



Jefferson **EDGE2020**

Implementation Progress Report

April 2017



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.

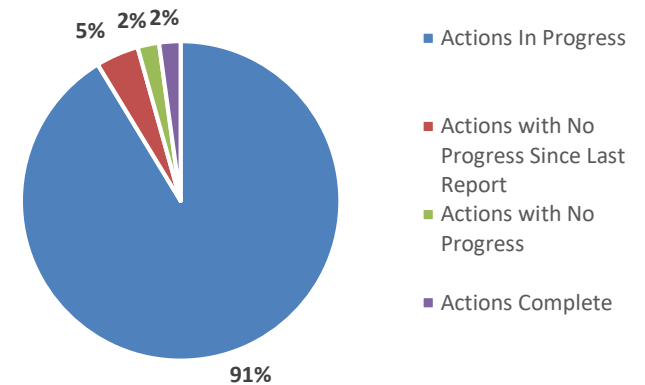
The current Jefferson EDGE 2020 plan was developed by JEDCO and GCR, with extensive input from business, civic, and community leaders, and was released to the public in August 2015. The plan targets five industry clusters and five cross-cutting issues. The 46 actions contained within the EDGE 2020 span 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 finalized the Housing Stock Enhancement Strategy marking Action S as the first complete action. A full 96 percent of EDGE actions are in progress although a few actions (5%) had no progress during this reporting period. Continued movement on these actions is anticipated in the upcoming reporting period. Only one action has not moved forward.



Recognizing the increased demands of the EDGE in terms of staff time, during this reporting period JEDCO created and funded a Strategic Initiatives Department. The Strategic Initiatives Manager position was filled as of March 1st and will focus on progressing many of the EDGE's action items, particularly those designated in the implementation table as a Special Projects, "SP". When in full force, this new department will give the EDGE the undivided focus needed to ensure continued progress.

**Current Status of Action Items
April 2017**



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	4 (80%)	1 (20%)
Water, Coastal, and Environmental Industries	0	3 (100%)	0

Cross-Cutting Issue Actions	Complete	In Progress	No Progress
Permitting	0	3 (100%)	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.

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)

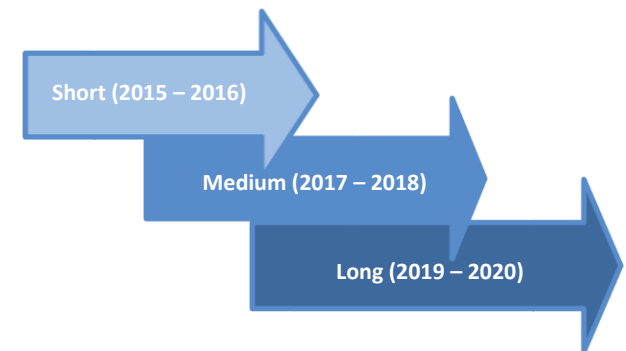
Lead and Partners: The lead for each action item and potential partners to include in the implementation process are noted here.

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.

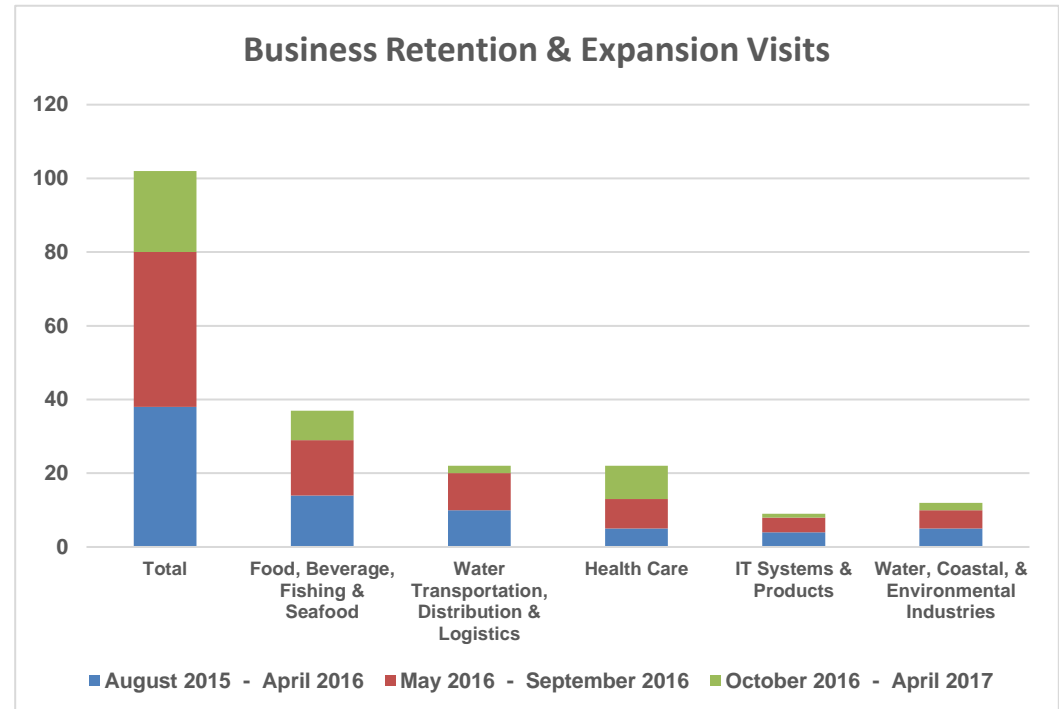
Status: The current status of each action item is listed here, with notes on progress and potential next steps.

Implementation Timeline (2015 – 2020)



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) visits with 102 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: 37;

Since October 2016: 8



	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 NewOrleans, LSU AgCenter, others TBD	Incorporate into annual strategic operating plan as a retention and expansion strategy	Database developed and utilized in JEDCO annual operations	In progress. JEDCO is finalizing its new customer relationship management software, Salesforce, a nationally recognized leader in CRM (customer relationship management) software, across its BRE efforts. This tool will enhance JEDCO's ability to connect businesses with opportunities.
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	In progress. JEDCO's new website went live in March 2017 highlighting this and all EDGE clusters as well as local businesses in each cluster.
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	In progress. Staff participated in two webinars hosted by the International Economic Development Council to learn about what other communities have done to grow their region's craft distillery industry. JEDCO's new Strategic Initiatives Manager will research other communities that have had success in growing businesses in this sub-industry.
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	In progress. JEDCO's website launched in March 2017 and will enable JEDCO to further market its loan programs to industry clusters. Financed by JEDCO, District Donuts, a New Orleans-based restaurant, held a grand opening for its new location in Elmwood on March 9, 2017.
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	In progress. JEDCO has been working with a new food industry prospect interested in property in the Nine Mile Point area. Additionally, over 40 food-related businesses were invited to attend a luncheon with Second Harvest on May 2, 2017, to learn about the assets available to them at Second Harvest as well as potential partnership opportunities with the non-profit.

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
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	In progress. JEDCO attended the 2017 Louisiana Food Processors Conference hosted by LSU School of Nutrition and Food Sciences in February 2017. The opportunity uncovered a key resource contact, LSU Seagrant's local marine agent, who can help support outreach with fishermen to better understand needs. In coordination with Councilwoman Cynthia Lee-Sheng, JEDCO's CEO is exploring opportunities to invite the Houston-based General Consul of China to Jefferson Parish to highlight the Parish's coastal seafood export opportunities, particularly to reintroduce Louisiana's shrimp into China's dried shrimp market.

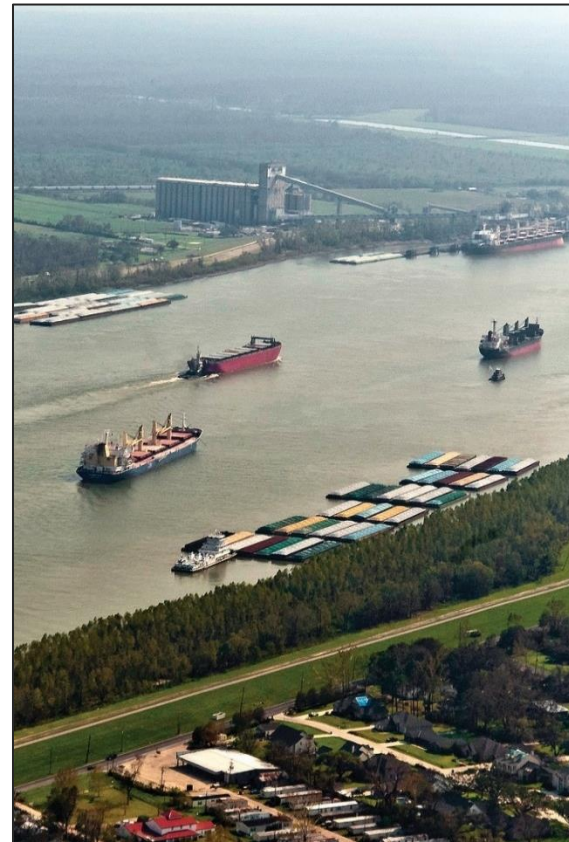
Water Transportation, Distribution & Logistics

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: 22;

Since October 2016: 2



	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
7	Facilitate networking events for companies in this cluster	SP, EDS, MAR	JEDCO; HCIA and other business groups can assist	Short to medium term	Networking events held	In progress. 21 businesses attended the Prosper Jefferson exporting seminar to network and learn more about industry best practices.
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	In progress. JEDCO staff received inquiries from over ten businesses and real estate agents interested in the Airport buyout property auction and connected them with Airport officials. JEDCO staff spoke with senior Airport leadership about plans for a second auction on numerous occasions. Much transition has taken place at the Airport and the City of New Orleans including the appointment of an interim Aviation Director following the resignation of the former director. The city has recently hired a new real estate attorney. As of this time, the Airport has not set date for a second auction. A push to expedite the second auction will be made during the upcoming reporting period.
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	In progress. JEDCO's CEO and VP met with the director of the Port of Plaquemines to discuss new strategic initiatives and upcoming infrastructure investments at the port including the development of Venture Global LNG, a new LNG plant. The completion of the Peters Road Extension was discussed as a critical regional project that would assist both the Port operations and businesses along the Harvey Canal corridor. JEDCO's VP and Economic Development Manager met with WBIA about infrastructure development including the Peters Road Extension. JEDCO's CEO and VP met with leaders at the Public Belt Railroad about the provision of service to the Avondale Shipyard. The Public Belt is continuing discussion with the Port of New Orleans and Avondale Shipyard. JEDCO also discussed property owned by the Public Belt as a potential redevelopment site.

	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	In progress. JEDCO's VP met with a new prospect interested in locating at the Shipyard and issued a letter of support for the site's return to commerce for inclusion in the prospect's presentation of their proposal to the U.S. Navy. JEDCO reached out to Amazon to understand distribution center needs in Louisiana based on recent agreement to collect sales tax. JEDCO CEO was scheduled to meet with Amazon at the Industrial Asset Management Council conference in April but the meeting was cancelled. JEDCO will continue its outreach. JEDCO continues to assist the Port of New Orleans in its feasibility assessment of acquiring the site by connecting the Port with potential manufacturing tenants.
11	Use mapping tools to promote the potential role of natural gas in the economic future of Jefferson Parish	EDS	JEDCO, LED	Long term	LED resources utilized by JEDCO staff to assess industrial potential of natural gas infrastructure	No progress since last report.
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	In progress. Fresh Cane notes that their partnership with CRC Global Solutions has helped guide their product decisions and foster introductions to stores such as Whole Foods.
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	In progress. EDS has identified the lack of soft skills training and resources for internship and apprenticeship programs to be major barriers to employment. Insurance for high school students is also hindering ability to bring students into internship and apprenticeship programs. In participation with the WBIA workforce committee, Bollinger and Bonnabel High School are exploring what the company's needs are and the capabilities of the high school to support the company's workforce needs.

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: 21;

Since October 2016: 9



	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	In progress. According to the Parish, funding for the TIGER grant was pulled from the federal administration's budget for next year; there is no update on status of this funding for this year. Additionally, RPC has obtained a contract with the State to use federal funds for a study to identify transportation-related improvements needed within the Jefferson Highway/Ochsner study area to facilitate expansion of the Ochsner campus. The study kicked off in February and will take approximately twelve months to complete. The study area is bound by Earhart to the North, River Road to the South, Causeway to the West, Monticello to the East and La 611 (River Road) between Causeway Boulevard and the Jefferson/Orleans Parish Line including the US 90 Corridor.
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	In progress. In February 2017, JEDCO connected a new prospect, Project Alpha, a proton therapy company with Ochsner about potential location at the west campus. The prospect is also meeting with other medical systems in the region. This prospect has the potential to be a significant win for growth of the region's destination healthcare. Further due diligence is underway.

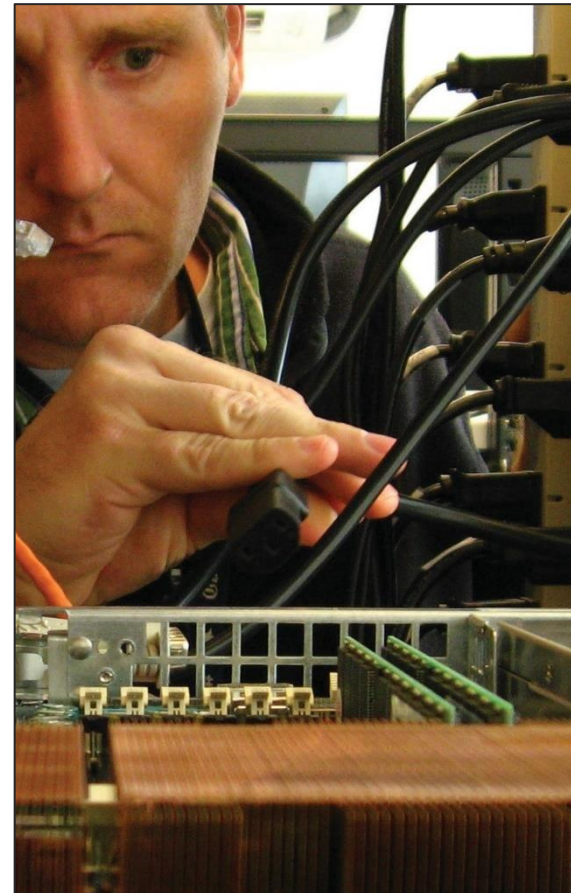
	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
16	Work with Ochsner to capitalize on the transformative possibilities in the Jefferson Highway corridor, including mixed-use walkable developments	SP	JEDCO, Parish Council, Parish Planning, Ochsner, Urban Land Institute, development 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	In progress. Ochsner is awaiting approval from EDA on a grant to establish a Center of Innovation at the campus. Also, as mentioned above, a new prospect, Project Alpha, a proton therapy company met with Ochsner about potential location at the west campus. The prospect is also meeting with other medical systems in the region. This prospect has the potential to be a significant win for growth of the region's destination healthcare.
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	In progress. The Archdiocese and the Parish are still exploring the potential reuse of the facility for the Marrero/Harvey Volunteer Fire Department. Ongoing talks are taking place to redevelop a portion of the property to a major league rugby field.
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	In progress. GNO, Inc. is taking the lead on developing promotion materials and marketing of the region's medical infrastructure. JEDCO is supporting the effort.
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	In progress. The Housing Stock Enhancement Strategic Plan, which recommends employer-assisted housing programs, was finalized and presented to the JEDCO Board of Commissioners in January 2017. JEDCO CEO and VP met with Councilwoman Cynthia Lee-Sheng in March 2017 to discuss initial implementation actions. A follow up meeting with the Resource Committee will be scheduled soon.

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: 9;

Since October 2016: 1



	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	In progress. JEDCO reached out to a core group of established Jefferson Parish tech-related companies to schedule an initial meeting on May 10, 2017 to discuss priorities for the industry group and next steps.
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	In progress. JEDCO has supported an expanding Fat City engineering firm through site search assistance. The company is seeking to remain in Fat City. JEDCO will be working with the property developer in Elmwood to encourage mixed use redevelopment to include residential and commercial uses of underutilized retail space to promote walkability, desirability and increase the attractiveness of Jefferson to existing and future residents. JEDCO has also encouraged the new owners of the Esplanade Mall to consider a mixed use environment in their redevelopment strategy. As part of this effort to increase diverse tenants to the complex, JEDCO recently toured a potential call center prospect through the Esplanade Mall complex.
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	In progress. As part of JEDCO's new Strategic Initiatives Manager's strategic business recruitment plan, IT companies will be prioritized. JEDCO is working with a global technology company to locate its new campus within Churchill Park.
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	No progress. Given a prevalence of hack-a-thons taking place in the New Orleans area, JEDCO will explore this idea and other potential options with the formal IT industry group once established (see Action 20).
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	In progress. AT&T Fiber Ready announcement took place on April 4, 2017. This qualification increases the park's marketability to potential companies.

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: 12;

Since October 2016: 2



	Action Item	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	In progress. JEDCO staff met with two companies in this cluster since the last progress report. Staff met with GNO, Inc.'s Senior Policy and Development Associate focused on developing the region's water cluster. Staff learned from their research which industries can transition to a water management or coastal restoration focus based on skill sets, as well as discussed potential collaborative efforts to educate and inform businesses of this industry and its opportunities.
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	In progress. JEDCO's new website launched in March 2017. Three companies related to the cluster are showcased on the site. The i6 Challenge grant application to develop the Southeast Louisiana Water Cluster was not funded, but GNO, Inc. is seeking other sources to fund components of the project.
27	Prepare for RESTORE Act funding	EDS, SP, MAR, 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	In progress. At a recent WBIA meeting on the state's coastal restoration plan, JEDCO staff met with a local engineering firm contact regarding small firms succeeding at bidding for the upcoming projects. JEDCO will monitor the coastal plan through the legislative session as it requires legislative approval. As in Action 25, JEDCO is exploring ways to collaborate with GNO, Inc. to educate and inform businesses about this industry cluster and growth opportunities.

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	In progress. Under the direction of the new director of code enforcement, modifications are underway to streamline the permit and code enforcement process. Code enforcement now meets regularly with all departments that have a role in the permitting process with the goal of improving efficiencies on the application review process. Organizational improvements are also underway across departments to improve the processing of zoning determinations. Modifications are being made to the software system, Permit Tracker, to allow online application filing.
B	Simplify the permitting process	SP	JEDCO, Parish Council, Parish Government	Medium term	Number of permit types approved administratively increases	In progress. In addition to progress noted in Action A, the department is working to implement digital plan submittals which will speed review time.
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	In progress. Despite lack of funding from capital outlay to construct a new facility, modifications will be made to the Maple Street location to install a counter where permit technicians and building reviewers will be able to assist the public in the permit application process.

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	In progress. JEDCO's new website launched in March 2017 which highlights each industry cluster. Further, JEDCO has contracted with the airport for advertising space in Terminal C, to feature ads focused on the strengths of parish's industry clusters.
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	In progress. With LED, JEDCO has identified London based companies located in the State and will set up meetings with these companies to determine expansion opportunities. The upcoming London mission in June is designed to introduce European companies to expansion opportunities in Louisiana. In coordination with Councilwoman Cynthia Lee-Sheng, JEDCO's CEO is exploring opportunities to invite the Houston-based General Consul of China to Jefferson Parish to highlight the Parish's coastal seafood export opportunities, particularly dried shrimp.
F	Encourage and market the diversity that makes Jefferson unique	MAR, EDS, FIN, SP	JEDCO, Hispanic Chamber, other partners to be determined	Long term	Marketing materials developed in multiple languages; partnerships formed; joint initiatives with partners developed	In progress. JEDCO has contracted with the airport for advertising space in Terminal C, the gate with the most international flights, where it will feature ads focused on the strengths of the parish's industry clusters. Through a connection fostered with the local Telemundo network, JEDCO will begin distributing its press releases to Telemundo for distribution to the Hispanic market.
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 DestinationGNO.com 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	In progress. JEDCO's website launched in March 2017 incorporating cluster information and quality of life. JEDCO's new Strategic Initiatives Manager will be developing a targeted business recruitment strategy which will include marketing materials. Additionally, JEDCO updates its recruitment packet template to make it specific to each prospect to address their interests and concerns. Since October 2016, JEDCO has distributed 8 recruitment packets to interested businesses.

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, EDS	JEDCO, park tenants	Medium to long term	Master plan updated	In progress. As mentioned in Action 24 above, AT&T Fiber Ready announcement took place on April 4, 2017. This qualification increases the park's marketability to potential companies. JEDCO has allocated funds for the development of the park's master plan in 2017. The certified status process is on hold awaiting adoption of new FIRM maps through the FEMA process. An IT prospect is interested in building new headquarters facility on the site. JEDCO is also courting a global technology company for location to the park. Construction on the Delgado campus at Churchill Park is underway. For the roadway improvement, a capital outlay application will be included in the legislative session. A re-subdivision facilitating dedication of the roadway is scheduled to be heard by the Parish Council in early May.
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	In progress. JEDCO's new Strategic Initiatives Manager will develop a strategic marketing recruitment strategy businesses including potential sites. JEDCO will continue to market the area to developers. However, the setback in the adoption of the new FIRM maps may delay progress by large scale developers.
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	In progress. The Business Innovation Center (BIC) is currently at 70% capacity. As part of its 2017 Strategic Operating plan, JEDCO will reevaluate and update the BIC strategy.

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	In progress. JEDCO participates on the WBIA workforce committee which is working to develop a technology career path for workforce opportunities. JEDCO also joined a meeting of business and JPPSS leaders convened by Senator Conrad Appel and School Board member Melinda Bourgeois to explore how the business community can better engage with JPPSS career tech education program. To further the group's objectives, JEDCO joined school board members Bourgeois and Doucet to explore the creation of an Education Committee that would be led by business leaders charged with taking actions to close the gap between education and industry partners. As part of this effort, JEDCO is researching successful apprenticeship programs across the country to aid the JPPSS in developing a pilot program.
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	In progress. JEDCO sits on the steering committee for the RTA Master Plan. JEDCO's VP was interviewed to inform the RTA of major developments and workforce accessibility issues. JEDCO's VP also sits on the steering committee to assess transit bus stop needs in Council District 3, a study funded by Councilman Spears. A meeting of this committee was held in April 2017.

	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	In progress. Prosper Jefferson's April 26 th session will focus on workforce development resources, including Louisiana FastStart, Louisiana Calling and NEPRIS. Delgado campus construction is underway at Churchill Park. JEDCO brought together a manufacturing prospect and Delgado's Executive Director of Advanced Manufacturing to discuss programs that will be available at the new campus.
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	In progress. JEDCO met with Bike Easy regarding updates on bike paths and complete streets within the Parish.
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	In progress. JEDCO to participate on the Louisiana Prison Reentry Initiative subcommittee for education to make tie between business and potential employment opportunities. Initial meeting to discuss roles of subcommittees was held on April 18, 2017.

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	No progress since last report.
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)	In progress. The Housing Stock Enhancement Strategy was finalized and presented to JEDCO's Board of Commissioners in January 2017. JEDCO's CEO and VP met with Councilwoman Cynthia Lee-Sheng in late March to discuss implementation next steps.
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	In progress. Jefferson Parish has retained GCR to support implementation of the agency's community development programs including the façade improvement program. With GCR's assistance, JEDCO's façade improvement program to support business owners along the Jefferson Highway corridor and Fat City should roll out in the third quarter of 2017.
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	Complete. As mentioned above in Action Q, the Housing Stock Enhancement Strategy was finalized and presented to JEDCO's Board of Commissioners in January 2017. JEDCO's CEO and VP met with Councilwoman Cynthia Lee-Sheng in late March to discuss implementation next steps.



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