



Jefferson **EDGE2020**

Implementation Progress Report

October 2018



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1. ABOUT THIS REPORT

History of the Jefferson EDGE

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

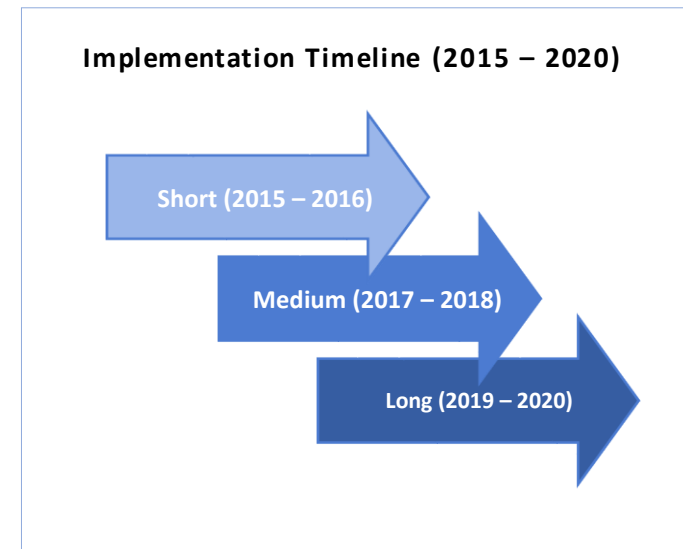
The current Jefferson EDGE 2020 plan was developed by JEDCO and GCR, with extensive input from business, civic, and community leaders, and was released to the public in August 2015. The plan targets five industry clusters and five cross-cutting issues. The 46 actions contained within the EDGE 2020 span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

GCR's role is to provide a periodic assessment of the progress of implementation, outlining the status of each action item. Reports are to be released biannually through the year 2019 showing progress made on each action through the months of April and October. This October 2018 Implementation Progress Report is the sixth 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.

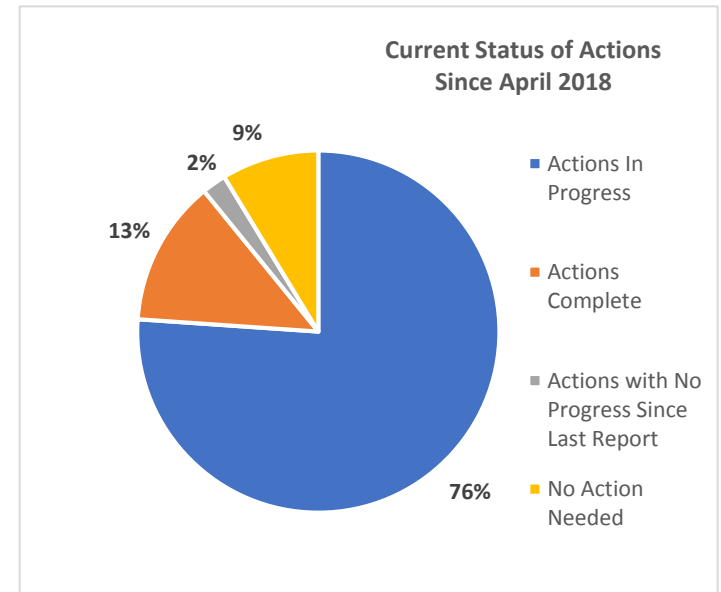


2. STATUS SNAPSHOT

Jefferson EDGE Actions

As of October 2018, a full 13 percent of EDGE actions are completed, with 76 percent of EDGE actions in progress. With the April 2017 progress report, JEDCO reported its first completed EDGE action – Action S: Housing Stock Enhancement Strategy. Since April 2017, three additional actions related to Permitting, one action related to Food, Beverage, Fishing, and Seafood, and one action related to IT Systems and Products are now deemed complete. Implementation progress will be tracked for completed actions. Actions that have not required JEDCO action within this reporting period are labeled no action needed.

| Industry Cluster Actions | Complete | In Progress | No Progress | No Action Needed |
|--|----------|-------------|-------------|------------------|
| Food, Beverage, Fishing, and Seafood | 1 (17%) | 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%) | 1 (20%) | 0 |
| Water, Coastal, and Environmental Industries | 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 | 0 | 2 (66%) | 0 | 1 (33%) |
| Workforce Development & Mobility | 0 | 5 (100%) | 0 | 0 |
| Building Stock | 1 (25%) | 2 (50%) | 0 | 1 (25%) |



Strategic Initiatives

With the creation of the Strategic Initiatives Department and Manager position in March 2017, JEDCO has seen the advancement of several EDGE initiatives. As an example, JEDCO has seen significant progress toward the development of the Churchill Park Master Plan. The master plan project is a sizeable initiative that required substantial staff time to develop the contract and launch the planning process, and now to organize stakeholder meetings and provide data to the consultants. There have been three onsite visits and symposia with stakeholders to inform the development of the plan. These meetings have resulted in three concept alternatives that have been shared with key stakeholders. The draft of the master plan is underway.

Strategic Initiatives has also made progress on the Housing Stock Revitalization Plan. In September of 2018 JEDCO joined the Planning Department in drafting a resolution that was ultimately passed by the Jefferson Parish Council authorizing the Planning Department and JEDCO to lead a Terrytown Revitalization Study, including a zoning and future land use study, the creation of design standards for construction and renovation, and a neighborhood revitalization pilot program to include revitalization initiatives called for within the Housing Stock Revitalization Plan. JEDCO will largely coordinate the Terrytown Neighborhood Revitalization Pilot Program, the piece of the study aimed at stimulating housing investment and enhancing existing housing units throughout Terrytown.

In August JEDCO and GCR began 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 begun initial research outlining best practices; have identified local and regional barriers to entry of the brewery/distillery industry; and have conducted stakeholder interviews, providing key insights into the challenges and needs of local brewers and distillers.

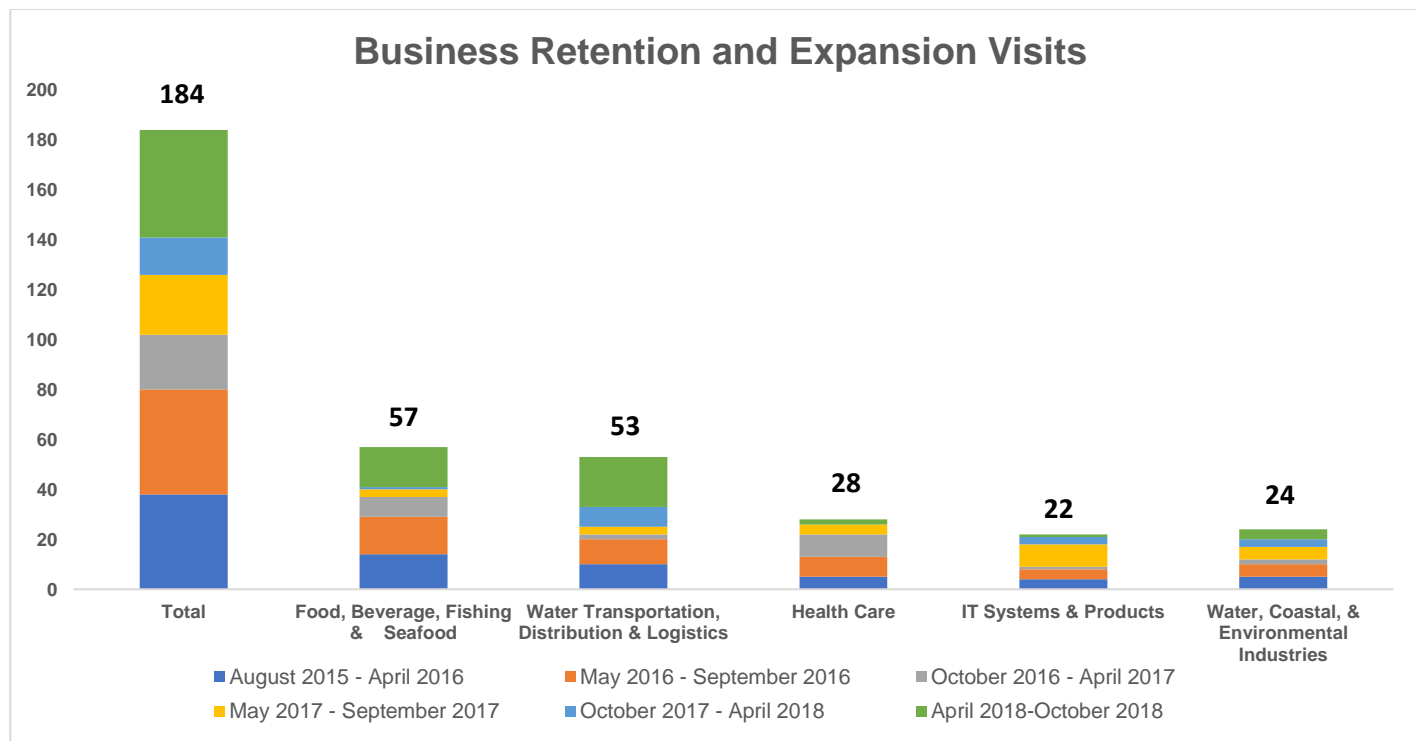


Stakeholder meeting of the third Symposium for the Churchill Park Master Plan.

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 have held 184 visits with businesses in the five target clusters. These visits have led to impacts detailed in the section below.

In this project period, JEDCO also successfully retained and attracted several major business developments in EDGE industry clusters. Fuji Vegetable Oil, U.S. Foods, and most notably, Avondale Marine, are all moving forward with plans in Jefferson Parish. Avondale Marine LLC, a joint venture between Virginia-based T. Parker Host and Illinois-based Hilco Redevelopment Partners, created to bring Avondale Shipyard back into commerce, purchased Avondale Shipyards in October 2018 with plans to redevelop the site's crane, dock and terminal assets while connecting global waterborne commerce with manufacturing, fabrication and distribution facilities onshore. The company envisions the development of a modern, world-class global logistics hub, with value-added manufacturing at its core, to maximize job growth and investment in Jefferson Parish. JEDCO played an integral role in bringing the Avondale purchase to fruition.



3. INDUSTRY CLUSTER STRATEGIES

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

Food, Beverage, Fishing & Seafood

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

Water Transportation, Distribution, Logistics

This is a foundational industry cluster in Jefferson Parish and the region. Jefferson's hard assets, including the Harvey Canal, interstate highways, Mississippi River, multiple Class 1 railroads, 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 the Jefferson facilities. Growth in this industry cluster is already visible as Ochsner Health System begins planned improvements along the Jefferson Highway corridor while East Jefferson General Hospital and West Jefferson Medical Center expand their offerings around the Parish to provide easier access to care.

IT Systems and Products

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

Water, Coastal, and Environmental Industries

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

Food, Beverage, Fishing, and Seafood

This cluster includes the following types of businesses:

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

Total Business Retention, Expansion, and Attraction Visits held: 57

Since April 2018: 16



| | Action Item | Type | Lead & Partners | Timeline | Success Metric(s) | Status |
|---|---|-------------|---|--|---|--|
| 1 | Develop comprehensive database of existing firms, supplier and production needs, and target customers | EDS | JEDCO, Port of New Orleans, LSU 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. 21 Food, Beverage, and Seafood businesses have been added since April 2018 for a total of 576 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. |
| 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 selected this action item as the focus for GCR's technical assistance to be provided under their EDGE contract. The scope of work involved a review of existing code and regulations, barriers to entry in Jefferson Parish, best practices in other comparable communities, and the drafting of regulatory and code language to be adopted by Jefferson Parish. GCR has finalized initial research and completed a memo identifying barriers to entry. Drafting best practice case studies and updated regulations for Jefferson Parish to recommend for adoption by the council. |
| 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. Finance and Marketing developed a new SBA 504 ad campaign and used geofencing specifically at Restaurant Depot and Costco to target individuals in the Food, Beverage, and Seafood industry. |

| | 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 four prospects to the Second Harvest culinary and cold storage space since April 2018. EDS has also discussed expansion with a local FBS business and provided preliminary information on potential sites, incentives, and financing.</p> <p>Continuing to support the expansion of US Foods, a national foodservice distributor, through the continued negotiation of the PILOT and identification of funding for current and potential infrastructure needs. The new development will include a state of the art distribution warehouse, cold storage facility, and test kitchen.</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. Provided continued support to connect Fuji Oil with local workforce development contacts and other critical resources, including Delgado Community College. Fuji Oil is opening a second US refinery in Jefferson Parish near Avondale Shipyards. Fuji's oils and fats are ingredients of a variety of food products.</p> <p>EDS attended the Louisiana Restaurant Association Expo in August 2018, leading to 13 retention meetings with businesses in the FBS cluster.</p> |

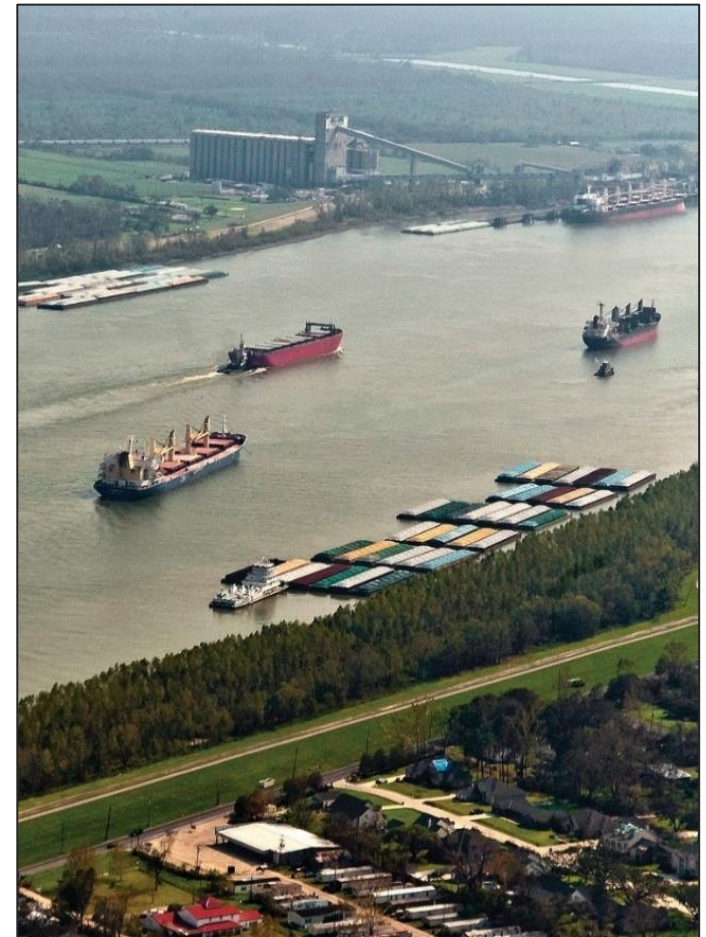
Water Transportation, Distribution & Logistics

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: 53

Since April 2018: 20



| | 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. While meeting was facilitated by the Port of New Orleans, JEDCO participated in meeting with the BNSF Railway, local and regional EDOs and the Port of New Orleans to discuss regional economic development initiatives.</p> <p>In conjunction with state, regional, and local partners, JEDCO facilitated a press event announcing the acquisition of the Avondale Shipyard.</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. Provided information on opportunities to locate on the south side of the Airport to the developer of a major distribution center.</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. Providing ongoing support to US Foods to identify needed infrastructure improvements and funding opportunities for the site and surrounding area. Continuing to identify creative solutions to support and capture the company's significant investment. As a result, the project site and surrounding area will have significantly improved drainage infrastructure and the company will be served by sanitary sewer.</p> <p>Acquisition of the former Avondale Shipyard site by Avondale Marine LLC is completed. JEDCO coordinated and participated in a variety of meetings to discuss infrastructure improvements for the site with such partners as Jefferson Parish, GNO Inc., LED, the Port of New Orleans, Federal Congressional representatives, and others. JEDCO continues to support planning process for the site in partnership with local, regional and state stakeholders.</p> <p>Maintained an active presence in the redevelopment of Louis Armstrong International Airport. Staff attended Public Meeting to review plans for Airport flyover and provided private business with information on how to submit comments to DOTD regarding the plans for the flyover.</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 owns the site | Hopefully, short term; realistically, this could take several more years to identify and implement a use for the site's full potential | Shipyard site put back into commerce; employment and investment at the site increase | <p>In progress. The Avondale Shipyard site was purchased on Oct. 3 by Avondale Marine LLC, a joint venture between T. Parker Host and Hilco Redevelopment Partners. The planned development will include value added manufacturing and distribution tenants to maximize job growth and investment in Jefferson Parish.</p> <p>JEDCO worked closely with Avondale Marine and numerous partners during this reporting period to ensure the success of the purchase and development deal. Leading up to the purchase of Avondale Shipyard, the JEDCO Board of Commissioners adopted a resolution in support Avondale Marine's acquisition of the site on August 30, 2018. The Board of Commissioners also approved memorandum of understanding with Avondale Marine and a draft PILOT agreement on September 19, 2018 to further support the company's actions to close on the site.</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. Continuing to work with US Foods to finalize PILOT for the expansion of the current facility. The company partners with about 250,000 restaurants and foodservice operators nationally to help their businesses succeed.</p> <p>EDS attended the Cargo Connection Conference and made connections with five local businesses.</p> |

| | Action Item | Type | Lead & Partners | Timeline | Success Metric(s) | Status |
|----|--|------|-----------------|---|---|--|
| 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. During BRE meetings, local distributors have identified the need for truck drivers. In response to this need, EDS staff connected businesses with local resources, including Coastal Truck Driving School. BRE visits resulted in EDS connecting 12 businesses with Delgado and UNO for on the job training.</p> <p>GNO, Inc's newly released State of the Sector report for this industry sheds new light onto the workforce needs of this cluster, i.e. the need for semi-skilled labor. JEDCO will continue to work with local businesses to identify workforce gaps and training needs.</p> |

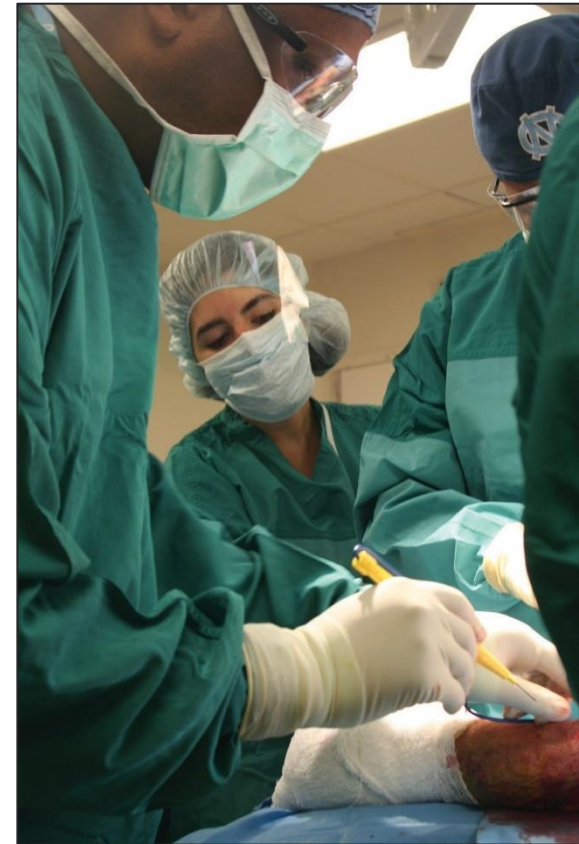
Health Care

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: 28

Since April 2018: 2



| | Action Item | Type | Lead & Partners | Timeline | Success Metric(s) | Status |
|----|--|------------|--|---|--|---|
| 14 | Improve career ladders and links to the workforce development system so that Jefferson residents can access jobs in health care | SP and EDS | JEDCO, Jefferson Parish WIB, Delgado Community College, Kenner Discovery H.S.A., Hospital partners | Short to medium term | Career ladders developed by workforce and industry partners; regular meetings between JEDCO and Jefferson WIB held; employment in Jefferson hospitals increases | In progress. JEDCO continues to be an active partner in coordinating efforts between Ochsner and the Jefferson Parish Finance Authority to create an employer-assisted housing program. In addition to revitalizing housing in the parish, the program hopes to act as a workforce recruitment and retention strategy. |
| 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. Continued to work with JeT to provide input for Jefferson Parish Transit's Strategic Plan. Signed letter of support for more regional transit connections and the extension of the RTA line to Ochsner. RTA announced the extension in August 2018 at ribbon-cutting ceremony, which was attended by JEDCO Economic Development Manager. Connected with a hotel developer interested in learning about opportunities along Jefferson Highway. |
| 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. In October 2018, JEDCO's Board of Commissioners approved a PILOT Lease agreement 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 the Façade Improvement Program, which includes Jefferson Highway. The program has successfully entered into the first two of approximately 20 contracts to revitalize facades in Fat City and along Jefferson Highway. |

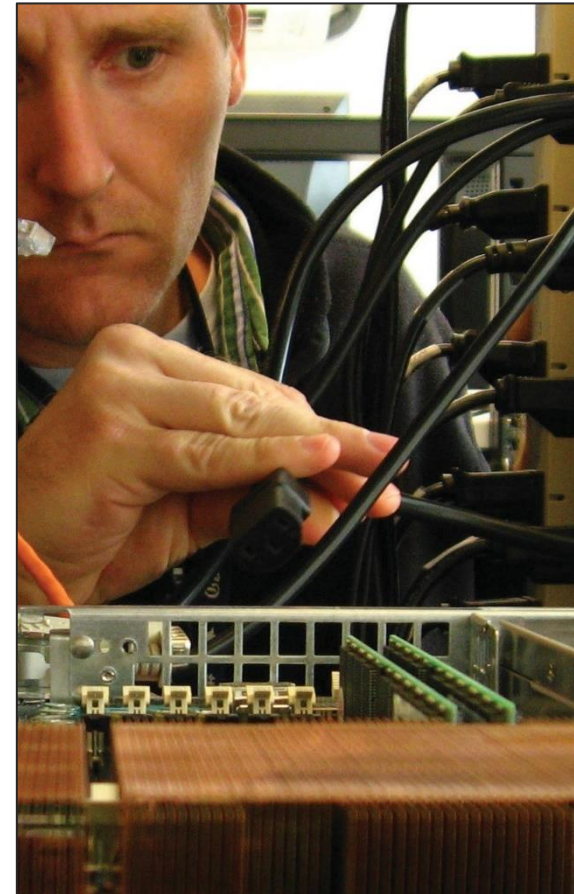
| | Action Item | Type | Lead & Partners | Timeline | Success Metric(s) | Status |
|----|---|------------|---|-------------|---|---|
| 17 | Promote and encourage the revitalization of the Hope Haven campus as a catalytic development for the Westbank that can address community health needs | SP | West Jefferson Medical Center, Jefferson Chamber, JEDCO, financial and development partners | Long term | Reuse for Hope Haven buildings identified; governance and funding sources identified; construction begins | No action needed. Jefferson Parish government leased the facility from the Archdiocese of New Orleans. The Parish is seeking funding to convert the campus to its Code Enforcement West Bank location. JEDCO has offered JP assistance toward campus development if plans change to attract private tenants. |
| 18 | Develop alignment around a coordinated brand for the region's medical infrastructure | MAR and SP | JEDCO, GNO, Inc., NOLABA, Regional Planning Commission, Jefferson and New Orleans CVB, Medical partners | Short term | Initial meetings between regional stakeholders held; regional brand developed; national or international awareness increased | In progress. JEDCO has hired an advertising firm to create a campaign focused on marketing EDGE industry clusters, including Healthcare. |
| 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. JEDCO continues to work with Ochsner toward the development of an employer-assisted housing program focused on the neighborhoods adjacent to the main Ochsner campus and West Campus. Through JEDCO's orchestration, Ochsner is working with the Jefferson Parish Finance Authority and has started to identify initial program requirements. |

IT Systems and Products

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

Total Business Retention, Expansion, and Attraction Visits held: 21

Since April 2018:1



| | Action Item | Type | Lead & Partners | Timeline | Success Metric(s) | Status |
|----|--|------------|---|---|---|---|
| 20 | Develop a Jefferson- based IT industry group to advocate for state and local policies | SP and EDS | JEDCO, industry partners | Short to medium term | Group formed and begins meeting regularly | Complete. IT Group has been created and meets on a regular quarterly basis. The June roundtable meeting focused on fiber technology and identified opportunities for Jefferson Parish to work with tech companies and tech infrastructure providers to streamline existing systems and improve expanded services. In lieu of a Q3 meeting, JEDCO met internally, as well as with Jefferson Parish's Director of Electronic Information Services about future advocacy roles for the IT group. |
| 21 | Advocate for continued development of more walkable hubs necessary to attract workforce and retain companies | SP | JEDCO, industry partners, Jefferson Chamber, developer partners | Short term for advocacy, long term for implementation | Industry group develops "wish list" of needed development; partner organizations continue to push for the zoning and development changes necessary to implement | In progress. JEDCO and stakeholders have expressed support for walkability and connectivity in the master planning process for Churchill Technology and Business Park. JEDCO is working with Lauricella Land Company to identify creative solutions that would support Elmwood Shopping Center's redevelopment into a town center concept. An economic development district was established over the entire shopping center in October by the JP council. JEDCO helped usher this legislation through the process. The EDD sets the foundation of a new fund to capture a portion of sales tax revenues from sales within the district that can be directed toward the funding of public infrastructure improvements within the district. |
| 22 | Target specific kinds of IT companies or products that align with industry targets | EDS | JEDCO | Short term; add to strategic operating plan | Focus of strategic operating plan is expanded to include types of IT companies to be targeted; meetings held with targeted IT companies as part of business retention and expansion program | In progress. EDS responded to five Requests for Proposals from technology and IT firms seeking suitable sites. Firms represented a wide array of specializations including renewable energy, food technology, aerospace and defense, pharmaceuticals, and manufacturing. |
| 23 | Organize "hack-a-thons" to tackle IT needs of Jefferson industry cluster targets | SP and MAR | JEDCO, industry partners, business groups | Short to medium term | Number of events conducted; participants per event | No progress since last report. JEDCO continues to support the organization of a hack-a-thon. However, the right opportunity has not presented itself to use this tool. |

| | Action Item | Type | Lead & Partners | Timeline | Success Metric(s) | Status |
|----|--|------|--------------------------|-------------|--|--|
| 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. The fifth IT roundtable took place in June and was centered around topic of fiber capabilities and opportunities for Jefferson Parish. Utility providers and Jefferson Parish Director of Electronic Information Systems were in attendance.</p> <p>JEDCO spoke with telecommunications companies about permitting process for laying fiber cable in Jefferson Parish. Working with Jefferson Parish Information Technology Director on possible initiatives to improve fiber connectivity as well as smart-city actions.</p> |

Water, Coastal, and Environmental Industries

This cluster includes the following types of businesses:

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

Total Business Retention, Expansion, and Attraction Visits held: 24

Since April 2018: 4



| | 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. Attended networking event connecting businesses in water management and made connections with several companies. As a follow-up to that event, provided information on potential sites to the director of coastal restoration non-profit. |
| 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 has internally selected the term “Environmental Management” for this cluster to be in line with terminology used by GNO, Inc. and the Regional Planning Commission. JEDCO’s Marketing Director will review collateral and external branding in the next reporting period. |
| 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 CPRA Board meeting in September to stay informed and to be able to provide local businesses with information on bidding opportunities for Coastal Master Plan projects. Jefferson Parish submitted a Letter of Intent to the National Academies of Sciences Guild Research Program to support research and education regarding coastal loss, coastal restorations, and green infrastructure efforts in Jefferson Parish. In addition to JEDCO, the proposed project team includes Jefferson Parish, UNO, LSU Coastal Sustainability Studio, and the National Wildlife Federation. JEDCO’s potential role on the team would be to engage business stakeholders and coordinate education and training programs. |

4. CROSS-CUTTING ISSUES

Permitting

During the EDGE update planning process stakeholders recognized that a new standard of excellence in permitting is achievable, hence the three action items listed below. However, since the EDGE update's adoption significant progress has been made. The Permitting Committee met on August 22, 2017 to review the changes and determined that the process had been streamlined and communication among departments had improved significantly. Therefore, with the October 2017 Implementation Progress Report of the EDGE, the below three actions were marked complete. 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 work is under way. JEDCO issued a press release that was picked up in many news outlets for Fuji Oil Company's announcement of Jefferson Parish as the location for the company's second U.S. refinery. The press release highlighted the strength and success of the EDGE's Food, Beverage, Seafood and Fishing cluster in Jefferson Parish. |
| E | Develop programming to connect JP firms to expanded national and international markets | SP and EDS | JEDCO, partners TBD | Medium term | Programming developed; partnership(s) identified; exports increase | In progress. With the assistance of Dyno Nobel, JEDCO made connection with the Executive Director of Manufacturing Australia and hosted a visit to Jefferson Parish, including sites of Jefferson Parish manufacturers in June. Jefferson Parish is featured in the September American Airlines magazine as part of a feature piece on Louisiana. JEDCO staff provided content that highlights Innovation Ochsner, construction of the new Armstrong Airport, and a quote from JEDCO's President and CEO. |

| | 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 | In progress. JEDCO's 6th Annual JEDCO Challenge, an entrepreneurial pitch competition, was held in May. The competition reflected Jefferson Parish's diverse composition, from the diversity of the judge's panel across race, ethnic background, gender and industry expertise, to the actual Challenge finalists – two of which are women this year and each represent a unique industry. As part of the program, JEDCO's Director of Marketing and Innovation created a video for each finalist highlighting their background, products and applications. Videos are available for public viewing via JEDCO's social media outlets, website, and highlighted in a press release. JEDCO also issued a press release introducing and highlighting the judges. |
| G | Develop marketing materials that can assist with recruitment of employees, companies, and others considering moving to Jefferson Parish | MAR and EDS | JEDCO; some regional projects like Destination GNO can be part of this effort as well | Short to medium term | Recruiting needs of employers, such as hospitals, determined; materials scoped and developed as needed with assistance from partners; general recruiting materials created, such as website feature | In progress. Created a development packet for a distribution prospect. Began compiling maps and information to develop an interactive online map for prospective and expanding businesses and developers. The map will be on JEDCO's website and will layer all of Jefferson Parish's geographically-based incentives. |

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 |
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| 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 | In progress. Perkins+Will, an international master planning firm, is developing a master plan for Churchill Technology & Business Park. They have completed the review of existing uses and facilities and the existing restrictive codes and covenants. Design concept alternatives have been presented to JEDCO and stakeholders for feedback. The second and third symposium were held in June and September with a variety of Jefferson Parish and regional stakeholders from the public and private sectors, including the Advisory and Steering Committee. |
| I | Push for full development of Fairfield with large scale developers | SP and EDS | JEDCO | Work realistically will take many years | Fairfield developer(s) identified and under contract; construction and development proceed; residential population and commercial development increases | In progress. The Churchill Park master plan process brought together a variety of Fairfield property owners and developers to discuss how Churchill Park can serve as a catalyst for development in the full Fairfield region. The new FIRMs along with the announcement of the acquisition of Avondale Shipyard and Churchill Park's Master Plan will be used to market the Fairfield area to potential large-scale developers. |
| J | Re-position the JEDCO incubator as a "maker space" – a membership-based model for using fabrication, machine shop, 3-D printers etc. without having to own expensive equipment | SP and FAC | JEDCO, Delgado, industry partners | Medium term | Maker space business model developed; partners identified; equipment acquired; space opens to the public; revenue generated from operations | No action needed. It is expected that potential uses/strategies for the Business Innovation Center will surface during Churchill Park Master Plan development. Until then, per JEDCO board's direction, JEDCO will offer the BIC to businesses under a market rate lease or as a recruitment incentive to house on-the-ground teams of new businesses to Jefferson Parish during the construction of their own permanent facilities. The space was leased temporarily (through June 2018) to a film production company. |

Workforce Development & Mobility

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

| | Action Item | Type | Lead & Partners | Timeline | Success Metric(s) | Status |
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| K | Develop expanded and comprehensive workforce recruitment program, targeting high schoolers and their parents on the benefits of manufacturing careers | SP and EDS | JEDCO, HCIA, industry partners, educational partners like Delgado and Patrick Taylor Academy | Medium term | Number of students visiting HCIA and other businesses increases; increase in number of participating businesses | <p>In progress. The second Workforce 2.0 event with WBIA was held on October 18, 2018 to connect those in need of training with local businesses and 2-year and 4-year educational partners. Eighteen service providers and educational partners were in attendance.</p> <p>JEDCO is supporting the efforts of the Jefferson Parish Public School System to establish a career and technical school at NOLA Motor Sports located in Avondale.</p> |
| L | Address workforce mobility challenges, particularly by advocating for improved transit connections and travel time to job centers and destinations including Ochsner, Delgado campuses, Metairie CBD/Lakeview and Elmwood | SP | JEDCO, Jefferson Transit (JeT), Regional Planning Commission, Regional Transit Authority (RTA), Parish Council, GNO, Inc., Ride NOLA | Short to medium term | Initial meetings with partners held to create awareness and consensus; Improvements to RTA- JeT connectivity identified and implemented, such as a regional day pass, reduced transfers, and route changes | <p>In progress. JEDCO attended the first and second JeT Strategic Plan Advisory Committee meetings, as well as planned and hosted a Business Leader Roundtable for the JeT Strategic Plan to review public transit needs and workforce development hurdles for major employers. Connected economic development organizations in peer regions (Tampa Bay-St. Petersburg and Raleigh-Durham) with the JeT Strategic Plan team to compare transit community perception.</p> <p>Facilitated meeting between transportation and transit mobility consultant for Churchill Park Master Plan and Sharon Leader and Mark Drewes to discuss transit and transportation options for Churchill Park.</p> |
| 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 public private partnership funding strategies for the Gretna Ferry.</p> <p>Participated in the Walk Bike Places Conference to discuss how to best connect multimodal transportation opens across parish lines.</p> <p>Worked to ensure downtown Gretna, which includes the Gretna Ferry Terminal, was included as an Opportunity Zone in order to attract development to the surrounding area.</p> |

| | Action Item | Type | Lead & Partners | Timeline | Success Metric(s) | Status |
|---|--|------------|---|---------------------|---|---|
| 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. Held second Workforce 2.0 event with WBIA on October 18, 2018 and connected those in need of training with local businesses and 2-year and 4-year educational partners.</p> <p>Engaged community educational stakeholders in the Churchill Park Master Planning effort, including Delgado and JPPSS as Master Plan Advisory Committee members.</p> <p>JEDCO created a new partnership with Patrick F. Taylor Science & Technology Academy connecting small business owners and web development students at the school. Through this program, JEDCO connects students with small business owners who do not have a functioning website due to liquidity and tech knowledge constraints. Through one or more collaborative meetings, the students design and activate the business' online presence, earning tech students service hours and real-world business experience.</p> <p>Held meeting with the president of Louisiana Association of Independent Colleges and Universities (LAICU) to determine how JEDCO can partner with private higher education institutions. Held subsequent meeting with Loyola's new Director of Workforce Development.</p> <p>Connected Fuji and Delgado Advanced Manufacturing Center of Excellence to discuss training opportunities.</p> <p>Wrote letter in support of Delgado's River City Campus' application to renew its Center of Excellence designation.</p> |
| O | Promote the re-entry court as a viable program that benefits businesses and reduces recidivism | SP and EDS | JEDCO, Judge Schlegel, business community | Long term | Businesses willing to participate in program identified and referred to the court | <p>In progress. Agreed to pilot the Second Chance Employers Initiative with partners. Participated in demonstration of Acrew platform to link prospective reentrants with willing employers.</p> <p>Continued work with Judge Schlegel to promote the re-entry court. Through the Judge's efforts, Silicon Valley's The 70 Million Jobs Company is allowing Jefferson to use the company's web platform, formalizing and centralizing the re-entry program. JEDCO, the Jefferson Chamber, and partners agreed to assist in creating a robust website by recruiting businesses to register. Development pending.</p> <p>Continued program marketing in business visits. JEDCO also delivered information about new re-entrant with IT experience to Parish IT industry group and other businesses.</p> |

Building Stock – Commercial and Residential

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

| | Action Item | Type | Lead & Partners | Timeline | Success Metric(s) | Status |
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| 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. Held kick-off meeting for the Terrytown Revitalization Study. Helped draft Council resolution calling for the neighborhood revitalization pilot program, which is a part of the Revitalization Study. JEDCO continues to be an active partner in coordinating efforts between Ochsner and the Jefferson Parish Finance Authority to create an employer-assisted housing program. In addition to revitalizing housing in the parish, the program hopes to act as a workforce recruitment and retention strategy. |
| 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 two of approximately 20 contracts to revitalize facades 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. The Program expects construction to begin this fall and construction to finalize at the end of Q1 2019. |
| S | Establish a blue-ribbon committee to tackle housing and develop a suite of recommendations | SP | JEDCO to stand up the committee | Medium term | Membership and structure of committee finalized; committee produces recommendations | Complete. |



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