



Jefferson **EDGE2020**

Implementation Progress Report

April 2019



JEDCO



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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.

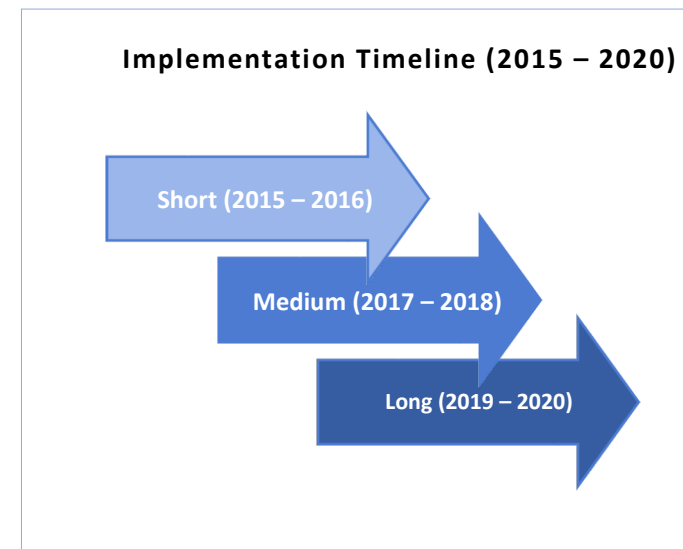
The current Jefferson EDGE 2020 plan was developed by JEDCO and GCR, with extensive input from business, civic, and community leaders, and was released to the public in August 2015. The plan targets five industry clusters and five cross-cutting issues. The 46 actions contained within the EDGE 2020 span items that can be incorporated into annual operating plans for long-term projects requiring effort 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 2019 Implementation Progress Report is the seventh 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.
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.

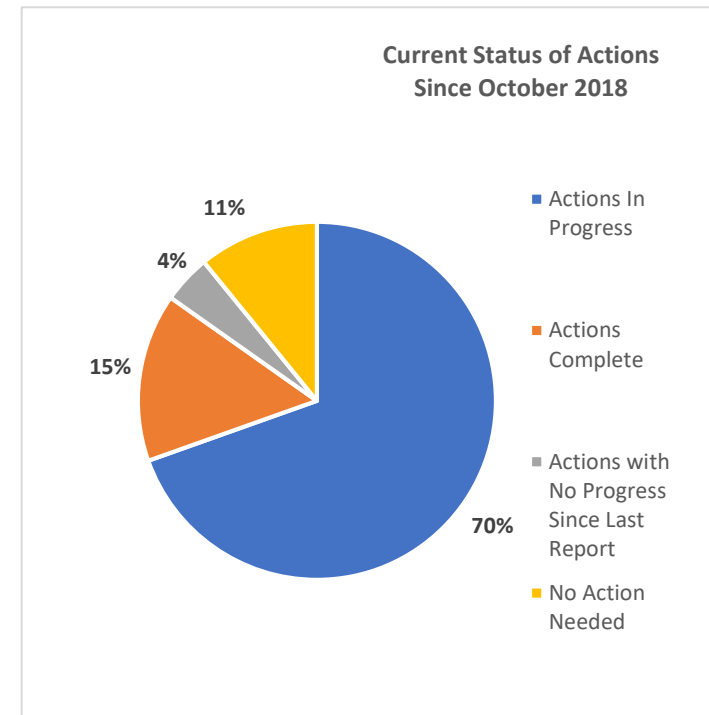


2. STATUS SNAPSHOT

Jefferson EDGE Actions

As of April 2019, 15 percent of EDGE actions are complete, with 70 percent of EDGE actions in progress. In the October 2018 progress report, JEDCO reported three completed actions related to Permitting, one action related to Food, Beverage, Fishing, and Seafood, and one action related to IT Systems and Products. Since October 2018, the Churchill Park Master Plan was completed. Implementation progress will continue to be tracked as actions are completed. Actions that have not required JEDCO action within the reporting period are labeled “No action needed”.

Industry Cluster Actions	Complete	In Progress	No Progress	No Action Needed
Food, Beverage, Fishing & Seafood	1 (17%)	5 (83%)	0	0
Water Transportation, Distribution & Logistics	0	6 (86%)	0	1 (14%)
Health Care	0	3 (50%)	2 (33%)	1 (17%)
IT Systems and Products	1 (20%)	3 (60%)	0	1 (20%)
Environmental Management	0	3 (100%)	0	0
Cross-Cutting Issue Actions	Complete	In Progress	No Progress	No Action Needed
Permitting	3 (100%)	0	0	0
Marketing & Market Expansion	0	4 (100%)	0	0
Churchill Park & Fairfield	1 (33%)	1 (33%)	0	1 (33%)
Workforce Development & Mobility	0	5 (100%)	0	0
Building Stock	1 (25%)	2 (50%)	0	1 (25%)



Strategic Initiatives

Since the October 2018 report JEDCO has expanded the Strategic Initiatives Department by creating and filling a Strategic Initiatives Specialist position designed to provide assistance to the department manager in implementing initiatives. The department assisted JEDCO to complete and gain board approval of the Churchill Park Master Plan. The master plan project was a sizeable initiative that required substantial staff time to develop the contract, launch the planning process, organize stakeholder meetings, and provide data to the consultants.

Strategic Initiatives has also contributed to progressing the Housing Stock Revitalization Plan. In conjunction with Jefferson Parish Planning and Tulane Small Center, JEDCO's work has continued under the Terrytown Revitalization Study. Under this study JEDCO has met with and surveyed the Terrytown Civic Association to better understand the residents' likes and dislikes about their neighborhood and the appetite for undertaking future home renovations. Furthermore, JEDCO has established a consortium of private lenders to explore creating a financing program for housing revitalization specific to the needs of Terrytown residents.

JEDCO and GCR are continuing a comprehensive review of Jefferson Parish regulations and code pertaining to breweries and distilleries. The scope involves reviewing existing code and regulations, identifying barriers to entry for breweries and distilleries, compiling best practices from comparable communities, and writing new regulatory and code language for adoption by Jefferson Parish to encourage the development of breweries and distilleries in Jefferson Parish. JEDCO and GCR have outlined best practices; have identified local and regional barriers to entry of the brewery/distillery industry; and have conducted stakeholder interviews. Based on the aforementioned research and activities, GCR has developed draft recommendations for regulating breweries, distilleries, microbreweries and microdistilleries in Jefferson Parish.

Over the past six months, Strategic Initiatives has created new partnerships with entities such as the University of Louisiana at Lafayette and the World Trade Center. The opportunities generated by these connections further illustrates the added value of the Department within JEDCO and to the implementation of EDGE 2020 goals.

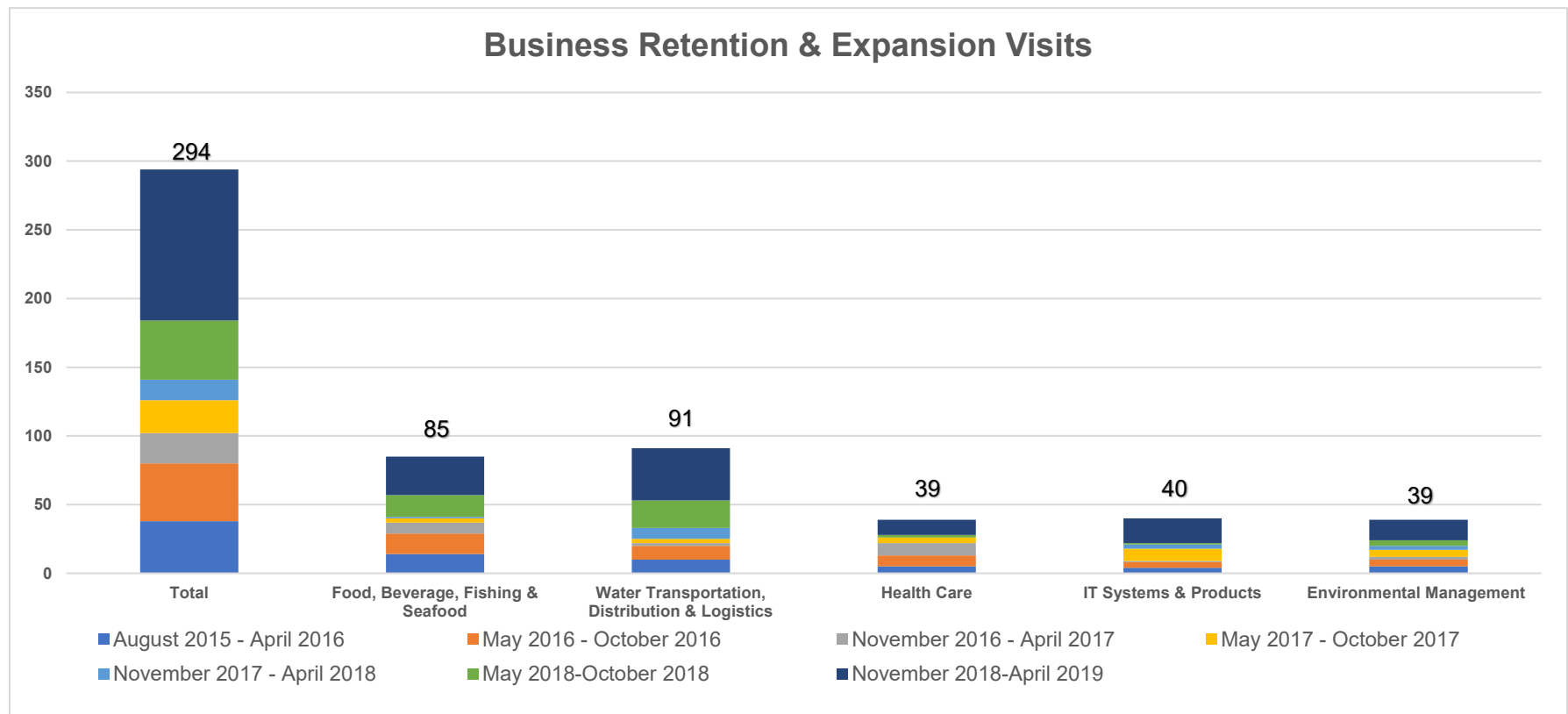


Churchill Master Plan Aerial Rendering by Perkins+Will

Business Retention, Expansion & Attraction

A core component of the EDGE 2020 is the support of existing businesses as well as the attraction of new businesses within key industry clusters defined through the planning process. Since adoption of the plan, JEDCO has been active on both fronts. As far as Business Retention & Expansion visits, JEDCO staff has held 294 visits with businesses in the five target clusters. These visits have led to the impacts detailed in the section below.

In this project period, JEDCO has actively worked with eleven companies related to the food and beverage, oil and gas, environmental, and water distribution industries, to help identify appropriate sites for expansion into Jefferson Parish. JEDCO has provided expansion incentive guidance as well as loan application support to these companies.



3. INDUSTRY CLUSTER STRATEGIES

The EDGE strategy allows JEDCO to target the needs of the following 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, the Louis Armstrong International Airport, and the redevelopment of the Avondale Shipyard 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 Jefferson health care 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 several companies that boast an international reach. To grow this industry, Jefferson officials will target tech companies that fit 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.

Environmental Management

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 developing best practices to live with water.

Food, Beverage, Fishing & 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, and Attraction Visits held: 85

Since October 2018: 28



	ActionItem	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 Ag Center, others TBD	Incorporate into annual strategic operating plan as a retention and expansion strategy	Database developed and utilized in JEDCO annual operations	Complete. The database has been created and is actively being used by Economic Development Services to identify companies for BRE visits. 11 Food, Beverage, and Seafood businesses have been added since October 2018 for a total of 587 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	In progress. JEDCO has hired an advertising firm to create a campaign focused on marketing EDGE industry clusters, including Food, Beverage, Fishing, and Seafood. Draft ads have been created.
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. JEDCO and GCR continue to work on technical assistance toward the development of regulations for breweries and distilleries in Jefferson Parish. JEDCO and GCR met with the JP Attorney's Office and Planning Department to review the ABO license permitting process, better understand local regulations and enforcement for bars, and receive recommendations from their office regarding new regulations for breweries/distilleries. JEDCO met with the JP Sheriff's Office VICE Department and the permitting arm of the Sheriff's Office to explore potential impact on VICE enforcement procedures and permitting applications/procedures.
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 held internal meetings to discuss developing landing pages for each cluster. The landing page for the Food, Beverage, and Seafood industry will share resources, including financing guidance and site selection strategies.

	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>In progress. Economic Development Services has connected six prospects to the Second Harvest culinary and cold storage space since October 2018. EDS is actively working to identify specific sites for food and beverage uses as well as evaluating existing buildings for potential redevelopment in order to meet the needs of businesses.</p> <p>With assistance from JEDCO, US Foods held its groundbreaking at its Marrero location kicking off pre-construction activities for its new 200,000 square foot distribution and test kitchen facility. JEDCO was instrumental in landing US Foods's expansion in Jefferson Parish.</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>In progress. JEDCO coordinated and was in attendance for the Fuji Oil ground breaking event in November 2018.</p> <p>JEDCO supported the University of Louisiana at Lafayette in applying for a grant that has been funded. The grant project will study the seafood supply chain in Jefferson Parish and LA's coastal parishes and identify obstacles as well as possible ways economic development organizations can help overcome those obstacles.</p>

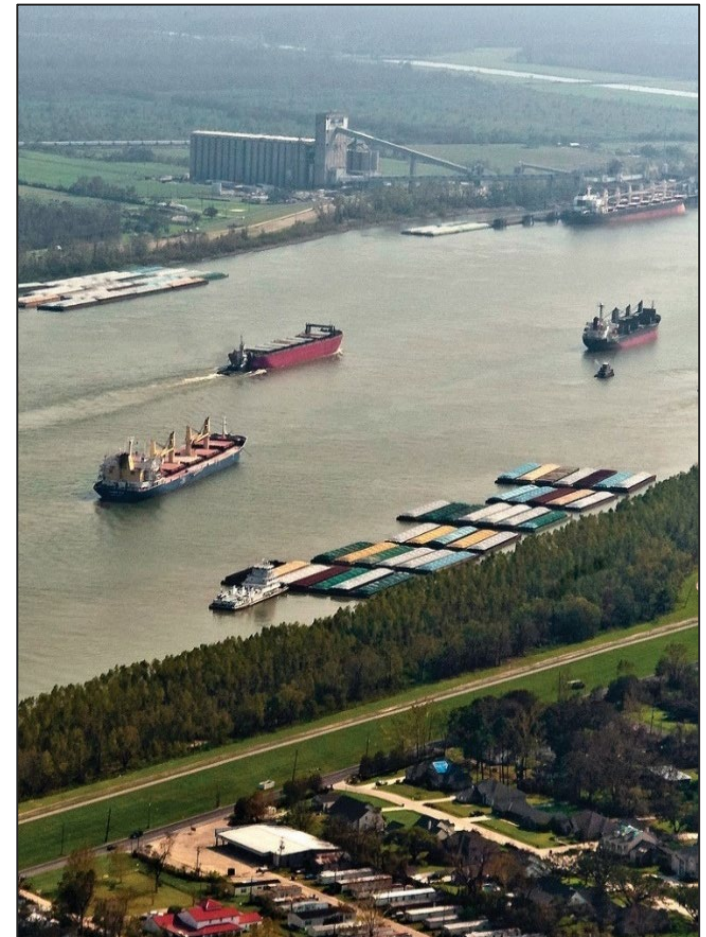
Water Transportation, Distribution & Logistics

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, and Attraction Visits held: 91

Since October 2018: 38



	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	<p>In progress. Attended the International Work Boat Show and interfaced with dozens of cluster-related individuals.</p> <p>Two JEDCO staff members participated in the Journal of Commerce 2019 Breakbulk & Project Cargo Conference (JOCBBPC), which was held in place of the Port NOLA Cargo Connections Conference in April. The event is organized to address specific issues the industry is facing. Staff met 13 companies specific to this cluster, as well as two companies involved in publications and industry event planning. Insights were shared that cargo owners can use to plan and execute shipments of breakbulk and project cargoes through US and international ports in the short and long term, as well as supply chain issues in our area and other markets. Follow up is planned with several companies regarding information on Avondale Marine, Churchill Park, and an apprenticeship program underway at Anchor36 in Kenner.</p> <p>Following the press event announcing the acquisition of the Avondale Shipyard, JEDCO facilitated additional meetings with stakeholders and business prospects.</p>
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	<p>In progress. JEDCO provided information on available airport-owned properties to three business prospects in support of the redevelopment of those properties.</p>
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	<p>In progress. Coordinated meeting with the regional representative of the Economic Development Administration to review Avondale infrastructure needs and began collaboration with the Public Belt on a grant to improve Avondale rail accessibility.</p> <p>JEDCO staff stayed abreast of the progress of the North Terminal project through attendance at aviation board meetings.</p>

	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—owner of 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 increases	In progress. JEDCO is actively working with several major prospects for the site. Attended the International Work Boat Show and engaged with dozens of prospective businesses. Helped to coordinate a meeting with Entergy and Avondale to discuss the creation of marketing materials for the site. JEDCO arranged multiple site tours of the property and is currently planning a site selectors tour for the Fall of 2019 that will bring site selectors to view Avondale and other sites in Jefferson Parish.
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	No action needed. 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	In progress. EDS attended the Breakbulk and Cargo Conference and made connections with local businesses.
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. Connected FMT Shipyards with Delgado to enhance the skills of existing employees. As a result, the two have developed a customized training program at the River City Campus. JEDCO connected Carpenter & Patterson (C&P) to the Jefferson Parish Public School System, Southeastern University, UNO, LA Works and other private training providers for potential internships and apprenticeships. As a result, C&P's HR administrator now sits on Cuillier Career Center's Advisory Council. Additionally, C&P have given tours of this facility to 40 welding and machine shop students and have opened a summer internship to a JPPSS and Cuillier senior who is AutoCAD certified.

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, and Attraction Visits held: 39

Since October 2018: 11



	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	No progress since last report. In previous reporting periods, JEDCO began coordinating efforts between Ochsner and the Jefferson Parish Finance Authority to create an employer-assisted housing program. In addition to revitalizing housing near the Ochsner main campus, the project will serve as a workforce recruitment and retention strategy for the hospital. It is expected that work toward this effort will resume in the upcoming months.
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. JEDCO is working with GNO, Inc. and JeT to develop funding strategies to implement the JeT Strategic Plan. GNO Inc. is currently in the process of researching best practices from around the country, particularly related to systems of transit system funding.
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. Closed on a PILOT Lease agreement and associated conveyance with Ochsner's joint venture entity to reimburse the company over a period of several years for the acquisition and construction of a variety of public infrastructure improvements along Jefferson Highway, including street improvements, the burying of utility lines and the addition of a pedestrian walkway at a cost of approximately \$6.4 million. JEDCO has launched phase two of the Façade Improvement Program, which includes an additional business along Jefferson Highway.

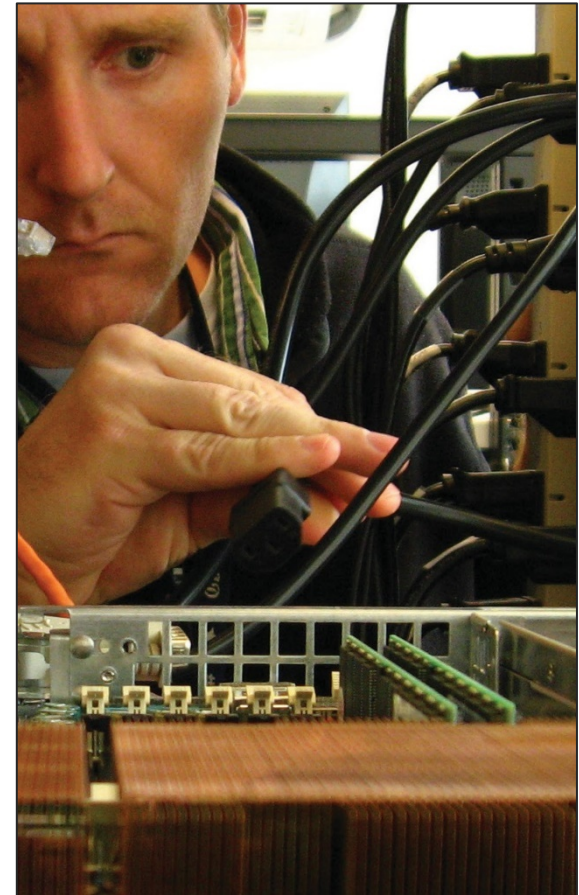
	ActionItem	Type	Lead & Partners	Timeline	Success Metric(s)	Status
17	Promote and encourage the revitalization of the Hope Haven campus as a catalytic development for the Westbank that can address community health needs	SP	West Jefferson Medical Center, Jefferson Chamber, JEDCO, financial and development partners	Long term	Reuse for Hope Haven buildings identified; governance and funding sources identified; construction begins	No action needed.
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>In progress. JEDCO has hired an advertising firm to create a campaign focused on marketing EDGE industry clusters, including Healthcare. The advertisement for the healthcare industry was the first to be finalized and will soon be included in local and regional publications.</p> <p>JEDCO entered into a CEA with GNO Inc. to provide economic development services to Jefferson Parish. Deliverables include developing aligned regional healthcare branding through the formalized partnership.</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>No progress since last report. In previous reporting periods JEDCO began coordinating efforts between Ochsner and the Jefferson Parish Finance Authority to create an employer-assisted housing program. In addition to revitalizing housing near the Ochsner main campus, the project will serve as a workforce recruitment and retention strategy for the hospital. It is expected that work toward this effort will resume in the upcoming months.</p>

IT Systems and Products

This cluster includes businesses that develop, sell, or provide training 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, and Attraction Visits held: 40

Since October 2018:18



	ActionItem	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>Complete. The IT Group held a meeting and luncheon in December 2018 to review accomplishments and plan for 2019. The meeting determined that the new name, Jefferson Technology Alliance, would better encompass the group members and goals.</p> <p>The next meeting of the JeffTech will be held in May focused on K-12 workforce development in coordination with the JPPSS. A meeting in August has also been planned to focus on tax reform at the state level.</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>In progress. JEDCO worked closely with Lauricella Land Company, owner of Elmwood Shopping Center, and bond counsel to develop legislation to establish an Economic Development District for the Elmwood Shopping Center properties. The legislation was adopted by the Parish Council establishing the district. Ultimately, the district will capture a portion of sales tax increment to be directed toward infrastructure costs related to the redevelopment of Elmwood into a mixed-use town center.</p> <p>Finalized the Churchill Technology & Business Park Master Plan. The plan emphasizes walkability, complete streets, density, limited setbacks, and mixed use in order to attract new companies seeking a vibrant business community.</p> <p>Invited by Councilwoman Van Vrancken and ULI to serve as a stakeholder for a Technical Assistance Panel (TAP) to explore opportunities for The CAPITOL Building: Designing a Catalytic Hub for Fat City.</p>
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	<p>In progress. EDS responded to two Requests for Proposals from an advertising agency and an animation studio seeking suitable sites.</p> <p>Staff attended the LA Entertainment Summit and met with numerous participating tech companies regarding possible expansions or relocations to Churchill Park.</p>
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	<p>No action needed. JEDCO attended the Louisiana Entertainment Summit and networked with companies interested in generating solutions through the organization of a hack-a-thon. JEDCO continues to support the organization of a hack-a-thon. However, the right opportunity has not yet presented itself.</p>
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	<p>In progress. JEDCO met with the Jefferson Parish Director of Electronic Information Systems and discussed telecom network activity in the Parish.</p>

Environmental Management

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,
and Attraction Visits held: 39***

Since October 2018: 15



	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	In progress. Held discussions with the Parish's Coastal Management Coordinator to discuss creating programming to assist existing companies wishing to expand their expertise to green infrastructure.
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 Marketing Director has reviewed collateral and external branding, including materials for the Environmental Management cluster. JEDCO is also developing landing pages that will have tailored resources for each cluster.
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	In progress. Attended the inaugural Coastal 101 Outreach Dinner about coastal restoration in Jefferson Parish and invited EDGE investors to the event to encourage the participation of the business community in this sector.

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. Further, 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. Implementation actions and accomplishments will continue to be reported here.

	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	Complete.
B	Simplify the permitting process	SP	JEDCO, Parish Council, Parish Government	Medium term	Number of permit types approved administratively increases	Complete.
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	Complete.

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. The marketing team has identified an advertising firm to create a campaign focused on marketing industry clusters and landing pages for each cluster are being developed. The healthcare industry cluster ad is now complete. JEDCO met with the airport to discuss highlighting EDGE clusters through digital advertising in the new north terminal. JEDCO issued a press release that was picked up in many news outlets announcing Fuji Oil Company's selection 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	In progress. From April 29 th – May 1 st , JEDCO, GNO, Inc., and the WTC hosted oil and gas trade organizations and industry experts from the Northwest Territory of Australia interested in learning more about how Jefferson Parish encourages growth of related industry sectors.
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	In progress. JEDCO made an active effort to diversify the judge's panel for the 2019 JEDCO Challenge by gender, industry and ethnicity.
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	Determine the recruiting needs of employers, such as hospitals; materials scoped and developed as needed with assistance from partners; general recruiting materials created, such as website feature	In progress. JEDCO created targeted packets for manufacturers focused on rail connectivity and retail prospects. The SI Department drafted a prospectus on Opportunity Zones in Jefferson Parish that holistically examines the program and highlights assets within each designated zone.

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 now 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>Complete. Following a year-long process of stakeholder meetings and a site assessment, Perkins+Will, an international master planning firm, completed the master plan for Churchill Technology & Business Park. Since October 2018, JEDCO held the fourth Symposium for stakeholders to provide feedback on the draft Master Plan. In February, JEDCO's Board approved and adopted the plan for implementation.</p> <p>The finalized Churchill Park Master Plan identifies priority infrastructure needs to be addressed during the initial phases of development. In support of the recommendations of the Master Plan, Jefferson Parish submitted a request to the state legislature for capital outlay to be considered in the 2019 Regular Session. This outlay would fund a second roadway in Churchill Park, considered a Phase I priority improvement by the Master Plan, as well as a first step in greater roadway connectivity beyond the business park. JEDCO has met with property owners adjacent to the business park to discuss connectivity and proposed developments.</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>In progress. The Churchill Technology & Business Park master plan process brought together a variety of Fairfield property owners and developers to discuss how the Park can serve as a catalyst for development in the full Fairfield region. The plan includes focus on stormwater management, community-programmed gathering spaces, complete streets, and overall flexible design. JEDCO will be reaching out to developers of mixed use communities in Q2.</p>
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	<p>No action needed. Under the 2019 Strategic Operating Plan for JEDCO, the JEDCO Board has approved renting the BIC to start-up or existing companies at market rate or offering space within the BIC at reduced rent as an incentive to bring companies to JP. JEDCO has shown space to a few film production companies for potential temporary leases and has offered reduced rent space within the BIC to two major prospects actively being recruited to the parish.</p>

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 Parish residents is an initiative that can benefit every industry and the parish economy as a whole.

	ActionItem	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. Planning has begun for this year's workforce summit to be called Jefferson Advanced Manufacturing Summit (JAMS). The purpose of this event will be to provide an opportunity for employers to connect with students, their parents, and education/training partners. Programming will include breakout sessions with speakers who will discuss manufacturing-aligned topics including lean manufacturing techniques (MEPOL), an apprenticeship 101 panel discussion with LA Works and JPPSS CTE, and holistic topics such as company culture and retention issues.
L	Address workforce mobility challenges, particularly by advocating for improved transit connections and reduced 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 to create awareness and consensus; Identify and implement improvements to RTA- JeT connectivity, such as a regional day pass, reduced transfers, and route changes	In progress. JEDCO is working with GNO, Inc. and JeT on a plan to recommend funding strategies to implement the JeT Strategic Plan. In the process of researching best practices from around the country, particularly related to systems of transit system funding. JEDCO is serving on the Regional Planning Commission's Comprehensive Operations Analysis ("New Links") Stakeholder Committee. New Links is a year-long project to study and improve public transportation in Greater New Orleans and will culminate in a Comprehensive Operational Assessment (COA) of all bus, streetcar and ferry routes in Orleans, Jefferson and St. Bernard parishes and provide recommendations for a network redesign of public transit service.

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
M	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>In progress. JEDCO and GNO, Inc. met with the City of Gretna to discuss funding strategies for the Gretna Ferry. JEDCO researched potential grant opportunities and Opportunity Zone strategies for the Ferry.</p> <p>Working on implementing the complete street, walkability, and bike network goals of the approved Churchill Technology & Business Park Master Plan. The Churchill Park Master Plan envisions over 5 miles of walking trails within the park as well as complete streets equipped with bike lanes and pedestrian pathways to encourage pedestrian forms of transportation within and around the Park instead of only vehicular modes. The parish submitted a capital outlay request for a second roadway in the park to be considered during the State Legislatures' 2019 Regular Session that would serve as the foundation for a more complete street in the future.</p> <p>JEDCO continues to work with JeT and GNO, Inc. to develop funding strategies for major public transportation improvements within the parish, as recommended by the Jet Strategic Plan.</p>
N	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>In progress. JEDCO supported GNO, Inc.'s application for the 2019 i6 Challenge to advance a proof of concept and commercialization program serving the Regional Innovation Alliance's (RIA) university partners.</p> <p>As a result of last year's legislative session and State Bond Commission action, the PFTSTA event center project within Churchill Park received a \$2 million cash line of credit and \$4 million non-cash line of credit. JEDCO has worked closely with the JPPSS and the State Office of Facility Planning and Control on the PFTSTA project since 2007. Thus far, in the 2019 Legislative Session, the \$4 million non-cash line of credit is proposed within Priority 1 to be granted a cash line of credit. If this comes to fruition, the JPPSS will be able to bid out the project.</p> <p>The EDS Manager now sits on the JPPSS CTE Advisory Board which was established to advise JPPSS of the CTE courses and certifications that will best suit their needs. The board is comprised of JPPSS representatives, technical education partners, EDOs, and industry partners, such as C&P, the WBIA, LA Works, Ochsner, Laitram, and Entrescan.</p>
O	Promote the re-entry court as a viable program that benefits businesses and reduces recidivism	SP and EDS	JEDCO, Hon. Judge Schlegel, business community	Long term	Businesses willing to participate in the program identified and referred to the court	<p>In progress. JEDCO continues to work with Hon. Judge Schlegel to promote the re-entry court. After JEDCO honored Hon. Judge Schlegel at a luncheon in December 2018, Avondale leadership reached out for additional information and have hired seven reentrants since January. The connection made between Avondale and the re-entry court program was covered by WDSU, WWL, and CityBusiness.</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 Parish has plenty of single-family homes, but most of them are aging and behind the market.

	ActionItem	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 action needed. 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)	In progress. In partnership with Jefferson Parish and the Tulane Small Center, JEDCO began the Terrytown Revitalization Pilot Project. Tulane is creating design guidelines for renovations, the Planning Department is examining possible zoning changes to foster more neighborhood-friendly commercial uses, and JEDCO is developing a package of programs designed to finance and encourage home renovations within the neighborhood.
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. The Façade Improvement Program has successfully entered into the first five of approximately 26 contracts, to revitalize façades in Fat City and along Jefferson Highway. Eligible commercial applicants will be granted as much as \$50,000 for each commercial façade renovated as a part of the program. Funded improvements include new stucco, windows and doors, landscaping, painting, signage, and murals. Construction is complete on three projects.
S	Establish a blue-ribbon committee to tackle housing needs 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.



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