

New Orleans-Baton Rouge:

Capturing the Value of the Economic Boom and the Freight that Supports It

PREPARED BY
THE CENTER FOR NEIGHBORHOOD TECHNOLOGY
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CNT has nearly four decades of experience helping cities capture the value of hidden assets to build vibrant, equitable economies and livable, sustainable communities. For the past ten years, CNT has worked in partnership with cities and regions that have untapped freight transportation assets that could be strong opportunities for sustainable growth, creating the practice of cargo-oriented development (COD). This report is part of a series describing opportunities to use COD and TOD to support and grow local communities. We are grateful to the Surdna and Ford Foundations for their generous support of this work.

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Introduction

Alongside the celebrated entertainment venues and storied restaurants, New Orleans is a center of international trade and industry, as it has been for 300 years – but now with much more and better infrastructure. Today this network of river ports, railroads, pipelines and interstates converges in the super region encompassing both New Orleans and Baton Rouge, LA, where it supports a growing and diversifying economy.¹

The post-Katrina levy breeches and the devastation that followed caused many observers to count New Orleans out, to see it as a failed urban community. But reality is painting a different picture. Skilled leadership – civic, government, and business – joined forces to transform education, training, development priorities, and how the region's

WHAT IS CARGO-ORIENTED DEVELOPMENT?

Co-location of freight, logistics, and manufacturing with a ready workforce was once assumed, but in the last 30 years there has been a separation of these activities with the increasing spread of freight carriers and logistics away from population centers and often manufacturing. Cargo-oriented development (COD) works to recreate that efficient industrial real estate type so that freight systems are proximate to industrial businesses and a ready workforce.

Public and private investment in freight system efficiencies – such as better land use, smarter technology, and cleaner equipment – generates opportunities for sustainable, place-based economic growth.

Capturing the value COD creates locally generates a wide range of environmental and economic benefits, including reduced fuel use and improved air quality, infrastructure cost savings and increased local revenue, and job creation and career development.

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enviable location is used. The state revamped its workforce development program to become one of the nation's most successful through custom-designed programs for the industries and talent they are enticing with a robust menu of financial incentives. The results are visible in higher levels of educational attainment and in the steady economic recovery of the entire super region.² Today, New Orleans and Baton Rouge are vying with each other for top national honors in metro export development, with annual growth rates of 6.3% and 5.5%, respectively.³ This has made the Mississippi River, its ports, and their supporting transportation systems important assets in economic development. And while export growth is being fueled by petrochemicals and coal products, leaders in both regions are having success diversifying the economy through growth in medical research and care, information technology (IT), and water management.

But more is needed to sustain this progress. New Orleans was recently identified by Bloomberg as having the second-highest income inequality in the country.⁵ In both cities, job growth is still focused on the hospitality industry, which has the lowest average wages of any sector.⁶ And while the super region received an infusion of federal aid and other relief after Katrina, much of the infrastructure remains in poor condition or is largely outmoded, as is the case with the railroads.

In New Orleans, Mayor Mitchell Landrieu convened a group of local business leaders in 2010 to create the New Orleans Business Alliance. With some 200 stakeholders, the alliance produced a five-year plan for economic progress

^{1.} Between Baton Rouge and New Orleans, the approximately 80 miles of the Mississippi River is entirely under the jurisdiction of three ports: the Greater Baton Rouge Port Authority, the Port of South Louisiana, and the Port of New Orleans.
Together, they make up one of the largest port complexes in the world and handle one-fifth of all U.S. foreign, waterborne commerce, according to the 2013 Port of South Louisiana annual report found at: http://www.portsl.com/newsinfo/portlog/PortLog2013.pdf. The Port of South Louisiana alone handled 279 million short tons in 2013, 53% of which was chemical and energy products. Approximately 35% was food products. Additionally, the super region is served by six of the seven Class I railroads, two airports, two interstates, and six pipelines.

^{2.} The Data Center analyzed data from Census 2000 SF3 and the 2013 American Community Survey, which show that before Katrina, at least 25% of New Orleans' population had less than a high school education and 25% of the population held a four-year college degree. Post-Katrina, the percentages are 15% and 36%, respectively.

^{3.} Boone, Timothy. "N.O. among nation's best for exports." New Orleans Advocate, October 23, 2013. http://www.theneworleansadvocate.com/news/business/7225387-171/no-among-nations-best-for.

^{4.} Guillot, Craig. "Location Notebook: Economic Innovation in the 'New' New Orleans." Area Development, Fourth Ouarter, 2014. http://www.areadevelopment.com/stateResources/louisiana/New-Orleans-economic-innovation-post-Katrina-2929287.shtml.

^{5.} The Bloomberg ranking is based on the Gini index. In a country with a Gini coefficient of 0, all residents enjoy the same level of income. In a country with a Gini coefficient of 1, a single person holds all of the country's wealth. New Orleans' GINI coefficient is 0.574. Atlanta has the nation's highest Gini coefficient at 0.588. http://www.bloomberg.com/visual-data/best-and-worst/most-income-inequality-us-cities.

See Appendix C for comparison of wages and employment.

"New Orleans has emerged [post-Katrina] as a city with the infrastructure, talent, and culture to support and inspire economic innovation. KPMG says it's the most cost-friendly city for business in the country. It has also been ranked number one for export growth and has also doubled its trade volume in the past five years. From the NASA facilities and the wharfs of the Port of New Orleans to the skyscrapers of the central business district, the city and its industries are immersed in creativity and innovation."

-Craig Guillot in Area Development 4

called Prosperity NOLA. In Baton Rouge, Mayor-President Kip Holden saw the need, after Katrina, to update the city's comprehensive plan, now known as FuturEBR. The vision plan, which encompasses the unincorporated areas of East Baton Rouge Parish as well as the city, is complete and implementation plans are underway. While each region's plan has unique location-specific elements, both call for revitalizing infrastructure to improve quality of life and spur economic development. The New Orleans plan leans heavily on deriving more benefit from international goods markets and eliminating rail bottlenecks, while the Baton Rouge plan is oriented more toward personal transportation and promoting multi-modal passenger options, including passenger rail and complete streets.

In this environment, CNT sees a major opportunity for the super region of New Orleans—Baton Rouge to capture community value from the largely underutilized rail system as the region grows. Improvements to the rail system support two important strategies for sustainable development:

- 1) As proposed in the New Orleans plan, take advantage of the large amount of freight moving through the region. Devise strategies and public-private investments that integrate more efficient freight systems with collocated industrial businesses to add value and reap benefits for the region. We refer to this as cargo-oriented development, or COD. It parallels the successful efforts across the country to realize community value from major transit investments, known as transit-oriented development (TOD).
- 2) Following the principles of TOD, use transit investments to leverage strong economic development by re-establishing the passenger rail service between Baton Rouge and New Orleans that local leaders are championing.

A key question for implementation of COD and TOD is how to ensure that workers have the necessary skills for the new occupations created and that they have ways to reach these jobs. The super region is fortunate to have an outstanding workforce development program for the types of industries and businesses likely to be included in a COD, which range from transportation and logistics to packaging and commodities processing to most manufacturing. The Louisiana Economic Development (LED) FastStart program provides customized recruitment and training that has won rave reviews from employers. The other half of the equation – providing reliable transportation to the work sites - needs much more attention from public and private leaders. And, to ensure real value capture, local and disadvantaged populations must get access to the jobs and resources to start related small businesses.

^{4.} Guillot, Craig. "Location Notebook: Economic Innovation in the "New New Orleans." Area Development, Fourth Quarter, 2014. http://www.areadevelopment.com/stateResources/louisiana/New-Orleans-economic-innovation-post-

^{5.} The Bloomberg ranking is based on the Gini index. In a country with a Gini coefficient of 0, all residents enjoy the same level of income. In a country with a Gini coefficient of 1, a single person holds all of the country's wealth. New Orleans' GINI coefficient is 0.574. Atlanta has the nation's highest Gini coefficient at 0.588. http://www.bloomberg.com/visual-data/best-and-worst/most-income-inequality-us-cities.

^{6.} See Appendix C for comparison of wages and employment.

The New Challenges and Opportunities

State economic development leaders are predicting tremendous economic growth, primarily through the expanding chemical and energy industries. The evidence of that can be seen in the last two years in lower unemployment rates in most parishes, as well as notable upticks in construction in several parishes. The LED agency expects a \$21 billion investment in new energy and chemical manufacturing facilities in the next five years in the corridor between New Orleans and Baton Rouge. And the Data Center sees 42,000 new jobs in the super region resulting from these new investments in the next seven years.⁷ This economic boom will greatly expand trade- and transportation-related jobs, providing significant opportunity to put the economic devastation of Katrina behind the region and get the long-term unemployed back to work.

But this opportunity is also challenging the region to make major investments in infrastructure, workforce development, housing, and other services to ensure sustainable prosperity. Major interstate investments are complete between the two largest cities, and each of the ports is making major improvements to freight facilities as well as growing the cruise line business at the Port of New Orleans (PORTNO). However, additional transportation services are needed to support this burgeoning economy.

According to a 2014 report by Ride New Orleans, transit in New Orleans is at less than half of its pre-Katrina service level, although 86% of the population has returned and "ridership has increased every year by roughly 20%." Fortunately, the New Orleans RTA responded to the criticism in September 2014 by improving service or providing new service on eight lines and making reliability improvements on three others – but service is still not back to the earlier level. In 2013, Baton Rouge voters

approved an additional tax levy to improve transit. New transit leadership has already increased transit quality and reliability and proposed additional services to attract and retain riders. Outside of New Orleans, Jefferson Parish, and Baton Rouge, however, there is little to no transit in the region, leaving workers who lack access to a reliable car few options to secure one of the thousands of jobs being created at the Port of South Louisiana or Ascension Parish between the two cities.⁹ This need calls for immediate action.

Describing this recurring challenge for business and residents alike, Michael Hecht, CEO of GNO, Inc. said in a recent article: "The jobs are on the river and coast, but the people live in the cities – and no train or bus exists to connect them."

The geographic rift between residents and economic opportunities is widened by the way we have encouraged migration of freight facilities to the periphery of cities and regions. The freight that flows through the ports, over the rail, and across the highway bridges of the super region to supply U.S. and international trading partners offers an opportunity to spark compact, sustainable growth.

There's a missing chapter in U.S. development history that shows how focusing on throughput of goods without thinking about corresponding land use has contributed to – and continues to increase – sprawl.

Luckily, some very strategic thinking on the part of leaders in the super region is beginning to change all of this. The challenge will be to understand the drivers of a diverse economy and the supports that are needed to keep them moving.

The Data Center. "The Transformative Possibility of the New Energy Boom' in Southeast Louisiana." January 2014. http://www.datacenterresearch.org/reports_analysis/the-transformative-possibility-of-the-new-energy-boom-in-southeast-louisiana/.

Rainey, Richard. "Fewer bus routes, longer wait times hamper New Orleans' growth, report says." The Times-Picayune, July 17, 2014. http://www.nola.com/politics/index.ssf/2014/07/longer_wait_times_fewer_bus_ ro.html. This article is based on a new report by the public transit advocacy group Ride New Orleans, which studied data the RTA reported about its operations and finances between 2000 and 2012.

^{9.} See Port of South Louisiana map at: http://www.portsl.com/transportation/images/Airports_01A.jpg.

Hecht, Michael. "Readying workforce for the boom: a challenge that's also a huge opportunity." The Lens, September 14, 2014. http://thelensnola.org/2014/09/23/getting-workers-ready-to-join-in-the-boom-a-challenge-thats-also-a-huge-opportunity/.

Passenger Rail Service and Connecting Up Communities

CNT became involved in the community-based effort to reinstitute passenger rail between New Orleans and Baton Rouge after being invited by the Center for Planning Excellence (CPEX) in 2011 to address the issue at their annual Smart Growth Summit. CPEX spearheads a corridor coalition, CONNECT, whose goal is to create transportation choices that link people with housing and jobs across the entire super region. CONNECT was instrumental in passing state legislation in 2012 that created a new interstate rail compact called the Louisiana Super Region Rail Authority, whose mission is to plan, make capital improvements, and support operation of daily passenger rail service. To date, seven parishes along the rail corridor have appointed members to the Rail Authority and

are actively collaborating to implement the project.

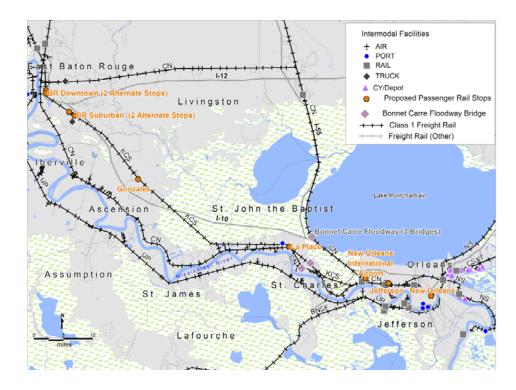
The work of CONNECT and the Super Region Rail Authority is guided by a feasibility study completed in 2014 by the joint efforts of the New Orleans and Capital Area Region Planning Commissions (NORPC and CRPC) and the Baton Rouge Area Foundation, which designated a preferred corridor/route and seven stations. In the last year, CONNECT and the Southern Rail Commission worked with the Louisiana Department of Transportation and Development (LaDOTD) to begin tackling the issue of the rail grade crossings in the corridor.

The route, as depicted on Map 1, is one of two lines running between Baton Rouge and New Orleans on the east side of

MAP 1
The proposed passenger rail corridor runs on the KCS line until the junction near the airport where CN and KCS connect.

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INTERMODAL FACILITIES BASED ON: Bureau of Transportation Statistics: National Transportation Atlas Data, IANA Intermodal Directory (http://www.intermodal.org/information.directories/naifd.php), CY/DEPOT is a Categorization Method Used by IANA to Designate Container Yards



 The New Orleans and Baton Rouge Regional Planning Commissions are comprised of the Regional Planning Commission for Jefferson, Orleans, Plaquemines, St. Bernard, St. Tammany and Tangipahoa Parishes, and the Capital Area Regional Planning Commission. the Mississippi. The proposed line, marked KCS on the map, is owned by Kansas City Southern. The other line is owned by the Canadian National (CN) railroad, as is one that the two lines merge with just west of the New Orleans airport. Both railroads have been involved in prior studies, but are only now becoming engaged in the current analysis.

The planned termini are at 15th and Government Street in Baton Rouge, where the rail station was originally, and at the Union Passenger Terminal (UPT) on Loyola Avenue in New Orleans. There is a second station proposed in Baton Rouge that would serve the growing medical complex in the south suburbs of the City. The next station to the south is in Gonzales, in Ascension Parish, where nine major chemical and energy plants have been announced in the last two years. Like Gonzales, Laplace, where the next station is located, is a center of the energy industry as well as a growing exurban community in St. Charles Parish. Laplace's economy is currently being reenergized, particularly in the construction, transportation, manufacturing and professional and technical sectors, as shown in changes in labor and wage rates by key industry categories in Appendix C. Two more stations are planned before the trip terminates at the UPT: one near the airport and the other just off Highway 61 and several miles to the east in Jefferson Parish.

Loyola streetcar leaving the Union Passenger Terminal.

Photo: Flickr/Peter Ehrlich, Creative Commons License



There is substantial transit service at the UPT, including the new Loyola streetcar, and new development in the immediate area will serve as a further draw for the train. Bus service, however, is limited along Highway 61 near the airport and Jefferson stations. Rail planners expect to provide a direct bus connection to the airport.

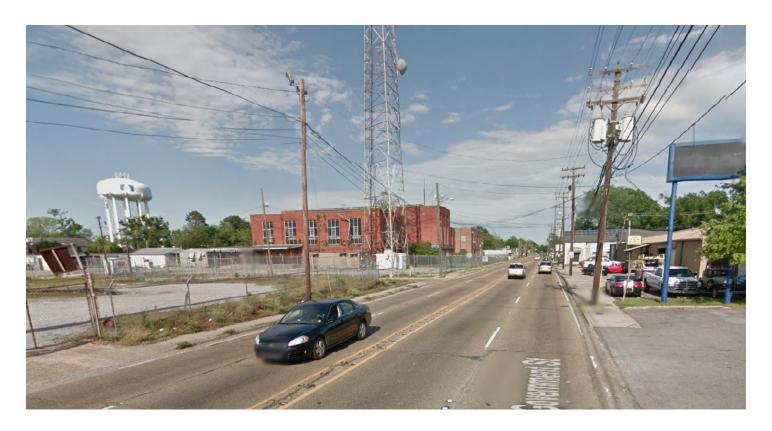
There is moderate-quality bus service at 14th and Government in Baton Rouge, where several routes serve the downtown and a broad range of employment districts. Proposed service improvements will expand the transit reach at that location in the near term. An analysis using CNT's AllTransitTM database shows that current service at the Government Street location already provides access to approximately 100,000 jobs within a 30-minute bus trip. This creates a foundation for TOD-style development that can be realized with addition of passenger rail service. The station site is part of the East Baton Rouge Redevelopment Authority's plan to create a new, walkable multi-use community adjacent to downtown in the area known as Mid-City. This plan includes the new station and anticipates space for services related to rail patrons. Service to the Baton Rouge suburban station is more limited, but the new Capital Area Transit System (CATS) director has leeway and an interest in planning to growing destinations, such as the nearby medical district.

Each rail line has condition issues, and some of the track is limited to 10 miles per hour. All three bridges over the Bonnie Carré Spillway are speed restricted. Thus, the project will have to include a substantial rebuild of the KCS bridge, as well as some of the track, and new sidings to facilitate the dual use of the rail line at a reasonable and more consistent speed for passenger service. According to local observers, the KCS market does not require heavy use of the line – approximately three freight trains a day – and usually extends only to the NORCO chemical complex south of Baton Rouge, rather than regularly serving New Orleans. The CN line that parallels it for most of the way is more regularly used, including by trains with over 100 cars. Both

FIGURE 1

The proposed Baton Rouge Terminus is at the site of the old train station next to the red brick building. The site is part of a major redevelopment project next to the downtown's eastern border.

SOURCE: Duany Plater-Zyberk + Company



CN lines are benefiting from a growing relationship with PORTNO and the Public Belt.

The 2014 study by NORPC, CRPC, and the Baton Rouge Area Foundation estimated that the capital cost to bring the line up to reliable operating conditions is \$262.4 million, which includes track, sidings, signals, rights of way, and bridges. Operating costs for two round trips from each end of the corridor are estimated at \$6.78 million annually. There is a strong desire to operate more than the two round trips, but operating costs will be the most difficult to cover. The degree to which there may be cost sharing of the capital improvements is unknown and would impact the time required for payback of investment.

More than ever before, collaborative planning for capital improvements is needed among all interests. Reinstituting passenger rail and resolving bottlenecks along the corridor to

ensure reliable service cannot be done by individual action alone. Communities along this corridor are already working together toward restoring passenger rail through the Super Region Rail Authority and the CONNECT initiative. Collaboration must extend to include all the railroads and the proposed service sponsors/operators – both public and private – as well as other transportation providers. It must also include state agencies, particularly Louisiana Economic Development (LED) and the LaDOTD.

With that intent, local leaders for passenger rail have worked to revitalize the Southern Rail Commission, a quasi-public, multi-state organization that works with railroads, the Federal Railroad Administration, state DOTs, and Amtrak to plan and promote intercity passenger rail. In the mid-2000s, the Commission was the lead on an earlier feasibility study for the corridor, where more extensive improvements were proposed.

Being Multi-Modal Takes Advance Planning

Passenger Travel

Passenger rail service can tie the region together. As service increases, it should connect the region and provide access to the growing number of jobs far from cities and towns with available housing. It creates a spine to which other transportation services can connect. But this rail investment cannot achieve its full potential without adequately planning the connecting services and development.

This next level of planning is needed to address the concern of long-time observers that current residents who are unemployed and underemployed may miss the prosperity wave from the energy boom. New Orleans neighborhoods like Hollygrove, where the unemployment rate is stubbornly higher than parish or state averages, need access to these new jobs, many of which are in "transit deserts." For example, nine new manufacturing plants are proposed in Ascension Parish to the south of Baton Rouge – a low-density area

with no transit service and a 55-mile auto commute from Hollygrove.

The largest community in Ascension Parish is Gonzales, where the population has grown by 25% since 2000 to a total of 10,176 in 2012. ¹² But even for Gonzales residents, dispersed jobs mean long auto commutes. This drives up the average cost of transportation. As shown on Map 2, the regional typical household in the Gonzales area will spend 20 to 30% of household income on transportation, as compared to the national average of about 18%. Of the 7,829 residents of the city with a job, more than half work outside of Ascension Parish, according to city-data.com. When combining housing and transportation (H+T) costs, the regional typical household costs range from 45 to 60% of income in the parish. CNT recommends that combined H+T costs average 45% or less to keep from crowding other needs out of the household budget.

 ${\bf MAP~2}$ Estimated costs of household transportation in the rail corridor for the regional typical household.

SOURCE: CNT Housing and Transportation (H+T*) Affordability Index, based on 2011 American Community Survey block group data

Regional Typical Household	Baton Rouge	New Orleans
MedianIncome	\$50,146	\$47,566
Commuters	1.22	1.15
Avg. Household Size	2.64	2.54



^{12.} City-data.com. "Gonzales, Louisiana." 2013. http://www.city-data.com/city/Gonzales-Louisiana.html#ixzz38xgo0esU.

To get a head start on addressing these issues, CPEX and CNT partnered to provide a seminar to employers and planners on employer-based transportation strategies and the use of federal commuter tax benefits as one of several means to finance them. Participants from 23 organizations – including two transit agencies, regional planning organizations, LaDOTD, transit advocates, Shell Chemical, two chambers of commerce, hospitals, and the Greater Baton Rouge Industrial Association (GBRIA) – were part of the discussion. The seminar covered a range of transportation options, from transit and ridesharing to employer-operated or assisted van pools, as well as bike and pedestrian links. The information sheets describing these opportunities are included in Appendices A and B.

The session was a first step in introducing rail-connection needs and opportunities, as well as spawning ideas to help a growing number of workers with short-term options for getting from the "cities to the river" and other outlying manufacturing plants, as Michael Hecht described. As a result of that meeting, the Capital Area Transit System (CATS) is working with the GBRIA to re-establish ferry and other transportation services for workers, and inquiries have come from other employers as well. One ultimate goal of this effort would be to organize one or more transportation management organizations to help employers work with local and state officials to increase access to jobs.



Photo: Flickr/tyler~s, Creative Commons License

Getting the Infrastructure Right

The re-establishment of passenger rail service in the corridor also affects four Class I railroads and access to the Port of New Orleans and the New Orleans Public Belt Railway (NOPB), which connects the six railroads to the port and enables the exchange of cargo among them. All rail freight and passenger trains – whether they are going through New Orleans (from all directions) or to the port or UPT (from the west) – must travel through a network of railroad tracks and connections, including the chokepoint at the east bridge rail junction (EBJx) on east side of the Mississippi near the Huey P. Long Bridge (Highway 90). The Long Bridge itself is

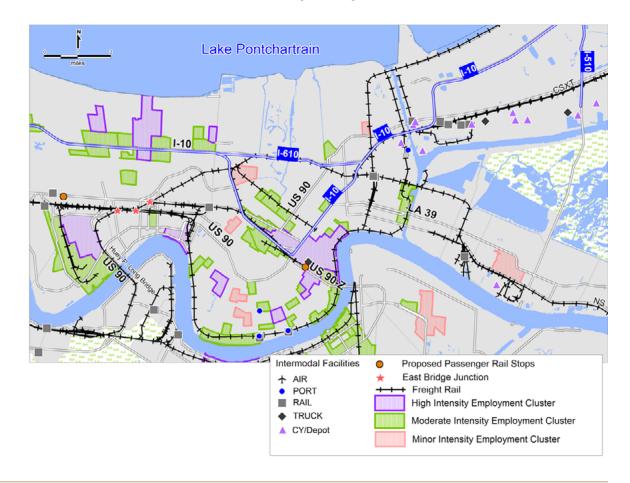
owned by the NOPB and has six motor vehicle lanes and two rail lines. This area's numerous rail connections and tracks are known as "the Gateway." The Gateway is a complex of rail lines that start at the west side of the city and includes the rail line on the Huey P. Long Bridge over the Mississippi. The lines split on the east side of the River, north of the bridge, and go around the core of the city. The "Front Belt" goes along the levee system and the "Back Belt" goes north and then east under I-610, crossing I-10 before joining the NS and CSX lines going east out of the city, as shown in Map 3.

The Gateway represents a possible conflict between pas-

MAP 3

The New Orleans Rail Gateway delays rail freight and passengers coming in and out of the city. See the stars on the lines above Huey P. Long Bridge Junction on the west side of New Orleans.

SOURCE: Bureau of Transportation Statistics: National Transportation Atlas Data, IANA Intermodal Directory (http://www.intermodal.org/information/directories/naifd.php), CY/DEPOT is a Categorization Method Used by IANA to Designate Container Yards



senger and freight interests due to limited rail line capacity. Passenger traffic is expected to grow steadily over the next 20 years, as is freight rail. Outmoded switching equipment at the EBJx is just one of many operational issues. The rail line over the bridge, the switch, and several intersecting lines have a status known as No Signal (N/S) or Track Warrant Control (TWC), meaning they are not electronically monitored or controlled. The carrier railroad needs to call the controlling railroad for each segment to get approval for the train to traverse the line or the switch. The switch also requires manual control, which causes delays of its own. Solutions, beyond signals and switches, to the Gateway capacity problem and resulting delays have been explored for several decades. However, problems have mounted and solutions have been elusive. An environmental process involving all the railroads, the state DOT, local governments, regional planning commissions, the Federal Railroad Administration, and Amtrak has been underway for several years, and dozens of alternatives have been considered. The most recent capital estimate for the Gateway project is in excess of \$700 million, and controversy over some of the alternatives has stirred up opposition to the project due to the widely varying impacts on neighborhoods in both New Orleans and Jefferson Parish. Broad outreach among all stakeholders is needed if the planning is to move into the next phase and produce an equitable outcome. However, in the summer



Photo: Flickr/Dave Johnson, Creative Commons License

of 2014, the project was put on hold by the LaDOTD to address issues raised and determine funding for additional analysis.

Fortunately, the railroads are going ahead on their own to signalize the bridge and the connecting Back Belt rail line that serves as the main rail connecting the east and west sides of the Mississippi. A new switch is included in this work, which will facilitate increased passenger rail use through the junction and allow for more efficient and safer freight operations.

It is critical to continue finding and implementing solutions to these capacity problems. Rapid economic growth could squeeze the available capacity of the entire transportation network, not just the rail system, making the introduction and future expansion of the planned passenger rail service more challenging. The competition for public and private funds needed to ensure viable passenger and freight rail service in the corridor also will intensify. Today, in addition to the rail gateway, the competition includes proposed projects for a new airport terminal, access from the passenger rail service to the airport, new bridges and sidings to accommodate passenger rail between the two cities, and plans for several new or expanded intermodal freight terminals in the region.

As of the end of 2014, a number of rail projects, mostly privately funded, were underway in the corridor:

The Port of New Orleans is in the process of expanding intermodal rail capacity at its Napoleon yard. The expansion will help handle the increasing containerization of commodities and the growth in traffic propelled by local economic expansion. It will also accommodate the possible increases in trade that could result from Panama Canal improvements. The \$21 million in funding is a combination of a federal TIGER grant and state funds.

In early 2015, CSX railroad announced expanded intermodal service to New Orleans from Atlanta, Central Florida, Chicago, and Charleston, signaling a substantially growing market that will increase activity at its intermodal terminal in the Viavant-

The Napoleon Yard is leased by PORTNO to private operators. Its capacity is 640,000 annual lifts, and the current expansion project will add 200,000 lifts with the potential for an increase to 1.6 million container lifts annually.

Venetian Isles area of New Orleans. A new truck and rail bridge that will provide reliable access to the area and open adjacent land for development is planned across the Inner Harbor Navigation Canal (Canal) at Almonaster Road. This project, along with developments at and around the Port's nearby France Road Terminal, has the potential to create a new center of transportation, logistics, and manufacturing. The NS terminal is just south of the area as well.

Union Pacific spent over \$200 million in 2012 to build a major yard and install new track and other improvements south of West Baton Rouge to handle growing traffic on the west side of the Mississippi. The new facilities will employ 225 workers. In that same area, the Port of South Louisiana is in an ongoing process of upgrading and adapting a 335-acre marine intermodal terminal and industrial park that originally served as a sugar refinery. The facility offers a major opportunity for transportation-related light manufacturing.

Union Pacific and BNSF are making improvements to their joint rail yard at the foot of the Huey P. Long Bridge on the west side of the Mississippi across from New Orleans. The current configuration of the yard often causes trains to back up, blocking access and egress to the bridge and producing more delays. These issues impact Amtrak service as well.

In the New Orleans region alone, there are about a dozen other freight projects in planning by the New Orleans Regional Planning Commission that extend out to St. Bernard and Plaquemines Parishes and require public funding.

To help sort out the public priorities for funding and regulatory action, CNT is proposing, in a separate report, metrics for evaluating the benefits of freight projects. The benefits framework includes traditional transportation concerns of speed and reliability, but also recognizes that communities should not just be doormats for commuters or freight passing through. Although communities can benefit organically from freight activity, they tend to gain the most when local value capture is integrated into project and land-use plans, which is often not required. This becomes especially important when public money is provided for business incentives or regulatory relief is sought that may affect communities.

Making Freight Planning Count for Community Benefits

PORTNO is the country's only international port served by six of the seven major U.S. railroads. More than half of American grain exports (and a large share of Canadian ones) move through the port. But it is the high quantity of energy and chemicals that flow through the three ports between the Big Easy and the state capital that makes the area one of the largest freight handling regions -in the U.S. For example, the Port of South Louisiana between New Orleans and Baton Rouge is 54 miles long and handled over 278 million short tons of cargo in 2012, which would gum up the highways within the region if not for the capacity of other modes serving the port. Unlike the ports of Los Angeles and Long Beach, the total amount of freight within this 80-mile section moves more by water and rail than by truck, reducing demand for publicly funded infrastructure in an already congested corridor. Improvements to the Napoleon Yards at PORTNO are intended to increase the share of port cargo transported by rail to further address local congestion. This freight-rich region provides fertile ground for development linked to freight facilities and services.

A concern with the large volume of cargo in the region, however, is that too much flows through the community and that there has not been a regional focus on deriving value from that flow. Typically, this value capture would occur through manufacturing or processing functions. For example, PORTNO is a major import location for coffee beans, with 14 warehouses, more than 5.5 million square feet of storage space, and six roasting facilities within a 20-mile radius. Before the coffee leaves the area, firms provide a variety of processing functions in addition to transportation and warehousing, such as color or size sorting, blending, re-bagging, and roasting. As coffee demand has skyrocketed, these processing businesses have significantly amplified the coffee industry's impact on the local economy.

The importance of this issue has come up in Mayor Landrieu's Prosperity NOLA forums, in discussions at

"Many of the commodities that come through the Port of New Orleans are stored here and then shipped elsewhere without adding value through manufacturing or processing. These opportunities represent the low-hanging fruit of New Orleans' international position to grow jobs and wealth."

-Prosperity NOLA executive summary 14

several regional planning commissions, and in presentations by the various chambers of commerce and economic development organizations. Value added to freight is at the heart of the cargo-oriented development (COD) concept that CNT developed for community value capture, and should always be a factor in considering business incentive payments. Such policies need to ensure that value created in the flow of goods extends beyond nominal transportation charges and functions in a way that can be used to build a more diverse economy. Fortunately, key organizations in the region are taking the message to heart.

The region's ports are tending to encourage this type of value capture in tenant leases and other property transactions.

A recent example of this policy is the development of the Mega Plastics District along the Inner Harbor Navigation Canal, also known as the Industrial Canal, in east New Orleans by TCI Plastics on property purchased from PORTNO. The port's facilities at France Road have been marginally used for many years, though they were severely damaged by the levee breeches after Katrina. However, they are now finding new life in logistics and related manufacturing. The 40-acre Mega Plastics District will increase container lifts at the PORTNO by approximately 15% and add to export trade, which is a priority for the port. The facility will be served by the NOPB and create 160 direct jobs. Given recent production levels, the project also

helps address the region's overabundance of crude oil and natural gas, which are the key ingredients of plastics. Besides expanding plastics logistics and processing activities, TCI Plastics will also produce the film for packaging products. The owner, Christian Jensen, says the region's petrochemicals boom is expected to generate increased export traffic for years to come.

An important player in any economic development effort in the state is Louisiana Economic Development (LED), which targets both process manufacturing (value added) and heavy equipment and parts manufacturing. The agency has a wide menu of financial development incentives and uses them aggressively to compete for new industry or for expanding existing businesses, depending on the type of industry and number and type of jobs. Some of these programs have become controversial for their broad application and failure to target distressed communities. Changes to the incentives discussed below to better target these communities are included in the recommendations at the end of this report. While healthy skepticism of "corporate welfare" is important, COD's potential benefits justify some investment of public dollars, and targeted incentives is one tool.

Traditional manufacturing and logistics operations have several incentives that can be combined, but not in all cases. Employers are eligible for payroll rebates of up to 15% for as long as 10 years, as well as either sales and use tax rebates **or** a facility expense rebate, under certain conditions.¹⁶

Among the many types of incentives is the relatively recent Quality Jobs (QJ) program, which rewards businesses for locating in distressed areas and offering higher starting wages and healthcare benefits. The current target wage is at or above \$14.50 per hour of combined wage and healthcare costs, with healthcare estimated at \$1.25 per hour. The principle of securing a floor that is substantially higher than the minimum wage is a sound one, but including healthcare within a fixed hourly rate is problematic, as the healthcare

rate varies and thus the value of the incentive and of the economic potential also varies. Another issue is that full time can be just 30 hours, cutting the estimated weekly wage of \$530 (\$14.50 per hour, reduced by \$1.25 per hour for healthcare) to as little as \$397 per week. Moreover, the cost of healthcare will not go down when hours are lower.

Employers are required to create a minimum of five new direct full-time jobs to qualify. Nine types of jobs and employers are ineligible, ranging from retail and real estate to attorneys and nonprofits. It is worth noting that LED wants to use incentives to entice the auto industry to Louisiana, and it touts the state's central location in the freight flow of auto parts and assembly between the south and Mexico.

Other incentive programs are directed toward diversifying the economy toward information technology, medical research and care, certain kinds of manufacturing and – never forgetting the Louisiana heritage – music, motion pictures, and live performance infrastructure.

Among a dozen incentives described on LED's website, several are almost perfect for encouraging COD. Perhaps none more so than the LED workforce development program. The agency revamped its training activities five years ago and created the award-winning FastStart program that by itself seems to be an attraction for new industry. Agency staff tailor needs analysis, recruitment, screening, and training for individual employers in five industries, including manufacturing and warehouse and distribution. There are minimum employment requirements, depending on industry.

For the financial incentive programs, however, changes are needed to ensure that the people who need the jobs most have the opportunity and reliable transportation to access those jobs.

 $^{15. \}hspace{0.2in} \textbf{See the index of incentives at http://www.opportunitylouisiana.com/index/incentives.} \\$

 $^{16. \}quad Ibid. To be eligible for the sales use tax rebate or a facility expense rebate, employers are required to target half of the required jobs to disadvantaged individuals and the required points of the$

^{17.} The QJ allows the requirement to be met if the employee only worked 30 hours a week, reducing the estimated annual salary from over \$27,000 to around \$20,000

High Opportunity for Cargo-Oriented Development

The super region's strong position in freight and logistics presents many opportunities to capture value through cargo-oriented development. But nowhere is the opportunity greater than on the numerous industrial properties and underutilized land along both sides of the Inner Harbor Navigation Canal and east to the Michaud Canal, south of Highway 90. These properties are advantaged by access to rail, port, and road infrastructure and by being in economically disadvantaged communities in need of jobs. LED's site list of available properties for sale and lease in this area includes 10 industrial properties.¹⁸ These properties range from 6 to 350 acres, come with and without buildings, and have marketable attributes that are included in easy to access

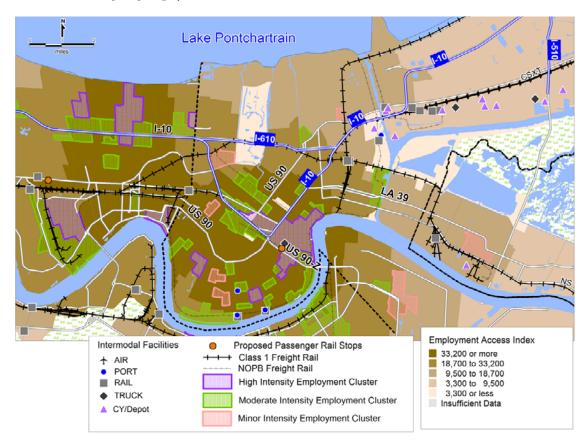
information packages.

The nearby communities of Viavant/Venetian Isles (east of the Canal) and the Bywater neighborhood of Desire Development (west of the Canal) were hit hard by Katrina, and subsequently experienced population loss and higher unemployment. According to the Data Center, between 2000 and the period from 2008-2012, Orleans Parish lost 29% of its population and 34% of its workers. Desire lost 55% population and 60% workers, and Viavant lost 55% and 53%, respectively.

The Charts 1 and 2 below show that residents' economic circumstances and transportation patterns were substan-

MAP 4 Employment Access Index

 ${\bf SOURCE:}\ CNT\ Housing\ and\ Transportation\ (H+T^*)\ Affordability\ Index,\ based\ on\ 2011\ American\ Community\ Survey\ block\ group\ data$



^{18.} When viewed December 30, 2014. See: http://www.louisianasiteselection.com/led/Sites_search.aspx?selParish=Orleans

^{19.} The Data Center (formerly Greater New Orleans Data Center) analysis of data from U.S. Census 2000 Summary File 3 (SF3) and the 2008-2010 American Community Surveys

tially altered as well. Use of transit by those still residing in both communities is down between 52 and 59% of the rate prior to Katrina, while the rate in the parish as a whole declined by about 47%. It is hard to sort out whether this change is due to lack of service, reduced income, change in resident population, or the greater availability of cars in the neighborhoods. However, in Viavant, fully 30% of workers walk or bike to work, up from the previous 6.5%.

At the same time, workers in Orleans Parish are doing much better, on average, than prior to Katrina. But household income is down in Viavant and Bywater, and modestly up in the parish. Transit service quality poses limitations on the area's development potential. Transit service to the area (Industrial Canal to Michoud Canal) was improved in fall 2014, but it is limited by hours of service and/or frequency. There is also no transit in the Viavant neighborhood east of Downman Road at the Canal, making access to many of these jobs challenging. The map of employment access (Map 4) shows that in general, opportunity on the east side of New Orleans is greatly reduced because job concentrations are not dense and they are not easily accessible by transit. There are several transit routes north of Highway 90, but that may be miles from job locations on the south side.

CHART 1 Income, Poverty Status, and Journey to Work in Two Neighborhoods Compared to Parish

SOURCE: The Data Center (formerly Greater New Orleans Data Center) analysis of data from U.S. Census 2000 Summary File 3 (SF3) and the 2008-2010 American Community Surveys

*Data for population and households is from 2010 Census

	Viavant/Ve	enetian Isles	De	sire	Orleans Parish			
	2000	2008-12	2000	2008-12	2000	2008-12		
Population*	1883	840	4,451	2,205	484,674	343,829		
Households*	617	344	1,587	678	188,251	142,158		
Average household income (in 2012 dollars)	\$28,381	\$29,703	\$35,042	\$28,786	\$59,497	\$60,280		
Population in poverty	47.9%	47.1%	40.1%	55.9%	27.9%	27.2%		
Transitto Work	25.2%	12.2%	26.2%	10.8%	13.2%	6.9%		
Motor vehicle to work	61.3%	56.8%	63.6%	81.0%	76.4%	80.9%		
Bike or walk to work	6.5%	30.2%	4.6%	1.3%	6.5%	6.2%		
Other means	3.9%	0.0%	3.6%	4.0%	1.3%	1.1%		

CHART 2 Workers Living in the Two Neighbrhoods and Parish by Wage Level

SOURCE: The Data Center analysis of Local Employment Dynamics, U.S. Census Bureau

	Viavant/Ve	enetian Isles	De	sire	Orlean	s Parish
	2004	2011	2004	2011	2004	2011
Total number of workers living in the neighborhood	466	217	1,303	524	172,274	112,739
\$1,250 per month or less	50.0%	27.2%	41.1%	28.2%	33.8%	24.0%
\$1,251-\$3,333 per month	40.3%	46.5%	48.4%	55.3%	44.0%	41.6%
More than \$3,333 per month	9.7%	26.3%	10.4%	16.4%	22.2%	34.4%

Who needs the jobs?

While the Data Center's neighborhood data does not include unemployment, we used the same dataset to estimate the number of people in each neighborhood that are available but not working. We did this by comparing the total population in each to the number of workers and to the population between 18 and 64. This comparison resulted in approximately 340 potential workers in Viavant and 640 in Desire.²⁰ It does not include those with low-paying jobs who may be looking for other employment. Given the job growth in the area and the high attrition/retirement rates in the transportation sector, theoretically about one third of this job pool could be back to work in their own or adjacent neighborhoods in 2015.21 The outcome would depend on carefully tailored incentive packages for employers to target jobs to this group, good training and recruitment efforts, and other supports such as childcare and transportation.

Take the case of TCI plastics, with 160 new jobs and 183 indirect jobs. The 343 projected jobs would address over half of the Desire neighborhood's job need. The average wage of the direct jobs is \$33,400 plus benefits or \$16 per hour, about \$6,000 a year higher than the state's minimum salary

for the Quality Jobs incentive program. It is also in the upper range of income for 55% of workers in the neighborhood, according to Chart 2. However, the average wage is low compared to new railroad jobs. Union Pacific (UP) announced a major expansion in 2012 with average pay for 225 jobs of \$45,000 annually or \$21.63 per hour, or \$3,750 monthly. As shown in Chart 2, this income is among the top 16% in the neighborhood and the top 34% in the parish, and railroad jobs have benefits at or near the top of the industry.

Over 36% of employed Desire residents work in two industries with wages considerably below the average for transportation and manufacturing: retail and accommodations and food service, as shown in Appendix C. If these service workers were to take a job in any other category, they would, on average, be better paid. Unfortunately, according to the Data Center's Neighborhood Data, the percentage of neighborhood workers employed in manufacturing or transportation declined between 2000 and 2011.²² It is also worth noting that the QJ's minimum wage requirement is at the lower end of the industry ranges.

TCI is on the eastern edge of the Desire neighborhood. The

CHART 3
Comparison of Wages for
Selected Industries with
Desire Workers

SOURCE: Data Center's Neighborhood Statistics, 2014 Louisiana Workforce Commission

	Percent	Average Weekly
Category	Workers	Wage in Region
Retail	13.9	\$514
Accommodations + food service	22.7	\$396
Healthcare	14.1	\$874
TCI	NA	\$642
UP	NA	\$865
Transportation	4.2	\$1,092
Manufacturing	2.7	\$1,403
Quality Jobs minimum	NA	\$530

^{20.} While this rough measure does not incorporate all the reason why someone of working age does not work or why someone younger or older does, it provides a reasonable estimate for the total job pool.

^{21.} Analysis by GNO, Inc. identified over 1,000 job vacancies in the transportation sector in the region based on 2010 data from the Louisiana Workforce Commission. See: www.gnoinc.org/explore-the-region/workforce/jobs-vacancies.

^{22.} The Data Center (formerly Greater New Orleans Data Center) analysis of data from U.S. Census 2000 Summary File 3 (SF3) and the 2008-2010 American Community Surveys.

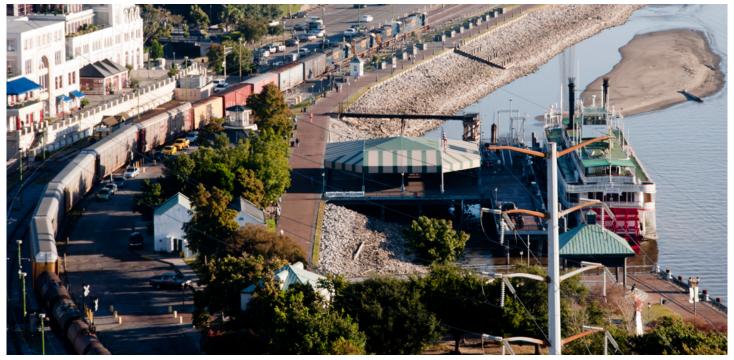


Photo: Flickr/vxla, Creative Commons License

TCI location (and others on west side of the Canal) also has the advantage of being within walking distance of a bus line, which links to Canal Street via N. Claiborne and St. Claude. The Route 80 bus runs along Louisa Drive between 7 a.m. and 12 p.m. on weekdays and 7 a.m. to 7 p.m. on weekends, but service only runs hourly on both weekdays and weekends. Many employees could walk to work, though physical constraints near the site are not known.

Other potential attributes for successful COD in the area include improvements to highways and bridges in the immediate area, such as the planned replacement of the Almonaster Intermodal Bridge over the Canal. Partners working to accomplish that project include the City of New Orleans, LaDOTD, NORPC, and the Port. This project is seen as a catalyst for development. The presence of the New Orleans Regional Business Park, which encompasses 7,000 acres primarily east of the Canal and south of US 90, provides substantial development authority through its legislative charter that could help promote complementary

development. Finally, the expansion of CSX and NOPB service in the immediate area should stimulate new logistics businesses, as well as create increased goods movement options for manufacturers. The main NS rail yard is also within two miles of TCI's France Road location.

In summary, we find this area of the city ripe for further development with high potential for COD that can benefit both the community and the carriers, shippers, and manufacturers involved. Two areas for greater attention are: 1) improved transit access, including the possibility of forming a public-private transportation management organization to support ridesharing, transit, pedestrian, and bicycle access, and 2) incentives and support to encourage businesses to hire in distressed neighborhoods and provide jobs at living wages.

Policies and Strategies

Collaboration among regional business, government, and civic interests has been a hallmark of the steady recovery from Katrina. Local strategies to diversify the economy are supported by state economic incentives, including flexible workforce development policies and programs to better prepare workers for new careers.

While the role of freight and logistics in a resilient economy is recognized – state and local economic statements invariably cite the presence of six railroads and the strength of the ports – freight is a forgotten asset in the larger scheme of economic development planning. Rail, in particular, is not a strong player in public decisions for either freight or passenger improvements despite the significant geographic presence. The effort to reinstate passenger rail to unite the region has largely come from forward-thinking civic interests.

But the conditions for effective freight and rail-based strategies for sustainable development could not be stronger. The public and private leadership of the region and state are focused on growth and diversification of manufacturing, the ports are improving rail access and looking for value-added manufacturing, and the railroads are starting to make major investments in facilities and services. Moreover, the region is putting its best foot forward with targeted business incentives and effective workforce development programs. It is hard to argue with the many improvements that set the stage for economic recovery in the region and are key elements in successful cargo-oriented development.

So what is missing? CNT's analysis shows that many communities are still outside looking in at the economic and social recovery. With a stubbornly high poverty rate and economic inequality, the region still has hard work to do.

Media criticism of the region's economic development incentives has focused on the corporate giveaway aspects of the programs and the absence of benefits for distressed communities. According to articles on the subject, the Enterprise Zone program, which technically offers much for

the communities of concern, was changed by the legislature over 15 years ago to award incentives without requiring recipients to invest in disadvantaged communities.²³ Without this tie between incentive and need, the program returns little value to the community, except low-wage jobs.

The following recommendations offer specific ways to alter these incentives and use them to promote broad public return. While there is substantial reason to be concerned about the amount and level of some of these programs' awards, as well as the use of local tax dollars for subsidies provided by the state, the scope of our work is not to critique all the incentives but to identify those that could advance COD. Thus, these proposals should be seen as ways to derive greater benefit from existing programs rather than as holistic solutions to a larger issue. From our assessment, actions to consider include:

1. OPENING EVERY AVENUE IN DISTRESSED COMMUNITIES TO INFORMATION ABOUT CAREER OPPORTUNITIES.

The partnership between the University of New Orleans and PORTNO on promoting freight careers in the secondary education system is one such example. Freight and logistics offer many opportunities for good jobs with career ladders and incomes at or above the average median income, all without a college degree. As invisible as freight can be in our daily lives, many high school students do not know there are good careers waiting.

2. TARGETING BUSINESS WORKFORCE DEVELOPMENT AND INCENTIVES TO DISADVANTAGED COMMUNITIES AND INDIVIDUALS.

The Quality Jobs (QJ) program offers clear incentives to pay a minimum wage of \$14.50 per hour (which includes the cost of healthcare benefits) in specified industries, such as manufacturing. QJ offers substantial payroll rebates to these industries and to firms investing in distressed regions, parishes, or census tract block groups with incomes below

the state median per capita. If seeking additional sales and use tax rebates or an investment tax credit, the company must meet targeted hire criteria requiring 50% of hires to meet one of four distress criteria.

We support these criteria and recommend including the targeted hiring and local hiring requirements in more incentive programs to ensure local value capture, though the level and amount of the incentive deserves more scrutiny to assess the public benefits received. The reforms we suggest may make these incentives less enticing to national chains, but more importantly, they should stimulate investment where it is needed.

Although we applaud the QJ program for setting a minimum pay level well above the legal minimum wage, which is worth expenditure of tax revenue, it has set the bar too low. Allowing the requirement to be met if the employee only works 30 hours a week is especially problematic, as it reduces the estimated annual salary of \$27,560 down to approximately \$20,670. Moreover, the \$14.50 hourly rate is reduced by the cost of healthcare, which varies and thus could be more than the \$1.25 insurance premium estimated by LED. CNT recommends that the \$14.50 hourly wage be decoupled from the health benefit, which should be a requirement on top of the hourly wage. That would increase the minimum weekly earnings for 40-hour weeks to \$580. Recognizing that the 30-hour workweek has many precedents but that a living wage should be a minimum criterion, CNT recommends that the current minimum weekly wage of \$530 be the new program standard rather than a straight minimum hourly wage.

3. ENCOURAGE MORE EFFICIENT EQUIPMENT IN MANUFACTURING AND FREIGHT.

To capture the potential environmental benefits of new equipment purchases, we suggest considering a state tax credit for purchase of more efficient vehicles (post-2010 and alternative-fuel vehicles for trucks and post-2008 for locomotives) that are not at the end of their useful lives. The Industrial Tax Exemption (ITE), which now applies only to

North American Industry Classification System (NAICS) industry codes for manufacturing (31-33), should explicitly include freight providers and the major equipment necessary for their function (NAICS code 48), which can encourage early adoption of less polluting equipment and support business expansion. This could be an added criterion in the ITE for manufacturers as well. Program dollars could be used as a match for the federal Environmental Protection Agency and Energy Department's programs for encouraging the turnover of inefficient fleets and the use of alternative fuels. These programs have been particularly successful in other port cities, such as Baltimore and Houston, in reducing drayage truck and rail emissions, which help make these facilities better neighbors.

4. IMPROVE INCENTIVE TARGETING.

The changes recommended in items two and three above offer a good starting point for revamping incentives to target the benefits to disadvantaged communities. If the state intends to do this in a manner that is "revenue neutral," as has been suggested in recent media coverage, then we suggest revising credits to support a higher base wage in the QJ program and incentivizing more efficient transportation equipment in the freight industry. At the same time, the broad eligibility under the various programs and the amount of the incentives should be tightened to target the benefits to disadvantaged communities and populations.

5. ENCOURAGE PUBLIC AND PRIVATE SUPPORT FOR ALTERNATIVES TO SOLO MOTOR VEHICLE COMMUTING.

Skills training is an important part of the equation in deriving public benefit from public investments in infrastructure and corporate incentive programs. However, if a worker cannot reliably get to the job, the training is largely irrelevant.

We advocate local transit expansion to employment centers and, when supporting a major new employer or employment center, including transit strategies as part of the development package. One means of paying for greater transit, vanpool, or even biking options is the federal commuter tax benefit, which allows the employee to pay for reduced-price transit passes, vanpool expenses, and certain other commute options from pre-tax income. The benefit reduces employee tax obligations and saves the employer modest payroll costs.

Major employers often subsidize these options by paying part or all of the allowed federal benefit. In over 200 towns and cities, employers have created transportation management organizations (TMOs) to promote and support alternatives, sometimes in partnership with public agencies and transit operators. TMOs represent significant partnership opportunities to create and capture community value in the same can-do spirit that has propelled the region post-Katrina. For example, a broad-based employer coalition could adopt the payroll reduction to encourage commuting via the proposed passenger rail system and/ or other related transportation options, such as vanpools to remote locations. Flexible federal transportation programs like the Surface Transportation Program or the Congestion Management and Air Quality Program can provide the start-up capital for TMOs. Funding for these programs is the responsibility of the New Orleans and Baton Rouge Regional Planning Commissions and the LaDOTD.

6. SUPPORT CHANGES TO FEDERAL TRANSPORTATION LAW THAT ENABLE STATES AND LOCALITIES TO FUND WORTHY PROJECTS REGARDLESS OF MODE.

The broadly popular TIGER program has funded transit, highway, and rail projects in the super region. Local and state officials should voice support for the program's continuation and its wide eligibility and competitive structure.

We suggest advocating for the use of federal highway and transit funds for workforce development programs, allocating up to 5% of apportioned or formula funds from any single program to provide the trained workforce needed for transportation construction, management, and



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operation.

Creating value from under-utilized urban assets is a unique skill honed at CNT by 35+ years of research and practice in urban communities. Our analysis indicates that there is a great deal of potential community benefit in the freight assets surrounding urban communities in the New Orleans-Baton Rouge super region.

Appendix A:

Commuter Tax Benefits: Making the Commute Better, Cheaper, Greener for Employees + Employers

Commuter Tax Benefits: Making the Commute Better, Cheaper, Greener for Employees + Employers



HOW CAN YOUR EMPLOYEES GET A RAISE WITHOUT DAMAGING THE BOTTOM LINE?

Employers can give their employees as much as a \$380 monthly raise with almost no cost to the company through an IRS provision¹ – little known outside a few big cities – that provides fringe benefits or pre-tax benefits of varying amounts for different types of commuting: transit, parking, ferries, van pools (not carpools), and even biking. Employees can save on commuting costs, while employers can save 7.65% in payroll taxes.² The federal commuter tax benefit is similar to pre-tax payment of employee health benefits and also is handled through payroll deductions, but also can be a direct employer benefit, depending on employer policy. Employees and employers save on taxes.

WHAT'S COVERED?

Tax-free and/or pre-tax limits for employerprovided commuter (fringe) benefits for the 2014 tax year:

\$130 per employee per month for vanpool, bus, rail, ferry (all public transportation)

\$250 per employee per month for qualified parking

\$380 per employee per month for a combination of public transportation and parking, but caps for transit still apply

\$20 per employee per month for expenses related to bicycle commuting³

If a company adopts a policy to offer one or more commuter tax benefits, it is up to the employer to decide the amount of tax benefits for each within the IRS monthly limits for employees. The employer also decides whether the benefit will be provided in whole or part by the company, or if some or all of it can be taken by the employee as a pre-tax benefit or a combination of both. (In some cases employers have provided benefits over the limits and in those cases, amounts in excess of the IRS cap should be treated as taxable income.) Unlike many other pre-tax credits, any credits not used by the end of the year rollover to the next year.

GETTING STARTED

It's easy:

- The employer, often in consultation with employees, decides on which commuter transit/benefit options are best for the company and how they will be implemented
- The employer establishes the benefits program or contracts it out
- The employer can buy monthly transit passes from the transit agency or reimburse employees for monthly transit pass purchases, or can provide vouchers or cash (the latter two are more applicable to vanpools)
- If the employer provides monthly benefits vanpools, the employer can decide if and how to provide a guaranteed ride home
- Employees sign up and enjoy the benefit!
- 1. Qualified Transportation Fringe Benefits codified as Section 132(f) of the Internal Revenue Code provides for commuter tax benefits.
- 2. Commuter Benefits Solutions at: commuter benefits.com/the-basics
- 3. Unlike the other qualified transportation fringe benefits, a qualified bicycle commuting reimbursement benefit cannot be funded through employee pre-tax income and cannot be combined with other commuter benefits. The expenditures must be substantiated. Additionally, the employer can provide bicycle parking, office showers and other facilities to encourage bicycling, but these are considered business expenses and in some jurisdictions may be required under zoning. See: kingcounty.gov/transportation/CommuteSolutions/EmployerTaxBenefits/IRSCommuteBenefits.aspx

HOW DOES IT WORK?

EXAMPLE 1:

A worker drives to a park-and-ride location and then catches the bus to work. Both the parking fee and the transit fare are eligible for benefits up to \$380 per month (limit \$130 on transit portion). The employer can provide the transit pass and the parking as a business expense or reimburse the employee for the pass purchase, thereby reducing the employee's out-of-pocket commute expense. The company also can provide the benefits as a pre-tax payroll deduction that reduces the employee's taxable income.



EXAMPLE 2:

A worker joins a vanpool serving the employment area. The worker can use an employer-provided transit benefit to pay vanpool costs, if certain conditions are met.⁴ The van can be operated by the employer, employee, or a third party. Any parking cost also can be defrayed.

Let's say XYZ Company leases/purchases an 8-person van for \$X per month and provides it to the employees for commutation. The employees are charged a fee for transport to work. Up to \$130 of that fee can be reimbursed by the commuter tax benefit. If the monthly lease/purchase cost of the van is \$300 per month and monthly operating costs, including maintenance, is \$300 a month, the monthly cost is \$600. If 6 people are using the van, then they are each charged \$100 per month, which is below the \$130 per month reimbursement limit. The result is that the commutation costs for 6 people are fully covered.

WHERE CAN I LEARN MORE?

Internal Revenue Service: irs.gov/pub/irs-pdf/p15b.pdf

Overall Guide:

 $http://www.bestworkplaces.org/wp-content/uploads/2014/01/BWC-2014-Commuter-Benefits.pdf \\ http://www.ctaa.org/webmodules/webarticles/articlefiles/SuccessStoriesEmpTranspPrograms.pdf$

Examples of Commuter Benefits Administrators:

commuterbenefits.com/wpcontent/uploads/2014/02/Employers_FAQ_CBS_01_29_20141.pdf wageworks.com/employers/benefits/commuter.aspx

About CNT

CNT is a nonprofit innovations hub for urban sustainability. CNT's research, strategies, and solutions are implemented across America and around the world to create more equitable and resilient communities. Our 35-plus years of work in transportation and community development, water, energy, and climate have inspired a generation of new approaches and earned the highest of honors

4. 80% of the vehicle mileage must be for the transport of employees to and from the place of work; seating capacity must be for six employees, plus the driver, in which at least half of the seats, plus driver are used.

Appendix B:

Commuter Tax
Benefits: Transportation
Management Associations

Commuter Tax Benefits: Transportation Management Associations



COLLABORATING TO PUT IT TOGETHER

A transit pass may not be enough to assure employees of reliable transportation. A key service that encourages employees to take transit or carpool/vanpool is a guaranteed ride home in case of personal emergency or the need to work late. Employers can provide this individually through guaranteed taxi, ridesharing, or company pool cars or in combination with other nearby employers.

For this and other reasons, employers in over 200 communities in the US have joined together or with public agencies to set up commuter programs in order to help their employees find reliable transportation, to provide competitive benefits, to encourage healthy commuting, or to meet local ordinances to reduce traffic in a given area. When employers band together to provide supportive programs on their own or through a public agency (local or regional planning organization or transportation agency) it is usually called a transportation management association, or TMA. Many of the employer expenses are

deductible business expenses and become important employee benefits that, depending on the region, can also provide the employer with air quality credits, and satisfy local zoning codes. Duke Energy is one employer that established an employer-paid transit benefit to reduce ozone related emissions, and continues it seven years later because of the positive effect on employee morale, including positive staff retention.

Like the transportation tax benefit, TMAs vary considerably in their scope and services. Some common services offered by TMAs include: carpool matching service; provision of vehicles and/or fuel for vanpools; guaranteed ride home in case of personal illness, emergency, or need to work late; carpool and carshare parking; subsidized transit service through the local transit agency; and flexible work times. Employers also are providing bicycle facilities and showers and supporting ridesharing programs run by regional transportation organizations. Many TMAs encourage active commuting for health benefits



such as competitions for biking to work and sponsor information programs about how to leave your car at home.

Successful TMAs include hospital complexes in such places as Cincinnati, St. Louis, and New Haven, where administrators find that the commuter benefits make for more reliable employees and have reduced the amount and cost of providing employee parking. Cincinnati Children's Hospital recently teamed up with the local transit operator to provide a pre-tax transit benefit and market transit service and found that the cost to them was about the same as the cost of constructing one parking space. In St. Louis, two hospitals banded together in 2006 to provide transportation services that over half of employees use. These range from the tax benefit, hospital-

provided shuttles to rail stations in the area, and an attractive transit center.

Several hotel associations have developed programs as a service to member hotels. In Charlotte NC, for example, the hotel association buys monthly discounted bus passes and distributes them to hotels for allocation to hotel staff. Over 500 service workers have seized the opportunity for help with their commute. The Georgetown Business Improvement District (Washington DC) has subsidized bus service connecting the area to rail stations at varying rates over more than a decade. The BID pays for a full time staff person to promote transit among member employees and advocate for transportation improvements including traffic and streetscape.



About CNT

CNT is a nonprofit innovations hub for urban sustainability. CNT's research, strategies, and solutions are implemented across America and around the world to create more equitable and resilient communities. Our 35-plus years of work in transportation and community development, water, energy, and climate have inspired a generation of new approaches and earned the highest of honors

Appendix C: Selected Industry Categories for Select Louisana Parishes

Selected Industry Categories for Select Louisiana Parishes

EMPLOYMENT AND TOTAL WAGES PAID BY EMPLOYERS SUBJECT TO THE LOUISIANA EMPLOYMENT SECURITY LAW
UNITS, MONTHLY, AND AVERAGE EMPLOYMENT, TOTAL AND AVERAGE WEEKLY WAGES BY PARISH Quarter Two 2009 and Quarter Two 2014, Compared

			2	009		2014			Change		
		Total # of Establish- ments	Average Employment	Second Quarter Total Wages	Average Weekly Wage	Total # of Establish- ments	Average Employment	Second Quarter Total Wages	Average Weekly Wage	Employment 2009 to 2014	% Change
East B	aton Rouge Totals*	14,419	260,200	\$2,726,320,685	\$806	14,813	266,636	\$3,102,104,129	\$895	6436	2.5%
21	Mining	43	614	\$9,048,326	\$1,134	51	292	\$5,007,873	\$1,319	-322	-52.4%
23	Construction	1,240	30,950	\$425,495,445	\$1,058	1,237	34,634	\$490,989,669	\$1,091	3684	11.9%
31-33	Manufacturing	426	12,233	\$199,813,374	\$1,256	437	12,187	\$239,031,674	\$1,509	-46	-0.4%
42	Wholesale trade	1,021	9,369	\$129,337,586	\$1,062	944	9,344	\$148,483,966	\$1,222	-25	-0.3%
44-45	Retail trade	1,881	27,473	\$173,424,113	\$486	1,885	27,062	\$184,135,472	\$523	-411	-1.5%
48-49	Transportation and warehousing	282	6,207	\$72,995,436	\$905	308	7,067	\$90,390,877	\$984	860	13.9%
54	Professional and technical services	2,046	16,809	\$265,389,443	\$1,215	2,274	17,438	\$294,924,949	\$1,301	629	3.7%
72	Accommodation and food services	917	20,556	\$72,843,469	\$273	1,056	22,682	\$88,100,113	\$299	2126	10.3%
81	Other services, except public administration	1,325	7,512	\$58,601,294	\$600	1,359	7,441	\$66,839,983	\$691	-71	-0.9%
92	Public administration	244	21,862	\$253,734,196	\$893	236	18,514	\$253,217,963	\$1,052	-3348	-15.3%
Orlea	ns Totals	10,499	169,188	\$2,010,650,302	\$914	11,591		\$2,217,345,248	\$912	17818	10.5%
21	Mining	67	3,675	\$111,635,785	\$2,337	54	2,547	\$105,078,514	\$3,174	-1128	-30.7%
23	Construction	596	5,372	\$62,096,823	\$889	598	5,814	\$71,777,533	\$950	442	8.2%
31-33	Manufacturing	208	6,152	\$92,727,032	\$1,159	238	4,238	\$65,901,436	\$1,196	-1914	-31.1%
42	Wholesale trade	584	4,001	\$63,484,973	\$1,221	526	3,697	\$61,489,134	\$1,279	-304	-7.6%
44-45	Retail trade	1,315	12,278	\$81,287,631	\$509	1,466	14,394	\$97,465,026	\$521	2116	17.2%
	Transportation and warehousing	241	7,872	\$115,884,263	\$1,132	272	.,	\$116,209,064	\$991	1151	14.6%
54	Professional and technical services	1,692	13,691	\$230,973,400	\$1,298	1,936		\$293,595,686	\$1,403	2408	17.6%
72	Accommodation and food services	1,126	27,376	\$159,295,247	\$448	1,446	,	\$220,428,792	\$473	8450	30.9%
81	Other services, except public administration	1,199	4,989	\$39,880,298	\$615	1,186	-,-	\$46,847,690	\$650	553	11.1%
92	Public administration	141	12,221	\$182,534,470	\$1,149	136		\$179,821,989	\$1,133	-10	-0.1%
Plaque	emines Totals	829	14,482	\$190,241,372	\$1,010	823	14,906	\$223,082,316	\$1,151	424	2.9%
21	Mining	49	1,435	\$26,641,030	\$1,428	42		\$38,725,342	\$1,889	142	9.9%
23	Construction	94	1,367	\$17,840,203	\$1,004	92		\$15,435,300	\$1,010	-192	-14.0%
31-33	Manufacturing	59	2,301	\$41,220,417	\$1,378	51	,	\$31,607,276	\$1,436	-608	-26.4%
42	Wholesale trade	88	858	\$10,510,928	\$942	75		\$13,600,444	\$1,145	56	6.5%
	Retail trade	68	646	\$3,569,262	\$425	67	614	\$3,582,029	\$449	-32	-5.0%
	Transportation and warehousing	101	1,847	\$25,276,472	\$1,053	98	_,	\$36,818,171	\$1,227	462	25.0%
54	Professional and technical services	59	445	\$7,030,333	\$1,215	71		\$6,957,554	\$1,256	-19	-4.3%
72	Accommodation and food services	50	786	\$4,955,520	\$485	64		\$6,502,442	\$555	116	14.8%
81	Other services, except public administration	43	160	\$1,075,358	\$517	39	314	\$1,790,627	\$439	154	96.3%
92	Public administration	21	1,449	\$16,089,021	\$854	15	1,397	\$17,803,024	\$980	-52	-3.6%

Selected Industry Categories for Select Louisiana Parishes

	Bernard Totals	767	9,857	\$107,547,877	\$839	819	10,448	\$111,663,280	\$822		
21		767				5	10,446			591	6.0%
	Mining		67	\$1,116,953	\$1,282			\$159,885	\$1,230	-57	-85.1%
23	Construction	139	1,775	\$22,016,729	\$954	129	1,054	\$11,392,339	\$831	-721	-40.6%
	Manufacturing	40	1,421	\$30,232,355	\$1,637	47	1,382	\$33,809,145	\$1,882	-39	-2.7%
42	Wholesale trade	42	369	\$5,396,031	\$1,125	34	357	\$6,791,327	\$1,463	-12	-3.3%
44-45	Retail trade	112	1,080	\$5,689,586	\$405	146	1,528	\$8,121,667	\$409	448	41.5%
48-49	Transportation and warehousing	42	649	\$7,886,947	\$935	34	651	\$8,613,329	\$1,018	2	0.3%
54	Professional and technical services	52	157	\$1,734,315	\$850	54	143	\$1,804,186	\$971	-14	-8.9%
72	Accommodation and food services	69	838	\$2,828,085	\$260	82	1,206	\$4,391,969	\$280	368	43.9%
81	Other services, except public administration	43	242	\$1,638,548	\$521	43	183	\$1,141,174	\$480	-59	-24.4%
92	Public administration	26	778	\$6,721,147	\$665	25	787	\$7,998,135	\$782	9	1.2%
Saint (Charles Totals	1,136	23,902	\$314,977,703	\$1,014	1,189	26,374	\$402,612,302	\$1,174	2472	10.3%
21	Mining	6	91	\$1,344,187	\$1,136	7	87	\$1,836,079	\$1,623	-4	-4.4%
23	Construction	153	3,136	\$45,916,614	\$1,126	130	4,554	\$67,195,058	\$1,135	1418	45.2%
31-33	Manufacturing	51	4,553	\$92,438,066	\$1,562	58	4,650	\$119,428,094	\$1,976	97	2.1%
42	Wholesale trade	118	1,695	\$24,889,830	\$1,130	117	2,469	\$35,968,315	\$1,121	774	45.7%
	Retail trade	128	1,678	\$12.002.881	\$550	137	1.563	\$11,361,529	\$559	//	43.770
			,	4.2,442,441			,	***,==*,==*	****	-115	-6.9%
48-49	Transportation and warehousing	83	1,867	\$30,989,628	\$1,277	80	2,223	\$43,120,375	\$1,492	356	19.1%
54	Professional and technical services	110	987	\$13,275,594	\$1,035	116	1,428	\$26,244,054	\$1,414	441	44.7%
72	Accommodation and food services	75	818	\$2,674,644	\$252	90	1,069	\$3,777,801	\$272	251	30.7%
81	Other services, except public administration	55	244	\$1,918,171	\$605	63	351	\$4,093,033	\$897	107	43.9%
92	Public administration	32	809	\$8,908,045	\$847	33	808	\$9,618,551	\$916	-1	-0.1%
Saint 1	Tammany Totals	7,214	75,337	\$680,414,853	\$695	7,648	82,644	\$847,477,049	\$789	7307	9.7%
21	Mining	44	451	\$10,418,309	\$1,777	54	1,731	\$65,076,642	\$2,892	1280	283.8%
23	Construction	841	5,356	\$62,731,093	\$901	762	4,845	\$53,500,372	\$849	-511	-9.5%
31-33	Manufacturing	188	3,288	\$35,706,244	\$835	225	3,780	\$50,479,975	\$1,027	492	15.0%
42	· · · · · · · · · · · · · · · · · · ·										
	Wholesale trade	627				619	3,677	\$62,154,637			
44-45	Wholesale trade Retail trade	627 910	3,325 11,911	\$53,256,897 \$72,729,636	\$1,232 \$470	619 935	3,677 13,013	\$62,154,637 \$82,127,441	\$1,300 \$485	352	10.6%
			3,325	\$53,256,897	\$1,232				\$1,300	352 1102	10.6% 9.3%
48-49	Retail trade Transportation and warehousing	910	3,325 11,911 2,291	\$53,256,897 \$72,729,636 \$34,240,126	\$1,232 \$470 \$1,150	935	13,013	\$82,127,441 \$27,667,324	\$1,300 \$485 \$1,144	352 1102 -431	10.6% 9.3% -18.8%
48-49 54	Retail trade Transportation and warehousing Professional and technical services	910 167 969	3,325 11,911 2,291 3,799	\$53,256,897 \$72,729,636 \$34,240,126 \$47,090,622	\$1,232 \$470 \$1,150 \$954	935 180 1,108	13,013 1,860 4,303	\$82,127,441 \$27,667,324 \$61,572,632	\$1,300 \$485 \$1,144 \$1,101	352 1102 -431 504	10.6% 9.3% -18.8% 13.3%
48-49 54 72	Retail trade Transportation and warehousing Professional and technical services Accommodation and food services	910 167 969 517	3,325 11,911 2,291 3,799 9,016	\$53,256,897 \$72,729,636 \$34,240,126 \$47,090,622 \$30,579,273	\$1,232 \$470 \$1,150 \$954 \$261	935 180 1,108 571	13,013 1,860 4,303 10,578	\$82,127,441 \$27,667,324 \$61,572,632 \$40,205,457	\$1,300 \$485 \$1,144 \$1,101 \$292	352 1102 -431 504 1562	10.6% 9.3% -18.8% 13.3% 17.3%
48-49 54 72 81	Retail trade Transportation and warehousing Professional and technical services Accommodation and food services Other services, except public administration	910 167 969 517 427	3,325 11,911 2,291 3,799 9,016 1,955	\$53,256,897 \$72,729,636 \$34,240,126 \$47,090,622 \$30,579,273 \$12,767,790	\$1,232 \$470 \$1,150 \$954 \$261 \$502	935 180 1,108 571 506	13,013 1,860 4,303 10,578 2,177	\$82,127,441 \$27,667,324 \$61,572,632 \$40,205,457 \$14,666,804	\$1,300 \$485 \$1,144 \$1,101 \$292 \$518	352 1102 -431 504 1562 222	10.6% 9.3% -18.8% 13.3% 17.3% 11.4%
48-49 54 72 81 92	Retail trade Transportation and warehousing Professional and technical services Accommodation and food services Other services, except public administration Public administration	910 167 969 517 427 97	3,325 11,911 2,291 3,799 9,016 1,955 3,207	\$53,256,897 \$72,729,636 \$34,240,126 \$47,090,622 \$30,579,273 \$12,767,790 \$31,607,522	\$1,232 \$470 \$1,150 \$954 \$261 \$502 \$758	935 180 1,108 571 506 96	13,013 1,860 4,303 10,578 2,177 3,165	\$82,127,441 \$27,667,324 \$61,572,632 \$40,205,457 \$14,666,804 \$34,91,898	\$1,300 \$485 \$1,144 \$1,101 \$292 \$518 \$849	352 1102 -431 504 1562 222 -42	10.6% 9.3% -18.8% 13.3% 17.3% 11.4% -1.3%
48-49 54 72 81 92 St Joh	Retail trade Transportation and warehousing Professional and technical services Accommodation and food services Other services, except public administration Public administration In The Baptist Totals	910 167 969 517 427 97	3,325 11,911 2,291 3,799 9,016 1,955 3,207 15,168	\$53,256,897 \$72,729,636 \$34,240,126 \$47,090,622 \$30,579,273 \$12,767,790 \$31,607,522 \$170,680,838	\$1,232 \$470 \$1,150 \$954 \$261 \$502 \$758 \$866	935 180 1,108 571 506 96	13,013 1,860 4,303 10,578 2,177 3,165 14,266	\$82,127,441 \$27,667,324 \$61,572,632 \$40,205,457 \$14,666,804 \$34,911,898 \$187,439,707	\$1,300 \$485 \$1,144 \$1,101 \$292 \$518 \$849 \$1,011	352 1102 -431 504 1562 222 -42 -902	10.6% 9.3% -18.8% 13.3% 17.3% 11.4% -1.3%
48-49 54 72 81 92 St John 21	Retail trade Transportation and warehousing Professional and technical services Accommodation and food services Other services, except public administration Public administration n The Baptist Totals Mining	910 167 969 517 427 97 881 5	3,325 11,911 2,291 3,799 9,016 1,955 3,207 15,168 277	\$53,256,897 \$72,729,636 \$34,240,126 \$47,090,622 \$30,579,273 \$12,767,790 \$31,607,522 \$170,680,838 \$3,935,315	\$1,232 \$470 \$1,150 \$954 \$261 \$502 \$758 \$866 \$1,093	935 180 1,108 571 506 96 887	13,013 1,860 4,303 10,578 2,177 3,165 14,266 586	\$82,127,441 \$27,667,324 \$61,572,632 \$40,205,457 \$14,666,804 \$34,911,898 \$187,439,707 \$10,457,041	\$1,300 \$485 \$1,144 \$1,101 \$292 \$518 \$849 \$1,011 \$1,373	352 1102 -431 -504 1562 -222 -42 -902 309	10.6% 9.3% -18.8% 13.3% 17.3% 11.4% -1.3% -5.9%
48-49 54 72 81 92 St John 21 23	Retail trade Transportation and warehousing Professional and technical services Accommodation and food services Other services, except public administration Public administration The Baptist Totals Mining Construction	910 167 969 517 427 97 881 5	3,325 11,911 2,291 3,799 9,016 1,955 3,207 15,168 277 1,178	\$53,256,897 \$72,729,636 \$34,240,126 \$47,090,622 \$30,579,273 \$12,767,790 \$31,607,522 \$170,680,838 \$3,935,315 \$13,648,589	\$1,232 \$470 \$1,150 \$954 \$261 \$502 \$758 \$866 \$1,093 \$891	935 180 1,108 571 506 96 887 9	13,013 1,860 4,303 10,578 2,177 3,165 14,266 586 1,377	\$82,127,441 \$27,667,324 \$61,572,632 \$40,205,457 \$14,666,804 \$34,911,898 \$187,439,707 \$10,457,041 \$19,318,657	\$1,300 \$485 \$1,144 \$1,101 \$292 \$518 \$849 \$1,011 \$1,373 \$1,079	352 1102 -431 504 1562 222 -42 -902 309	10.6% 9.3% -18.8% 13.3% 17.3% 11.4% -1.3% -5.9% 11.6%
48-49 54 72 81 92 St John 21 23 31-33	Retail trade Transportation and warehousing Professional and technical services Accommodation and food services Other services, except public administration Public administration The Baptist Totals Mining Construction Manufacturing	910 167 969 517 427 97 881 5 86	3,325 11,911 2,291 3,799 9,016 1,955 3,207 15,168 2,77 1,178 2,825	\$53,256,897 \$72,729,636 \$34,240,126 \$47,090,622 \$30,579,273 \$12,767,790 \$31,607,522 \$170,680,838 \$3,935,315 \$13,648,589 \$58,039,000	\$1,232 \$470 \$1,150 \$954 \$261 \$502 \$758 \$866 \$1,093 \$891 \$1,580	935 180 1,108 571 506 96 887 9	13,013 1,860 4,303 10,578 2,177 3,165 14,266 586 1,377 2,636	\$82,127,441 \$27,667,324 \$61,572,632 \$40,205,457 \$14,666,804 \$34,911,898 \$187,439,707 \$10,457,041 \$19,318,657 \$59,823,695	\$1,300 \$485 \$1,144 \$1,101 \$292 \$518 \$849 \$1,011 \$1,373 \$1,079 \$1,746	352 1102 -431 504 1562 222 -42 -902 309 199 -189	10.6% 9.3% -18.8% 13.3% 17.3% 11.4% -1.3% 11.6% 16.9% -6.7%
48-49 54 72 81 92 St John 21 23 31-33 42	Retail trade Transportation and warehousing Professional and technical services Accommodation and food services Other services, except public administration Public administration The Baptist Totals Mining Construction Manufacturing Wholesale trade	910 167 969 517 427 97 881 5 86 32	3,325 11,911 2,291 3,799 9,016 1,955 3,207 15,168 2,77 11,78 2,825 634	\$53,256,897 \$72,729,636 \$34,240,126 \$47,090,622 \$30,579,273 \$12,767,790 \$31,607,522 \$170,680,838 \$3,935,315 \$13,648,589 \$58,039,000 \$9,370,503	\$1,232 \$470 \$1,150 \$954 \$261 \$502 \$758 \$866 \$1,093 \$891 \$1,580 \$1,137	935 180 1,108 571 506 96 887 9 86 37	13,013 1,860 4,303 10,578 2,177 3,165 14,266 586 1,377 2,636 647	\$82,127,441 \$27,667,324 \$61,572,632 \$40,205,457 \$14,666,804 \$34,911,89 \$187,439,707 \$10,457,041 \$19,318,657 \$59,823,695 \$13,420,433	\$1,300 \$485 \$1,144 \$1,101 \$292 \$518 \$849 \$1,011 \$1,373 \$1,079 \$1,746	352 1102 -431 504 1562 222 -42 -902 309	10.6% 9.3% -18.8% 13.3% 17.3% 11.4% -1.3% -5.9% 11.6%
48-49 54 72 81 92 St John 21 23 31-33 42 44-45	Retail trade Transportation and warehousing Professional and technical services Accommodation and food services Other services, except public administration Public administration n The Baptist Totals Mining Construction Manufacturing Wholesale trade Retail trade	910 167 969 517 427 97 881 5 86 32 49	3,325 11,911 2,291 3,799 9,016 1,955 3,207 15,168 277 1,178 2,825 634 1,777	\$53,256,897 \$72,729,636 \$34,240,126 \$47,090,622 \$30,579,273 \$12,767,790 \$31,607,522 \$170,680,838 \$3,935,315 \$13,648,589 \$58,039,000 \$9,370,503 \$10,822,996	\$1,232 \$470 \$1,150 \$954 \$261 \$502 \$758 \$866 \$1,093 \$891 \$1,580 \$1,137	935 180 1,108 571 506 96 887 9 86 37 48	13,013 1,860 4,303 10,578 2,177 3,165 14,266 586 1,377 2,636 647 1,764	\$82,127,441 \$27,667,324 \$61,572,632 \$40,205,457 \$14,666,804 \$34,911,898 \$187,439,707 \$10,457,041 \$19,318,657 \$59,823,695 \$13,420,433 \$11,713,366	\$1,300 \$485 \$1,144 \$1,101 \$292 \$518 \$849 \$1,01 \$1,373 \$1,079 \$1,746 \$1,596 \$511	352 1102 -431 504 1562 222 -42 -902 309 199 -189	10.6% 9.3% -18.8% 13.3% 17.3% 11.4% -1.3% -5.9% 11.6% -6.7% 2.1%
48-49 54 72 81 92 St John 21 23 31-33 42 44-45 48-49	Retail trade Transportation and warehousing Professional and technical services Accommodation and food services Other services, except public administration Public administration In The Baptist Totals Mining Construction Manufacturing Wholesale trade Retail trade Transportation and warehousing	910 167 969 517 427 97 881 5 86 32 49 125	3,325 11,911 2,291 3,799 9,016 1,955 3,207 15,168 2,77 11,78 2,825 634 1,777	\$53,256,897 \$72,729,636 \$34,240,126 \$47,090,622 \$30,579,273 \$12,767,790 \$31,607,522 \$170,680,838 \$3,935,315 \$13,648,589 \$58,039,000 \$9,370,503 \$10,822,996	\$1,232 \$470 \$1,150 \$954 \$261 \$502 \$758 \$866 \$1,093 \$891 \$1,580 \$1,137 \$469	935 180 1,108 571 506 96 887 9 86 37 48 124	13,013 1,860 4,303 10,578 2,177 3,165 14,266 586 1,377 2,636 647 1,764	\$82,127,441 \$27,667,324 \$61,572,632 \$40,205,457 \$14,666,804 \$34,911,897 \$10,457,041 \$19,318,657 \$59,823,695 \$13,420,433 \$11,713,366	\$1,300 \$485 \$1,144 \$1,101 \$292 \$518 \$849 \$1,011 \$1,373 \$1,079 \$1,746 \$1,596 \$511	352 1102 -431 504 1562 222 -42 -902 309 199 -189 13 -13	10.6% 9.3% -18.8% 13.3% 17.3% 11.4% -1.3% -5.9% 16.9% -6.7% -2.1%
48-49 54 72 81 92 St John 21 23 31-33 42 44-45 48-49	Retail trade Transportation and warehousing Professional and technical services Accommodation and food services Other services, except public administration Public administration In The Baptist Totals Mining Construction Manufacturing Wholesale trade Retail trade Transportation and warehousing Professional and technical services	910 167 969 517 427 97 881 5 86 32 49 125	3,325 11,911 2,291 3,799 9,016 1,955 3,207 15,168 277 1,178 2,825 634 1,777 916	\$53,256,897 \$72,729,636 \$34,240,126 \$47,090,622 \$30,579,273 \$12,767,790 \$31,607,522 \$170,680,838 \$3,935,315 \$13,648,589 \$58,039,000 \$9,370,503 \$10,822,996 \$10,394,709	\$1,232 \$470 \$1,150 \$954 \$261 \$502 \$758 \$866 \$1,093 \$891 \$1,580 \$1,137 \$469 \$873	935 180 1,108 571 506 96 887 9 86 37 48 124 58	13,013 1,860 4,303 10,578 2,177 3,165 14,266 586 1,377 2,636 647 1,764 771	\$82,127,441 \$27,667,324 \$61,572,632 \$40,205,457 \$14,666,804 \$34,911,898 \$187,439,707 \$10,457,041 \$19,318,657 \$59,823,695 \$13,420,433 \$11,713,366 \$9,730,674	\$1,300 \$485 \$1,144 \$1,101 \$292 \$518 \$1,011 \$1,373 \$1,079 \$1,746 \$1,596 \$511 \$971	352 1102 -431 504 1562 222 -42 -902 309 199 -189	10.6% 9.3% -18.8% 13.3% 17.3% 11.4% -1.3% -5.9% 16.9% -6.7% -0.7%
48-49 54 72 81 92 St John 21 23 31-33 42 44-45 48-49 54 72	Retail trade Transportation and warehousing Professional and technical services Accommodation and food services Other services, except public administration Public administration In The Baptist Totals Mining Construction Manufacturing Wholesale trade Retail trade Transportation and warehousing	910 167 969 517 427 97 881 5 86 32 49 125 49	3,325 11,911 2,291 3,799 9,016 1,955 3,207 15,168 2,77 1,178 2,825 634 1,777 916	\$53,256,897 \$72,729,636 \$34,240,126 \$47,090,622 \$30,579,273 \$12,767,790 \$31,607,522 \$170,680,838 \$3,935,315 \$13,648,589 \$58,039,000 \$9,370,503 \$10,822,996	\$1,232 \$470 \$1,150 \$954 \$261 \$502 \$758 \$866 \$1,093 \$891 \$1,580 \$1,137 \$469 \$873	935 180 1,108 571 506 96 887 9 86 37 48 124 58	13,013 1,860 4,303 10,578 2,177 3,165 14,266 586 1,377 2,636 647 1,764 771 260 1,077	\$82,127,441 \$27,667,324 \$61,572,632 \$40,205,457 \$14,666,804 \$34,911,898 \$187,439,707 \$10,457,041 \$19,318,657 \$59,823,695 \$13,420,433 \$11,713,366 \$9,730,674 \$2,689,906 \$3,755,376	\$1,300 \$485 \$1,144 \$1,101 \$292 \$518 \$1,011 \$1,373 \$1,079 \$7,746 \$1,596 \$511 \$971 \$796	352 1102 -431 504 1562 222 -42 -902 309 199 -189 13 -13	10.6% 9.3% 18.8% 13.3% 17.3% 11.4% 1.13% 16.9% 16.9% 2.1% 2.1% 2.1% 2.1% 2.1% 2.1% 2.1% 2.1
48-49 54 72 81 92 St John 21 23 31-33 42 44-45 48-49	Retail trade Transportation and warehousing Professional and technical services Accommodation and food services Other services, except public administration Public administration In The Baptist Totals Mining Construction Manufacturing Wholesale trade Retail trade Transportation and warehousing Professional and technical services	910 167 969 517 427 97 881 5 86 32 49 125	3,325 11,911 2,291 3,799 9,016 1,955 3,207 15,168 277 1,178 2,825 634 1,777 916	\$53,256,897 \$72,729,636 \$34,240,126 \$47,090,622 \$30,579,273 \$12,767,790 \$31,607,522 \$170,680,838 \$3,935,315 \$13,648,589 \$58,039,000 \$9,370,503 \$10,822,996 \$10,394,709	\$1,232 \$470 \$1,150 \$954 \$261 \$502 \$758 \$866 \$1,093 \$891 \$1,580 \$1,137 \$469 \$873	935 180 1,108 571 506 96 887 9 86 37 48 124 58	13,013 1,860 4,303 10,578 2,177 3,165 14,266 586 1,377 2,636 647 1,764 771	\$82,127,441 \$27,667,324 \$61,572,632 \$40,205,457 \$14,666,804 \$34,911,898 \$187,439,707 \$10,457,041 \$19,318,657 \$59,823,695 \$13,420,433 \$11,713,366 \$9,730,674	\$1,300 \$485 \$1,144 \$1,101 \$292 \$518 \$1,011 \$1,373 \$1,079 \$1,746 \$1,596 \$511 \$971	352 1102 -431 504 1562 222 -42 -902 309 199 -189 13	10.6% 9.3% -18.8% 13.3% 17.3% 11.4% -1.3% -5.9% 11.6% 16.9% -0.7% -0.7%

http://lwc.laworks.net/sites/LMI/Pages/EmploymentWagesAnnual.aspx

Examples of Key NAIC Codes Activities

- 42 Wholesale Trade Numerous wholesale parts, commodities, MV and MV parts, jewelry, furtniture, metals
- 48 Transportation and Warehousing All air, rail, marine, highway including air traffic controllers, and support such as freight handling, packing, crating.
- 49 Transportation and Warehousing Generally delivery, warehousing, and storage
- 31 Manufacturing Manufacturing of food, alcohol, textile, apparel, shoes etc
- 32 Manufacturing Manufacturing products of wood, petroleum, chemicals, cement, etc
- 33 Manufacturing Manufacturing products of various metals ranging from wire and ball bearings to manufacturing equipment.
- 21 Mining Extraction of oil, gas, stone, metals, coal, and support activities for mining
- 72 Accommodation and food services Provision of accommodations, bars, restaurants
- 81 Other services Everything from auto repair, car parking to religious non-profit organizations, business associations, cemeteries, and household workers Found at: http://www.naics.com/naics-search-results/

^{*} Employment totals are only for these selected job sectors, not total jobs.

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