support the creation of quality jobs, entrepreneurship, and investment. The City of Gretna maintains a strong partnership with JEDCO and collaborates frequently on multiple projects. JEDCO offers a number of services including the administration of a database of existing businesses, demographic and traffic data, as well as a complete real estate listing.

JEDCO supports local and locally owned businesses through the administration of loan programs. It further acts as a business incubator by ensuring a favorable business environment for new enterprises and providing services like business counseling, networking opportunities, seminars, office space, and shared administrative services.

JEDCO developed the Economic Development Plan “Jefferson EDGE 2020 Development Strategy” for the Parish in 2000, which is updated every five years, and provides strategic guidance for economic development projects. The Plan was last updated in 2015, when it identified five industry clusters with the greatest opportunity for growth in Jefferson Parish.

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

The City of Gretna is home to major employers in the food industry; water transportation, distribution, and logistics; and water, coastal, and environmental industries. Health care and IT systems and products are currently underrepresented, providing an opportunity for future growth.

The EDGE 2020 provides a list of action items for supporting each of the promoted industry clusters. In order to make progress in the area of economic development, the City of Gretna should consider the EDGE 2020 Plan's goals and action plan when developing new regulations or planning investments. Land use regulations should accommodate the needs of targeted sectors.

2. GREATER NEW ORLEANS REGIONAL PLANNING COMMISSION (RPC) AND THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs)

The U.S. Economic Development Administration (EDA) requires Economic Development Districts to develop a Comprehensive Economic Development Strategy, which is updated every five years. All projects applying for EDA funding must demonstrate their compliance with the CEDs requirement.

The RPC acts as the designated Economic Development District and includes Jefferson, Orleans, Plaquemines, St. Bernard, St. Tammany, and Tangipahoa Parishes. The CEDs was last updated for 2014 to 2018. The strategic plan includes a vision, a set of goals and objectives, and an action plan, including action priorities specifically identified for Jefferson Parish. One action priority is the Industrial Corridor Revitalization, with the aim of reusing or redeveloping industrial corridors, such as the Harvey Canal near Gretna.

3. GRETNA ECONOMIC DEVELOPMENT ASSOCIATION (GEDA)

GEDA acts in cooperation with the community, state, local, and federal governments to improve the general business climate in Gretna and its quality of life. It further promotes tourism and cultural heritage, historic preservation, and community design. Everyone can join the association for a yearly membership fee of \$25. GEDA projects include mostly cultural and recreational events such as the Gretna Heritage Festival, Gretna Art Walk, Christmas tree lighting, and many more.

4. G-REDI & WESTBANK ROTARY

Gretna - Revitalized, Enhanced, Developed Initiative (G-REDI) is a recently created economic development non-profit with an interest in facilitating downtown development. They are working to promote the business climate of the City and ensure that the administration prioritizes all aspects of economic development, including quality of life.

The Gretna based Westbank Rotary Club was founded in 1936 and aims to contribute manpower and financial resources to community projects and service organizations. The Rotary Club is collaborating with the City of Gretna on developing and implementing innovative ideas that support the economic development in the City. The Rotary Club is currently developing a concept to administer a grant program for small businesses.

BUSINESS ENVIRONMENT

Gretna's advantageous business environment is the result of multiple beneficial factors, including the City's location in the Greater New Orleans region, its accessibility through a diverse range of transportation modes, and the City's quality of life.

1. STRATEGIC LOCATION

Gretna's location immediately across the Mississippi River from Downtown New Orleans, as well as its strategic transportation infrastructure, are the City's strongest assets in regard to economic development. The City provides convenient access to Harvey Canal, the Port of New Orleans, the New Orleans Gulf Coast Railway which connects to a large rail network, Interstate 10, and Louis Armstrong International Airport. The City is further serviced by a number of major motor freight carriers. The Port of New Orleans recently began expansion to increase capacity in anticipation of the 2016 completion of the Panama widening project, which will potentially increase shipping and related business



Figure 3.2: Total Retail Sales in 2015

in near future. Furthermore, a new, modernized, larger Louis Armstrong International Airport terminal facility is under construction, which will further improve Gretna's strategic location. The EDGE 2020, Jefferson Parish's Economic Development Plan, identified water transportation, distribution, and logistics as one of five industry clusters with the greatest opportunity for growth over the upcoming years.

City of Gretna officials are actively working to reinstate the Gretna Ferry on the Mississippi River. The Ferry operated between Gretna and the Jackson Avenue terminal, but was moved to the Canal Street Terminal and cancelled by LA DOTD in 2013. If reinstated, it would provide another transportation mode and alternative to the Crescent City Connection for both commuters and visitors. Connecting workers from Gretna to New Orleans, as well as visitors and tourists from New Orleans to Gretna, would generate increased economic development in downtown Gretna. The new Canal Street Ferry Terminal will soon be under construction and will provide a much-improved terminal experience for users.

2. TAXES

The sales tax rate for retail purchase of goods within the City of Gretna totals 9.75%. It is comprised of a 5% state sales tax and a 4.75% parish sales tax, which is levied by the school board (1.5%), the Sheriff's Office (0.25%), and the Parish Council (3.0%). Jefferson Parish remits 2.34% of the sale tax collected back to Gretna for operations and services. Maintaining the volume of retail sales in the area is crucial to providing jobs, as well as supporting the local government.

Parishes in Louisiana levy property taxes, though the State regulates the level of exemption for homesteads, limiting taxable residential property on primary homes to their value above \$75,000. Gretna taxes improvements of industrial property at 15% of fair market value, and taxes the land at 10%. Private residences are assessed at 10% of fair market value with no property tax on the first \$75,000. In 2016, the city-wide average mill rate was 0.05049. This mill rate is notably higher than that of other communities in the region, including Westwego with 0.02937, Kenner with 0.01717, and Harahan with 0.01359 (*JEDCO 2016, City of Gretna Economic Profile 2017*).

Corporate franchise tax rate is set at \$1.50 per \$1,000 on the first \$300,000 of capital employed in Louisiana, and \$3.00 per \$1,000 after the first \$300,000. Corporations further pay corporate income tax ranging

between 4% (first \$25,000) and 8% (income more than \$200,000) on net income.

3. INCENTIVES

A variety of state and local tax credit options are available for eligible Gretna businesses, as well as tax exemptions and workforce development incentives. Targeted industries are diverse and include research and development, technological enterprises, digital media and software, and manufacturing and production. Specifically, the entertainment industry is targeted by a notable number of incentives, including:

- *Jefferson Parish Film Industry Incentive Program*
- *Motion Picture Investor Tax Credit*
- *Sound Recording Investor Tax Credit*
- *Musical and Theatrical Production Income Tax Credit*

JEDCO helps Jefferson Parish businesses access available finance resources. Therefore, the Commission offers programs that assist businesses with the financing of fixed assets, working capital, and inventory by utilizing available lending resources. Lenders include the U.S. Small Business Administration, the Economic Development Administration, the Department of Housing and Urban Development, the State of Louisiana Office of Community Development, as well as a number of programs administered by JEDCO directly. The following finance programs are available for eligible Gretna businesses:

- *SBA 504 Loan Program*
- *Industrial Development Bond (IDB)*
- *EDA – Revolving Loan Fund (RLF)*
- *EPA Brownfields Cleanup Revolving Loan Fund*
- *HUD Community Development Block Grant – Revolving Loan Fund*
- *Louisiana Revolving Capital Fund (LRCF)*
- *LED Small Business Loan and Guaranty Program*
- *Innovation Loan and Technical Assistance Program (ILTAP)*

4. QUALITY OF LIFE

Quality of life is an important factor in attracting businesses to relocate to a city. With its historic center, rich cultural heritage, and proximity to New Orleans, the City of Gretna already has many desirable qualities. Gretna also has a number of well-maintained public green spaces and a variety of recreational offerings.

The City currently accommodates twelve public schools and three private schools. In 2016, Gretna's Thomas Jefferson High School was ranked within the top five high schools in Louisiana by the U.S. News and World Report. Furthermore, Gretna has well respected police and fire departments, and the City provides high quality infrastructure services to all neighborhoods. During public participation of the comprehensive planning process, the residents of Gretna expressed pride in their community and a strong sense of social cohesion.

SWOT ANALYSIS

1. STRENGTHS

The strength of Gretna's economic climate is in its advantageous location and accessibility, its diversity of industries, and the number of business establishments. The diversity of industries reduces the impacts of short-term volatility in economic growth rates and can potentially enhance long-term growth. Additionally, the large number of establishments allows for economic stability, again reducing volatility in the local economy. Furthermore, the extension of 4th Street and the redevelopment of the 5th Street corridor provide opportunities for attracting new economic development.

2. WEAKNESSES

Whereas a diversity of establishments and industries in Gretna provides security, the prevalence of low wage

positions for its residents is perhaps one of the City's greatest weaknesses. To preserve and enhance the livelihood of the local population, a greater number of moderate wage positions, which do not necessitate a second job or alternative income assistance, are necessary.

3. OPPORTUNITIES

Gretna's location is an opportunity for economic growth and development. The City's proximity to the City of New Orleans and surrounding communities, as well as the ease of access to major thoroughfares and lower housing costs, make Gretna an attractive development site for start-up business and business seeking to expand.

4. THREATS

The greatest threat to the City of Gretna is the potential failure or poor performance of the retail services industry. While sellers of large-scale goods like automobiles and construction materials are likely not impacted by the increasing shift away from brick and mortar establishments to internet driven retail sales, the shift has heavily impacted sales from businesses that deal in small goods or electronics. The decrease in these retail services could result in a greater reliance on a smaller number of retail establishments and a shift to volatile short-term shifts, negatively impacting the security of the economy



Figure 3.3: Proposed Enhancements & Infill along 1st Street in Downtown Gretna

RECOMMENDATIONS

1. SUSTAINING GREтна'S POPULATION WITH QUALITY JOBS

While the City of Gretna has a variety of industries, the low income levels of its residents are of the greatest concern. The availability of low-income level positions is important to the short-term maintenance of the Gretna population, and to the future development of early entry workforce positions. However, the future economic viability of the City should be focused on the increase of new moderate to high-income positions. Although importing high education and high income positions from other areas can help with the future development of economic viability of the region, it is also important to develop a base of moderate income skilled positions and to foster an education base for future high income positions. Gretna should further focus on providing infrastructure and a regulation framework that is favorable for those industries identified as target industry clusters by the EDGE 2020 plan. The City can therefore utilize existing underutilized infrastructure, such as the Franklin Avenue corridor or the southern portion of Huey P. Long Avenue, as well as the redevelopment around 4th and 5th Street corridors and Gretna Boulevard, as an opportunity for creating clusters of attractive locations for new, desired mixed use development.

2. WORKFORCE TRAINING

Historically, many of the workforce training programs for skilled positions have been developed by the Federal government. The City should seek to incorporate educational programming, either through public-private partnerships with specific industries or through the partnership with the variety of educational institutions in the area, in an effort to maximize the skilled workforce in the area. Specific educational institutions that have available programming for workforce education include Delgado Community College in Orleans Parish and Nunez Community College in St. Bernard Parish.

3. FOCUS AREAS FOR ECONOMIC DEVELOPMENT

From a planning perspective, the promotion of smaller businesses in the City's existing mixed-use corridors, as well as Downtown Gretna, could be beneficial and potentially overlap with the target industry clusters identified in the EDGE 2020 Plan. Central mixed-use corridors can accommodate the needs of medium sized office uses, such as technical and environmental engineering fields. Small niche industries in the food and beverage sector such as microbreweries, specialty foods, and coffee shops would also support the image

of a vibrant, livable community. The adoption of land use regulations that allow for co-working spaces and flexible office options would support the need of small start-up businesses in the IT sector and in the creative industries. Neighborhood commercial uses like cafés, restaurants, and boutiques were frequently requested by members of the community during the comprehensive planning process and would further foster a higher quality of life in the City. The successful promotion of a mix of small and local retail establishments is vital to the economic resilience of Gretna over time. By focusing on bringing in new businesses and retaining existing small businesses in Gretna, the City has the opportunity to increase its attractiveness for new residents as a great place to both live and work.

The City of Gretna has a number of small-scale commercial corridors and clusters, most of them located within the northern part of the City, in the historic neighborhoods of Old Gretna-Mechanickham and McDonoghville. These areas could be targeted for commercial infill by providing a convenient and attractive environment and recruiting businesses in the target industry clusters identified in the Jefferson EDGE plan.

North of the Westbank Expressway, Downtown Gretna features a healthy number of small to medium scaled retail, office, and institutional uses clustered along Huey P. Long Avenue, and between 1st and 4th Streets. Further, Lafayette Street has developed as a typical historically grown mixed-use corridor, featuring small scale commercial as well as residential uses. This area is a fully functioning commercial center with few vacancies and is attractive for retail, services, incubator space, and office uses. The land use regulations for this area should account for the needs of desired economic development in the small-scale sector, as well as allow for flexible office and retail space options, an attractive mix of uses for people working and living and playing in the same area, and a built environment that provides for walking and biking. To establish Old-Gretna, Old Garden Park, and McDonoghville as attractive alternatives to New Orleans neighborhoods, the re-establishment of the Gretna Ferry would be highly beneficial.

McDonoghville's most significant cluster of neighborhood commercial development stretches along Franklin Avenue, which provides a mixed-use pattern with a slightly less dense character than that of Downtown

Gretna. The area around Kepler Street features a number of medium sized businesses, consisting mostly of retail and services that require a building with a larger square footage than those located in Downtown Gretna.

Existing businesses include furniture stores, light manufacturing and craftsmanship establishments, a variety of services, automotive related retail, and printer shops. Most of the establishments target motorized customers. This area also contains notable vacancies and would greatly benefit from a revitalization effort targeting mixed-use infill. Lot sizes and buildings are larger than those in the denser Downtown Gretna, meaning the City could regulate land uses and development standards for this area to be favorable for medium sized businesses, as well as small and medium sized housing options. Target industry clusters, as identified in the EDGE 2020, including food and beverage enterprises, the IT field, and health care facilities and support, could be actively recruited for this area. The corridor is also suited for pedestrian and bicycle use, and presently accommodates convenient access for vehicles. Land use regulations for Franklin Avenue should provide standards that incentivize infill, which is suitable for motorized as well as non-motorized customers and residents. The City has a goal of registering McDonoughville as a National Historic District, which would allow development to take advantage of the associated tax credits. This would be particularly beneficial in development of commercial corridors in McDonoughville.

The extension of 4th Street from Downtown Gretna to McDonoughville, currently under construction, as well as the redevelopment of the 5th Street corridor, will ultimately connect the commercial centers of both neighborhoods. The future land use map, as shown in *Element 2: Land Use*, foresees mixed-use development for both corridors. The economic potential of these two corridors could be utilized by the City to attract new businesses to Gretna and help strengthen the commercial area along Franklin Avenue near Kepler Street.

South of the Westbank Expressway, Gretna Boulevard currently provides neighborhood commercial zoning near City Park, and a few small to mid-sized commercial and office uses are located there. During public meetings, the Gretna community expressed the desire to establish this portion of Gretna Boulevard as a walkable commercial corridor. The corridor is easily accessible for residents from Bellevue, Jonestown, and New Garden Park. Streetscape improvements including the addition of trees and state-of-the-art pedestrian and bicycle infrastructure could help to attract new businesses to the neighborhood. Furthermore, the portion of Huey P. Long Avenue south of the Westbank Expressway currently features a few commercial and light industrial uses that are adjacent to residential uses, but is generally underutilized, with a significant number of vacant lots. Economic development efforts in this area could target the development of mixed-use projects, which could provide affordable housing options and needed retail services for the neighborhood.



Figure 3.4: Proposed Enhancements & Infill along Gretna Blvd. along the Jonestown and Bellevue Neighborhoods

Development along the Franklin Avenue and Gretna Boulevard, as proposed herein, will substantially contribute to the growth and economic sustainability of the City. The scale of these corridors, and size of the land parcels contained within them, primarily support local and regional businesses. Big box commercial and fast-food restaurant chains are located along the Westbank Expressway which cuts through the city with little relationship to the established roadway grids. When the Expressway was constructed, parcels were bifurcated resulting in remnant triangular parcels that are difficult to develop or redevelop. Furthermore, Westbank Expressway retail businesses do not provide adequate buffer between their operations and the surrounding single-family residential homes which adversely affects the land value and quality of life in these neighborhoods.

All of the large-scale commercial developments in the Westbank Expressway corridor are vehicular-centric and not conducive to pedestrian or bicyclists access. In addition, many turn their backs on major streets, such as Stumpf Blvd. and the ground level Expressway, further adversely impacting the quality of life in Gretna. These conditions also substantially detract from vehicular passengers' view of the city. The small-town character of the historic downtown and the suburban neighborhoods, which represent Gretna and its primary attraction as a place to live, are concealed by unattractive conditions along these corridors. For local residents of the City and first-time visitors alike, the Expressway serves as an initial introduction to the City, often leaving a less than accurate impression of Gretna. *Element 5: Transportation* and *Element 7: Community Design* have design recommendations on creating a multi-modal transportation network which can greatly improve the streetscape aesthetics.

To ensure the Corridor contributes beneficially to the City's economic wellbeing and quality of life, a special economic redevelopment zone is recommended. The River Expressway Development Zone is intended to incentivize redevelopment along the Westbank Expressway corridor and to ensure redevelopment follows principles of Smart Growth. Incentives to redevelopment would be developed in collaboration with JEDCO and would include expedited approvals, tax incentives, and workforce training for Gretna residents to become highly qualified for the new jobs created. Commercial redevelopments would introduce inviting storefronts, safe and attractive pedestrian and bicycle access, and an attractive streetscape to the corridor allowing it to serve as a welcoming gateway to Gretna. More on Smart Growth can be found in *Element 8: Community Design*.

GOALS

Goal 1: Provide adequate physical infrastructure and municipal services to accommodate and encourage sustainable economic development and redevelopment.

Objective 1.1:

Ensure the new Land Use Code addresses economic development needs of the City efficiently, including the establishment of attractive locations for medium and small businesses and flexible office spaces, as well as the provision of affordable housing choices.

Objective 1.2:

Prioritize public infrastructure projects for the most beneficial impacts to businesses. Ensure that the redevelopment of 4th Street and 5th Street corridors leads to attractive development sites for new businesses while also accommodating the needs of existing commercial and residential development.

Objective 1.3:

Estimate costs and seek funding for projects identified to support local economic development.

Objective 1.4:

Support the establishment of commercial development in residential areas that lack neighborhood commercial opportunities. Enable the development of mixed-use land use along Huey P. Long Avenue in Jonestown.

Goal 2: Pro-actively nurture and cultivate new businesses and entrepreneurship in Gretna.

Objective 2.1:

Implement the goals and action plan as provided in the Jefferson EDGE 2020 plan.

Objective 2.2:

Create an economic incubator organization that actively seeks to support innovative small and medium sized businesses.

Objective 2.3:

Encourage networking of Gretna business owners to promote interest and build linkages with other associates in Jefferson Parish and the Westbank.

Objective 2.4:

Identify and meet the needs of small businesses in Gretna.

Objective 2.5:

Establish incentives for redevelopment in and along targeted neighborhood commercial corridors, including Franklin Avenue and Gretna Boulevard.

Goal 3: Develop and implement a marketing initiative to recruit and retain new businesses.

Objective 3.1:

Leverage Gretna's riverfront to attract new, context sensitive development.

Objective 3.2:

Market vacant buildings and vacant properties. Specifically target commercial areas which are currently underutilized, including Franklin Avenue and Gretna Boulevard.

Objective 3.3:

Partner with Delgado Community College to facilitate technical training for potential businesses needs.

Objective 3.4:

Develop an initiative to encourage residents of Gretna and the Westbank to buy local.

Goal 4: Establish Gretna as the premiere residential community for the Greater New Orleans workforce.**Objective 4.1:**

Promote the short drive time to the New Orleans CBD and other employment centers.

Objective 4.2:

Promote the lower cost of housing and cost of living in comparison to areas of New Orleans or Eastbank of Jefferson Parish.

Objective 4.3:

Promote the small town character, strong community, and family-friendly attributes of Gretna.

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ECONOMIC DEVELOPMENT ELEMENT: APPENDIX

Table 3.2: Median Household Incomes								
	2000		2010		2015 Est.		2020 Project	
	Total	% change	Total	% change	Total	% change	Total	% change
Gretna	\$29,016	n/a	\$34,868	20%	\$34,347	-1%	\$33,733	-2%
Harvey	\$29,684	n/a	\$41,360	39%	\$39,338	-5%	\$38,870	-1%
Kenner	\$39,938	n/a	\$50,638	27%	\$50,836	0%	\$50,812	0%
Marrero	\$32,050	n/a	\$37,029	16%	\$36,039	-3%	\$35,524	-1%
Metairie	\$41,301	n/a	\$52,373	27%	\$52,002	-1%	\$52,412	1%
New Orleans	\$27,581	n/a	\$37,050	34%	\$37,901	2%	\$38,312	1%
Westwego	\$27,435	n/a	\$31,046	13%	\$31,848	3%	\$30,687	-4%
Jefferson	\$38,707	n/a	\$48,360	25%	\$47,921	-1%	\$47,502	-1%
Orleans	\$27,581	n/a	\$37,050	34%	\$37,901	2%	\$38,312	1%
Louisiana	\$33,015	n/a	\$44,735	35%	\$45,501	2%	\$45,749	1%
United States	\$42,350	n/a	\$53,404	26%	\$53,608	0%	\$53,764	0%
Source: AnySite 2015; TMG Consulting analysis. Percent Change is calculated by subtracting the total from the comparative years, then dividing by the previous year's total.								

Data suggests that median household incomes are declining in Gretna, which could be offset with the creation of new, middle- to high income jobs.

Table 3.4: Total Population by Age Cohort – 2016									
	Gretna	Harvey	Marrero	Westwego	Kenner	Metairie	New Orleans	Louisiana	United States
Median age	37.2	35.8	39.3	40.2	38	41.5	35.8	36.4	37.7
Under 5 years	6.30%	7.00%	6.50%	6.20%	6.40%	5.70%	6.00%	6.60%	6.20%
5 to 9 years	5.80%	6.90%	7.00%	6.70%	6.20%	5.40%	6.00%	6.70%	6.40%
10 to 14 years	5.20%	6.20%	6.40%	5.70%	6.00%	4.80%	5.20%	6.60%	6.40%
15 to 19 years	5.30%	5.60%	5.90%	5.70%	5.90%	4.50%	5.20%	6.30%	6.50%
20 to 24 years	7.30%	7.10%	6.20%	6.50%	6.60%	6.20%	7.40%	7.60%	7.30%
25 to 29 years	8.70%	8.10%	6.70%	6.60%	7.70%	8.10%	10.10%	7.30%	6.90%
30 to 34 years	8.40%	8.20%	6.50%	6.60%	7.60%	7.40%	9.10%	7.30%	6.90%
35 to 39 years	6.60%	6.80%	5.80%	5.80%	6.10%	6.10%	6.80%	6.20%	6.20%
40 to 44 years	6.40%	6.30%	5.80%	6.30%	5.90%	5.80%	6.00%	5.90%	6.40%
45 to 49 years	6.50%	5.70%	6.50%	6.50%	6.00%	6.00%	6.00%	6.00%	6.40%
50 to 54 years	7.00%	7.20%	7.20%	7.70%	7.20%	7.10%	6.60%	6.90%	7.00%
55 to 59 years	6.90%	6.80%	7.30%	6.80%	7.60%	7.30%	7.10%	6.90%	6.80%
60 to 64 years	5.40%	5.90%	6.60%	6.80%	6.70%	6.70%	6.30%	5.90%	5.90%
65 to 69 years	4.70%	5.10%	5.40%	5.70%	5.10%	5.80%	4.60%	4.80%	5.00%
70 to 74 years	3.30%	3.10%	4.00%	3.60%	3.50%	4.30%	2.80%	3.40%	3.60%
75 to 79 years	2.40%	1.90%	2.80%	2.90%	2.20%	3.10%	1.90%	2.40%	2.50%
80 to 84 years	1.90%	1.20%	1.80%	1.80%	1.50%	2.50%	1.30%	1.60%	1.80%
85 years and over	1.90%	1.10%	1.80%	2.10%	1.70%	3.10%	1.60%	1.60%	1.90%
Source: AnySite2016; TMG Consulting Analysis									

Data suggests that there are a number of people in their 20s and 30s that are young professionals, potentially raising their children in Gretna. This age group also tends to spend more money at local businesses by eating out more than cooking at home.

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Table 3.5: Total Population by Age Cohort – 2021									
	Gretna	Harvey	Marrero	Westwego	Kenner	Metairie	New Orleans	Louisiana	United States
Median age	38.3	37.1	40.8	41.3	39	42.6	36.9	37.3	38.7
Under 5 years	6.10%	6.60%	6.10%	5.90%	6.10%	5.50%	5.60%	6.30%	5.90%
5 to 9 years	5.70%	6.70%	6.80%	6.60%	6.10%	5.30%	6.10%	6.60%	6.20%
10 to 14 years	5.10%	6.10%	6.30%	5.60%	5.90%	4.80%	5.20%	6.40%	6.20%
15 to 19 years	5.00%	5.30%	5.50%	5.40%	5.50%	4.30%	4.50%	5.90%	6.10%
20 to 24 years	6.80%	6.40%	5.60%	5.90%	6.10%	5.70%	6.30%	7.30%	7.20%
25 to 29 years	8.20%	7.60%	6.30%	6.20%	7.30%	7.60%	9.40%	7.10%	6.90%
30 to 34 years	8.60%	8.40%	6.60%	6.80%	7.90%	7.60%	10.10%	7.50%	6.90%
35 to 39 years	6.90%	7.10%	6.00%	6.00%	6.40%	6.40%	7.50%	6.40%	6.20%
40 to 44 years	6.30%	6.20%	5.70%	6.10%	5.80%	5.70%	6.10%	5.80%	6.10%
45 to 49 years	5.80%	5.20%	5.90%	5.90%	5.50%	5.40%	5.60%	5.50%	5.90%
50 to 54 years	6.30%	6.50%	6.50%	7.00%	6.60%	6.30%	6.10%	6.30%	6.60%
55 to 59 years	6.70%	6.70%	7.10%	6.70%	7.50%	7.10%	7.00%	6.80%	6.80%
60 to 64 years	5.70%	6.30%	7.00%	7.10%	7.10%	6.90%	6.80%	6.30%	6.20%
65 to 69 years	5.50%	6.10%	6.30%	6.60%	6.00%	6.60%	5.40%	5.60%	5.70%
70 to 74 years	4.20%	3.90%	5.00%	4.50%	4.40%	5.40%	3.20%	4.00%	4.30%
75 to 79 years	3.00%	2.30%	3.50%	3.50%	2.60%	3.70%	2.10%	2.80%	2.90%
80 to 84 years	2.10%	1.30%	2.00%	1.90%	1.60%	2.70%	1.40%	1.80%	2.00%
85 years and over	2.00%	1.20%	1.90%	2.20%	1.80%	3.10%	1.50%	1.70%	2.00%
Source: AnySite2016; TMG Consulting Analysis									

Data suggests that the consistent growth for each of the age groups indicates a stable local population.

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Table 3.6: Percent of Households by Income Bracket: 2016									
	Gretna	Harvey	Kenner	Marrero	Metairie	New Orleans	Westwego	Louisiana	United States
Less than \$10,000	11%	9%	7%	12%	8%	17%	12%	10%	7%
\$10,000 to \$14,999	9%	12%	5%	10%	4%	8%	6%	7%	5%
\$15,000 to \$19,999	8%	5%	5%	8%	5%	7%	8%	6%	5%
\$20,000 to \$24,999	8%	6%	5%	9%	5%	7%	8%	6%	5%
\$25,000 to \$29,999	8%	6%	5%	7%	6%	5%	9%	6%	5%
\$30,000 to \$34,999	5%	10%	7%	6%	6%	6%	8%	5%	5%
\$35,000 to \$39,999	4%	5%	5%	5%	5%	4%	6%	5%	5%
\$40,000 to \$44,999	5%	5%	6%	5%	5%	5%	8%	5%	5%
\$45,000 to \$49,999	6%	4%	4%	4%	5%	3%	3%	4%	4%
\$50,000 to \$59,999	4%	5%	9%	7%	7%	6%	5%	8%	8%
\$60,000 to \$74,999	7%	8%	9%	7%	8%	7%	8%	9%	10%
\$75,000 to \$99,999	8%	9%	12%	10%	12%	8%	8%	11%	12%
\$100,000 to \$124,999	8%	7%	8%	6%	9%	5%	7%	7%	8%
\$125,000 to \$149,999	2%	4%	2%	2%	4%	3%	2%	4%	5%
\$150,000 to \$199,999	3%	2%	4%	1%	4%	4%	3%	4%	5%
\$200,000 or more	3%	2%	5%	1%	6%	5%	0%	4%	5%
Median Household Income	\$35,925	\$36,842	\$50,001	\$33,255	\$51,962	\$35,975	\$34,474	\$45,875	\$55,497
Average Household Income	\$56,831	\$55,584	\$72,687	\$48,366	\$78,484	\$63,834	\$48,887	\$66,260	\$78,307
Source: AnySite									

Data shows that the income levels in Gretna are comparable of those in New Orleans, as well as those earning \$100,000 or more. This suggests that Gretna can attract residents of New Orleans to Gretna because their income could go further in Gretna's housing market.

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Table 3.7: 2016 Occupation of Employed Residents by Percent								
	Gretna	Harvey	Marrero	Westwego	Kenner	Metairie	New Orleans	Louisiana
Management	6.20%	6.20%	5.00%	8.20%	7.40%	9.40%	9.30%	8.50%
Business and financial operations	1.70%	3.10%	3.20%	2.30%	5.00%	5.70%	4.10%	3.70%
Computer and mathematical	1.40%	0.80%	0.70%	0.10%	1.00%	1.60%	1.60%	1.10%
Architecture and engineering	1.60%	1.60%	1.30%	1.80%	2.00%	2.20%	1.90%	1.90%
Life, physical, and social science	0.40%	0.60%	0.20%	0.00%	0.50%	0.90%	1.20%	0.70%
Community and social service	0.90%	1.50%	1.00%	1.10%	0.70%	1.40%	2.00%	1.50%
Legal	0.50%	1.20%	1.30%	0.80%	0.90%	2.50%	3.10%	1.20%
Education, training, and library	4.10%	3.00%	4.70%	3.90%	4.30%	5.20%	8.00%	6.10%
Arts, design, entertainment, sports, and media	1.70%	0.90%	1.00%	1.20%	1.10%	2.00%	3.40%	1.40%
Health diagnosing and treating practitioners	4.00%	5.00%	3.20%	1.50%	3.10%	5.00%	5.10%	4.00%
Health technologists and technicians	1.60%	2.10%	3.20%	3.70%	1.80%	1.70%	1.50%	2.20%
Healthcare support	1.30%	1.70%	3.40%	3.40%	1.60%	1.00%	2.50%	2.60%
Firefighting and prevention	1.50%	1.20%	3.40%	3.90%	1.30%	1.20%	1.80%	1.30%
Law enforcement workers	2.80%	1.20%	1.00%	3.10%	0.80%	0.70%	0.90%	1.40%
Food preparation and serving related	9.60%	6.30%	5.70%	4.30%	7.40%	7.10%	9.70%	6.20%
Building and grounds cleaning and maintenance	6.60%	5.30%	3.00%	5.00%	5.00%	3.80%	4.60%	3.80%
Personal care and service	3.30%	3.90%	4.30%	3.60%	4.40%	3.00%	3.70%	3.60%
Sales and related	9.20%	9.30%	10.00%	9.10%	12.70%	11.90%	9.30%	10.70%
Office and administrative support	13.60%	15.50%	16.60%	15.20%	13.90%	13.80%	10.60%	13.40%
Farming, fishing, and forestry	0.10%	0.90%	0.30%	0.40%	0.00%	0.20%	0.30%	0.60%
Construction and extraction	11.90%	10.60%	9.30%	8.10%	11.60%	7.40%	4.70%	7.60%
Installation, maintenance, and repair	2.90%	4.00%	4.40%	5.50%	4.30%	3.80%	1.90%	4.00%
Production	5.20%	6.10%	7.00%	7.20%	3.00%	3.10%	3.00%	5.90%
Transportation	4.30%	5.30%	4.50%	4.20%	4.70%	3.50%	3.60%	4.20%
Material moving	3.60%	2.80%	2.30%	2.40%	1.60%	1.90%	1.90%	2.30%
Source: Anysite2016; TMG Consulting Analysis								

Data shows that number of people that live in Gretna are currently employed at lower wage jobs in sectors such as Food Preparation and Food Service. It is important to create job opportunities in the City to allow the workforce to advance.

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Table 3.8: Establishments by Sector										
	Gretna	Harvey	Marrero	Westwego	Kenner	Metairie	Orleans Parish	Jefferson Parish	Louisiana	United States
TOTAL Establishments 2015	1,304	1,259	3,140	1,346	9,529	320	23,306	19,019	213,172	14,419,786
Agricultural, Forestry, Fishing	-	1	-	3	3	1	13	13	888	99,215
Construction	58	105	341	84	582	14	1,796	752	13,813	979,785
Finance, Insurance, Real Estate	197	182	321	143	1,560	55	3,169	2,078	28,888	1,772,373
Manufacturing	41	81	106	26	164	8	679	268	5,311	427,418
Mining	3	7	1	2	22	0	43	39	1,005	20,398
Public Administration	112	44	82	27	88	13	529	494	8,253	416,128
Retail Trade	164	193	490	169	1,058	71	2,954	2,193	28,328	1,886,318
Services	642	515	1,438	807	5,476	129	12,145	11,869	109,616	7,583,270
Transportation, Communications	21	41	104	30	110	8	460	367	4,983	313,277
Wholesale Trade	40	68	167	29	250	17	991	311	7,696	495,239
Non-Classified Establishments	26	22	90	26	216	4	527	635	4,391	426,365

Source: AnySite 2015; TMG Consulting analysis

Data shows that Gretna has a large number of retail establishments, suggesting that there should be a continued focus on bringing in and retaining existing small businesses.

Table 3.9: Total Population vs. Retail Sales (2014/2015)			
	Total Population	Total: Retail Sales (NAICS)	Retail Sales/Resident Population
Gretna	17,835	\$302,639,277	\$16,969
Harvey	21,548	\$856,578,707	\$39,752
Marrero	33,138	\$305,677,195	\$9,224
Westwego	9,154	\$126,456,505	\$13,814
Kenner	67,338	\$1,466,820,618	\$21,783
Metairie	137,866	\$3,564,953,278	\$25,858
New Orleans	389,372	\$7,716,168,398	\$19,817
Jefferson	435,908	\$9,032,584,630	\$20,721
Orleans	389,372	\$7,716,168,398	\$19,817
Louisiana	4,671,338	\$75,981,463,341	\$16,265
United States	321,223,644	\$5,281,890,196,690	\$16,443

Source: AnySite; TMG Consulting analysis

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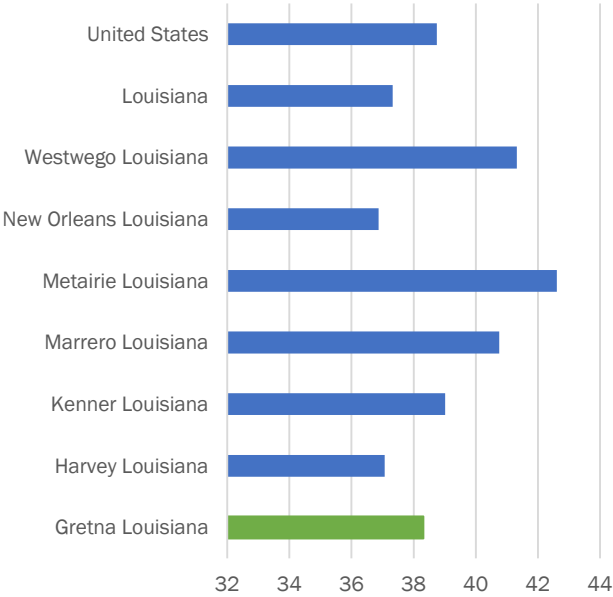
Table 3.10: Retail Sales by NAICS Category: 2015 Estimates										
	Gretna	Harvey	Marrero	Westwego	Kenner	Metairie	Orleans Parish	Jefferson Parish	Louisiana	United States
Building Material, Supplies Dealers	\$57.25M	\$55.04M	\$3.34M	\$0.52M	\$70.33M	\$170.26M	\$525.31M	\$614.93M	\$5,225.34M	\$368,197.58M
Gasoline Stations	\$32.67M	\$34.71M	\$81.67M	\$31.03M	\$255.21M	\$255.21M	\$941.81M	\$1,102.49M	\$9,378.23M	\$515,650.77M
Eating Places	\$29.83M	\$53.91M	\$24.91M	\$9.91M	\$91.83M	\$246.20M	\$517.51M	\$605.80M	\$5,153.17M	\$346,401.57M
Grocery Stores	\$29.14M	\$21.83M	\$27.69M	\$27.81M	\$151.62M	\$472.82M	\$801.41M	\$938.14M	\$7,980.17M	\$634,847.78M
Automobile Dealers	\$29.10M	\$242.05M	\$13.16M	\$11.72M	\$186.18M	\$874.19M	\$1,306.58M	\$1,529.49M	\$12,919.88M	\$918,516.82M
Other General Merchandise Stores	\$19.07M	\$132.02M	\$56.49M	\$12.69M	\$160.58M	\$196.12M	\$602.38M	\$705.15M	\$5,998.32M	\$327,279.53M
Health, Personal Care Stores	\$15.94M	\$33.27M	\$34.97M	\$7.25M	\$75.58M	\$226.59M	\$497.87M	\$582.80M	\$4,947.45M	\$302,596.61M
Sporting Goods, Hobby, Musical Instrument Stores	\$14.65M	\$5.60M	\$0.74M	\$0.50M	\$12.69M	\$29.10M	\$76.89M	\$90.00M	\$760.68M	\$68,778.45M
Automotive Parts, Accessories, Tire Stores	\$14.48M	\$12.31M	\$24.62M	\$1.59M	\$57.46M	\$74.07M	\$229.54M	\$268.70M	\$2,278.55M	\$142,655.47M
Clothing Stores	\$10.60M	\$11.09M	\$2.68M	\$1.18M	\$52.60M	\$145.14M	\$254.79M	\$298.26M	\$2,522.48M	\$194,783.00M
Other Miscellaneous Store Retailers	\$10.10M	\$10.99M	\$2.98M	\$3.69M	\$25.70M	\$39.94M	\$110.91M	\$129.83M	\$1,093.97M	\$66,697.95M
Home Furnishings Stores	\$6.25M	\$2.63M	\$3.40M	\$1.33M	\$7.56M	\$33.79M	\$66.04M	\$77.31M	\$626.58M	\$62,985.02M
Department Stores	\$6.23M	\$165.31M	\$2.03M	\$0.00M	\$130.68M	\$224.28M	\$733.44M	\$858.57M	\$7,164.43M	\$387,699.54M
Furniture Stores	\$5.13M	\$5.77M	\$4.17M	\$4.33M	\$4.65M	\$64.30M	\$110.95M	\$129.88M	\$1,080.25M	\$79,419.86M
Drinking Places	\$4.51M	\$3.55M	\$1.48M	\$0.78M	\$5.84M	\$32.06M	\$51.75M	\$60.58M	\$497.94M	\$26,259.03M
Other Motor Vehicle Dealers	\$3.38M	\$12.54M	\$0.71M	\$2.42M	\$24.65M	\$27.36M	\$94.95M	\$111.15M	\$920.56M	\$64,376.87M
Shoe Stores	\$3.28M	\$3.28M	\$0.73M	\$0.00M	\$11.19M	\$22.98M	\$50.59M	\$59.22M	\$454.30M	\$34,181.97M
Office Supplies, Stationery, Gift Stores	\$2.61M	\$7.52M	\$0.65M	\$0.32M	\$19.80M	\$35.22M	\$84.89M	\$99.37M	\$834.96M	\$48,663.87M
Florists	\$2.43M	\$1.46M	\$1.46M	\$0.48M	\$1.46M	\$11.42M	\$19.72M	\$23.09M	\$195.57M	\$11,793.06M
Specialty Food Stores	\$1.51M	\$1.65M	\$2.53M	\$4.89M	\$6.42M	\$10.22M	\$38.45M	\$45.01M	\$378.76M	\$29,506.65M
Electronics, Appliance Stores	\$1.35M	\$22.01M	\$0.18M	\$1.46M	\$19.30M	\$96.44M	\$150.80M	\$176.52M	\$1,486.49M	\$139,634.37M
Book, Periodical, Music Stores	\$1.11M	\$10.63M	\$0.00M	\$0.00M	\$13.04M	\$25.97M	\$44.99M	\$52.66M	\$389.77M	\$38,113.49M
Direct Selling Establishments	\$0.90M	\$1.80M	\$0.90M	\$0.90M	\$33.85M	\$10.47M	\$74.97M	\$87.76M	\$691.26M	\$102,241.04M
Used Merchandise Stores	\$0.60M	\$2.16M	\$2.52M	\$0.12M	\$2.16M	\$11.66M	\$26.70M	\$31.25M	\$263.14M	\$13,024.71M
Jewelry, Luggage, Leather Goods Stores	\$0.50M	\$1.68M	\$1.68M	\$0.00M	\$7.86M	\$54.63M	\$64.88M	\$75.95M	\$623.77M	\$47,108.37M
Lawn, Garden Equipment, Supplies Stores	\$0.00M	\$1.13M	\$7.54M	\$1.51M	\$29.40M	\$18.47M	\$74.71M	\$87.46M	\$724.16M	\$50,759.41M
Beer, Wine, Liquor Stores	\$0.00M	\$0.63M	\$1.72M	\$0.00M	\$1.25M	\$38.61M	\$43.93M	\$51.43M	\$411.77M	\$37,573.26M
Electronic Shopping, Mail-Order Houses	\$0.00M	\$0.00M	\$0.00M	\$0.00M	\$5.80M	\$114.56M	\$104.05M	\$121.81M	\$854.99M	\$197,827.64M
Vending Machine Operators	\$0.00M	\$0.00M	\$0.72M	\$0.00M	\$2.16M	\$2.88M	\$15.36M	\$17.98M	\$124.55M	\$24,316.49M
TOTAL	\$302.64M	\$856.58M	\$305.68M	\$126.46M	\$1,466.82M	\$3,564.95M	\$7,716.17M	\$9,032.58M	\$75,981.46M	\$5,281,890.20M
Per Capita Retail	\$16,969	\$39,752	\$9,224	\$13,814	\$21,783	\$25,858	\$19,817	\$20,721	\$16,265	\$16,443
Source: AnySite 2015 Data sorted by the highest grossing retail sales in the City fo Gretna.										

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Table 3.11: Retail Sales per Resident								
	Gretna	Harvey	Marrero	Westwego	Kenner	Metairie	Louisiana	United States
Total Population	17,835	21,548	33,138	9,154	67,338	137,866	4,671,338	321,223,644
Automobile Dealers	\$1,632	\$11,233	\$397	\$1,281	\$2,765	\$6,341	\$2,766	\$2,859
Other Motor Vehicle Dealers	\$190	\$582	\$22	\$264	\$366	\$198	\$197	\$200
Automotive Parts, Accessories, Tire Stores	\$812	\$571	\$743	\$174	\$853	\$537	\$488	\$444
Furniture Stores	\$288	\$268	\$126	\$473	\$69	\$466	\$231	\$247
Home Furnishings Stores	\$350	\$122	\$103	\$145	\$112	\$245	\$134	\$196
Electronics, Appliance Stores	\$75	\$1,022	\$6	\$159	\$287	\$700	\$318	\$435
Building Material, Supplies Dealers	\$3,210	\$2,554	\$101	\$56	\$1,044	\$1,235	\$1,119	\$1,146
Lawn, Garden Equipment, Supplies Stores	\$0	\$52	\$228	\$165	\$437	\$134	\$155	\$158
Grocery Stores	\$1,634	\$1,013	\$836	\$3,038	\$2,252	\$3,430	\$1,708	\$1,976
Specialty Food Stores	\$85	\$76	\$76	\$534	\$95	\$74	\$81	\$92
Beer, Wine, Liquor Stores	\$0	\$29	\$52	\$0	\$19	\$280	\$88	\$117
Health, Personal Care Stores	\$894	\$1,544	\$1,055	\$792	\$1,122	\$1,644	\$1,059	\$942
Gasoline Stations	\$1,832	\$1,611	\$2,464	\$3,390	\$3,790	\$1,851	\$2,008	\$1,605
Clothing Stores	\$594	\$515	\$81	\$129	\$781	\$1,053	\$540	\$606
Shoe Stores	\$184	\$152	\$22	\$0	\$166	\$167	\$97	\$106
Jewelry, Luggage, Leather Goods Stores	\$28	\$78	\$51	\$0	\$117	\$396	\$134	\$147
Sporting Goods, Hobby, Musical Instrument Stores	\$822	\$260	\$22	\$54	\$188	\$211	\$163	\$214
Book, Periodical, Music Stores	\$62	\$493	\$0	\$0	\$194	\$188	\$83	\$119
Department Stores	\$349	\$7,672	\$61	\$0	\$1,941	\$1,627	\$1,534	\$1,207
Other General Merchandise Stores	\$1,069	\$6,127	\$1,705	\$1,387	\$2,385	\$1,423	\$1,284	\$1,019
Florists	\$136	\$68	\$44	\$53	\$22	\$83	\$42	\$37
Office Supplies, Stationery, Gift Stores	\$147	\$349	\$20	\$35	\$294	\$255	\$179	\$151
Used Merchandise Stores	\$34	\$100	\$76	\$13	\$32	\$85	\$56	\$41
Other Miscellaneous Store Retailers	\$566	\$510	\$90	\$403	\$382	\$290	\$234	\$208
Electronic Shopping, Mail-Order Houses	\$0	\$0	\$0	\$0	\$86	\$831	\$183	\$616
Vending Machine Operators	\$0	\$0	\$22	\$0	\$32	\$21	\$27	\$76
Direct Selling Establishments	\$50	\$83	\$27	\$98	\$503	\$76	\$148	\$318
Eating Places	\$1,673	\$2,502	\$752	\$1,082	\$1,364	\$1,786	\$1,103	\$1,078
Drinking Places	\$253	\$165	\$45	\$86	\$87	\$233	\$107	\$82
Source: AnySite; TMG Consulting analysis								

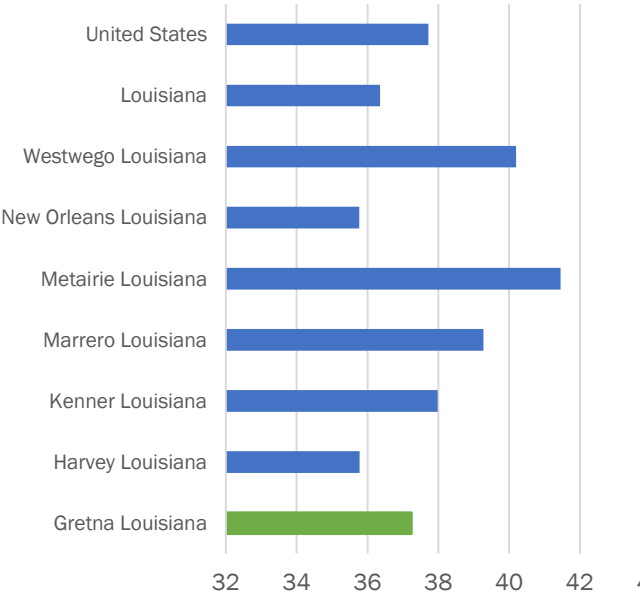
ECONOMIC DEVELOPMENT ELEMENT: APPENDIX

FIGURE 3.5: 2021 TOTAL POPULATION - MEDIAN AGE



Source: AnySite2015; TMG Consulting analysis

FIGURE 3.6: 2016 TOTAL POPULATION - MEDIAN AGE



Source: AnySite2016; TMG Consulting analysis

FIGURE 3.7: MEDIAN HOUSEHOLD INCOMES, 2015

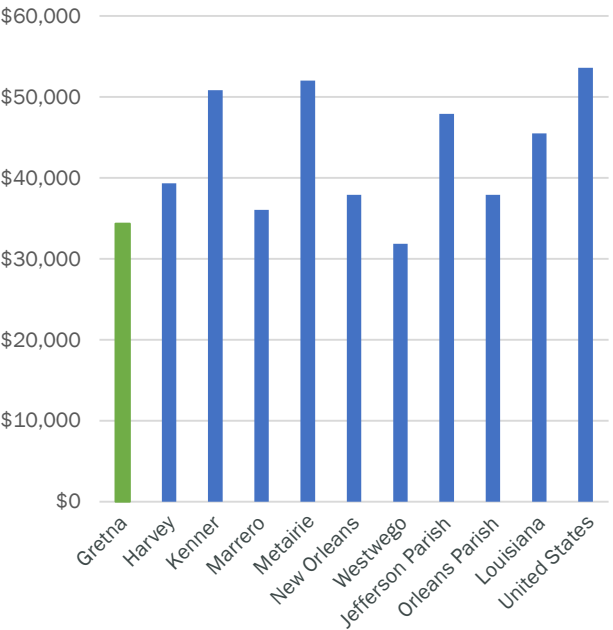
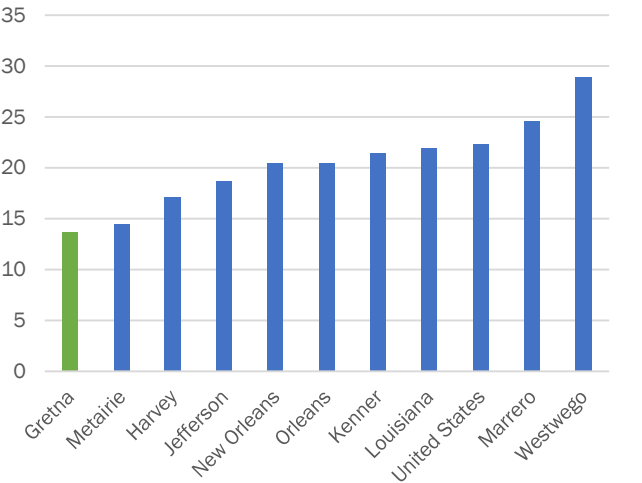


FIGURE 3.8: RESIDENT POPULATION/BUSINESS ESTABLISHMENTS



Source: AnySite; TMG Consulting analysis

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