

# Jefferson **EDGE 2020**

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## Implementation Progress Report

October 2017





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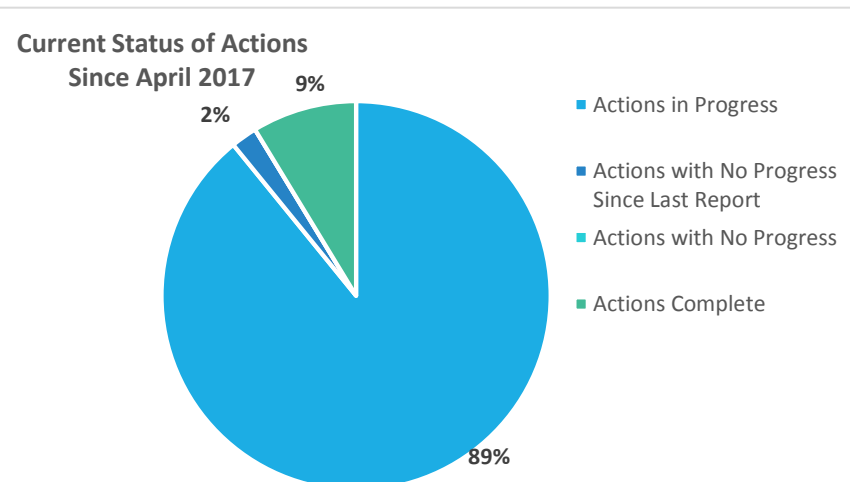
## I. INTRODUCTION

The Jefferson EDGE is the official economic development strategic plan for Jefferson Parish, and has a history dating back to 2000, when JEDCO completed the first EDGE plan for economic growth. The plan has been updated regularly in the intervening years, accounting for the timeliness of hurricane recovery needs and the evolving business needs in Jefferson Parish.

The current Jefferson EDGE 2020 plan was developed by JEDCO and GCR, with extensive input from business, civic, and community leaders, and was released to the public in August 2015. The plan targets five industry clusters and five cross-cutting issues. The 46 actions contained within the EDGE 2020 span items that can be incorporated into annual operating plans to long-term projects requiring efforts from multiple stakeholders.

GCR's role is to provide a periodic assessment of the progress of implementation, outlining the status of each action item. As of April 2017, JEDCO reported its first completed EDGE action – Action S: Housing Stock Enhancement Strategy. Since April 2017, three additional actions related to Permitting are now deemed complete. As of October 2017, a full 9 percent of EDGE actions were complete, with 91 percent of EDGE actions in progress. Implementation progress will be tracked for completed actions.

Recognizing the increased demands of the EDGE in terms of staff time, JEDCO created and funded a Strategic Initiatives Department. The Strategic Initiatives Manager position, filled in March 2017, has increased focus on progressing the EDGE's action items, particularly those designated in the implementation table as a Special Projects, "SP". This new department gives the EDGE even greater focus needed to ensure continued progress.



Industry Cluster Actions	Complete	In Progress	No Progress
Food, Beverage, Fishing, and Seafood	0	6 (100%)	0
Water Transportation, Distribution & Logistics	0	7 (100%)	0
Health Care	0	6 (100%)	0
IT Systems and Products	0	5 (100%)	0
Water, Coastal, and Environmental Industries	0	3 (100%)	0
Cross-Cutting Issue Actions	Complete	In Progress	No Progress
Permitting	3 (100%)	0	0
Marketing & Market Expansion	0	4 (100%)	0
Churchill Park & Fairfield	0	3 (100%)	0
Workforce Development & Mobility	0	5 (100%)	0
Building Stock	1 (25%)	3 (75%)	0



## II. FORMAT OF THIS REPORT

The strategy framework is divided into two categories. The first, Industry Cluster Strategies, outlines action items for the prioritized industry clusters in Jefferson Parish. The second category is Cross-Cutting Issues, which tackle broader issues that affect multiple clusters. The tables in this report are organized by cluster and by cross-cutting issue, and contain the following fields:

**Action Item:** These columns show the number (for cluster actions) or letter (for cross-cutting issue actions) and description of each item. The more detailed description for each action item is provided in the EDGE 2020 report, available on JEDCO’s website at [www.jedco.org](http://www.jedco.org).

**Type:** Many action items have been incorporated into JEDCO’s existing operations. As such, the “type” column denotes whether the action falls into the following JEDCO operational categories:

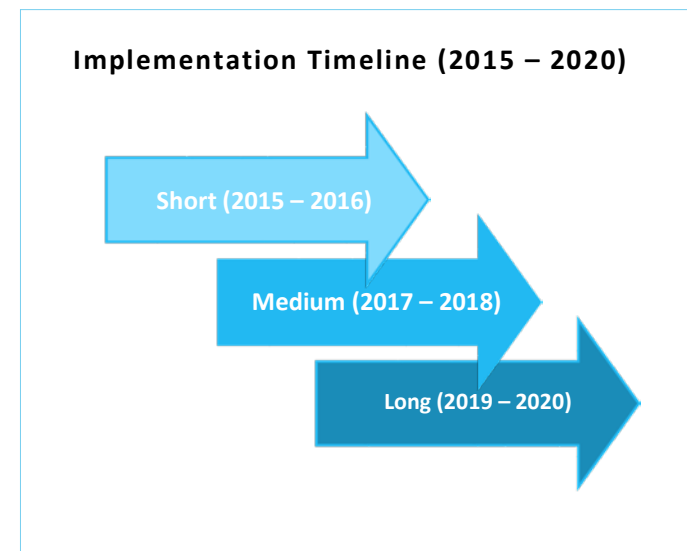
- Economic Development Services(EDS)
- Facilities & Information Technology (FAC)
- Finance (FIN)
- Marketing & Public Relations (MAR)
- Special Projects (SP)

**Lead and Partners:** The lead for each action item and potential partners to include in the implementation process are noted here.

**Timeline:** The feasible timeline for implementation along the plan’s five-year scale, whether short term, medium term, long term, annual, or other, is noted here.

**Success Metric(s):** These metrics offer benchmarks for progress and completion of each action item.

**Status:** The current status of each action item is listed here, with notes on progress and potential next steps.

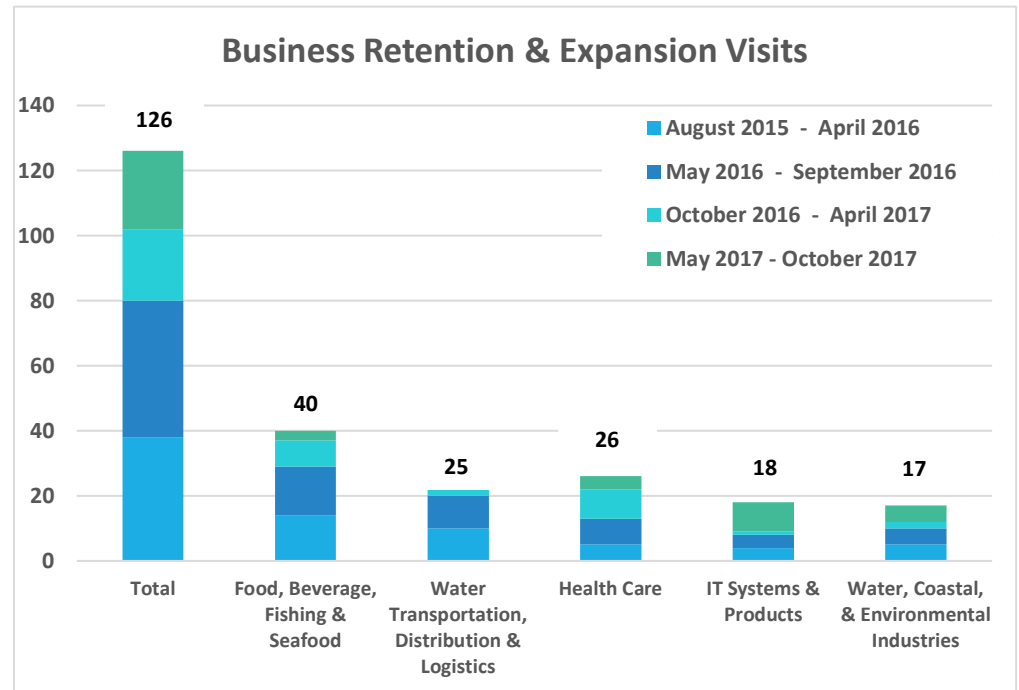






### III. INDUSTRY CLUSTER STRATEGIES

A core component of the EDGE 2020 is the support of existing businesses as well as attraction of new businesses within key industry clusters defined through the planning process. Since adoption of the plan, JEDCO staff have held Business Retention and Expansion (BRE) 126 visits with businesses in the five target clusters. These visits have led to impacts detailed in the section below.



## Food, Beverage, Fishing, and Seafood

This cluster includes the following types of businesses:

- Food manufacturing – including prominent Jefferson businesses like Zatarain's, Magic Seasonings, Cajun Kettle, MMI Culinary and more
- Commercial fishing operations
- Seafood processors
- Fishing products, such as nets, lines, reels, or processing equipment like conveyors or peeling systems
- Beverage manufacturing and bottling, including breweries, distilleries, and bottling plants

**Total Business Retention & Expansion visits held: 40**

**Since April 2017: 3**



	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
1	Develop comprehensive database of existing firms, supplier and production needs, and target customers	EDS	JEDCO, Port of New Orleans, LSU AgCenter, others TBD	Incorporate into annual strategic operating plan as a retention and expansion strategy	Database developed and utilized in JEDCO annual operations	<b>In progress.</b> Data migration within Salesforce has been completed. JEDCO is customizing the database for the EDGE clusters. JEDCO has also incorporated new questions into the business retention survey to better assess the needs of each industry cluster. In the food, beverage and seafood cluster, this will allow JEDCO to better support identified needs and determine local solutions for industry issues.
2	Target marketing to promote existing companies in this cluster	MAR	JEDCO	Incorporate into annual strategic operating plan as a marketing strategy	Marketing materials and strategies developed and tracked	<b>In progress.</b> JEDCO has enhanced its social media presence on Facebook, Twitter, Instagram and the JEDCO blog to better highlight each industry cluster. JEDCO's Marketing and PR Manager has also developed a schedule for the year to focus on activities of each of the EDGE clusters. For the week of August 7-11th, JEDCO's social media spots focused on local businesses in this cluster including Zatarain's, Magic Seasonings, and Orleans Coffee. Additional social media spots will highlight success stories at Laitram and District Donuts.
3	Advocate for new regulations permitting breweries and distilleries	EDS and SP	JEDCO, Jefferson Department of Planning, Parish Council	Identify a champion and model legislation; use staff time to shepherd through the approval process	Model legislation developed and approved	<b>In progress.</b> JEDCO is in discussion with a brewer about opening a brewery with a tap room in Jefferson Parish. JEDCO has also been in discussion with a developer that specializes in historic renovations and expertise with microbreweries. JEDCO reached out to the Parish's code enforcement and planning departments about existing regulations for breweries and is arranging a meeting for the prospect with parish officials.
4	Re-brand existing JEDCO financial products for this cluster	FIN and MAR	JEDCO, financing partners	Short-term; utilize internal marketing staff and finance team	Number of new food businesses utilizing financial products; dollars of investment leveraged by those financial products	<b>In progress.</b> JEDCO recently hired a new economic development finance manager, who along with JEDCO's marketing and PR manager and CEO, has rebranded the financial products as a single program called the JEDCO Growth Fund to better highlight JEDCO's portfolio of financial tools as one program not as separate programs. This will enable more streamlined marketing of this resource to this and the other clusters.

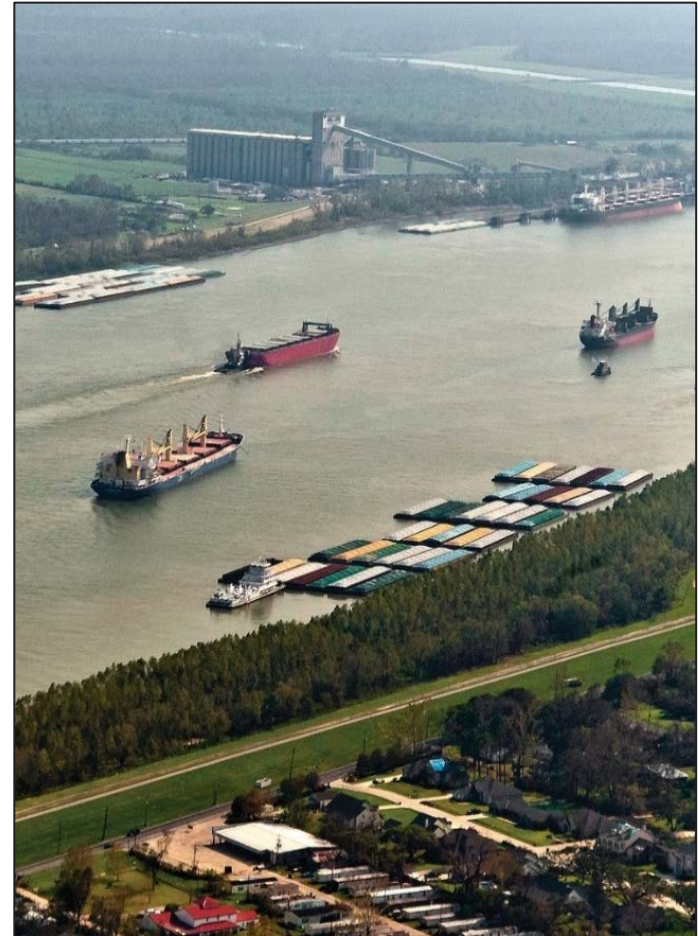
	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
5	Work with developers to identify and target commercial building stock needed in this cluster, such as culinary space, cold storage, or other specific facilities	EDS and SP	JEDCO; development partners; real estate partners	Short to medium term	Priority building stock needs identified and communicated to developers; number of new facilities constructed for food businesses	<p><b>In progress.</b> JEDCO has been working with a food industry prospect looking to expand its operation of both distribution and production to identify suitable space or land.</p> <p>JEDCO co-hosted the Second Harvest asset showcase for food manufacturers on May 2, 2017. Ten individuals attended, including eight food producers, to learn about available warehouse and cold storage space at the facility.</p> <p>JEDCO met with the Louisiana Small Business Development Center's food industry specialist regarding Greater New Orleans' food industry needs including the feasibility of a food incubator and cold storage leasing.</p>
6	Develop partnerships, particularly around local seafood, to promote producers	SP and MAR	JEDCO; potential partners include LSU Ag Center, Louisiana Restaurant Association, and the Urban Conservancy	Medium to long term	Number of partnerships increases; local revenue of seafood producers increases	<p><b>In progress.</b> Since April, Orleans Coffee, JEDCO's nominee for LED's annual Lantern Award, was selected as the Region One Lantern Award winner.</p> <p>JEDCO hosted a trade event for the food, beverage and seafood cluster with the World Trade Center on September 25th that included a speaker panel on local food and beverage companies experienced in exporting as well as exporting resource providers.</p>

## Water Transportation, Distribution & Logistics

This cluster includes the following types of businesses:

- Freight rail transportation
- Warehousing
- Wholesalers
- Trucking
- Airport and air cargo
- Water transportation
- Ship, boat, and barge building and maintenance
- Logistics and freight forwarding
- Customs brokerages

**Total Business Retention & Expansion visits held: 25**  
**Since April 2017: 5**



	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
7	Facilitate networking events for companies in this cluster	SP, EDS and MAR	JEDCO; HCIA and other business groups can assist	Short to medium term	Networking events held	<b>In progress.</b> As mentioned above, JEDCO and the World Trade Center hosted a trade event on September 25th attended by more than 50 individuals interested in learning more about exporting opportunities. Topics covered included a spectrum of exporting information, including a panel moderated by a representative of a freight forwarding company with a panelist from a major logistics company. In addition to food processors, attendees included custom brokers, logistics companies and the Port of New Orleans.
8	Assist in implementing any future redevelopment/ re-use strategy for Airport properties on south side	EDS	JEDCO, City of Kenner, Regional Planning Commission	Medium term	Priorities for re-use identified; redevelopment plans completed	<b>In progress.</b> In August, JEDCO met with new Aviation Director to discuss reuse of vacant properties at the airport perimeter with potential to focus redevelopment on EDGE clusters. Additionally, the New Orleans Airport has hired a firm to conduct a land use study of the south side of the airport for redevelopment potential and will bring in community stakeholders, including JEDCO, as part of the process. JEDCO's Strategic Initiatives Manager met firm representatives at October Aviation Board meeting.
9	Identify priority needs for major infrastructure improvements, including freight rail and the Harvey Canal	SP and EDS	JEDCO, Regional Planning Commission, HCIA, Public Belt Railroad	Medium to long term; major funding will be needed for upgrades, but the work of identifying the highest priority needs can be done with a smaller study or staff resources	Priority needs identified and communicated to elected officials and industry stakeholders; funding sources identified	<b>In progress.</b> WBIA presented an update on the Peters Road extension to JEDCO's Board of Commissioners on August 31st. JEDCO's Board passed an action to support the project as a priority. JEDCO has also learned from discussions with Avondale purchaser the extension of the New Orleans Public Belt to the site is very important to the project.

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
10	Identify a new use for the Avondale Shipyard site	SP and EDS	JEDCO, GNO Inc., Port of New Orleans; Huntington Ingalls owns the site	Hopefully, short term; realistically, this could take several more years to identify and implement a use for the site's full potential	Shipyard site put back into commerce; employment and investment at the site increase	<b>In progress.</b> JEDCO has facilitated meetings with purchaser, the Port of New Orleans and other potential users of the property. JEDCO co-hosted a reception in early October 2017 with the purchaser to meet with business leaders and share the purchaser's vision for the site. JEDCO is arranging a meeting with the purchaser and UNO representatives to discuss UNO's building on the site.
11	Use mapping tools to promote the potential role of natural gas in the economic future of Jefferson Parish	EDS	JEDCO and LED	Long term	LED resources utilized by JEDCO staff to assess industrial potential of natural gas infrastructure	<b>In progress.</b> JEDCO's EDS team had LED generate maps of the natural gas pipelines within the parish for the staff's use in marketing industrial properties and in responding to RFPs and requests for site information.
12	Link transportation to the food and beverage industry through specialized logistics businesses	EDS	JEDCO	Medium term	Meetings held with food and beverage businesses; priority needs identified; needs communicated to logistics providers; food and beverage industry revenue increases; logistics business revenue increases	<b>In progress.</b> As mentioned above, JEDCO and the World Trade Center hosted a trade event on September 25th attended by more than 50 individuals interested in learning more about exporting opportunities. JEDCO is connecting Bhoomi, formerly Fresh Cane, to a grocery distribution specialist.
13	Use business retention visits to identify training and other workforce needs	EDS	JEDCO	Short term; add to standard retention visit practices	Retention visit protocol updated; workforce needs identified and communicated to workforce development partners	<b>In progress.</b> JEDCO directed several businesses in this cluster to the On-the-Job workforce training grant program through the Jefferson Business and Career Solutions Center. Overall no pressing needs have been reported.



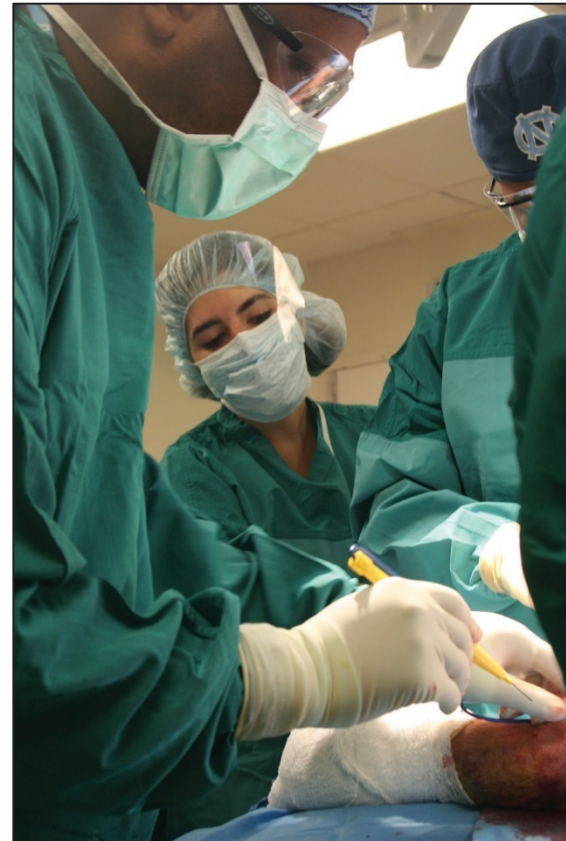
## Health Care

This cluster includes the following types of businesses:

- Hospitals: Ochsner, East Jefferson General Hospital, West Jefferson Medical Center, Tulane Lakeside, Louisiana Children's Medical Center (LCMC)
- Doctors' offices
- Medical suppliers
- Service providers or contractors for hospitals
- Training providers and educational institutions

**Total Business Retention & Expansion visits held: 26**

**Since April 2017: 4**





	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
14	Improve career ladders and links to the workforce development system so that Jefferson residents can access jobs in health care	SP and EDS	JEDCO, Jefferson Parish WIB, Delgado Community College, Kenner Discovery H.S.A., Hospital partners	Short to medium term	Career ladders developed by workforce and industry partners; regular meetings between JEDCO and Jefferson WIB held; employment in Jefferson hospitals increases	<b>In progress.</b> JEDCO continues to support Ochsner's investments in its facilities on Jefferson Highway and the surrounding neighborhoods. Ochsner has partnered with the adjacent Shrewsbury neighborhood to train neighborhood residents as medical assistants. The effort is in partnership with the local faith community, Jefferson Parish Community Development and JeffCap which provides a licensed social worker to assist residents overcome barriers to employment such as transportation and child care. The sixteen-week program will train residents in entry-level medical assistant positions and prepare them for a career path in the healthcare industry. JEDCO and Ochsner are exploring an employer-assisted housing program targeted to the Shrewsbury neighborhood adjacent to the campus.
15	Address shortfalls in the hospitality industry that affect health care industry growth, including hotels and transportation	SP	JEDCO, development partners, Regional Planning Commission (for infrastructure pieces), JeT and RTA (for transit piece)	Medium to long term; private funds for hotel development, public and grant funding for transit improvements and road infrastructure	Number of hotel beds added in proximity to hospitals; reduction of transit travel time between major destinations	<b>In progress.</b> JEDCO spoke with Ride New Orleans and JeT about expanding transit access to the Ochsner Jefferson Highway campus. While JEDCO supported the parish in the preparation of its TIGER grant application to fund improvements along Jefferson Highway by way of letters of support from JEDCO, the Chamber, JBC and GNO, Inc., the parish determined that it would have a better opportunity to submit an application next year when new supporting data will be available through the Ochsner/RPC study of the Jefferson Highway corridor. JEDCO worked with regional partners to bring the company, Project Alpha, a proton therapy company, to the region. Proton therapy is a new offering in the regional healthcare market and has potential to draw patients from outside the market.

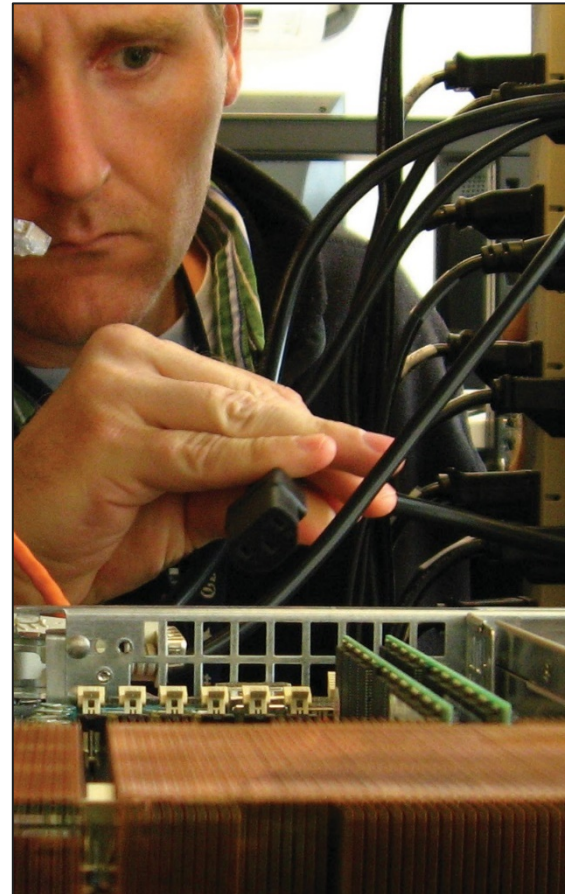
	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
16	Work with Ochsner to capitalize on the transformative possibilities in the Jefferson Highway corridor, including mixed-use walkable developments	SP	JEDCO, Parish Council, Parish Planning, Ochsner, Urban Land Institute, development partners	Short to medium term	Priority zoning and development standards identified and communicated with parish; Jefferson Plaza site redeveloped; zoning changed along Jefferson Highway; mixed-use buildings developed; average age of residential units decreases; population increases in corridor	<p><b>In progress.</b> Ochsner was recently awarded a grant from EDA in May 2017 to establish a Center of Innovation at the campus, which JEDCO supported. Ochsner is also sponsoring community parks and community development efforts in the adjacent Shrewsbury neighborhood. In August, Ochsner announced plans to Michael R. Boh Center for Child Development along the corridor to expand pediatric campus along Jefferson Highway.</p> <p>The CEA for the façade program, targeting properties on Jefferson Highway (and in Fat City), was approved by the Parish Council and the JEDCO Board in early October.</p>
17	Promote and encourage the revitalization of the Hope Haven campus as a catalytic development for the Westbank that can address community health needs	SP	West Jefferson Medical Center, Jefferson Chamber, JEDCO, financial and development partners	Long term	Reuse for Hope Haven buildings identified; governance and funding sources identified; construction begins	<p><b>In progress.</b> The Archdiocese of New Orleans and Jefferson Parish are entering into a long-term lease for the Hope Haven property. The Parish will explore restoring the buildings to house the Code Enforcement Department and potentially a library. State capital outlay funding is available to support preservation efforts of the buildings.</p>
18	Develop alignment around a coordinated brand for the region's medical infrastructure	MAR and SP	JEDCO, GNO, Inc., NOLABA, Regional Planning Commission, Jefferson and New Orleans CVB, Medical partners	Short term	Initial meetings between regional stakeholders held; regional brand developed; national or international awareness increased	<p><b>In progress.</b> Since April 2017, GNO Inc. released its state of the sector on the health sciences sector which details our region's current labor profile and labor demand in this sector as well as highlights the strengths of this industry. The STAT website ranks the GNO region #1 for the most growth in hospital jobs in the country. The region experienced a 78% increase in hospital jobs from 2007 to 2017.</p>
19	Explore the opportunity for employer-assisted housing or tax incentives to encourage residential development near hospitals	SP	JEDCO, Ochsner, other partners TBD	Medium term	Develop a suite of options in concert with the hospitals; assess their willingness to implement; incentives or programs put in place; residential population near hospitals increases	<p><b>In progress.</b> JEDCO has held preliminary discussions with Ochsner about piloting an employer-assistance housing program. JEDCO is researching potential funding resources that could match Ochsner's contribution. JEDCO met with the new executive director of the Jefferson Parish Finance Authority to discuss the strategy and next steps.</p>

## IT Systems and Products

This cluster includes businesses that develop, sell, or train on software and other information technology products. This cluster, while a targeted industry in many, if not most, regions across the United States, has several strong and growing firms in Jefferson Parish, like Geocent, 365 Connect, ReadSoft and Prytania.

**Total Business Retention & Expansion visits held: 18**

**Since April 2017: 9**



	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
20	Develop a Jefferson- based IT industry group to advocate for state and local policies	SP and EDS	JEDCO, industry partners	Short to medium term	Group formed and begins meeting regularly	<p><b>In progress.</b> Since April, JEDCO held two meetings of a core group of established Jefferson Parish tech-related companies to discuss priorities for the industry group and next steps. Councilwoman Van Vrancken joined the group for their second meeting held in August 2017 to discuss the new library in Fat City with opportunities for co-working space and adjacent amenities.</p> <p>JEDCO met with Operation Spark to discuss training and partnership opportunities with local businesses to further address the disconnect between pool that is trained and what companies need. Operation Spark is scheduled to be at the next IT meeting in November which will focus on workforce development.</p> <p>JEDCO met with the new dean of the Tulane School of Professional Advancement (SOPA) which is ramping up its digital design program and looking at building out a space in Elmwood. SOPA is also scheduled to present at the next IT industry meeting to learn more about how to structure the program.</p>
21	Advocate for continued development of more walkable hubs necessary to attract workforce and retain companies	SP	JEDCO, industry partners, Jefferson Chamber, developer partners	Short term for advocacy, long term for implementation	Industry group develops “wish list” of needed development; partner organizations continue to push for the zoning and development changes necessary to implement	<p><b>In progress.</b> As mentioned above, Councilwoman Van Vrancken participated in the second meeting of the IT industry group held in August 2017 to discuss the new library in Fat City with opportunities for co-working space, a potential pocket park and the Sheriff's substation which would include retail. JEDCO also met with Dana Brown, a local landscape architect, to discuss placemaking strategies that increase walkability and integrate green infrastructure. This information was shared with Councilwoman Van Vrancken.</p> <p>JEDCO has been in active discussions with the Lauricella Land Company about redeveloping Elmwood into a mixed-use walkable area.</p>

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
22	Target specific kinds of IT companies or products that align with industry targets	EDS	JEDCO	Short term; add to strategic operating plan	Focus of strategic operating plan is expanded to include types of IT companies to be targeted; meetings held with targeted IT companies as part of business retention and expansion program	<b>In progress.</b> JEDCO has been pursuing technology companies for the region and, more specifically, Churchill Park. While JEDCO did not make the shortlist of the global technology company to locate at Churchill Park targeted during the April 2017 reporting period, JEDCO did recently put together a response to a proposal for a location of a major technology company. IT companies, along with healthcare, will be the focus of the fourth quarter business retention & expansion visits.
23	Organize “hack-a-thons” to tackle IT needs of Jefferson industry cluster targets	SP and MAR	JEDCO, industry partners, business groups	Short to medium term	Number of events conducted; participants per event	<b>In progress.</b> Since April, JEDCO approached the local IT industry group about the suitability of hosting a hack-a-thon and its potential to support the local IT industry. JEDCO also spoke with Operation Spark about best practices for hack-a-thons.  JEDCO met with the City of Gretna and a private civic group seeking to fund economic development projects in Gretna about the possibility of holding a hack-a-thon in Gretna.
24	Promote high-speed fiber development in Jefferson Parish	SP	JEDCO, industry partners	Medium term	Investigate obstacles to fiber development; plan to address issues created and implemented; fiber increases in Jefferson	<b>In progress.</b> On April 4, 2017, JEDCO announced that Churchill Park is designated AT&T Fiber Ready. The IT industry group underscored the importance of having a strong fiber network to attract other IT companies. At the suggestion of the IT Industry Group, JEDCO explored inclusion in the Google fiber network, but research shows that Google has significantly scaled back this program across the country.

## Water, Coastal, and Environmental Industries

This cluster includes the following types of businesses:

- Engineering and construction firms that work in coastal environments
- Stormwater planning and water quality management
- Materials providers (pipeline fabricators, etc.)
- Dredging
- Waste management
- Any other companies that can profitably solve environmental challenges

**Total Business Retention & Expansion visits held: 17**

**Since April 2017: 5**



	ActionItem	Type	Lead & Partners	Timeline	Success Metric(s)	Status
25	Identify existing firms and workforce skills that already align with or can convert to this cluster	EDS	JEDCO	Short term; add to strategic operating plan	List of firms developed; meetings with firms and partners held to determine the skills, certifications, and occupations most needed in this cluster	<p><b>In progress.</b> JEDCO met with Dana Brown of Dana Brown and Associates to learn more about integrating green infrastructure into Churchill Park and more broadly, workforce opportunities in the green infrastructure industry.</p> <p>JEDCO met with Allison Plyer of the Data Center regarding the Coastal Index to better understand the available data on the water and coastal industry. Allison Plyer provided JEDCO with a list of existing Jefferson Parish-based CPRA contractors.</p> <p>JEDCO connected with Propeller to discuss the water incubator and advocacy around CPRA and coastal funding.</p> <p>JEDCO hosted a meeting, with GNO Inc. and GCR Inc., on the State's LA Safe plan to discuss the plan's priorities with area business leaders.</p>
26	Develop a concise brand for this industry cluster in alignment with regional marketing	MAR	JEDCO, GNO, Inc., other regional partners	Short term	Treatment of this industry cluster by GNO, Inc. and regional partners surveyed; brand developed and used in marketing materials; regional and national awareness increases	<p><b>In progress.</b> JEDCO highlighted the cluster in its social media push the week of July 31st. During the week, JEDCO featured a Jefferson Parish business, Green Cooling Tower Solutions, and other industry highlights.</p> <p>GNO Inc. completed its Coastal Industry Exposure Program in April designed to equip educators and counselors with knowledge of opportunities within the water management sector to promote training opportunities for students in sector jobs.</p>



	ActionItem	Type	Lead & Partners	Timeline	Success Metric(s)	Status
27	Prepare for RESTORE Act funding	EDS, SP, MAR and FIN	JEDCO, GNO, Inc., other regional partners	Short to medium term, long term if the process is delayed	Number of Jefferson businesses with contracts or subcontracts; dollar amount of revenue from these contracts; direct and indirect economic impacts of RESTORE funding	<p><b>In progress.</b> Since April, JEDCO signed onto a letter with the Restore the Mississippi River Delta Coalition to request the federal government reinstate the much-needed GOMESA funds in 2018.</p> <p>Since April, JEDCO held an introductory meeting with the Parish's new Coastal Director to learn more about her role and explore potential collaboration and assistance.</p> <p>JEDCO has held preliminary discussions with CPRA about hosting a meeting in early 2018 to assist existing contractors and engineering firms become better aware of upcoming contracting opportunities for CPRA projects. As mentioned above, JEDCO connected with Propeller to discuss advocacy around CPRA and other coastal funding.</p> <p>JEDCO's SIM attended the LA SAFE stakeholder meeting to review funding priorities for LA SAFE and possible Jefferson Parish projects.</p>



## IV. CROSS-CUTTING ISSUES

### Permitting

Over the last few years, Jefferson Parish has made significant progress in permitting. However, pushing further and developing a new standard of excellence in permitting is achievable. Significant consensus on this issue was developed in the stakeholder meetings, resulting in the three action items listed below.

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
A	Address current challenges in permitting	SP	JEDCO, Parish Council, Parish Government	Medium term	Wait times for permits decrease, concierge service implemented, Jefferson Parish considered a national model	<b>Complete.</b> JEDCO hosted a meeting of the Permitting Committee on August 22nd to review changes made by Code Enforcement to the permitting process and determine if further improvements are needed. The Parish Code Director reported to the group on the improvements made to which the Permitting Committee expressed their satisfaction highlighting the streamlined process and increased communication among parish departments. While this item is marked complete, JEDCO will continue to monitor the process and provide assistance as needed.
B	Simplify the permitting process	SP	JEDCO, Parish Council, Parish Government	Medium term	Number of permit types approved administratively increases	<b>Complete.</b>
C	Expand the capacity of the permitting department	SP	JEDCO, Parish Council, Parish Government	Medium term	Third party inspectors approved, wait times decrease, cross- training and other measures implemented	<b>Complete.</b>

## Marketing & Market Expansion

Marketing supports all JEDCO operations. With this updated EDGE plan, the prioritized industry clusters can be marketed as part of JEDCO's core services: business retention, expansion, and attraction.

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
D	Market Jefferson Parish and the EDGE plan's targeted industry clusters	MAR	JEDCO	Short term; add to strategic operating plan	Marketing materials created; awareness of industry cluster targets increases; website updated to include industry cluster targets	<p><b>In progress.</b> As mentioned above, JEDCO's PR and Marketing Director created a new social media strategy to focus on the industry clusters. The PR and Marketing Director has also created a one pager to promote the IT cluster. Such promotional materials will be developed soon for the other clusters.</p> <p>Economic Development Services updated the marketing packet for the Harvey Canal to be distributed to businesses and site selectors for businesses interested in locating in this corridor. This information can also be found on the JEDCO website.</p>
E	Develop programming to connect JP firms to expanded national and international markets	SP and EDS	JEDCO, partners TBD	Medium term	Programming developed; partnership(s) identified; exports increase	<p><b>In progress.</b> As mentioned above, JEDCO held a trade event for the food and beverage cluster with the World Trade Center on September 25th with a panel on local food and beverage companies experienced in exporting.</p> <p>JEDCO's Strategic Initiatives Manager participated in the World Trade Center's International Business Committee Meeting on August 28<sup>th</sup>.</p> <p>JEDCO's VP attended an IEDC course focused on developing a foreign direct investment and exporting strategy in October. JEDCO is setting up a meeting with LED's Office of International Commerce to learn more about the agency's efforts toward increasing foreign direct investment in the state and the number of businesses exporting.</p>

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
F	Encourage and market the diversity that makes Jefferson unique	MAR, EDS, FIN, and SP	JEDCO, Hispanic Chamber, other partners to be determined	Long term	Marketing materials developed in multiple languages; partnerships formed; joint initiatives with partners developed	<p><b>In progress.</b> JEDCO attended the Hispanic Chamber of Louisiana Business Expo on August 10, 2017, and made connections with businesses and individuals.</p> <p>JEDCO's PR and Marketing Director served on the Hispanic Chamber's Women in Business Symposium panel on the new millennial woman in business.</p> <p>JEDCO is currently exploring opportunities for outreach in Meridia NO 90, a local Spanish language newspaper.</p>
G	Develop marketing materials that can assist with recruitment of employees, companies, and others considering moving to Jefferson Parish	MAR and EDS	JEDCO; some regional projects like Destination GNO can be part of this effort as well	Short to medium term	Recruiting needs of employers, such as hospitals, determined; materials scoped and developed as needed with assistance from partners; general recruiting materials created, such as website feature	<p><b>In progress.</b> JEDCO has updated recruitment materials for Churchill Park. Additionally, JEDCO has tailored incentive package offers to a few companies and has responded to recent RFPs for site selection opportunities to four companies including an international technology company, a national entertainment venue, a regional developer of mixed use properties and a sporting retail company.</p>

## Churchill Park & Fairfield

One of the major accomplishments of the EDGE program has been the acquisition and development of Churchill Park. The park, home to JEDCO's headquarters, the JEDCO Conference Center, Patrick F. Taylor Academy, and the future home of Delgado's River City campus and Advanced Manufacturing Center of Excellence, is ready for an updated vision based on current and future trends for park development. Additionally, the momentum towards the development of the surrounding area, now known as Fairfield, continues to grow. Fairfield offers an opportunity to encourage a new type of mixed-use development, while preserving green space and connecting to the surrounding landscape.

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
H	Update Churchill Park master plan to adapt to current tenant development and needs of priority industry clusters	FAC, SP, and EDS	JEDCO, park tenants	Medium to long term	Master plan updated	<p><b>In progress.</b> JEDCO has allocated funds and has released an RFP for the Churchill Park master plan in October 2017 to adapt to current tenant development and the needs of priority clusters.</p> <p>While JEDCO did not make shortlist for the global technology firm, it has submitted a response to an RFP for another major global technology firm and continues to work with an IT prospect to relocate to Churchill Park.</p> <p>Delgado's construction continues and is projected to be completed in fall 2018. The re-subdivision of the site to facilitate land donation from Churchill Farms to JEDCO and construction of a second roadway into the park was approved by the Parish Council in July 2017. An intergovernmental agreement (IGA) has been signed by the parish for the roadway. The land donation is the last step and should be completed in November 2017, which will facilitate development of the roadway. The fulfillment of the roadway project is dependent on State capital outlay funding.</p>
I	Push for full development of Fairfield with large scale developers	SP and EDS	JEDCO	Work realistically will take many years	Fairfield developer(s) identified and under contract; construction and development proceed; residential population and commercial development increases	<p><b>In progress.</b> Through the recently released RFP, JEDCO will be undertaking a master plan of the park which will determine amenities that the park will offer, and will inform and complement Fairfield marketing efforts. New FIRMs were adopted by the Parish Council and FEMA and will be effective for insurance purposes in February 2018.</p> <p>There is interest from the Avondale purchaser to discuss opportunities for Fairfield development with a large-scale developer. JEDCO will facilitate this meeting.</p>

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
J	Re-position the JEDCO incubator as a “maker space” – a membership-based model for using fabrication, machine shop, 3-D printers etc. without having to own expensive equipment	SP and FAC	JEDCO, Delgado, industry partners	Medium term	Maker space business model developed; partners identified; equipment acquired; space opens to the public; revenue generated from operations	<b>In progress.</b> The Business Innovation Center (BIC) is currently at 50% capacity. LED’s FastStart Team used the BIC to assist Select Comfort during the company’s job hiring process. JEDCO has included below-market rate BIC space as an incentive for two companies interested in locating their business in Jefferson Parish. The space would be used by the on-the-ground teams during the project construction and ramp-up period. JEDCO is awaiting final decisions of site selection for these companies. JEDCO will be revisiting the BIC strategy as the master planning process for the Park unfolds and as potential land uses are identified.

## Workforce Development & Mobility

Workforce development efforts are often thought of as reducing barriers to employment. While industry clusters often have specific workforce needs, increasing the skill levels of Jefferson residents is an initiative that can benefit every industry and the parish economy as a whole.

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
K	Develop expanded and comprehensive workforce recruitment program, targeting high schoolers and their parents on the benefits of manufacturing careers	SP and EDS	JEDCO, HCIA, industry partners, educational partners like Delgado and Patrick Taylor Academy	Medium term	Number of students visiting HCIA and other businesses increases; increase in number of participating businesses	<p><b>In progress.</b> JEDCO and WBIA will co-host Workforce 2.0, a technical career expo and symposium on November 14, 2017 to include resource providers such as Delgado, UNO, LA Works, the Louisiana Small Business Development Center and others to discuss what initiatives are available with each organization including various training and certificate programs.</p> <p>Additionally, JEDCO and WBIA are working to acquire the World of Work programming from GNO Inc. As part of this, in 2018, JEDCO and the WBIA will bring in high schoolers, guidance counselors and teachers to tour the opportunities of careers within businesses along the Harvey Canal.</p>
L	Address workforce mobility challenges, particularly by advocating for improved transit connections and travel time to job centers and destinations including Ochsner, Delgado campuses, Metairie CBD/Lakeview and Elmwood	SP	JEDCO, Jefferson Transit (JeT), Regional Planning Commission, Regional Transit Authority (RTA), Parish Council, GNO, Inc., Ride NOLA	Short to medium term	Initial meetings with partners held to create awareness and consensus; Improvements to RTA- JeT connectivity identified and implemented, such as a regional day pass, reduced transfers, and route changes	<p><b>In progress.</b> Since April, JEDCO has met with Ochsner and Ride New Orleans to explore strategies to increase access along Jefferson Highway, including improved transit service for employees and visitors.</p> <p>JEDCO sat on the advisory committee for the rebranding of Geaux Ride NOLA, a web-based ride-share matching service, which launched in October.</p> <p>JEDCO is also supporting Ochsner's efforts to provide workforce opportunities to the neighboring Shreveport community.</p>

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
M	Build relationships between economic development, business community, workforce system, and educational institutions	SP and EDS	JEDCO, Jefferson Parish WIB, University partners, regional conveners like GNO, Inc.	Medium to long term	Regular meetings held or other information sharing system implemented	<p><b>In progress.</b> JEDCO and WBIA will co-host Workforce 2.0, a technical career expo and symposium on November 14, 2017, to include resource providers such as Delgado, UNO, LA Works, the Louisiana Small Business Development Center and others to discuss what initiatives are available with each organization including various training and certificate programs.</p> <p>As mentioned above, JEDCO recently met with the new dean of the Tulane School of Professional Advancement (SOPA) which is ramping up its digital design program and looking at building out a space in Elmwood. SOPA will meet with the IT industry group in November to learn more about how to structure the program.</p>
N	Explore and encourage multimodal transportation options like bicycle infrastructure, ferry service, and improved sidewalks	SP	Parish Government, Regional Planning Commission	Medium to long term	Lane miles for bicycles and sidewalks increase; Jefferson Bike Plan implementation progresses; ferry service discussions for Gretna proceed	<p><b>In progress.</b> Since April, JEDCO has met with Ochsner and Ride New Orleans to explore strategies to increase access along Jefferson Highway, including improved transit service for employees and visitors.</p> <p>JEDCO sat on the advisory committee for the rebranding of Geaux Ride NOLA, a web-based ride-share matching service, which launched in October.</p> <p>JEDCO's Strategic Initiatives Manager attended the Jefferson Parish Complete Streets Coalition Meeting of community members, leaders and other stakeholders hosted by Bike Easy in September.</p>
O	Promote the re-entry court as a viable program that benefits businesses and reduces recidivism	SP and EDS	JEDCO, Judge Schlegel, business community	Long term	Businesses willing to participate in program identified and referred to the court	<p><b>In progress.</b> Through JEDCO's work with Jefferson Parish's re-entry court program, it identified Avondale Container Yard, a Jefferson Parish company, for the placement of the program's first participant who received a certification in welding during his sentence.</p> <p>JEDCO connected with Dave's Killer Bread Foundation, founder of Second Chance Summit, which focuses on employing reentrants. JEDCO anticipates discussing opportunities to market the parish's reentry program through the Foundation and to explore bringing the Second Chance Summit to Jefferson Parish.</p>

## Building Stock – Commercial and Residential

In all meetings, the top issue raised was the need to upgrade the parish’s building stock, both commercial and residential. Commercial building sites and turnkey leases for commercial property, particularly sites between 3 and 8 acres, continue to be cited as a need. On the residential side, Jefferson has plenty of single-family homes, but most of them are aging and behind the market.

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
P	Explore the potential for a land banking authority to assemble and reposition strategic properties	SP	JEDCO, other partners TBD	Long term	Land bank structure identified; funding sources identified; bank begins strategic acquisitions	<b>No progress since last report.</b>
Q	Continue advocacy around housing in context of cluster growth	SP	Business partners such as the Jefferson Business Council; JEDCO can support	Medium term	Business groups and partners develop “wish lists” of changes needed in the housing market (similar to Action 21)	<b>In progress.</b> Implementation of the completed Housing Stock Enhancement Strategy is underway and will be tracked in Action Q. JEDCO and the Parish are identifying neighborhoods on the East and West banks with potential for neighborhood investment strategies and is exploring with Ochsner a pilot employer-assisted housing program. JEDCO has met with the Parish’s new Finance Authority Executive Director to explore opportunities for revitalization funds and programming, and has garnered interest from area banks in utilizing Community Reinvestment Act dollars toward housing enhancement initiatives.
R	Expand façade improvement program around target infill sites	FIN	JEDCO, partners could include the Fat City Business Development District, Ochsner, or other location-specific partners	Short to medium term	Façade improvement program begins; expansion sites identified; approval and applications for new site begins	<b>In progress.</b> The façade improvement program is underway after the CEA was approved by Parish Council on October 4 <sup>th</sup> . A survey to determine interest in program began in late October.
S	Establish a blue-ribbon committee to tackle housing and develop a suite of recommendations	SP	JEDCO to stand up the committee	Medium term	Membership and structure of committee finalized; committee produces recommendations	<b>Complete.</b> As mentioned, implementation of the Housing Stock Enhancement Strategy will be tracked in Action Q above.





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