



# Jefferson **EDGE2020**

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## Implementation Progress Report

**April 2018**



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# 1. ABOUT THIS REPORT

## History of the Jefferson EDGE

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.

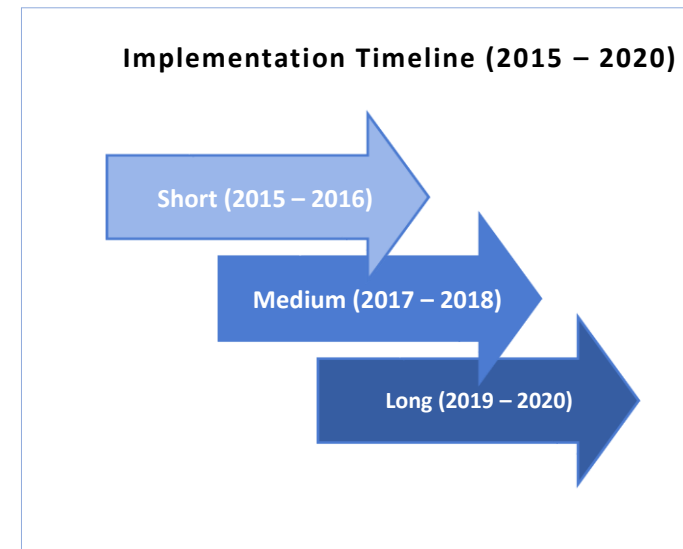
The current Jefferson EDGE 2020 plan was developed by JEDCO and GCR, with extensive input from business, civic, and community leaders, and was released to the public in August 2015. The plan targets five industry clusters and five cross-cutting issues. The 46 actions contained within the EDGE 2020 span items that can be incorporated into annual operating plans for 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. Reports are to be released biannually through the year 2019 showing progress made on each action through the months of April and October. This April 2018 Implementation Progress Report is the fifth report in the series.

## 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:

1. **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).
2. **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)
3. **Lead and Partners:** The lead for each action item and potential partners to be included in the implementation process are noted here.
4. **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.
5. **Success Metric(s):** These metrics offer benchmarks for progress and completion of each action item.
6. **Status:** The current status of each action item is listed here, with notes on progress and potential next steps.

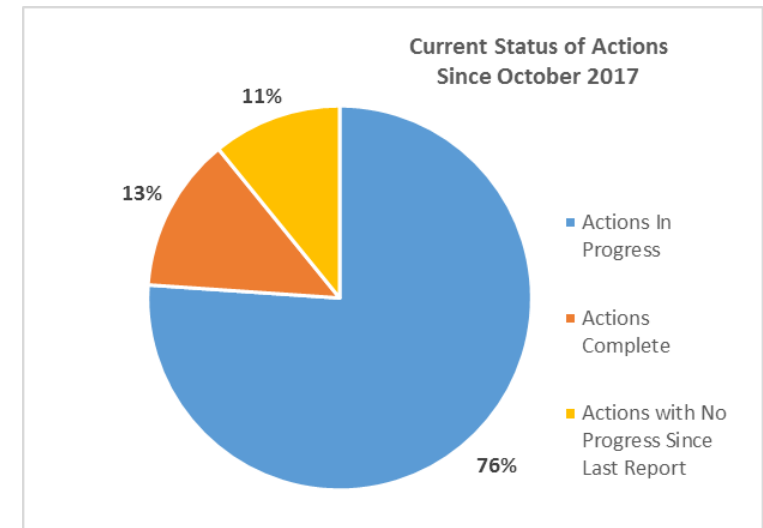


## 2. STATUS SNAPSHOT

### Jefferson EDGE Actions

As of April 2018, a full 13 percent of EDGE actions were complete, with 76 percent of EDGE actions in progress. With the April 2017 progress report, JEDCO reported its first completed EDGE action – Action S: Housing Stock Enhancement Strategy. Since April 2017, three additional actions related to Permitting, one action related to Food, Beverage, Fishing, and Seafood, and one action related to IT Systems and Products are now deemed complete. Implementation progress will be tracked for completed actions.

Industry Cluster Actions	Complete	In Progress	No Progress
Food, Beverage, Fishing, and Seafood	1 (10%)	5 (90%)	0
Water Transportation, Distribution & Logistics	0	6 (85%)	1 (15%)
Health Care	0	4 (67%)	2 (33%)
IT Systems and Products	1 (20%)	3 (60%)	1 (20%)
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%)	2 (50%)	1 (25%)





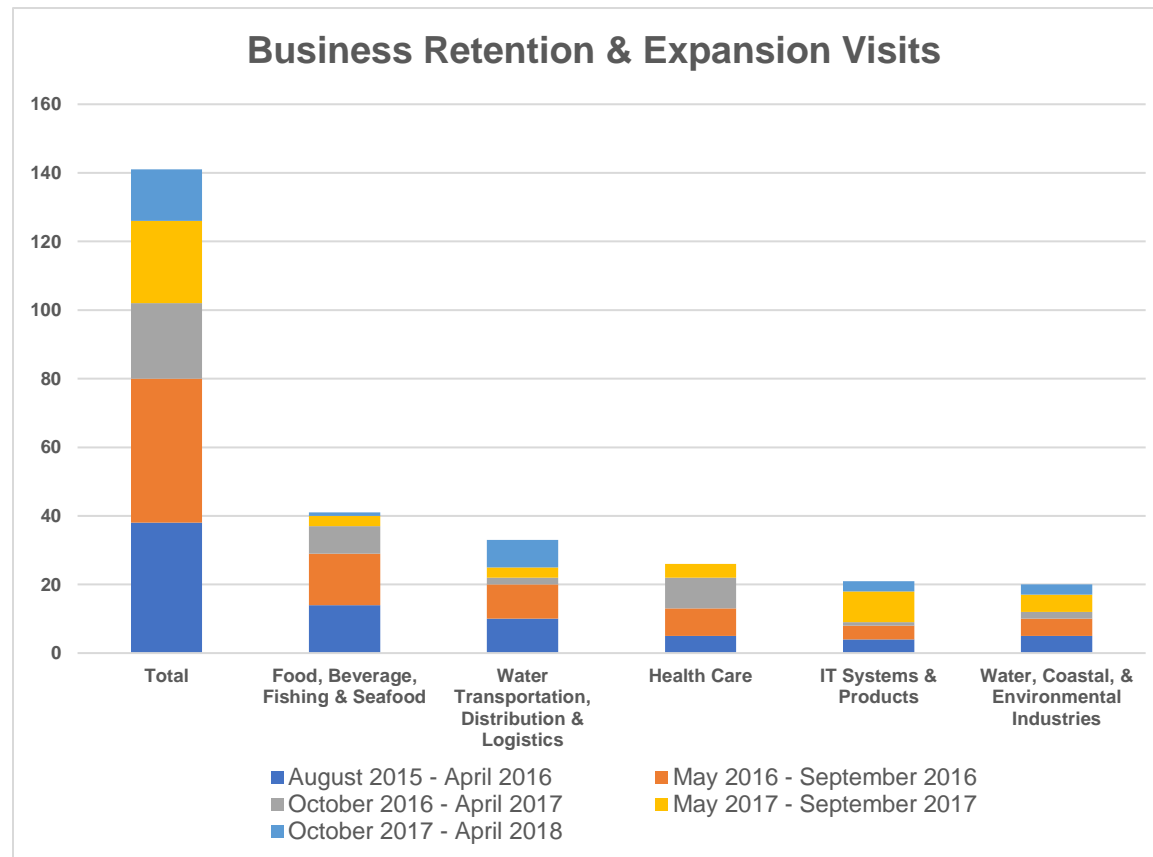
## Strategic Initiatives

With the creation of the Strategic Initiatives Department Manager in March 2017, JEDCO has enjoyed much EDGE progress particularly related to the Churchill Park Master Plan. The master plan project is a sizeable initiative that required substantial staff time to develop the contract and launch the planning process, and now to organize stakeholder meetings and provide data to the consultants. As of April 2018, the master planning process was underway, with the first stakeholder meetings already held.



## Business Retention & Expansion

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 141 Business Retention and Expansion (BRE) visits with businesses in the five target clusters. These visits have led to impacts detailed in the section below. Furthermore, within this reporting period, JEDCO was successful in attracting Fuji Oil Company's second U.S. refinery to Jefferson Parish. This \$70 million capital investment further expands the Food, Beverage, Fishing and Seafood cluster. The company produces fats and oils that are ingredients in a variety of food products.



### 3. INDUSTRY CLUSTER STRATEGIES

The EDGE strategy allows JEDCO to target the needs of these five industries while also focusing on the other industries and businesses that drive the Parish's success.

#### **Food, Beverage, Fishing & Seafood**

Louisiana, and specifically the New Orleans region, is well known for its delicious and unique cuisine and food products. Jefferson Parish is home to many food and beverage companies, many of which have national and international recognition, as well as seafood processors and commercial fishing operations.

#### **Water Transportation, Distribution, Logistics**

This is a foundational industry cluster in Jefferson Parish and the region. Jefferson's hard assets, including the Harvey Canal, interstate highways, Mississippi River, multiple Class 1 railroads, and the Louis Armstrong International Airport, combine for a multi-modal location unrivaled in the Gulf South.

#### **Health Care**

This industry cluster is the largest employer in the Parish, providing high average wages and attracting top talent to the region. Jefferson Parish leaders work on a regional level to support destination healthcare and continued growth in the Jefferson facilities. Growth in this industry cluster is already visible as Ochsner Health System begins planned improvements along the Jefferson Highway corridor while East Jefferson General Hospital and West Jefferson Medical Center expand their offerings around the Parish to provide easier access to care.

#### **IT Systems and Products**

The tech industry already has strong roots in Jefferson Parish. It is home to companies that boast an international reach from right here. To grow this industry, Jefferson officials will target tech companies that fit right into Jefferson's existing industries such as engineering, health care, construction and water transportation. By tying the EDGE plan's targeted clusters together with information technology, the IT industry can be the connective tissue that helps all Jefferson businesses prosper.

#### **Water, Coastal, and Environmental Industries**

This up-and-coming industry is the result of tremendous regional planning and development activity that came out of the realization that Louisiana can and must be a leader in water management and coastal restoration. Businesses in this industry run the gamut from engineering and construction firms that work in coastal environments to stormwater planning and waste management. This industry is poised to grow locally as a continued emphasis is placed on restoring our coast and determining best practices to live with water.



## 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: 41**

**Since October 2017: 1**



	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>Complete.</b> The database has been created and is actively being used by Economic Development Services. Currently there are 555 Food, Beverage, and Seafood businesses in the database.
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> The Finance Department and Marketing Director are exploring geofencing technology to target marketing efforts within Jefferson Parish.
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> Currently working with cidery prospect on site selection. Engaged Jefferson Parish for clarification on zoning and plan review. GCR will provide technical assistance on zoning best practices.
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> Financial products have been re-branded across the organization, including financing strategies targeting seafood. Strategic Initiatives Manager and Financing Manager reviewing the possibility of developing a loan program for Jefferson Parish commercial fishermen. The program would fund the purchase of equipment to improve the quality of their catch and would be in partnership with Louisiana Fisheries Forward and the LSU Ag Center/NOAA SeaGrant program.

	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> Economic Development Services has connected two prospects to the Second Harvest culinary and cold storage space.</p> <p>Working with national foodservice distributor to retain its presence in Jefferson Parish and capture its proposed expansion, including identifying the needed infrastructure to improve the site and surrounding area and providing creative solutions to support and capture the company's significant investment. The new development, if retained, will include a state of the art distribution warehouse, cold storage facility and test kitchen.</p> <p>Worked with Fuji Oil to bring the company's second US refinery to Jefferson Parish on underutilized land near Avondale Shipyards. Fuji's oils and fats are ingredients of a variety of food products.</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> Developing a seminar with LSBDC food industry specialist designed specifically for food manufacturers and processors in Jefferson Parish that have been in business for 1-5 years. Attended 2018 LA Fisheries Forward Summit and met with commercial fishermen and equipment suppliers.</p>

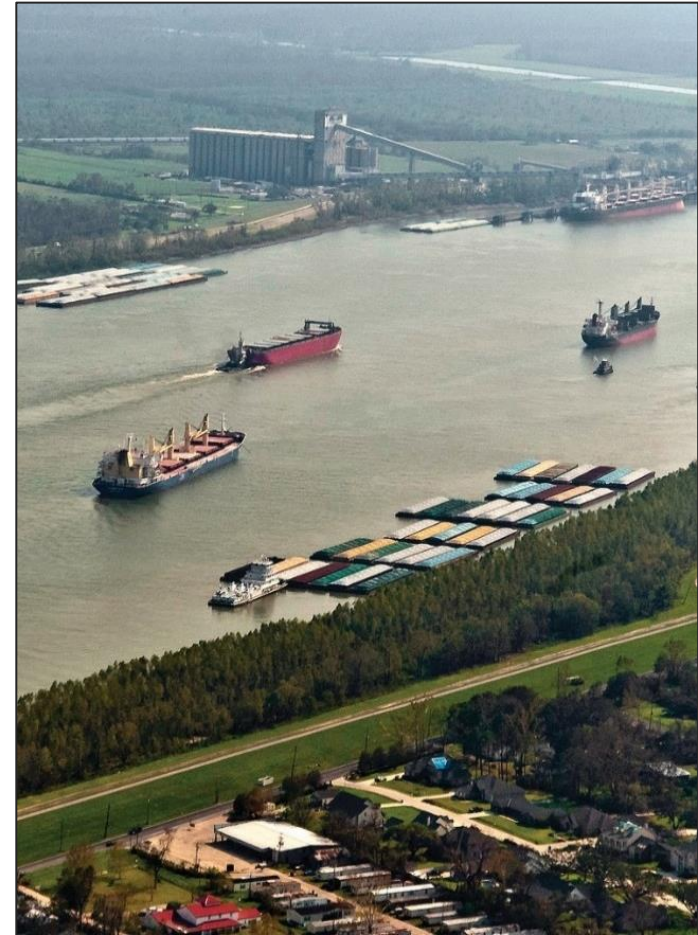
## Water Transportation, Distribution & Logistics

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: 33**

**Since October 2017: 8**



	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> Organized networking event to introduce potential Avondale buyers to local stakeholders. JEDCO also facilitated introductory meetings between the Union Pacific Railroad company and the potential purchasers of Avondale.
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> Participated in conference call with regional and State officials regarding expediting construction of the I-10 flyover exit for the North Terminal. Participated as a stakeholder in land use study and future land use report for Louis Armstrong New Orleans International Airport South Terminal and provided input to consultants Jones Lang LaSalle.  Connected two companies with heavy air cargo operations seeking a site in Jefferson Parish with the Louis Armstrong International Airport for potential development on south side properties.
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> Facilitated meetings and discussions with Union Pacific and New Orleans Public Belt with regards to rail services at Avondale site.  Working with national foodservice distributor to retain its presence in Jefferson Parish and capture its proposed expansion. Retention efforts include identifying the needed infrastructure to improve the site and surrounding area and providing creative solutions to support and capture the company's significant investment. As a result, the project site and surrounding area will have significantly improved drainage infrastructure.

	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> Continued working with potential purchaser of Avondale Shipyard site. Coordinated meetings with Avondale purchasers, Jefferson Parish department heads, and other partners to discuss needs and requirements for 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>No progress since last report.</b> A need to reference the maps generated by LED for JEDCO staff's use has not been required through RFP responses or in responding to business inquiries during this reporting period.
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> Working with national foodservice distributor that recently acquired local company to retain operations in Jefferson Parish and capture its expansion. The company partners with about 250,000 restaurants and foodservice operators nationally to help their businesses succeed.
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> Most companies met with have very low turn-over and use in-house OJT programs or utilize the state's OJT funds to meet their needs. Companies have expressed that they do not have problems recruiting candidates to fill new positions. One company is interested in applying for the re-entry program as they've had success with ex-ffenders in the past.



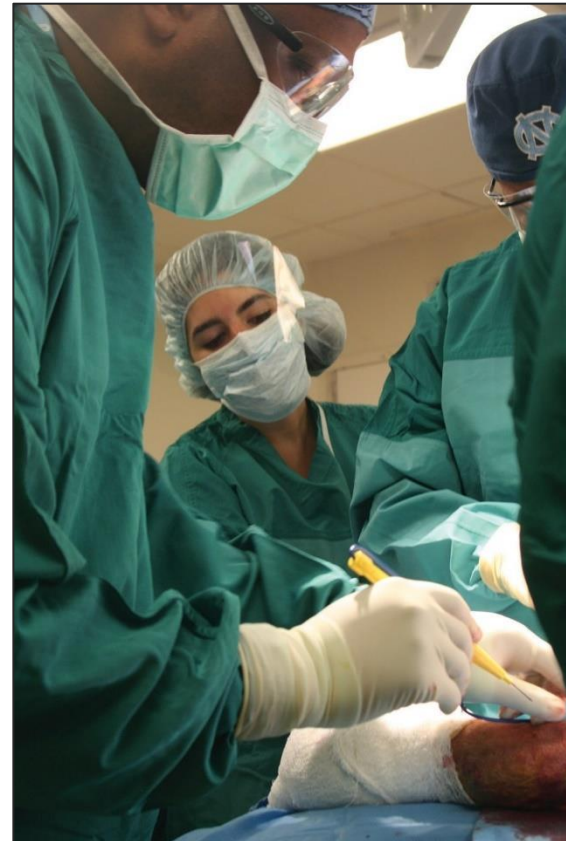
## Health Care

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 October 2017: 0***



	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 be an active partner in coordinating efforts between Ochsner and the Jefferson Parish Finance Authority to create an employer-assisted housing program, which if implemented would complement Ochsner's, Jefferson Parish's and the Shrewsbury community's efforts to further revitalize the area. Those efforts include providing medical assistant training to residents of the community and targeting blight.
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 working with JeT to provide input for Jefferson Parish Transit's Strategic Plan. Provided list of major employers and other business/community leaders in Jefferson Parish to be involved throughout the strategic planning process as stakeholders.  Also, JEDCO is working with JeT and Ochsner to explore BUILD grant (formerly TIGER grant) opportunity for a variety of transit and related improvements along the Jefferson Highway corridor.
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	<b>In progress.</b> Attended grand opening of Ochsner West Campus on Jefferson Highway; JEDCO President & CEO emceed press event. In conjunction with Jefferson Parish Office of Community Development, JEDCO has launched Façade Improvement Program, which includes Jefferson Highway.

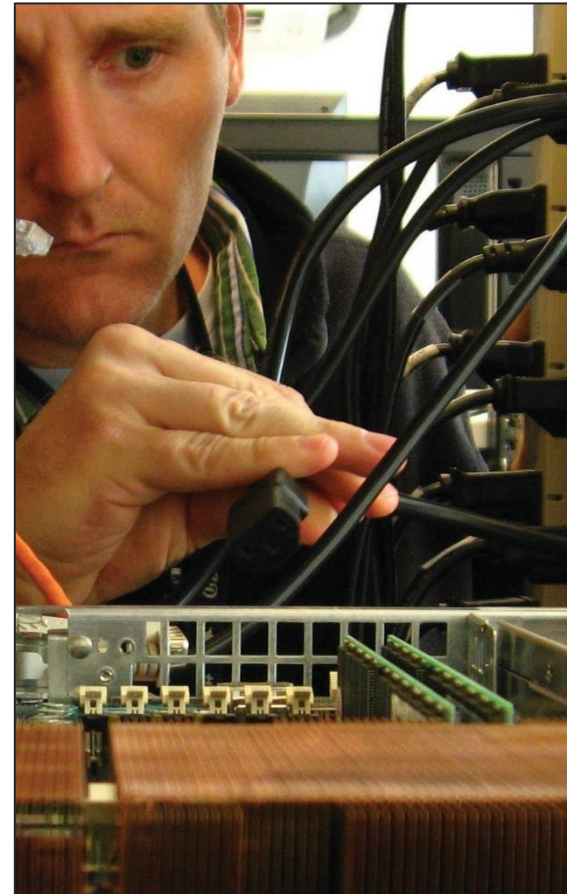
	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
17	Promote and encourage the revitalization of the Hope Haven campus as a catalytic development for the Westbank that can address community health needs	SP	West Jefferson Medical Center, Jefferson Chamber, JEDCO, financial and development partners	Long term	Reuse for Hope Haven buildings identified; governance and funding sources identified; construction begins	<b>No progress since last report.</b> Jefferson Parish government leased the facility from the Archdiocese of New Orleans. The Parish is seeking funding to convert the campus to its Code Enforcement West Bank location. JEDCO has offered assistance to JP toward campus development if plans change to attract private tenants.
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	<b>No progress since last report.</b> In light of the lack of movement regarding branding the region's medical infrastructure, JEDCO is working to identify new partners to assist in advancing this 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	<b>In progress.</b> Met with Ochsner to discuss the potential for an employer-assisted housing program focused on the neighborhoods adjacent to the main Ochsner campus and West Campus. In follow-up, coordinated meeting with the Parish's new Finance Authority Executive Director, Valerie Brolin, to discuss potential funding pools for such a program. Ochsner has a definite interest in developing such a program. Scheduling meeting with larger executive team at Ochsner.

## 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: 21**

**Since October 2017: 3**



	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>Complete.</b> IT Group has been created and meets on a regular quarterly basis.</p> <p>Held third and fourth IT industry roundtable meetings on November 1<sup>st</sup> and March 7th, respectively, with focus on workforce development. Guest speakers at third roundtable meeting were representatives of Operation Spark and Tulane's School of Professional Advancement, Applied Computing and Digital Design program. Guest speakers at fourth roundtable meeting were representatives of UNO, Southeastern, Delgado, and GNO, Inc.</p> <p>With GNO, Inc., toured forthcoming Tulane Digital Design Loft in Elmwood and discussed possible future uses and partnerships with GNO IT industry. Assisted GNO, Inc. and Tulane's SOPA in the coordination of a SOPA forum with regional IT industry leaders to discuss their new Cybersecurity and IT Management degree programs. Five IT Industry Roundtable member organizations attended.</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> JEDCO and stakeholders have expressed support for walkability and connectivity in the master planning process for Churchill Technology and Business Park. Also, JEDCO is working with Lauricella Land Company to identify creative solutions that would support Elmwood Shopping Center's redevelopment into a town center concept.</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> As follow-up from fourth IT roundtable meeting, met with JPSO Chief Technology Officer regarding tech recruitment opportunities for data management companies in Silicon Valley. Provided incentive guidance and discussed further site selection and customized recruitment assistance for confidential prospects.  JEDCO and GNO, Inc. working to retain existing software development company in Jefferson Parish by helping business overcome obstacles.  Jefferson Parish IT companies will be the focus of EDS's 4 <sup>th</sup> quarter BRE efforts.
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>No progress since last report.</b> JEDCO discussed internally the feasibility of organizing a hack-a-thon but determined to delay implementation this reporting period to advance more pressing action items and JEDCO initiatives.
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> Members of the third IT Roundtable identified high-speed fiber infrastructure as a good tool to recruit other IT businesses and encourage educational programs. Discussed the barriers to facilitating Google, but identified Cox or AT&T as potential service providers. Planning fifth IT roundtable to take place in June and be centered around topic of fiber capabilities and opportunities for Jefferson Parish. Inviting utility providers and Jefferson Parish Director of Electronic Information Systems.



## 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: 20***

***Since October 2017: 3***



	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	<b>In progress.</b> Connected individual involved with mitigation banking in Jefferson Parish with LSBDC as he considers developing an ecotourism company. Also informed him of JEDCO Challenge and Prosper Jefferson series.
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	<b>In progress.</b> Aligning marketing efforts with GNO, Inc. branding to foster a coherent regional industry cluster.  JEDCO is represented on the Regional Planning Commission's Comprehensive Economic Development Strategy (CEDS) Committee. This cluster has been included as an emerging cluster in the 2019-2023 CEDS update. Targeted strategies will be developed to support the growth of this cluster across the region.
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	<b>In progress.</b> Working with CPRA to host an event to provide local businesses with information on bidding opportunities for Coastal Master Plan projects.

## 4. CROSS-CUTTING ISSUES

### Permitting

During the EDGE update planning process stakeholders recognized that a new standard of excellence in permitting is achievable, hence the three action items listed below. However, since the EDGE update's adoption significant progress has been made. The Permitting Committee met on August 22, 2017 to review the changes and determined that the process had been streamlined and communication among departments had improved significantly. Therefore, with the October 2017 Implementation Progress Report of the EDGE, the below three actions were marked complete.

Since the last reporting period, the Permitting Department of the Parish once again showcased how the changes have improved customer experience and created a more streamlined process, specifically with Select Comfort Corporation. The company had just announced their selection of Jefferson Parish as home to a 225-person customer service center and had an expeditious timeline to build-out office space for their new customer service center in Elmwood and begin operations. The Permitting Department turned over the company's permit in less than five days from the date of the submittal of the permit application. Select Comfort's executives cited the excellent service they received in permitting over and over again as validation that they made a good decision in selecting Jefferson Parish as their new home.

For these grand efforts to improve permitting in Jefferson Parish, JEDCO awarded Aimee Vallot, Director of Inspection and Code Enforcement, and her team JEDCO's 2017 Business Retention & Expansion Award.

	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>
B	Simplify the permitting process	SP	JEDCO, Parish Council, Parish Government	Medium term	Number of permit types approved administratively increases	<b>Complete.</b> With the creation of a new Zoning Administrator position, Jefferson Parish moved zoning determinations into the Planning department and out of Code Enforcement. JEDCO met with new position to review protocol for connecting prospective developers and businesses seeking a zoning determination.
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	<b>In progress.</b> Developing new print ads around industry clusters and exploring opportunity to adjust marketing at Airport.  JEDCO issued a press release that was picked up in many news outlets for Fuji Oil Company's announcement of Jefferson Parish as the location for the company's second U.S. refinery. The press release highlighted the strength and success of the EDGE's Food, Beverage, Seafood and Fishing cluster in Jefferson Parish.
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	<b>In progress.</b> Fuji Vegetable Oil is investing \$70 million in a new processing facility near the former Avondale Shipyard. Fuji Vegetable Oil's only other U.S. location is in Savannah, GA and is the U.S. arm of the Fuji Oil Group headquartered in Osaka, Japan.  With the assistance of Dyno Nobel, JEDCO made connection with the Executive Director of Manufacturing Australia and will host a visit to Jefferson Parish, including sites of Jefferson Parish manufacturers in June.

	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	<b>In progress.</b> JEDCO's 6th Annual JEDCO Challenge, an entrepreneurial pitch competition to be held in May, is very reflective of Jefferson Parish's diverse composition, from the diversity of the judge's panel across race, ethnic background, gender and industry expertise, to the actual Challenge finalists – two of which are women this year and each represent a unique industry. As part of the program, JEDCO's Director of Marketing and Innovation created a video for each finalist, highlighting their background, products and applications, which have been made available for public viewing via JEDCO's social media outlets, website and press release. JEDCO also issued a press release introducing and highlighting the judges.
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	<b>In progress.</b> Assisted NOLA Motorsports with a development packet for a potential tenant. Created marketing and site selection proposal for major distribution prospect.

## 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	<b>In progress.</b> Perkins+Will, an international master planning firm, was selected to develop a master plan for Churchill Technology & Business Park. The firm's response to RFP 171116 scored the highest marks from the selection committee.  JEDCO Board and JP Council approved the contract with Perkins+Will that began February 14, 2018. Hosted first Symposium with the Churchill master plan consultants from Perkins+Will and Point A Consulting and a variety of area stakeholders, including Delgado, Patrick F. Taylor Academy, adjacent land owners, Parish officials, JEDCO board members, EDGE investors, utilities and infrastructure experts, and other regional economic development and business leaders.
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	<b>In progress.</b> The Parish's new FIRMs became effective in February 2018, greatly lowering the Base Flood Elevations for properties in Fairfield. The new FIRMs along with take-aways from Churchill Park's Master Plan and the anticipated announcement of the acquisition of Avondale Shipyards, will be used to market the Fairfield area to potential 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	<b>In progress.</b> It is expected that potential uses/strategies for the Business Innovation Center will surface during Churchill Park Master Plan development. Until then, per JEDCO board's direction, JEDCO will offer the BIC to businesses under a market rate lease or as a recruitment incentive to house on-the-ground teams of new businesses to Jefferson Parish during the construction of their own permanent facilities. The space is currently being leased temporarily (through June 2018) to a film production company.



## 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	<b>In progress.</b> Planning second Workforce 2.0 event to be held in the last quarter 2018 that will connect those in need of training with local businesses and 2-year and 4-year educational partners. Working with GNO, Inc. to establish World of Work programming, focusing on Jefferson Parish.
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	<b>In progress.</b> Arranged meeting with JeT Executive Director, Sharon Leader and Delgado River City Campus Executive Director, Ed VanAvery to review transit options for students attending Delgado's forthcoming River City Campus at Churchill. JEDCO's VP sits on the Steering Committee for the RTA's Master Plan and SI Manager has been involved in outreach efforts surrounding the Master Plan. JEDCO is also working with JeT on its current strategic planning efforts.
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	<b>In progress.</b> Cohosted Workforce 2.0 with the WBIA on November 14th in the JEDCO Conference Center featuring 14 resource providers including higher education, technical colleges, Louisiana Workforce Commission and others. Thirty-eight (38) people attended the event throughout the day, representing 17 companies. As a result of event, Joval Manufacturing hired a JP re-entrant through the reentry program. Looking to schedule another similar event with WBIA in last quarter of year.  Churchill Park Master Planning effort is bringing community stakeholders together, including new superintendent, Cade Bromley. Both Delgado and JPPSS are on the Master Plan Advisory Committee.  As a result of the fourth IT roundtable with higher education institutions, one IT company participated in the Career Fair at Southeastern Louisiana University.

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
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	<b>In progress.</b> Attended two Jefferson Parish Complete Streets Coalition meetings. Connected Kenner Business Association and local Loyola Drive health organizations Ochsner Medical Center-Kenner and Inspired Living at Kenner with Bike Easy in advance of their pop-up bike lane along Loyola Drive.
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	<b>In progress.</b> Connected Joval Manufacturing company representative to the Re-entry program's coordinator at Workforce 2.0 event, which resulted in the company hiring a new release with welding certification.  After Judge Schlegel's recent visit to the 70 Million Jobs company in Silicon Valley, the company has agreed to allow Jefferson Parish's re-entry program to use its web platform, which would serve to essentially formalize and centralize the local program. JEDCO, the Jefferson Chamber, and other partners have agreed to assist in creating a robust website by recruiting businesses to register. Development is still a few months off.

## 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 three and eight 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> Efforts to explore the potential for a land bank have been suspended to focus on other priorities.
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> Met with Ochsner to discuss the potential for an employer-assisted housing program focused on the neighborhoods adjacent to the main Ochsner campus and West Campus. In follow-up, coordinated meeting with the Parish's new Finance Authority Executive Director, Valerie Brolin, and Ochsner to discuss potential funding pools for such a program. Ochsner has expressed interest in developing such a program. Scheduling meeting with larger executive team at Ochsner.
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 kicked off on Monday, November 4, 2017. Applications have been scored and program staff are working with business owners to further vet projects.  The letters notifying applicants of their eligibility went out in April 2018. Meetings with eligible project owners commenced in order to begin their improvement projects. At the same time, the Jefferson Parish Council began working to identify additional funding in order to fund remaining projects that were eligible, 87500 but not fundable.
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>



# JEDCO

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