



Jefferson **EDGE2020**

Implementation Progress Report

October 2019



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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.

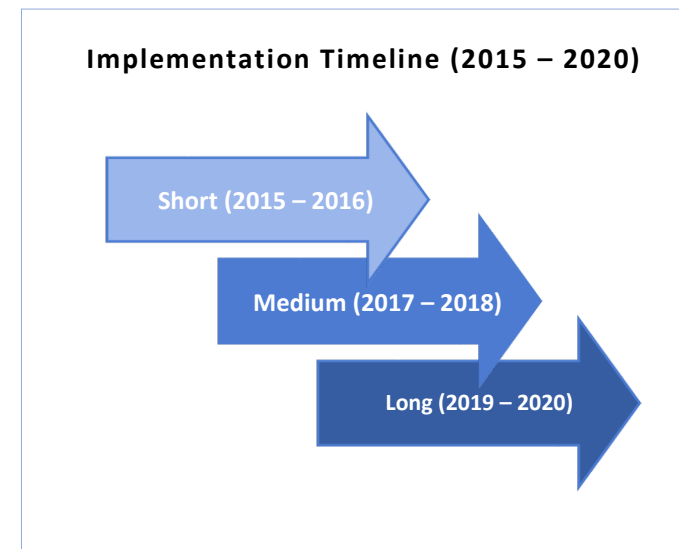
The current Jefferson EDGE 2020 plan was developed by JEDCO and GCR, with extensive input from business, civic, and community leaders, and was released to the public in August 2015. The plan targets five industry clusters and five cross-cutting issues. The 46 actions contained within the EDGE 2020 span 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 October 2019 Implementation Progress Report is the eighth and final 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.

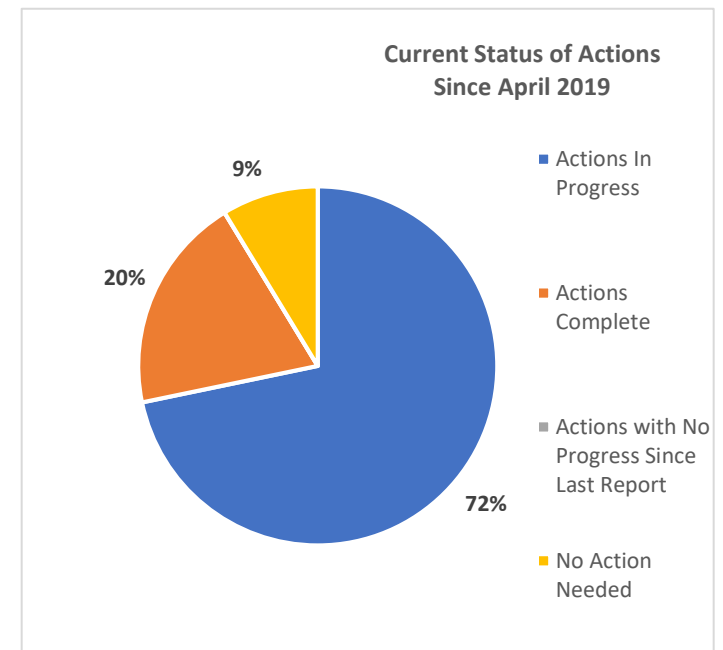


2. STATUS SNAPSHOT

Jefferson EDGE Actions

As of October 2019, 20 percent of EDGE actions are complete, with 72 percent of EDGE actions in progress. While this may be the final report in the EDGE 2020 process, the work JEDCO is doing to advance Industry Clusters and Cross Cutting Issues remains active and ongoing. In the months ahead JEDCO will continue to pursue priority initiatives included in this report remaining dedicated to their success. Beginning in 2020, JEDCO will embark on the planning process for the next long-term Jefferson EDGE plan, which will evaluate 2020 goals for continued relevance while refining existing strategies and incorporating actions for new priorities.

Industry Cluster Actions	Complete	In Progress	No Progress	No Action Needed
Food, Beverage, Fishing & Seafood	1 (16%)	5 (83%)	0	0
Water Transportation, Distribution & Logistics	0	6 (86%)	0	1 (14%)
Health Care	0	5 (83%)	0	1 (17%)
IT Systems and Products	1 (20%)	3 (60%)	0	1 (20%)
Environmental Management	1 (33%)	2 (67%)	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	2 (50%)	2 (50%)	0	0



Strategic Initiatives

The Strategic Initiatives Department has continued to advance several EDGE 2020 objectives since the April 2019 report. Related to public transit, the SI Manager now serves on the Ride NOLA board of directors, allowing JEDCO to have a larger role in regional conversations surrounding transit and equity. The Department has also taken steps toward the advancement of the JeT Strategic Plan through collaboration with GNO, Inc. and the Greater New Orleans Foundation.

The Department has continued to progress the recommendations of the Jefferson Parish Housing Stock Enhancement Strategic Plan by working with partners, including the Parish Administration, the Home Builders Association of Greater New Orleans, the New Orleans Metropolitan Association of Realtors, the Jefferson Parish Finance Authority, and others, to develop a pilot program and strategic plan for the Terrytown neighborhood that is designed to encourage investment in existing homes, the development of new homes, and increase homeownership.

Further, in support of the parish's seafood industry cluster, the Department has served as the Jefferson Parish coordinating arm for the grant-funded study of southeast Louisiana's seafood supply chain being undertaken by the University of Louisiana at Lafayette. The SI Manager and Specialist arranged and hosted stakeholder meetings for the study team with elected officials, seafood processors, and suppliers seeking their input on opportunities for the industry and obstacles to growth.

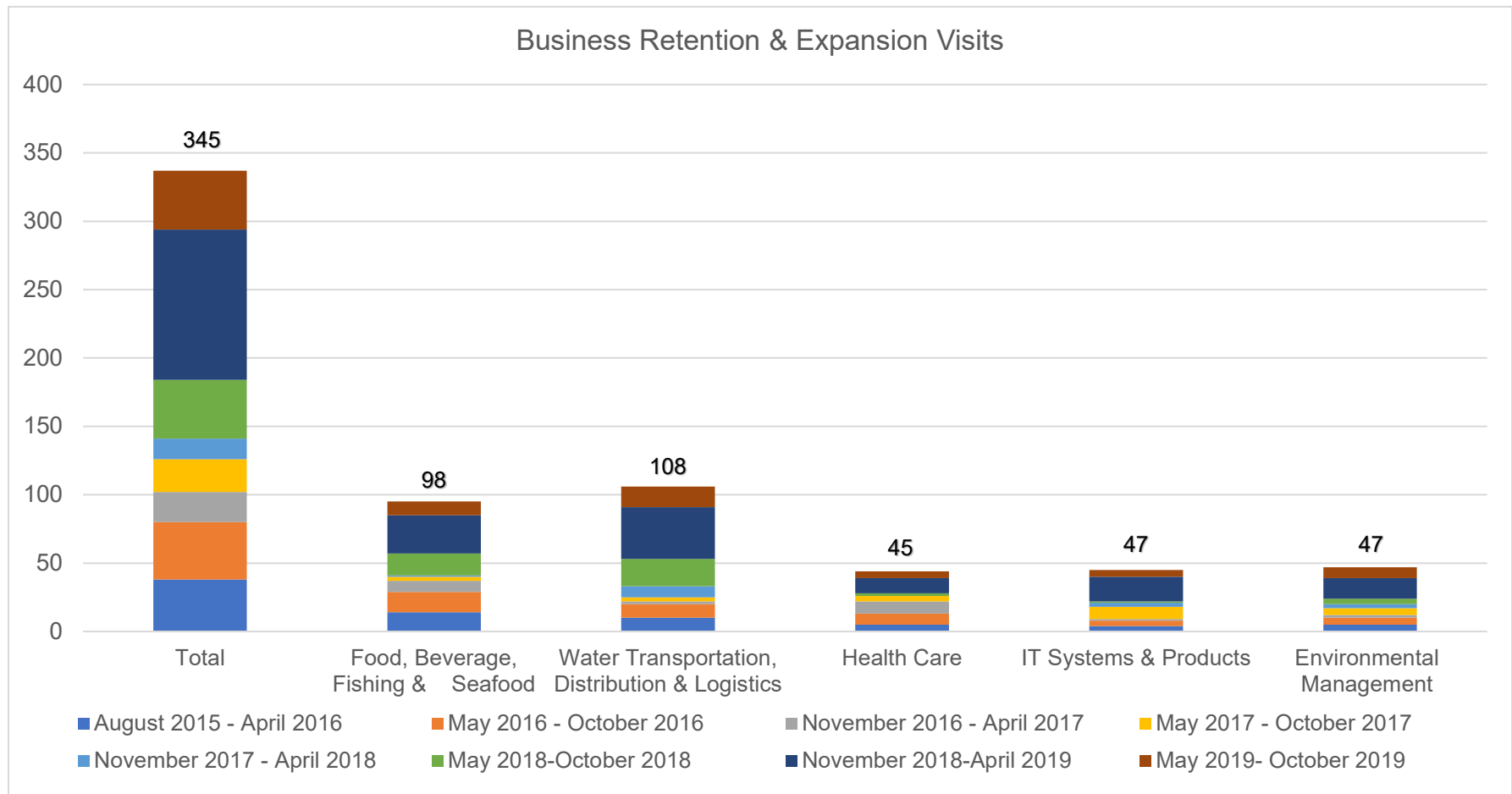


Strategic Initiatives and Economic Development Services staff facilitating a Terrytown Civic Association meeting to solicit input from residents pertaining to housing stock enhancement.

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 holding 345 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 seventeen (17) companies within the five EDGE industry clusters to help identify appropriate sites for expansion into Jefferson Parish. JEDCO has provided a range of assistance to these companies including incentive guidance and workforce development.



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: 98

Since April 2019: 13



	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. Database is actively being used by Economic Development Services (EDS) to identify companies for BRE visits. Seven Food, Beverage, and Seafood businesses have been added since April 2019, for a total of 187 businesses in the database. Many of these database additions stemmed from EDS's participation in the Louisiana Restaurant Association show. Staff connected with over 30 food-related businesses in Jefferson Parish, and as a result, scheduled follow-up business retention meetings with several companies.
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	<p>In progress. Developed and publicized print ad series for the Jefferson EDGE industry clusters, including one specifically for Food, Beverage, and Seafood.</p> <p>Presented Jefferson Parish-based food manufacturing start-up Poof Cotton Candy with the 2019 JEDCO Challenge award. JEDCO's press release garnered media stories by WWL Morning Show, Fox8 News Morning Show, Biz New Orleans, New Orleans Magazine (People to Watch), and Gambit Magazine. At JEDCO Night at the Baby Cakes game, Poof Cotton Candy & JEDCO were recognized throughout the game in a variety of ways.</p> <p>Shared an article, via social media outlets, regarding Jefferson-based Camellia Beans expanding their market to the western U.S. for the first time via the company's deal with distributor, Shamrock Foods Co.</p> <p>Developed a podcast, The Jefferson Parish Pulse, which went live during Manufacturing Week in October and primarily featured interviews with Food, Beverage, and Seafood cluster manufacturers, including Boscoli Foods, Orleans Coffee, and Poof Cotton Candy.</p>
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. GCR and JEDCO finalized recommendations for amendments to Jefferson Parish's Code of Ordinances to permit and encourage breweries and distilleries in expanded zoning districts.

	ActionItem	Type	Lead & Partners	Timeline	Success Metric(s)	Status
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	<p>In progress. Approved a \$1+ million SBA 504 loan to Mudbug Catering, LLC for the purchase and renovation of event, corporate office, kitchen and cold storage space in Jefferson Parish.</p> <p>Closed on a JEDGrow loan for Fleur de Lily, a restaurant, bakery, and caterer in Kenner.</p> <p>Main Squeeze opened its second Jefferson Parish location, which was fully financed by JEDCO's loan program.</p> <p>Financed Atomic Burger's first Baton Rouge location as part of the Jefferson Parish-based business' expansion.</p> <p>Offered SBA 504 and JEDGrow loans to Hubig's Pies in support of reopening a manufacturing facility in Jefferson Parish. The announcement garnered over 110 media stories across the US.</p> <p>Approved an SBA 504 loan for Harlon's LA Fish, LLC for seafood manufacturing equipment.</p> <p>JEDCO's Finance Manager presented "Financing 101" at the James Beard Foundation's Woman Leadership Program for emerging women leaders in the food & beverage industry, speaking on financial literacy, business plans, financing options, and other local resources for the food industry.</p>
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. Approved a \$1+million SBA 504 loan for the purchase and renovation of Mudbug Catering, LLC's event space, corporate office, kitchen, and cold storage.</p> <p>Approved SBA 504 and JEDGrow loans to Hubig's Pies for leasehold improvements and equipment purchases for its new Jefferson Parish based manufacturing operations.</p> <p>Approved SBA 504 loan to Harlon's LA Fish for expanded seafood processing equipment at their Kenner headquarters.</p> <p>Working with a major cold storage company about expansion into Jefferson Parish.</p> <p>JEDCO staff assisted several FBS companies seeking space within the Parish including a craft brewery equipment manufacturer, a manufacturer of sugarcane bagasse pizza boxes, a local iconic pie manufacturer, and a tortilla manufacturer. JEDCO staff also continued connecting various prospects with a vacant restaurant space and promoting Second Harvest's community kitchen in Elmwood to food entrepreneurs.</p>

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
6	Develop partnerships, particularly around local seafood, to promote producers	SP and MAR	JEDCO; potential partners include LSU Ag Center, Louisiana Restaurant Association, and the Urban Conservancy	Medium to long term	Number of partnerships increases; local revenue of seafood producers increases	<p>In progress. Submitted a letter of support and attended the funding announcement as an economic development partner for a grant through the University of Louisiana at Lafayette studying the seafood supply chain along the entirety of coastal LA, including Jefferson Parish. The study, funded by USDA and the State of Louisiana, will identify major issues and opportunities facing the seafood industry and then work with officials and economic development to help bridge or solve those issues.</p> <p>Organized and held a series of stakeholders' meetings with the University of Louisiana Lafayette, Meridian Institute, USDA, and LSU Ag Center-Sea Grant Program as part of their aforementioned study of the seafood supply chain. JEDCO organized a working breakfast with elected officials as well as several meetings with seafood processors, distributors, and wholesale purchasers. JEDCO also provided follow-up financing assistance, grant information, and workforce information to two of those companies, Harlon's LA Fish and LA Newpack Shrimp Company, regarding equipment purchases for value-added seafood manufacturing. JEDCO also met with Coastal Communities Consulting, Inc. Executive Director to review available resources and assistance for fishermen and their families, as well as ongoing needs of fishermen, including access to financing that can help with adaptive planning to proposed changes to the coast that impact their livelihood.</p> <p>JEDCO staff connected with the LSU Ag Center through their participation in the World Trade Center's Agriculture, Specialty Food, and Beverage committee to discuss grants and resources available to support food-based industries.</p>

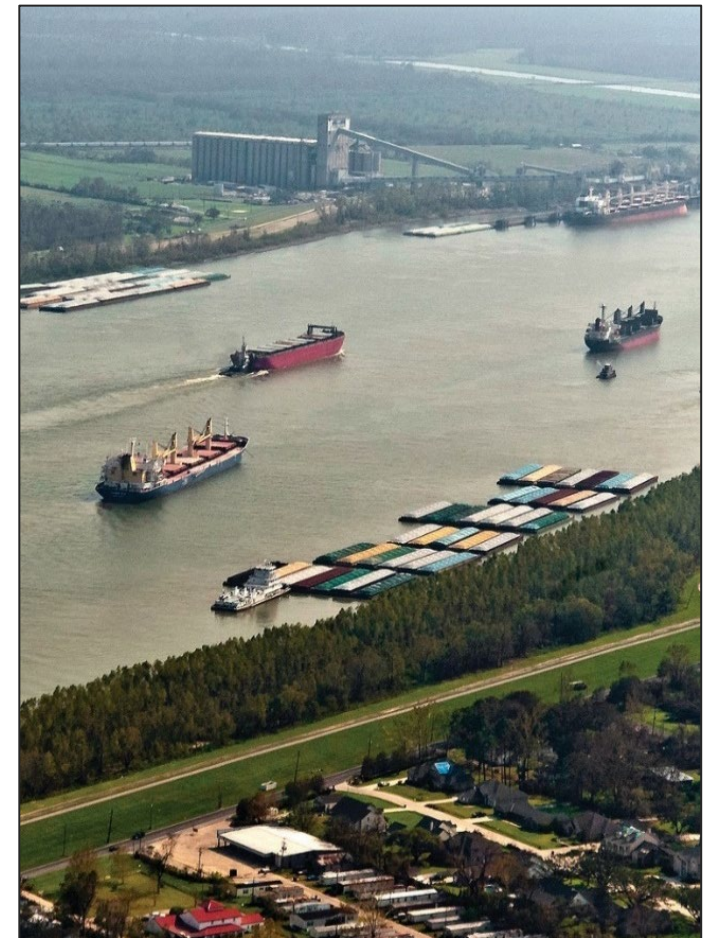
Water Transportation, Distribution & Logistics

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: 108

Since April 2019: 17



	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. Arranged site tours of the former Avondale Shipyard site for several prospects seeking to take advantage of deep water access and rail, including an environmental remediation company and international truck chassis manufacturer. Also arranged tour for the World Trade Center of New Orleans board and new WTC president.</p> <p>Coordinated a site selector familiarization tour with GNO, Inc. The event included a site visit to the former shipyard site for several site selectors representing various industrial and commercial companies and a boat tour of Port of New Orleans facilities.</p> <p>Cohosted the 2019 Manufacturing Summit with Delgado River City Campus on October 1st. Avondale Marine and manufacturers that work closely with the maritime, distribution, and logistics companies attended and formed a variety of connections with resource providers, Delgado's maritime curriculum, and other companies.</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. Coordinated a presentation of Airport development opportunities to site selectors as part of the October site selector familiarization tour with GNO, Inc.</p> <p>In partnership with Entergy, developed interactive mapping and marketing tool featuring Airport's south-side redevelopment opportunities for prospects.</p> <p>Available Airport properties were added to Louisiana Site Selection and to JEDCO's Featured Properties page.</p>

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
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. Facilitated a meeting between the EDA, RPC, and Avondale Marine regarding expanded rail access to the site and other infrastructure improvements. Conversations are ongoing.</p> <p>Met with the Regional Planning Commission, Jefferson Parish, and GNO, Inc. regarding new public transportation options from the North Terminal as well as other planned infrastructure improvements to highways and rail in Jefferson Parish.</p> <p>Met with GNO, Inc. consultant and Jefferson Parish leadership regarding asset recycling and Opportunity Zone investment strategies to fund infrastructure improvements.</p> <p>Provided incentive and Parish interface assistance to several companies seeking major infrastructure and equipment upgrades, including a marine construction and fabrication company, a shipbuilding company, a food distribution company, and a pipeline equipment company.</p> <p>JEDCO continues working with the New Orleans Public Belt (NOPB) Railroad regarding their available Westbank property with rail access, connecting them with several prospective companies. Furthermore, JEDCO submitted a letter in support to the NOPB's FY2019 Consolidated Rail Infrastructure and Safety Improvements Program (CRISI) grant application for the Gateway Rail Capacity Improvement Project, a project that will greatly improve the NOPB's ability to deliver superior rail service to the Port of New Orleans, local freight railroad users and the six Class I railroads.</p>

	ActionItem	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	<p>In progress. Arranged site tours for several prospects, including an environmental remediation company and international truck chassis manufacturer.</p> <p>The October site selector familiarization tour coordinated with GNO, Inc. included a site visit to the former shipyard site.</p> <p>Finalized PILOT Lease Agreement with Avondale Marine, LLC. which is designed to provide certainty in terms of the company's payment obligations over the term of the PILOT as well as upfront savings allowing the company to invest capital in much needed building and infrastructure improvements.</p> <p>JEDCO staff facilitated tours between Avondale Marine and Delgado River City campus to discuss workforce pipeline and curriculum needs.</p> <p>Populated Louisiana Site Selection database, a resource used by LED's business development team when identifying suitable sites for business prospects, with the Avondale Shipyard site. Working with Avondale Marine to have the site additionally posted on LACDB and CoStar.</p>
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	<p>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.</p>
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	<p>In progress. In September, JEDCO hosted a working breakfast for elected officials with the University of Louisiana at Lafayette, the Washington, D.C.-based Meridian Institute, and other partners to discuss obstacles and opportunities facing the seafood industry in Jefferson Parish. One primary concern raised by the group was related to distribution of the seafood harvested. JEDCO joined in a meeting with a refrigerated trucking company whose primary business was the distribution of seafood. JEDCO will continue its participation in the study to ensure that the study's identified strategies are implemented.</p> <p>JEDCO staff met with a global logistics firm specializing in the warehousing and distribution of coffee beans and assisted with site search for new warehouse location.</p>
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	<p>In progress. JEDCO staff met with new interim director of Delgado River City Campus and continues to connect Delgado with businesses needing training resources, emphasizing their focus on shorter term training modules as needed by industry.</p>

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: 45

Since April 2019: 6



	ActionItem	Type	Lead & Partners	Timeline	Success Metric(s)	Status
14	Improve career ladders and links to the workforce development system so that Jefferson residents can access jobs in health care	SP and EDS	JEDCO, Jefferson Parish WIB, Delgado Community College, Kenner Discovery H.S.A., Hospital partners	Short to medium term	Career ladders developed by workforce and industry partners; regular meetings between JEDCO and Jefferson WIB held; employment in Jefferson hospitals increases	In progress. JEDCO staff met with several healthcare companies and discussed workforce and hiring needs. Meetings included a national dialysis company seeking to hire additional staff, a national training academy that relocated to new facility in Elmwood with curriculum focused on healthcare careers, and a local physical therapy company currently in Elmwood that is expanding their Jefferson Parish presence to the Westbank.
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	<p>In progress. Continued working with GNO, Inc. and JeT on plans for funding strategies for implementation of the JeT Strategic Plan. Met with GNOF and spoke with members of the Jefferson Community Foundation Board about possible funding for a study to identify various transit financing mechanisms and best practices for funding transit services and infrastructure.</p> <p>JEDCO's SI Manager serves on the advisory committee for the Regional Planning Commission's Comprehensive Operations Analysis, which examines transit systems and routes on a regional level between Jefferson, Orleans, and St. Bernard Parishes. JEDCO's SI Manager also joined the Ride New Orleans board of directors during the reporting period.</p> <p>JEDCO's President & CEO spoke as a panelist at the Ride State of Transit breakfast briefing and discussed the importance of regional transit for major employers such as Ochsner, lauding the expansion of transit service along Jefferson Highway.</p>

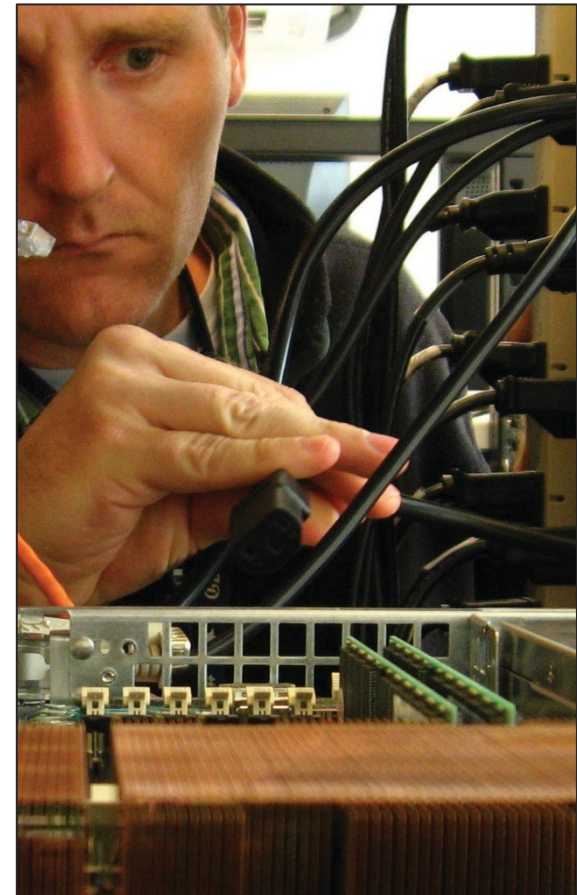
	ActionItem	Type	Lead & Partners	Timeline	Success Metric(s)	Status
16	Work with Ochsner to capitalize on the transformative possibilities in the Jefferson Highway corridor, including mixed-use walkable developments	SP	JEDCO, Parish Council, Parish Planning, Ochsner, Urban Land Institute, development partners	Short to medium term	Priority zoning and development standards identified and communicated with parish; Jefferson Plaza site redeveloped; zoning changed along Jefferson Highway; mixed-use buildings developed; average age of residential units decreases; population increases in corridor	In progress. Since the PILOT Lease's closing in December 2018, Ochsner has held several project planning meetings regarding proposed roadway improvements with Jefferson Parish Administration as well as with Entergy to review their engineering report for the burying of power lines. In October, the Parish Council selected the firm, Linfield, Hunter & Junius, who will engineer the roadway improvements and arrive at cost estimates. Engineering designs are underway for the burying of power lines on Jefferson Hwy. from Causeway Blvd. to the S-curve.
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. As a result of the 2019 State Legislative Session, Jefferson Parish received \$5 million in Priority 1 cash funding to take preservation measures at the Hope Haven Campus buildings to prevent further deterioration and facilitate their restoration and redevelopment.
18	Develop alignment around a coordinated brand for the region's medical infrastructure	MAR and SP	JEDCO, GNO, Inc., NOLABA, Regional Planning Commission, Jefferson and New Orleans CVB, Medical partners	Short term	Initial meetings between regional stakeholders held; regional brand developed; national or international awareness increased	In progress. Oversaw development of print ad series for the Jefferson EDGE industry clusters, including one specifically for Health Care. To make headway on this action item, JEDCO President & CEO met with GNO, Inc. and the Downtown Development District regarding the development of a strategy for marketing regional healthcare assets and accolades. As a result, GNO, Inc. will begin by creating a website highlighting the region's medical wins and infrastructure. The site is currently under development with JEDCO and other partners' input.
19	Explore the opportunity for employer-assisted housing or tax incentives to encourage residential development near hospitals	SP	JEDCO, Ochsner, other partners TBD	Medium term	Develop a suite of options in concert with the hospitals; assess their willingness to implement; incentives or programs put in place; residential population near hospitals increases	In progress. A recommended action item of the Terrytown Revitalization Study Strategic Plan is to explore the feasibility of developing an employer-assisted housing program with nearby major employers such as Ochsner's westbank campus. Preliminary discussions have been held toward this effort.

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: 47

Since April 2019: 7



	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. Held the second-quarter 2019 Jefferson Tech Alliance roundtable meeting in May centered around K-12 workforce development with Lucy Lejeune at JPPSS.</p> <p>Held the third-quarter 2019 Jefferson Tech Alliance roundtable meeting in August featuring Rep. Julie Stokes and Ileana Ledet of GNO, Inc., who engaged the group in a discussion focused on Louisiana tax policy and how it compares to other states.</p> <p>Held an internal planning meeting with three area tech companies to discuss future roundtable topics and priorities and began planning end-of-year luncheon and 2020 roundtable topics.</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. Joined stakeholder interviews for the Fat City ULI TAP, which is evaluating possible public and private improvements to make Fat City a more walkable district that can attract investment and workers.</p> <p>JEDCO PR & Marketing Director serves on the Metairie Revitalization Committee and provided input regarding place-making, quality of life, and economic development improvements to make Metairie a more walkable hub for residents and businesses.</p> <p>As recognized within the Terrytown Revitalization Study Strategic Plan, the Parish has plans to execute projects under the Oakwood Smart Growth Road Bond Program, which provide streetscape improvements to key corridors in Terrytown in the form of approved pedestrian safety, bike infrastructure, and beautification. To complement these upcoming improvements, the Parish Council rezoned property fronting on Holmes Blvd. to yield land uses and development types at scales that are appropriate within a walkable environment. Recommended action items of the strategic plan ensure that the roadway improvements and new zoning regulations are implemented.</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	<p>In progress. Nominated Gretna-based Computrols for the 2019 Louisiana Lantern Award and company was selected as winner of Region 1. JEDCO publicized the company's win via press release.</p> <p>EDS responded to Request for Proposals for Project Pilgrim, an international technical services provider for video game developers, interested in opening its 10th location in North America which will provide three hundred full-time jobs at entry-level positions expected within 5 years, an estimated \$2.25 million capex. Greater New Orleans area has made the short list of top three desired locations. Company representatives visited Jefferson Parish sites, among others, in June.</p> <p>Pitched a story to WDSU, which was featured by the TV station, regarding the Gretna-based company Dig – The Dog Person's Dating App. JEDCO also shared a story regarding Geocent's technology being sent into space for the International Space Station across all social media platforms.</p> <p>EDS met with national tech company entering the market with product that incorporates solar power to street lights, being used in at least two parks in Jefferson Parish currently.</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	No action needed. JEDCO continues to support the organization of a hack-a-thon and will explore utilizing this tool when a suitable opportunity is uncovered through staff interactions with Jeff Tech Alliance members and implementation of various EDGE-related actions and 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	In progress. Held JeffTech Alliance planning meeting with three Jefferson Parish technology companies and discussed priorities for the group, including assisting with and advocating for infrastructure improvements and Smart City initiatives with the next Parish President.

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: 47***

Since April 2019: 8



	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	<p>In progress. Hosted the Jefferson Parish Environmental Stewardship Program, a stormwater management and green infrastructure educational seminar organized by JP Environmental Affairs for large businesses in Jefferson Parish. Contacted over 35 manufacturers, contractors, engineers, and industry groups about participating in the free seminar.</p> <p>Toured available Jefferson Parish brownfield sites with biological soil remediation technology services company interested in expanding to Louisiana.</p> <p>Participated in an SBA 504 loan to environmental firm, Leaaf Environmental, for the purchase and renovation of the company's permanent office building in Gretna.</p> <p>Reviewed all Jefferson Parish engineering firms by NAICS code to see whether their activities currently included environmental management activities or could easily be aligned with such activities. Updated internal retention database accordingly.</p>
26	Develop a concise brand for this industry cluster in alignment with regional marketing	MAR	JEDCO, GNO, Inc., other regional partners	Short term	Treatment of this industry cluster by GNO, Inc. and regional partners surveyed; brand developed and used in marketing materials; regional and national awareness increases	Complete.
27	Prepare for RESTORE Act funding	EDS, SP, MAR and FIN	JEDCO, GNO, Inc., other regional partners	Short to medium term, long term if the process is delayed	Number of Jefferson businesses with contracts or subcontracts; dollar amount of revenue from these contracts; direct and indirect economic impacts of RESTORE funding	<p>In progress. Held two calls with Quantified Ventures, a speaker from GNO, Inc's EverLab conference, regarding their Environmental Impact Bonds (EIB) and how they could potentially be used in Louisiana and Jefferson Parish for coastal restoration or other stormwater management projects.</p> <p>Hosted Coastal 101, an outreach and educational event organized by the Jefferson Parish Coastal Management Department to inform the public about Jefferson Parish coastal restoration efforts. JEDCO worked with the JP Coastal Director to incorporate information about upcoming bidding opportunities for Jefferson Parish engineers and contractors engaged in coastal restoration work and reached out to Jefferson Parish companies about the opportunity. JEDCO also tabled at the event, providing information about financing and other JEDCO resources available for companies in this cluster.</p> <p>JEDCO's Board of Commissioners approved a resolution authorizing JEDCO to sign letters of support for bills in the Senate and House, which direct additional GOMESA funds to Louisiana for coastal restoration.</p>

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.

	ActionItem	Type	Lead & Partners	Timeline	Success Metric(s)	Status
D	Market Jefferson Parish and the EDGE plan's targeted industry clusters	MAR	JEDCO	Short term; add to strategic operating plan	Marketing materials created; awareness of industry cluster targets increases; website updated to include industry cluster targets	<p>In progress. Developed print ad series for the Jefferson EDGE industry clusters that resulted in three finalized ads (Health Care, Logistics & Distribution, Food & Beverage).</p> <p>Shared a story regarding Geocent's technology being sent into space for the International Space Station across all social media platforms. Additionally, JEDCO promoted a MedCityNews article about Ochsner's cutting edge innovation.</p> <p>Began internally planning for landing pages on JEDCO's website for each of the EDGE 2020 targeted industry clusters, highlighting cluster companies in Jefferson Parish, success stories, and resources available for these companies.</p> <p>Developed a podcast, The Jefferson Parish Pulse, which went live during Manufacturing Week in October featuring interviews with Food, Beverage, and Seafood cluster manufacturers, including Boscoli Foods, Orleans Coffee, and Poof Cotton Candy. The podcast will be expanded to include representative businesses of additional clusters.</p>

	ActionItem	Type	Lead & Partners	Timeline	Success Metric(s)	Status
E	Develop programming to connect JP firms to expanded national and international markets	SP and EDS	JEDCO, partners TBD	Medium term	Programming developed; partnership(s) identified; exports increase	<p>In progress. Assisted a coffee farm in Panama, Café Suarez, looking to import several types of green coffee into US by providing interface with multiple resource partners and new business information.</p> <p>Coordinated and hosted a visit for business development delegates from Australia's Northwest Territory with GNO, Inc. and the World Trade Center of New Orleans.</p> <p>Participated in a trade mission for the Peruvian Chamber of Commerce and business delegation in coordination with the Hispanic Chamber of Commerce of Louisiana by providing an overview of Jefferson Parish, its business base and JEDCO's services, and responded to inquiries regarding connecting JP businesses with other markets, our financing and incentive programs, and the future development of Churchill Park.</p> <p>JEDCO's President & CEO joined a Louisiana delegation of 100 corporate executives, elected officials, education and community leaders in GNO, Inc.'s international business exchange event in Bogota, Colombia. The event was designed to foster a deeper understanding of the country's economy, while exploring commerce opportunities for Louisiana stakeholders. While on this trip, the Louisiana delegation met with local experts, corporate, and government entities to explore a number of key economic development issues, including energy, oil & gas production, the digital & technology sector, the entrepreneurial ecosystem, the convergence of higher education and workforce development, large-scale infrastructure projects, international trade, community revitalization and social reforms, and more. The event provided an opportunity to develop business connections with Colombia leaders, learn about economic strategies implemented by the country to enhance their global competitiveness, and explore synergies between Colombia and Louisiana.</p> <p>After meeting the UK Consul General of Houston in a roundtable panel discussion held by the WTC International Trade Committee who expressed a desire to promote our region to UK businesses, JEDCO's President & CEO arranged and held a conference call with the Consul General and Cornerstone Chemical Company executives to explore business development opportunities for UK companies with CCC. A trip to Louisiana, including Jefferson Parish, for Q1 2020 is currently in the works by a delegation of UK business leaders.</p>

	ActionItem	Type	Lead & Partners	Timeline	Success Metric(s)	Status
F	Encourage and market the diversity that makes Jefferson unique	MAR, EDS, FIN, and SP	JEDCO, Hispanic Chamber, other partners to be determined	Long term	Marketing materials developed in multiple languages; partnerships formed; joint initiatives with partners developed	<p>In progress. Invited several diverse organizations to present at the JEDCO Prosper Jefferson seminars including the Hispanic Chamber of Commerce of Louisiana, who served as a Business Resource speaker for the July event, and the New Orleans Regional Black Chamber of Commerce to speak at our August seminar.</p> <p>Cohosted an event with the New Orleans Regional Black Chamber of Commerce in September to share information pertaining to the respective organization's services. Discussed opportunities for minority businesses to access JEDCO financing as well as how to participate in the upcoming Superdome rehab project.</p>
G	Develop marketing materials that can assist with recruitment of employees, companies, and others considering moving to Jefferson Parish	MAR and EDS	JEDCO; some regional projects like Destination GNO can be part of this effort as well	Short to medium term	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	<p>In progress. JEDCO's Director of Marketing and EDS Manager are working with GNO, Inc. to recommend updates to the DestinationGNO website, an online tool that can be used by companies to recruit employees and by potential residents to familiarize themselves with various communities within the region.</p> <p>Developed an Opportunity Zone marketing prospectus that highlights projects, assets, and demographics within Jefferson Parish's Opportunity Zones. JEDCO hosts this marketing document on its website and has shared the packet with groups, prospects, and existing companies and developers in Jefferson Parish. JEDCO also hosted a panel discussion and several stakeholder meetings on the subject of Opportunity Zones and presented to the Metairie Business Development District.</p> <p>JEDCO worked with Entergy to develop an interactive mapping site to use as a marketing and recruitment tool, highlighting Jefferson Parish intermodal connectivity, Opportunity Zones, and key Jefferson Parish sites, including Churchill, Avondale, and the Airport south side redevelopment properties.</p>

Churchill Park & Fairfield

One of the major accomplishments of the EDGE program has been the acquisition and development of Churchill Park. As a result of Action H below, JEDCO and stakeholders created a new vision for Churchill Park with a new master plan for development that will establish a unique and vibrant identity to the Park, embrace its natural amenities, and provide a flexible framework to accommodate various development types and sizes. Even more now in light of new master plan for Churchill Park, the momentum towards the development of the surrounding Fairfield area 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.

	ActionItem	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. Met with Parish Council Offices as well as the Parish President's Office to review the master plan and discuss next steps. Refreshed the Churchill Park website with up-to-date master plan, imagery, and information.</p> <p>The Parish's state capital outlay request for a haul road within Churchill Park received appropriation in HB2 during the 2019 Legislative Session. The roadway, if funded, will serve as the foundation for a second primary point of ingress/egress into the Park.</p> <p>Images from the Master Plan were featured in a Fast Company article, placing the Park and its innovative design features, including green roofs and green/blue streets, on the international stage. According to the company's website, Fast Company is the world's leading business media brand, with an editorial focus on innovation in technology, leadership, world changing ideas, creativity, and design.</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. Provided an overview and the master plan to a prospect, Southern Lifestyle Development, and to LED Secretary and staff, including the site certification team. JEDCO also presented the Churchill Master Plan to the following organizations and groups: GNO, Inc. Board; NextGen Council; Jefferson Business Council; membership of the New Orleans Regional Black Chamber of Commerce; Elmwood Business Association Board; Jefferson Chamber of Commerce Board; Westbank Industrial Association Board; EDGE investors; and site selectors who attended the October tour.</p> <p>As stated in Action H, images from the Churchill Park Master Plan were featured in a Fast Company article, placing the Park and Jefferson Parish on the international stage.</p> <p>Created interactive marketing and mapping site with Entergy highlighting the Churchill master plan and intermodal connectivity on the Westbank and in Fairfield.</p> <p>Included information about Churchill Park and Fairfield-area development and opportunities in the October site selectors tour hosted by JEDCO and GNO, Inc.</p>

	ActionItem	Type	Lead& Partners	Timeline	Success Metric(s)	Status
J	Re-position the JEDCO incubator as a “maker space” – a membership-based model for using fabrication, machine shop, 3-D printers, etc., without having to own expensive equipment	SP and FAC	JEDCO, Delgado, industry partners	Medium term	Maker space business model developed; partners identified; equipment acquired; space opens to the public; revenue generated from operations	No action needed. Under the 2019 Strategic Operating Plan for JEDCO, the JEDCO Board approved renting the BIC to start-ups 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 prepared a flyer marketing the space for lease and posted it to the Featured Properties list on the JEDCO website and Louisiana Site Selection. JEDCO is actively marketing the building space to suitable tenants.

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.

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
K	Develop expanded and comprehensive workforce recruitment program, targeting high schoolers and their parents on the benefits of manufacturing careers	SP and EDS	JEDCO, HCIA, industry partners, educational partners like Delgado and Patrick Taylor Academy	Medium term	Number of students visiting HCIA and other businesses increases; increase in number of participating businesses	In progress. Organized and co-hosted the 2019 Manufacturing Summit on October 1st with Delgado River City Campus and Advanced Manufacturing Center. The Manufacturing Summit featured panel discussions and tabling from workforce development and manufacturing resource providers, as well as a tour of Delgado's campus for Ehret High School students and Jefferson Parish companies.
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	<p>In progress. Began serving on the advisory committee for the Regional Planning Commission's NewLinks Comprehensive Operations Analysis (COA), which examines transit systems and routes on a regional level between Jefferson, Orleans, and St. Bernard Parishes. Participated in a Regional Innovation Alliance meeting with universities and economic development partners regarding the NewLinks COA.</p> <p>Continued working with GNO, Inc. and JeT on a plan to recommend funding and strategies to implement the JeT Strategic Plan. Met with GNOF and spoke with members of the Jefferson Community Foundation board about possible funding for a gap analysis study. Spoke with Jefferson Chamber of Commerce and Jefferson Business Council regarding their support for the JeT Strategic Plan and developing recommendations for implementing the plan.</p> <p>JEDCO President & CEO participated as a panelist at the annual State of Transit breakfast briefing hosted by Ride New Orleans, a transit advocacy and research non-profit. JEDCO Strategic Initiatives Manager joined the Ride board of directors.</p> <p>JEDCO's VP/COO participated in the July meeting of the RTA's Advisory Committee for the Strategic Mobility Plan to learn of the progress made on the plan's action items and provide feedback.</p> <p>JEDCO met with RPC, JeT, Jefferson Parish, and GNO, Inc. about expanded transit service from the Airport's new North Terminal when it opens.</p>

	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 Jefferson Parish included recommendations to improve bicycle infrastructure and sidewalks in Terrytown as part of the Terrytown Neighborhood Revitalization Strategic Plan.</p> <p>JEDCO facilitated a meeting between the City of Gretna and a P3 consultant with GNO, Inc. to discuss strategies to fund the Gretna ferry.</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. Celebrated the launch of the mechatronics apprenticeship program developed at Delgado River City and Advanced Manufacturing Center with Jefferson Parish companies Laitram and Zatarain's to train students across a variety of skill sets within the manufacturing industry.</p> <p>Issued letter in support of Northshore Technical Community College's application for funding from the US Dept. of Labor Employment and Training Administration and Delta Regional Authority for the GNOu program to build capacity around apprenticeship and work-based learning programs in the Greater New Orleans region.</p> <p>GNO, Inc.'s application, which JEDCO supported for the 2019 i6 Challenge, was funded and publicly announced in June. The award will support their work with the Regional Innovation Alliance university partners and the GNOu program.</p> <p>The 2019 Manufacturing Summit, which was cohosted with Delgado, further strengthened and resulted in the creation of new relationships between JEDCO, the business community, workforce, Delgado, and other resource providers.</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. The 2019 Manufacturing Summit featured the Re-Entry Court Program in a panel discussion highlighting training and employment resources available to manufacturers.</p> <p>The Re-Entry Court Program is routinely shared with employers during retention meetings and there are over ten Jefferson Parish companies currently employing re-entry court participants, two of which include Laitram and T. Parker Host/Avondale Marine.</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	Complete. JEDCO began working with the Parish Administration and LDEQ to identify potential brownfields and technical assistance it can provide toward repositioning these properties for commerce. The Parish is intending to submit a grant application to the EPA for environmental assessments of brownfields, and JEDCO is exploring the possibility of applying as a subrecipient of an EPA Technical Assistance grant that would fund some of its efforts toward marketing brownfield properties.

	ActionItem	Type	Lead & Partners	Timeline	Success Metric(s)	Status
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)	<p>In progress. Held regular meetings with project team and other key partners to develop recommended action items under the Terrytown Neighborhood Revitalization Study Strategic Plan, including establishing lending programs, a model home program, property tax incentive district, grant funding, zoning changes, and general community improvements. Presented to the Terrytown Civic Association (TCA) in June, August, and October regarding updates on plan development and to seek their input on action items.</p> <p>In coordination with the JP Council, the project team, HBA leadership and the JPFA, developed a model home program whereby the acquisition of vacant lots and homes in Terrytown for the construction of new model homes and renovation of existing homes in accordance with Tulane Small Center’s design guidelines would be financed by the JPFA and Council district funds, with construction oversight by the New Orleans Education League of the Construction Industry (NOEL). On October 23rd, the Council approved an agreement with the JPFA directing up to \$250,000 to the Terrytown model home pilot program. JEDCO continues working with JPFA/NOEL on the development of a CEA for the program.</p> <p>Prepared an ordinance establishing an Economic Development District over the Terrytown neighborhood to enable the Restoration Tax Abatement program, which provides a limited property tax abatement on significant improvements to existing commercial and residential structures. The ordinance was introduced at the October 23rd Council meeting to be considered for approval in December.</p> <p>Seeking final input on the strategic plan from the TCA in November. JEDCO and JP Planning will present the strategic plan to the PAB and Council for adoption in November and December, respectively.</p>
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	<p>In progress. Two phases of the Façade Improvement Program are underway with five of the eighteen funded projects completed.</p>
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	<p>Complete.</p>



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