

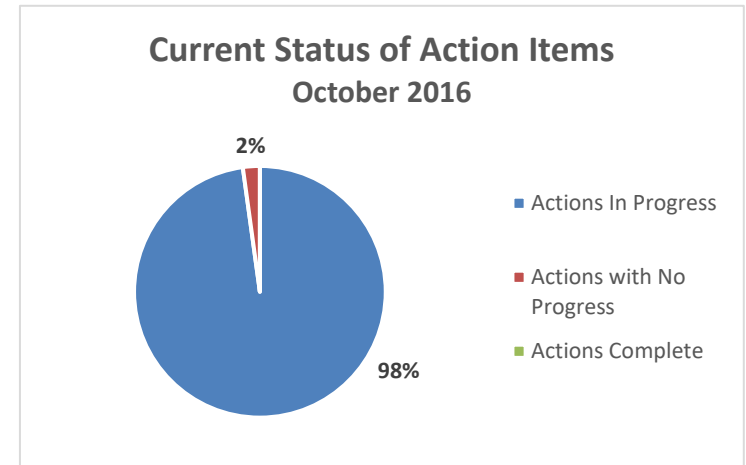
# INTRODUCTION

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

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

GCR's role is to provide a periodic assessment of the progress of implementation, outlining the status of each action item. The first report in April 2016 showed that implementation had begun on 42 actions from the EDGE 2020 plan. Today, 45 of the 46 actions are in progress, many of which have gained significant traction. While

no actions are complete, the breadth and depth of work across all JEDCO functions shows the commitment to full implementation of the strategy developed through the planning process. Through October 2016, a full 98 percent of EDGE actions are in progress. Only two percent, or one action, has seen no progress so far. Overall, the tremendous effort on the part of JEDCO staff, the business community, and all EDGE stakeholders and partners is commendable.



Industry Cluster Actions	Complete	In Progress	No Progress
Food, Beverage, Fishing, and Seafood	0	6 (100%)	0
Water Transportation, Distribution & Logistics	0	7 (100%)	0
Health Care	0	6 (100%)	0
IT Systems and Products	0	4 (80%)	1 (20%)
Water, Coastal, and Environmental Industries	0	3 (100%)	0

Cross-Cutting Issue Actions	Complete	In Progress	No Progress
Permitting	0	3 (100%)	0
Marketing & Market Expansion	0	4 (100%)	0
Churchill Park & Fairfield	0	3 (100%)	0
Workforce Development & Mobility	0	5 (100%)	0
Building Stock	0	4 (100%)	0

## II. FORMAT OF THIS REPORT

The strategy framework is divided into two categories. The first, Industry Cluster Strategies, outlines action items for the prioritized industry clusters in Jefferson Parish. The second category is Cross-Cutting Issues, which tackle broader issues that affect multiple clusters. The tables in this report are organized by cluster and by cross-cutting issue, and contain the following fields:

**# and Action Item:** These columns show the number (for cluster actions) or letter (for cross-cutting issue actions) and description of each item. The more detailed description for each action item is provided in the EDGE 2020 report, available on JEDCO's website at [www.jedco.org](http://www.jedco.org).

**Type:** Many action items have been incorporated into JEDCO's existing operations. As such, the "type" column denotes whether the action falls into the following JEDCO operational categories:

- Economic Development Services (EDS)
- Facilities & Information Technology (FAC)
- Finance (FIN)
- Marketing & Public Relations (MAR)
- Special Projects (SP)

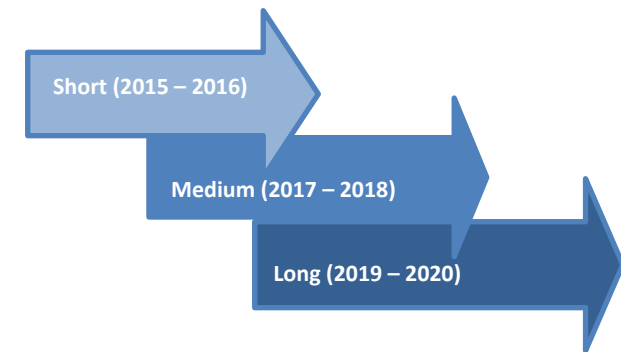
**Lead and Partners:** The lead for each action item and potential partners to include in the implementation process are noted here.

**Timeline:** The feasible timeline for implementation along the plan's five-year scale, whether short term, medium term, long term, annual, or other, is noted here.

**Success Metric(s):** These metrics offer benchmarks for progress and completion of each action item.

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

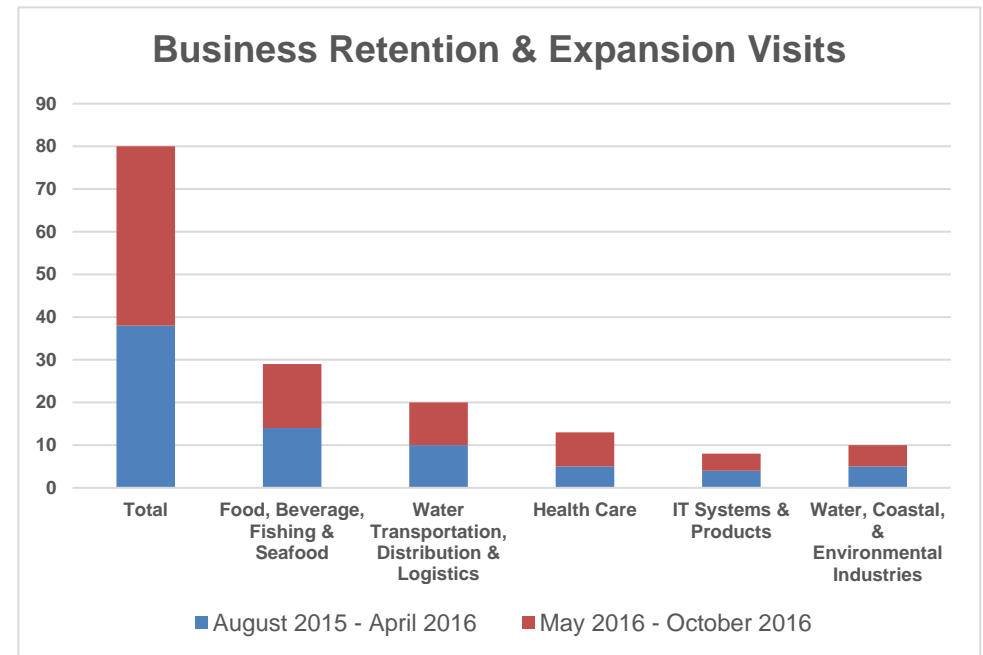
### Implementation Timeline (2015 – 2020)



## III.

## INDUSTRY CLUSTER STRATEGIES

A core component of the EDGE 2020 is the support of existing businesses as well as attraction of new businesses within key industry clusters defined through the planning process. Since adoption of the plan, JEDCO staff have held Business Retention and Expansion (BRE) visits with 80 businesses in the five target clusters. These visits have led to impacts detailed in the section below.



## Food, Beverage, Fishing, and Seafood

This cluster includes the following types of businesses:

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

Total Business Retention & Expansion visits held: 29;  
Since April 2016: 15



	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
1	Develop comprehensive database of existing firms, supplier and production needs, and target customers	EDS	JEDCO, Port of NewOrleans, LSU AgCenter, others TBD	Incorporate into annual strategic operating plan as a retention and expansion strategy	Database developed and utilized in JEDCO annual operations	<b>In progress.</b> JEDCO is in the process of implementing Salesforce, a nationally recognized leader in CRM (customer relationship management) software, across its BRE efforts. This tool will enhance JEDCO's ability to connect businesses with opportunities. It is anticipated the software will be fully implemented by December 31 <sup>st</sup> .
2	Target marketing to promote existing companies in this cluster	MAR	JEDCO	Incorporate into annual strategic operating plan as a marketing strategy	Marketing materials and strategies developed and tracked	<b>In progress.</b> This July, JEDCO began an overhaul of its website which will highlight each industry cluster's existing businesses and achievements and will allow JEDCO to share industry-specific information on available incentives, loans and other resources. A photo shoot initiated as part of the website revamp will document businesses within each cluster to allow for further showcasing and marketing opportunities. The website will be launched by the end of 2016.
3	Advocate for new regulations permitting breweries and distilleries	EDS and SP	JEDCO, Jefferson Department of Planning, Parish Council	Identify a champion and model legislation; use staff time to shepherd through the approval process	Model legislation developed and approved	<b>In progress.</b> Since the April 2016 update, JEDCO's EDS staff assisted experienced brewers from Chicago considering establishment of a new business in the parish. As the company continues to prepare, JEDCO staff will provide assistance with site selection, permitting and other technical items. JEDCO has also been approached by numerous breweries and distilleries in the past and will collect lessons learned through the process of working with the businesses.
4	Re-brand existing JEDCO financial products for this cluster	FIN and MAR	JEDCO, financing partners	Short-term; utilize internal marketing staff and finance team	Number of new food businesses utilizing financial products; dollars of investment leveraged by those financial products	<b>In progress.</b> JEDCO's revamped website discussed in Action 2 will provide marketing information on the industry cluster as well as information on resources that JEDCO and other stakeholders provide to businesses. Even prior to the website's completion at the end of 2016, the concentrated efforts to support this cluster since adoption of the EDGE 2020 has resulted in JEDCO's Finance Committee's approval of a loan to District Donuts, a New Orleans-based restaurant, for its expansion into Elmwood.

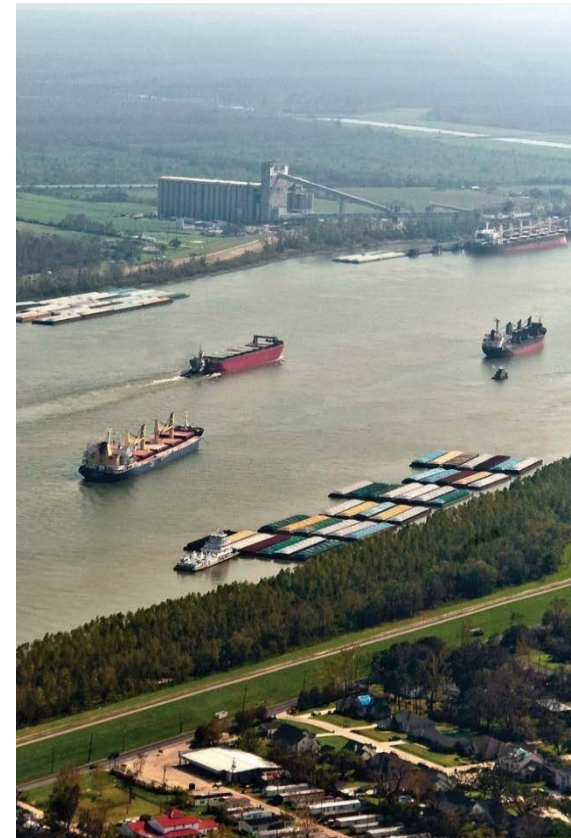
	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
5	<b>Work with developers to identify and target commercial building stock needed in this cluster, such as culinary space, cold storage, or other specific facilities</b>	EDS and SP	JEDCO; development partners; real estate partners	Short to medium term	Priority building stock needs identified and communicated to developers; number of new facilities constructed for food businesses	<b>In progress.</b> JEDCO provided site search assistance and tax incentive information to a local food manufacturer interested in expanding business and starting a food incubator. The lack of buildings in the parish equipped with up-to-date culinary space, means that the project will require significant build-out of an existing building. The company is determining a projected timeline and scope of project. JEDCO staff will reconnect in fourth quarter of 2016 for status. In November, JEDCO is hosting a luncheon for business leaders at Second Harvest's community kitchen space to promote the availability of lease space for emerging food businesses. District Donuts commissary space in Gretna, a JEDCO-financed venture which allows preparation space for food truck vendors, has reached capacity.
6	<b>Develop partnerships, particularly around local seafood, to promote producers</b>	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	<b>In progress.</b> JEDCO's support of Harlan's LA Fish, a Kenner-based seafood processor, with enrollment in a state incentive program that will help them to expand, was extended until early September 2016. The Town of Jean Lafitte is reevaluating the desired use of the Jules Nunez Lafitte Fisheries Market. JEDCO participated in a roundtable discussion with Dr. Thor Sigfusson, creator of Iceland Ocean Cluster, to explore ways that additional products can be created from Louisiana's seafood by-products. JEDCO nominated Boscoli Foods, the Kenner-based manufacturing firm, for Louisiana Economic Development's 2016 Louisiana Lantern Award. Boscoli Foods was the recipient of the Lantern Award for Region One for its commitment to excellence in manufacturing and service to its community. JEDCO's staff is currently assisting N.O. Brew, the Gretna-based maker of cold brew coffee, in their expansion efforts within the parish. N.O. Brew's recent partnership with Smoothie King on a high protein, coffee-enhanced smoothie further increases their market reach.

## Water Transportation, Distribution & Logistics

This cluster includes the following types of businesses:

- Freight rail transportation
- Warehousing
- Wholesalers
- Trucking
- Airport and air cargo
- Water transportation
- Ship, boat, and barge building and maintenance
- Logistics and freight forwarding
- Customs brokerages

Total Business Retention & Expansion visits held: 20;  
Since April 2016: 10



	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
7	Facilitate networking events for companies in this cluster	SP, EDS, MAR	JEDCO; HCIA and other business groups can assist	Short to medium term	Networking events held	<b>In progress.</b> As part of the Prosper Jefferson series, JEDCO, in conjunction with the Jefferson Chamber, will hold a seminar on the topic of exporting on November 30, 2016. The seminar will present an opportunity for industry representatives to connect and get updates on industry best practices.
8	Assist in implementing any future redevelopment/re-use strategy for Airport properties on south side	EDS	JEDCO, City of Kenner, Regional Planning Commission	Medium term	Priorities for re-use identified; redevelopment plans completed	<b>In progress.</b> JEDCO staff met with Airport and Kenner City officials regarding plans for airport-owned properties in Kenner which resulted in JEDCO assisting the City of Kenner on drafting and remittance of a letter to Airport officials requesting the Airport's full review of its property, including the intended use and eligibility for possible auction, and requesting a second follow-up meeting to discuss redevelopment plans. JEDCO is also supporting business owners with concerns related to airport-expansion construction issues. Further, JEDCO's Finance Committee approved a construction loan for Rock Enterprises Construction to build a facility on a former airport buyout property.
9	Identify priority needs for major infrastructure improvements, including freight rail and the Harvey Canal	SP and EDS	JEDCO, Regional Planning Commission, HCIA, Public Belt Railroad	Medium to long term; major funding will be needed for upgrades, but the work of identifying the highest priority needs can be done with a smaller study or staff resources	Priority needs identified and communicated to elected officials and industry stakeholders; funding sources identified	<b>In progress.</b> Further discussion with business owners after the April 2016 update clarified that the power line across the Harvey Canal is not an urgent issue. However, the need for additional rail providers at the Avondale Shipyard has increased in importance as port entities explore future uses for the facility. Most prospects for Avondale have expressed concern over the sale of the Public Belt. The Port of New Orleans is conducting due diligence on the site including concerns around rail access. In September, JEDCO attended the Governor's Transportation Infrastructure Task Force meeting regarding regional priorities such as interstate improvements in Kenner to support the new airport terminal; access at Earhart Expressway/Airline Drive; improvements at the Port of New Orleans; capacity and operational improvements at Earhart Expressway/Causeway Boulevard, MacArthur Interchange and Harvey Canal Bridge at Lapalco; as well as the Regional Rail Plan from Baton Rouge to New Orleans.



	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
10	Identify a new use for the Avondale Shipyard site	SP and EDS	JEDCO, GNO Inc., Port of New Orleans; Huntington Ingalls owns the site	Hopefully, short term; realistically, this could take several more years to identify and implement a use for the site's full potential	Shipyard site put back into commerce; employment and investment at the site increase	<b>In progress.</b> As mentioned in Action 9 above, the lack of additional rail presents an ongoing issue for potential entities looking to locate at the site. Since the site is served by one rail line (Union Pacific) there is a challenge in movement of products. JEDCO connected several warehousing operations and a manufacturing prospect to the Port of New Orleans and coordinated a tour of the Avondale site. The Port continues to pursue these opportunities. In partnership with a local warehouse, JEDCO continues to pursue the designation of the facility and other Westbank sites by the London Metals Exchange (LME).
11	Use mapping tools to promote the potential role of natural gas in the economic future of Jefferson Parish	EDS	JEDCO, LED	Long term	LED resources utilized by JEDCO staff to assess industrial potential of natural gas infrastructure	<b>In progress.</b> The Regional Sites Portal, a GIS tool created by GNO Inc. in conjunction with LED, is available to economic development organizations in the region. The tool identifies site location information such as the location of pipelines and their capacity as well as utilities, parcel lines, zoning, and other features to help with site selection. JEDCO has utilized this tool with site selection prospects.
12	Link transportation to the food and beverage industry through specialized logistics businesses	EDS	JEDCO	Medium term	Meetings held with food and beverage businesses; priority needs identified; needs communicated to logistics providers; food and beverage industry revenue increases; logistics business revenue increases	<b>In progress.</b> JEDCO connected local startup beverage manufacturer and winner of the 2016 JEDCO Challenge, Fresh Cane, with local distributor, Cross Road Centers, for branding assistance and distribution.
13	Use business retention visits to identify training and other workforce needs	EDS	JEDCO	Short term; add to standard retention visit practices	Retention visit protocol updated; workforce needs identified and communicated to workforce development partners	<b>In progress.</b> JEDCO's EDS staff continues to survey companies for their workforce needs during BRE visits. To date, no critical needs have been identified. Bollinger remains interested in a partnership with Bonnabel High School for a specialized training program once project and economic demands return.

## Health Care

This cluster includes the following types of businesses:

- Hospitals: Ochsner, East Jefferson General Hospital, West Jefferson Medical Center, Tulane Lakeside, Louisiana Children's Medical Center (LCMC)
- Doctors' offices
- Medical suppliers
- Service providers or contractors for hospitals
- Training providers and educational institutions

Total Business Retention & Expansion visits held: 13;  
Since April 2016: 8



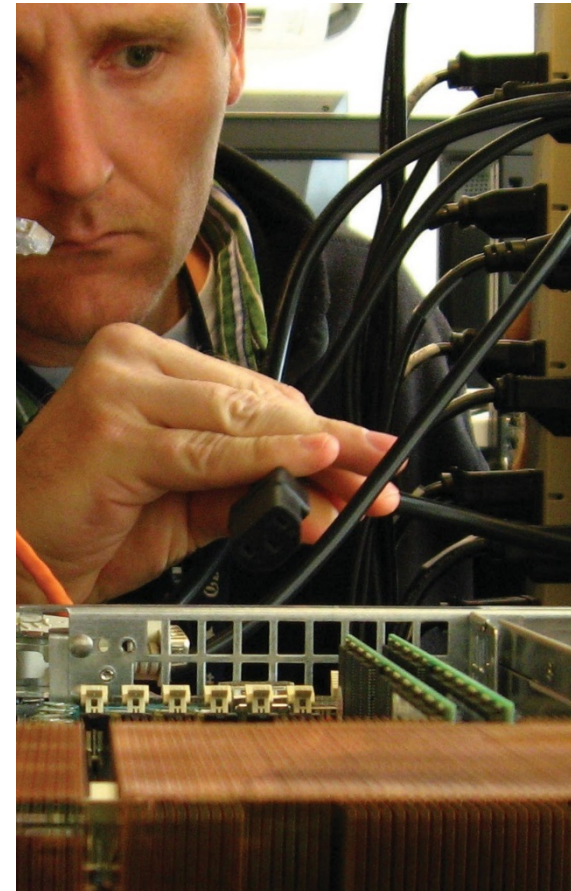
	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
14	Improve career ladders and links to the workforce development system so that Jefferson residents can access jobs in health care	SP and EDS	JEDCO, Jefferson Parish WIB, Delgado Community College, Kenner Discovery H.S.A., Hospital partners	Short to medium term	Career ladders developed by workforce and industry partners; regular meetings between JEDCO and Jefferson WIB held; employment in Jefferson hospitals increases	<b>In progress.</b> In a continued effort to improve residents' access to jobs, JEDCO participated on the Ochsner and parish-led TIGER grant application to improve transit access along the Jefferson Highway corridor. While the application submitted in Q2 was not awarded, the granting agency, the U.S. Department of Transportation, provided feedback that will improve the next application effort. Using recommendations from a technical memorandum on potential changes to JeT transit service, JEDCO met with the Parish's Director of Transit, Sharon Leader, and Chief Administrative Officer, Darryl Ward, who are aware of the transportation challenges of linking workers to the healthcare center. JeT received approval from the Jefferson Parish Council to utilize a 'day rate' to allow ease of transfer from RTA and JeT which would allow a flat rate no matter origin of the transit trip. The New Orleans City Council followed suit with approval of the 'day rate.' JeT and RTA are taking steps toward implementation. In addition, RPC has obtained a contract with the State to use federal funds for a study to identify improvements needed within the study area to facilitate expansion of the Ochsner campus. The study area is bound by Earhart to the North, River Road to the South, Causeway to the West, Montecello to the East and La 611 (River Road) between Causeway Boulevard and the Jefferson/Orleans Parish Line including the US 90 Corridor.
15	Address shortfalls in the hospitality industry that affect health care industry growth, including hotels and transportation	SP	JEDCO, development partners, Regional Planning Commission (for infrastructure pieces), JeT and RTA (for transit piece)	Medium to long term; private funds for hotel development, public and grant funding for transit improvements and road infrastructure	Number of hotel beds added in proximity to hospitals; reduction of transit travel time between major destinations	<b>In progress.</b> While there has been discussion of hotel development to support Ochsner's existing role as a center for destination healthcare, there are no immediate plans in place. Transportation is the other issue integral to Ochsner both for immediate workforce mobility as well as a center for destination healthcare. The Urban Land Institute (ULI) Technical Advisory Panel (TAP) planning process that took place in June 2015 resulted in an alignment around transformation of the Jefferson Highway corridor. Ochsner has incorporated recommendations from the TAP into the master plan; the TIGER grant; and the RPC grant. JEDCO's President & CEO and leaders from Ochsner presented at the October 11 <sup>th</sup> ULI breakfast on the continued outcomes of the collaborative partnership and redevelopment efforts along the Jefferson Highway corridor. The 'day rate' issue discussed in Action 14 will support the redevelopment strategy.

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
16	Work with Ochsner to capitalize on the transformative possibilities in the Jefferson Highway corridor, including mixed-use walkable developments	SP	JEDCO, Parish Council, Parish Planning, Ochsner, Urban Land Institute, development partners	Short to medium term	Priority zoning and development standards identified and communicated with parish; Jefferson Plaza site redeveloped; zoning changed along Jefferson Highway; mixed-use buildings developed; average age of residential units decreases; population increases in corridor	<b>In progress.</b> Building on the investments Ochsner announced for the Jefferson Highway corridor in early 2016, JEDCO initiated a façade improvement program for businesses along the corridor. The program is awaiting final contract between JEDCO and the parish before implementation starts. <i>(The program will also support façade improvements in Fat City.)</i> Furthering the emergence of a strong public private partnership, JEDCO also served as the economic development partner on Ochsner's application to the U.S. Economic Development Administration (EDA) to support further development of innovationOchsner (iO), a center for advanced analytics slated for the Jefferson Highway corridor.
17	Promote and encourage the revitalization of the Hope Haven campus as a catalytic development for the Westbank that can address community health needs	SP	West Jefferson Medical Center, Jefferson Chamber, JEDCO, financial and development partners	Long term	Reuse for Hope Haven buildings identified; governance and funding sources identified; construction begins	<b>In progress.</b> While LCMC Health did not select Hope Haven for its administrative facilities as discussed in the April 2016 update, JEDCO continues to market the facility. As part of this effort, JEDCO joined the Marrero/Harvey Volunteer Fire Department on a tour of the Hope Haven campus. Fire officials are exploring the potential of renovating part of the property as a fire station.
18	Develop alignment around a coordinated brand for the region's medical infrastructure	MAR and SP	JEDCO, GNO Inc., NOLABA, Regional Planning Commission, Jefferson and New Orleans CVB, Medical partners	Short term	Initial meetings between regional stakeholders held; regional brand developed; national or international awareness increased	<b>In progress.</b> JEDCO is working with GNO Inc. to develop a website promoting the region's medical infrastructure. GNO Inc. plans to have marketing materials available by the end of 2016.
19	Explore the opportunity for employer-assisted housing or tax incentives to encourage residential development near hospitals	SP	JEDCO, Ochsner, other partners TBD	Medium term	Develop a suite of options in concert with the hospitals; assess their willingness to implement; incentives or programs put in place; residential population near hospitals increases	<b>In progress.</b> JEDCO embarked on a Housing Stock Enhancement Strategic plan in April 2016 (identified in Action S). As part of the initiative, a Blue Ribbon committee was created with representatives from real estate, banking, homebuilders and civic groups. Findings and recommendations from the GCR-developed memo on employer-assisted programs as well as case studies pulled by the consultant informed the committee's work. This surfaced as a priority strategy for housing revitalization in the Housing Stock Enhancement Strategy project. The committee is finalizing the draft plan and has identified the Jefferson Parish Finance Authority as the entity to coordinate a potential program with employers. Ochsner has expressed interest in piloting this strategy.

Total Business Retention & Expansion visits held: 8;  
Since April 2016: 4

## 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.



	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
20	<b>Develop a Jefferson-based IT industry group to advocate for state and local policies</b>	SP and EDS	JEDCO, industry partners	Short to medium term	Group formed and begins meeting regularly	<b>In progress.</b> JEDCO staff has increased outreach efforts to leaders in the industry, including CommTech, 365 Connect, innovationOchsner (iO) and others, to lay the groundwork toward establishing an industry group. Recently, BRE staff met with the owner of My IT who expressed interest in being more involved in JEDCO's efforts. As a result, the company owner presented at a Prosper Jefferson seminar on August 31 <sup>st</sup> focused on cyber security. JEDCO staff will continue to stay engaged with the My IT leadership and other industry partners, and work to formally establish the group in first quarter 2017 in advance of the legislative session.
21	<b>Advocate for continued development of more walkable hubs necessary to attract workforce and retain companies</b>	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	<b>In progress.</b> The Housing Stock Enhancement Strategic Plan process outlined in Action S has affirmed demand for walkable hubs. New workforce and empty nesters are looking for walkable districts. This is true whether IT, healthcare, or logistics workers. JEDCO staff is prepared to share information with interested IT companies about available properties in Fat City. Further, as detailed in Action 16, Ochsner is seeking to develop innovationOchsner (iO), a center for advanced analytics including prototype lab and collaborative space with industry partners to develop and test new innovations, along the Jefferson Highway corridor. JEDCO served as a partner on the grant application to EDA to fund this initiative.
22	<b>Target specific kinds of IT companies or products that align with industry targets</b>	EDS	JEDCO	Short term; add to strategic operating plan	Focus of strategic operating plan is expanded to include types of IT companies to be targeted; meetings held with targeted IT companies as part of business retention and expansion program	<b>In progress.</b> IT companies, along with Health Care companies, are the focus of BRE visits in the fourth quarter of 2016. EDS staff have held BRE visits with 8 companies within this cluster since the adoption of the updated EDGE 2020.
23	<b>Organize "hack-a-thons" to tackle IT needs of Jefferson industry cluster targets</b>	SP and MAR	JEDCO, industry partners, business groups	Short to medium term	Number of events conducted; participants per event	<b>No progress made.</b> Given a prevalence of hack-a-thons taking place in the New Orleans area, JEDCO will explore this idea and other potential options with the formal IT industry group once established (see Action 20).



24	<b>Promote high-speed fiber development in Jefferson Parish</b>	SP	JEDCO, industry partners	Medium term	Investigate obstacles to fiber development; plan to address issues created and implemented; fiber increases in Jefferson	<b>In progress.</b> AT&T has certified Churchill Park as a fiber-ready business park which increases the park's marketability to potential companies.
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## Water, Coastal, and Environmental Industries

This cluster includes the following types of businesses:

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

Total Business Retention & Expansion visits held: 10;  
Since April 2016: 5





	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
25	Identify existing firms and workforce skills that already align with or can convert to this cluster	EDS	JEDCO	Short term; add to strategic operating plan	List of firms developed; meetings with firms and partners held to determine the skills, certifications, and occupations most needed in this cluster	<b>In progress.</b> JEDCO staff has met with 10 businesses in this cluster since adoption of the EDGE 2020. Workforce is the main issue identified to date, specifically the recruitment and retention of engineers. Larger engineering firms are able to offer more competitive salaries making it hard for smaller firms to compete. Companies in this cluster have also requested assistance in competing for contracts for the upcoming CPRA and RESTORE Act projects. This item is addressed in Action 27 as well.
26	Develop a concise brand for this industry cluster in alignment with regional marketing	MAR	JEDCO, GNO Inc., other regional partners	Short term	Treatment of this industry cluster by GNO, Inc. and regional partners surveyed; brand developed and used in marketing materials; regional and national awareness increases	<b>In progress.</b> The cluster will be included, along with other target clusters, in JEDCO's updated website anticipated to launch by the end of the year (see Action 2). Companies will be profiled on the website to increase marketability. JEDCO also submitted a letter of support for Greater New Orleans Development Foundation's (GNODF), an affiliate of GNO Inc., grant application to the EDA's Regional Innovation Strategies i6 Challenge award to support the Southeast Louisiana Water Cluster.
27	Prepare for RESTORE Act funding	EDS, SP, MAR, FIN	JEDCO, GNO Inc., other regional partners	Short to medium term, long term if the process is delayed	Number of Jefferson businesses with contracts or subcontracts; dollar amount of revenue from these contracts; direct and indirect economic impacts of RESTORE funding	<b>In progress.</b> As detailed in Action 26 above, the GNODF applied for an EDA grant to create the Southeast Louisiana Water Cluster in conjunction with BRAC and SLEC. The grant will focus on building out the entrepreneurial and innovation assets around water in Southeast Louisiana and will create a virtual hub to share and promote business and government resources, and connect entrepreneurs to contracts, firms and investment capital. Legislation to divert resources from coastal restoration mentioned in the April 2016 update was not acted upon. Jefferson Parish created the new Coastal Management Director position in July 2016, and New Harmony High, a new school with curriculum dedicated to coastal restoration, is a finalist for the national XQ competition and will be opening in 2018 in the Greater New Orleans region.

## IV. CROSS-CUTTING ISSUES

### Permitting

Over the last few years, Jefferson Parish has made significant progress in permitting. However, pushing further and developing a new standard of excellence in permitting is achievable. Significant consensus on this issue was developed in the stakeholder meetings, resulting in the three action items listed below.

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
A	Address current challenges in permitting	SP	JEDCO, Parish Council, Parish Government	Medium term	Wait times for permits decrease, concierge service implemented, Jefferson Parish considered a national model	<b>In progress.</b> The new director of code enforcement has made efforts to address permitting concerns including holding monthly departmental meetings to expedite the review process for new developments; monthly meetings of the plan review section to discuss uniformity in review and education; improving the electronic site plan review resulting in the need for fewer paper copies; and customizing the permit tracker software for all departments to better serve the permitting needs of the parish and provide real time information to departments. Additionally, the director of code enforcement meets regularly with residential and commercial builders to seek feedback on issues and improvements.
B	Simplify the permitting process	SP	JEDCO, Parish Council, Parish Government	Medium term	Number of permit types approved administratively increases	<b>In progress.</b> See Action A.
C	Expand the capacity of the permitting department	SP	JEDCO, Parish Council, Parish Government	Medium term	Third party inspectors approved, wait times decrease, cross-training and other measures implemented	<b>In progress.</b> The new Westbank facility mentioned in the April 2016 report will not be pursued as the capital outlay funding was eliminated by the Governor as part of the budget process. Despite the setback, the director of code enforcement is working to update the current Westbank facility to better serve citizens.

## Marketing & Market Expansion

Marketing supports all JEDCO operations. With this updated EDGE plan, the prioritized industry clusters can be marketed as part of JEDCO's core services: business retention, expansion, and attraction.

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
D	Market Jefferson Parish and the EDGE plan's targeted industry clusters	MAR	JEDCO	Short term; add to strategic operating plan	Marketing materials created; awareness of industry cluster targets increases; website updated to include industry cluster targets	<b>In progress.</b> JEDCO's new website will launch at the end of 2016 and will feature the target industry clusters as well as the parish's assets including population, quality of life components, and business strengths to encourage new businesses to invest in Jefferson Parish.
E	Develop programming to connect JP firms to expanded national and international markets	SP and EDS	JEDCO, partners TBD	Medium term	Programming developed; partnership(s) identified; exports increase	<b>In progress.</b> The process for seeking official London Metals Exchange (LME) designation for the Avondale site is on track. JEDCO is also assisting the Port of New Orleans in their due diligence of the Avondale site by attempting to identify a manufacturer(s) that could serve as tenant(s) and make the acquisition of the site financially feasible for the Port. JEDCO along with the Jefferson Chamber will hold a Prosper Jefferson seminar on exporting in November 2016. JEDCO recently joined the World Trade Center in an effort to identify resources for businesses.
F	Encourage and market the diversity that makes Jefferson unique	MAR, EDS, FIN, SP	JEDCO, Hispanic Chamber, other partners to be determined	Long term	Marketing materials developed in multiple languages; partnerships formed; joint initiatives with partners developed	<b>In progress.</b> In July 2016, JEDCO completed the Kenner Business Resource Guide in Spanish to reach Spanish-speaking entrepreneurs and business owners seeking to do business or expand business in Kenner. JEDCO presented the guide as part of their outreach efforts at the Hispanic Chamber Expo event on August 10 <sup>th</sup> . Reference was made to the new Hispanic Resource Center in the April 2016 report; this building will not be constructed in 2016. The design and bid process for construction is planned for early 2017, pending funding. Once built, JEDCO will provide copies of the Spanish-version of the Kenner Business Resource to the Center to reach Spanish-speaking entrepreneurs.

G	<b>Develop marketing materials that can assist with recruitment of employees, companies, and others considering moving to Jefferson Parish</b>	MAR and EDS	JEDCO; some regional projects like DestinationGNO.com can be part of this effort as well	Short to medium term	Recruiting needs of employers, such as hospitals, determined; materials scoped and developed as needed with assistance from partners; general recruiting materials created, such as website feature	<b>In progress.</b> JEDCO's new website, which will launch at the end of 2016, will incorporate resident and employee recruitment features. Additionally, a proposed action item of the draft Housing Stock Enhancement Strategy (see Action S) calls for residential recruitment marketing as well.
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## Churchill Park & Fairfield

One of the major accomplishments of the EDGE program has been the acquisition and development of Churchill Park. The park, home to JEDCO's headquarters, the JEDCO Conference Center, Patrick F. Taylor Academy, and the future home of Delgado's River City campus and Advanced Manufacturing Center of Excellence, is ready for an updated vision based on current and future trends for park development. Additionally, the momentum towards the development of the surrounding area, now known as Fairfield, continues to grow. Fairfield offers an opportunity to encourage a new type of mixed-use development, while preserving green space and connecting to the surrounding landscape.

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
H	Update Churchill Park master plan to adapt to current tenant development and needs of priority industry clusters	FAC, SP, EDS	JEDCO, park tenants	Medium to long term	Master plan updated	<b>In progress.</b> JEDCO continues to hold funds aside for an update to the master plan. While plans for the Fairfield development remain confidential, the developer, Southern Lifestyle Development, did confirm that due diligence is proceeding. In the meantime, JEDCO is working with LED to make Churchill Park eligible for 'certified sites status' which will promote the Park's suitability and readiness for development to site selectors representing interested companies from around the world. JEDCO is also working with Delgado to bring its River City Campus and Advanced Manufacturing Center of Excellence to the park. Further, JEDCO is working to develop park infrastructure through construction of a second roadway to provide access to the park's rear acreage to facilitate clearing, filling and development as well as address increased traffic expected from Delgado's development.
I	Push for full development of Fairfield with large scale developers	SP and EDS	JEDCO	Work realistically will take many years	Fairfield developer(s) identified and under contract; construction and development proceed; residential population and commercial development increases	<b>In progress.</b> See Action H above. To aid Southern Lifestyle Development in their due diligence of the Fairfield area, JEDCO shared information regarding the recently released flood maps for the area showing a reduced flood risk and lowering of the base elevation.

J	<p>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</p>	<p>SP and FAC</p>	<p>JEDCO, Delgado, industry partners</p>	<p>Medium term</p>	<p>Maker space business model developed; partners identified; equipment acquired; space opens to the public; revenue generated from operations</p>	<p><b>In progress.</b> Since the April 2016 progress update, two factors have led to JEDCO reevaluating the purpose of the Business Innovation Center (BIC). First, JEDCO secured a tenant within the incubator who is now occupying approximately 70 percent of the building. As a result, JEDCO rescinded the LBIA grant discussed in the previous update. Secondly, the need for maker space is being filled by other organizations. St. Martin’s Episcopal School is opening a space in partnership with a New Orleans maker space owner which will be available on a membership-basis. Patrick F. Taylor Science &amp; Technology Academy also has a maker space available. JEDCO is a conduit for the business community to utilize the Patrick F. Taylor Academy space on a case-by-case basis.</p>
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## Workforce Development & Mobility

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

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
K	<b>Develop expanded and comprehensive workforce recruitment program, targeting high schoolers and their parents on the benefits of manufacturing careers</b>	SP and EDS	JEDCO, HCIA, industry partners, educational partners like Delgado and Patrick Taylor Academy	Medium term	Number of students visiting HCIA and other businesses increases; increase in number of participating businesses	<b>In progress.</b> JEDCO participated in several group tours with GNO, Inc.'s World of Work series and Westbank Industrial Association's Workforce Development Committee. As noted in Action 13, Bollinger remains interested in a collaboration with Bonnabel High School but efforts are on hold until business picks back up. In support of JPPSS's career technical academy, JEDCO issued a letter of support for the Gulf-River Consortium's application to Louisiana Works for a pre-apprenticeship program in carpentry. Also, during National Manufacturing Week, JEDCO staff circulated information pertaining to the Louisiana Dream It. Do It. campaign to local manufacturers which provides an online platform for industry experts to host virtual sessions for K-12 classrooms, raising awareness about jobs in the manufacturing sector.
L	<b>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</b>	SP	JEDCO, Jefferson Transit (JeT), Regional Planning Commission, Regional Transit Authority (RTA), Parish Council, GNO Inc., Ride NOLA	Short to medium term	Initial meetings with partners held to create awareness and consensus; Improvements to RTA-JeT connectivity identified and implemented, such as a regional day pass, reduced transfers, and route changes	<b>In progress.</b> As detailed in Action 14, JEDCO participated with Ochsner and the Parish on a TIGER grant application. While not awarded, the process improved chances for an award-winning application in the next round. Jefferson Parish Council and the New Orleans City Council approved usage of 'day rate.' JeT and RTA are taking steps toward implementation. Additionally, JEDCO staff sits on the Green Ride (Ride Sharing) Advisory Committee for the Regional Planning Commission, which provides input on the GreenRide Connect website and ride sharing program. Parish is also seeking funding to implement the APA award-winning Bicycle Master Plan finalized in 2015.

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
M	<b>Build relationships between economic development, business community, workforce system, and educational institutions</b>	SP and EDS	JEDCO, Jefferson Parish WIB, University partners, regional conveners like GNO Inc.	Medium to long term	Regular meetings held or other information sharing system implemented	<b>In progress.</b> In addition to progress outlined in Action K, JEDCO staff facilitated discussions at a roundtable event held by the New Orleans Regional Innovation Alliance between higher education and industry representatives regarding obstacles to connecting research and development activities and internships. Also, JEDCO is working with Delgado Community College to locate the college's River City Campus and Advanced Manufacturing Center of Excellence in Churchill Park. Delgado's location within the park offers opportunities for synergy with the Patrick F. Taylor Science & Technology Academy and future business tenants within the park. JEDCO is also working with businesses to pursue maritime training at Delgado's Maritime and Industrial Training Center in New Orleans East, a campus JEDCO staff recently toured.
N	<b>Explore and encourage multimodal transportation options like bicycle infrastructure, ferry service, and improved sidewalks</b>	SP	Parish Government, Regional Planning Commission	Medium to long term	Lane miles for bicycles and sidewalks increase; Jefferson Bike Plan implementation progresses; ferry service discussions for Gretna proceed	<b>In progress.</b> Parish Council approved regulations to allow ride-booking services, Uber and Lyft, to operate in the parish. As mentioned above in Action L, Jefferson Parish is seeking funding to implement bicycle master plan. JEDCO staff coordinated a meeting with RPC, City of New Orleans and Kenner Planning officials to explore a lake-to-river bike path network in Kenner and bicycle access to the future North Terminal of the airport. Potential pathways were discussed but need to be further vetted. The JEDCO team successfully recruited a riverboat cruise line to utilize the former Gretna ferry terminal as its homeport. A portion of the funding generated by the boat's usage of the terminal will be directed toward the improvement of the facility for ferry service.
O	<b>Promote the re-entry court as a viable program that benefits businesses and reduces recidivism</b>	SP and EDS	JEDCO, Judge Schlegel, business community	Long term	Businesses willing to participate in program identified and referred to the court	<b>In progress.</b> In addition to serving as the designated conduit for businesses for Judge Schlegel's efforts, JEDCO is also participating in the Louisiana Prison Reentry Initiative of the Department of Public Safety and Corrections, which is developing a new model to improve outcomes of former prisoners by focusing limited resources on the moderate-high to high risk offenders.



## Building Stock – Commercial and Residential

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

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
P	Explore the potential for a land banking authority to assemble and reposition strategic properties	SP	JEDCO, other partners TBD	Long term	Land bank structure identified; funding sources identified; bank begins strategic acquisitions	<b>In progress.</b> This item was briefly discussed in Housing Stock Enhancement Strategy (Action S) but was not selected as an immediate solution for housing purposes from Blue Ribbon Committee. This remains a potential solution for commercial and industrial uses.
Q	Continue advocacy around housing in context of cluster growth	SP	Business partners such as the Jefferson Business Council; JEDCO can support	Medium term	Business groups and partners develop “wish lists” of changes needed in the housing market (similar to Action 21)	<b>In progress.</b> See Action S below.
R	Expand façade improvement program around target infill sites	FIN	JEDCO, partners could include the Fat City Business Development District, Ochsner, or other location-specific partners	Short to medium term	Façade improvement program begins; expansion sites identified; approval and applications for new site begins	<b>In progress.</b> As detailed in Action 16, JEDCO developed the façade improvement program to support business owners along the Jefferson Highway corridor and Fat City. The program is awaiting final contract between JEDCO and the parish before implementation starts. JEDCO is still awaiting approval on an application to extend the program to the Westbank.
S	Establish a blue-ribbon committee to tackle housing and develop a suite of recommendations	SP	JEDCO to stand up the committee	Medium term	Membership and structure of committee finalized; committee produces recommendations	<b>In progress.</b> The contract for Housing Stock Enhancement Strategy initiated and Blue Ribbon Committee established in April 2016. During its first three meetings of the Blue Ribbon Committee, the committee has reviewed existing housing programs and providers, and discussed available tools to enhance the existing housing stock, promote investment in new and revitalized neighborhoods to arrive at a list of strategies with the greatest potential for Jefferson Parish. Furthermore, the scope of the project has been expanded to include the identification of criteria and a process for the parish to use in identifying potential neighborhoods or blocks for revitalization efforts and in engaging residents in the revitalization effort. The strategy is in draft form and will be released by year's end 2016.

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