

Jefferson **EDGE 2020**

Implementation Progress Report

April 2016



I. 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.

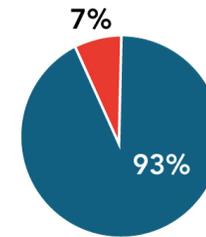
The current Jefferson EDGE 2020 plan was developed by JEDCO and GCR, with extensive input from business, civic, and community leaders, and was released to the public in August 2015. The plan targets five industry clusters and five cross-cutting issues. The 46 action items contained within the EDGE 2020 span many years of efforts, from 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. This first report shows that implementation has progressed across most of the 46 action items in the EDGE 2020. While no items are completed, the breadth and depth of work across all JEDCO functions shows

the commitment to full implementation of the strategy developed through the extensive planning process. Through April 11, 2016, a full 93 percent of EDGE action items are in progress. Only 7 percent, or three actions, have seen no progress so far. This tremendous effort on the part of JEDCO staff, the business community, and all EDGE stakeholders and partners should be commended.

Current Status of Action Items

April 2016



- Actions in Progress
- Actions with No Progress Made
- Actions Completed (0%)

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	2 (67%)	1(33%)

Cross-Cutting Issue Actions	Complete	In Progress	No Progress
Permitting	0	3 (100%)	0
Marketing & Market Expansion	0	3 (75%)	1(25%)
Churchill Park & Fairfield	0	3 (100%)	0
Workforce Development & Mobility	0	4 (80%)	1(20%)
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 full report, available on JEDCO's website at 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.

III. INDUSTRY CLUSTER STRATEGIES

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



	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
1	Develop comprehensive database of existing firms, supplier and production needs, and target customers	EDS	JEDCO, Port of New Orleans, LSU AgCenter, others TBD	Incorporate into annual strategic operating plan as a retention and expansion strategy	Database developed and utilized in JEDCO annual operations	In progress. This action was incorporated into the annual plan. JEDCO's EDS department targeted this industry during the first quarter, and updated their existing database to identify firms and easily query them for business retention and expansion visits.
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. This action was incorporated into the annual plan.
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 has started discussions with Jefferson Parish Planning staff to communicate the need for changes in these regulations.
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. This action was incorporated into the annual plan.
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	In progress. JEDCO has had conversations with logistics providers to identify gaps in the available building stock for this cluster. JEDCO also matched several producers with available space; a startup, Three Brothers Farm, was able to work with Kajun Kettle to use kitchen space, and Jambalaya Girl was matched with Crossroad Centers, a major Kenner employer, for cold storage and logistics.
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	In progress. JEDCO assisted in marketing the Jules Nunez Lafitte Fisheries Market. JEDCO also assisted Harlan's LA Fish, a Kenner seafood processor, with enrolling in a state incentive program that will help them expand – piloting a replicable model for seafood business expansion in Jefferson Parish. Additionally, Louisiana Sea Grant is working with shrimpers to connect them to national high-end supply chains, including restaurants, that are willing to pay higher prices, stabilizing producers' income.

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



	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	In progress. JEDCO staff have met with companies in this cluster to gauge their interest in networking events.
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	In progress. Many of the buyout properties went to auction on January 29th, and JEDCO's Kenner specialist has been meeting with the companies who bought the properties at auction. Kenner has also retained planning services to adjust the zoning of those properties. Because of the impending construction of the north terminal, JEDCO has focused on mitigating the effects of construction on existing businesses. They hosted a meeting in Kenner so the airport's construction manager, as well as Kenner city officials, could share their proposed mitigation measures with businesses near Aberdeen, Crestview, and Bainbridge Streets, where trucks will be bringing in fill for the new airport terminal.
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	In progress. In the past few months, JEDCO and the HCIA have identified a major issue with a power line that crosses the canal at a height that is too low for several vessel types. They are working with the impacted companies, Entergy, and Louisiana Economic Development to identify and implement a solution for relocating or adjusting the power line.
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	In progress. The Avondale site has been listed for sale; Huntington Ingalls has stated they are unwilling to subdivide or lease the property. Both the Port of New Orleans and the Port of South Louisiana have expressed interest in the site, likely for a breakbulk dock. The Port of New Orleans has said that a breakbulk dock could be complemented by a logistics and manufacturing park on the remaining acreage. Both ports are conducting due diligence. Currently, only the Port of New Orleans has jurisdiction in the parish; however, House Bill 698, which would give both ports concurrent jurisdiction over Jefferson Parish, has been filed in the legislature's current session by Rep. Julie Stokes. JEDCO is also pursuing London Metals Exchange designation for the Avondale site and potentially for other sites on the West Bank.

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
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	In progress. JEDCO is using a new tool that GNO Inc. has made available to all regional economic development partners; the tool overlays utility information with other information about a property using a map-based view. JEDCO recently used this tool for a prospect, and anticipates using it more in the coming months.
12	Link transportation to the food and beverage industry through specialized logistics businesses	EDS	JEDCO	Medium term	Meetings held with food and beverage businesses; priority needs identified; needs communicated to logistics providers; food and beverage industry revenue increases; logistics business revenue increases	In progress. JEDCO's EDS department is in the data-gathering phase; they have met with several companies in this cluster for business retention and expansion visits ("BR&E visits"). As noted in Action 5, JEDCO has already matched some food businesses to logistics providers over the last several months.
13	Use business retention visits to identify training and other workforce needs	EDS	JEDCO	Short term; add to standard retention visit practices	Retention visit protocol updated; workforce needs identified and communicated to workforce development partners	In progress. JEDCO's EDS department has added questions about workforce training needs to BR&E visits. They were also approached by Bollinger about a specific workforce need, and were able to match them with Bonnabel High School to develop a specialized training program. JEDCO hopes to expand this type of work in 2016.

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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



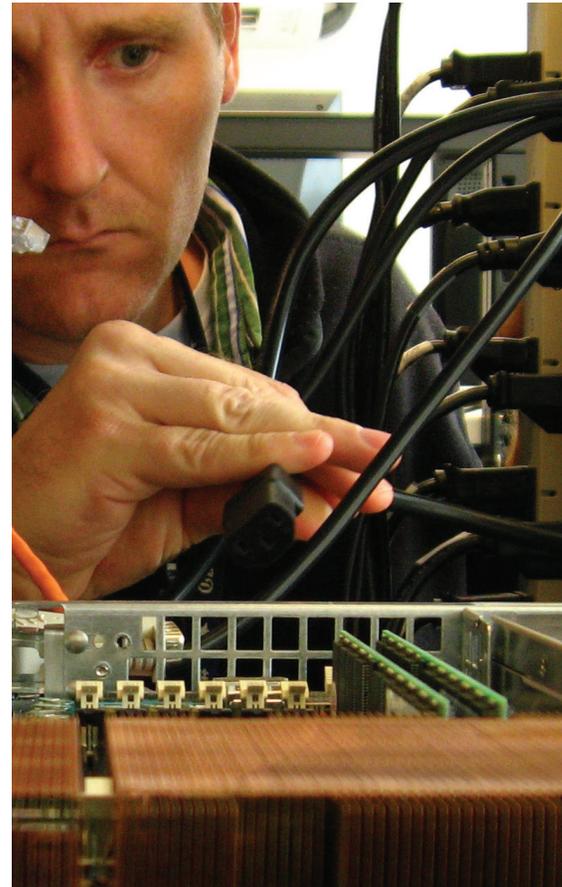
	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
14	Improve career ladders and links to the workforce development system so that Jefferson residents can access jobs in health care	SP and EDS	JEDCO, Jefferson Parish WIB, Delgado Community College, Kenner Discovery H.S.A., Hospital partners	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 has focused on the access side of this action item in the short term. Last year, the Urban Land Institute held a Technical Advisory Panel (TAP) session to discuss potential changes to the Jefferson Highway corridor. Several of the recommendations that came out of the TAP process, including a new transfer station and traffic calming in the area, are part of a competitive grant application that Jefferson Parish will be submitting soon. Additionally, JEDCO requested and is in receipt of a technical memorandum outlining potential changes to JeT transit service. JEDCO plans to use these findings to build consensus towards service improvements in the region.
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. As mentioned in Action 14, JEDCO and partners are most focused on the transportation piece. However, Ochsner also recently announced a major expansion of their campus; a redevelopment of the Jefferson Plaza site will incorporate short- and long-term housing for patients to complement their existing Brent House Hotel.
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. Ochsner announced that they are constructing a \$56 million, five-floor rehabilitation hospital on the Jefferson Plaza site. This project will also incorporate outpatient uses, food retailers, and short- and long-term housing. Additional projects along the corridor include adding seven floors to the main hospital, doubling the size of the Cancer Center, and constructing an outpatient imaging center.

	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 West Bank 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	In progress. JEDCO arranged a tour of the Hope Haven campus for LCMC Health, who had considered it for administrative facilities; they chose another site. Currently, state capital outlay funding is being used to stabilize the exteriors, and JEDCO is seeking a cost estimate for full repair of the campus.
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 is working with GNO Inc. to develop a website promoting the region's medical infrastructure.
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 requested and is in receipt of a technical memo on employer-assisted housing programs from GCR. Ochsner has indicated interest in such a program; they have long-term needs for more student and employer housing in the Jefferson Highway corridor.

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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 country, 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	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	In progress. JEDCO has begun conversations with industry partners about the most efficient format for this 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. As detailed in Actions 14-16, progress is significant in the Jefferson Highway corridor. JEDCO and GNO Inc. are also encouraging IT companies to locate in Fat City; they conducted a recent tour of office space in Fat City with Friends of Fat City to inventory available space offerings.
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. This action was incorporated in to JEDCO's strategic operating plan. The EDS department will reach out to these companies in the fourth quarter BR&E program.
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 made. JEDCO will explore this possibility for later in 2016.
24	Promote high-speed fiber development in Jefferson Parish	SP	JEDCO, industry partners	Medium term	Investigate obstacles to fiber development; plan to address issues created and implemented; fiber increases in Jefferson	In progress. AT&T announced in December 2015 that they will be bringing gigabit fiber to Jefferson Parish by the end of 2016. AT&T will also certify Churchill Park as a fiber-ready business park and will work with JEDCO to identify other areas of the parish for this designation.

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



	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	In progress. The regional economic development strategy, known as the CEDS plan, is developed by the Regional Planning Commission. The latest CEDS update includes lists of classification codes for the businesses that comprise this industry cluster. JEDCO has cross-referenced this list with their existing BR&E database, annotating the companies that are in this cluster and operating in Jefferson Parish. As JEDCO staff meet with these companies, they will be able to identify the skills, certifications, and occupations that are most in-demand.
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	No progress made. JEDCO will discuss this at upcoming meetings of regional economic development partners.
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	In progress. JEDCO is reaching out to multiple stakeholders to determine the best opportunities for Jefferson Parish businesses while waiting for official announcements of restoration projects. JEDCO is also monitoring the current legislative session for any bills that might affect the administration or implementation of RESTORE Act projects.

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	In progress. JEDCO CEO Jerry Bologna is serving on the 100 Day Committee of newly inaugurated Parish President Michael Yenni. Permitting is one of the areas being examined by this committee. JEDCO has met with the new code enforcement director to outline concerns, and will reconvene after six months.
B	Simplify the permitting process	SP	JEDCO, Parish Council, Parish Government	Medium term	Number of permit types approved administratively increases	In progress. Jefferson Parish is considering new software that would streamline the permitting process.
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	In progress. New permitting staff have been hired to increase capacity, and the parish is seeking a more centrally-located facility on the West Bank to better serve the public. JEDCO has offered to assist with facility identification.

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 EDGE plan is on JEDCO's current website; JEDCO is in the process of creating a new website, which will feature the industry cluster targets.
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. JEDCO is seeking official London Metal Exchange designation for the Avondale site; this would provide export opportunities for many logistics businesses. The future of the Avondale site holds immense promise for this action item; if either port purchases and develops the property for trade, transportation, or manufacturing uses, export capacity in Jefferson Parish will increase.
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	In progress. The City of Kenner's Hispanic Resource Center is currently operating out of a trailer; a new building is planned for later this year. The building is currently being designed. To support the new resource center, JEDCO hopes to translate their Kenner business start-up guide into Spanish and distribute it through partner organizations.
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 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	No progress made. While JEDCO maintains the parish profiles for site selectors and other business interests, specific recruiting needs of companies have not yet been profiled.

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	In progress. JEDCO has budgeted the funds to update the master plan, but they are holding off until the Fairfield issue is settled (see action I). A developer may be interested in including a portion of Churchill Park in the Fairfield 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	In progress. Southern Lifestyle Development, the group behind the successful River Ranch development in Lafayette, has expressed interest and is conducting due diligence on the Fairfield properties.
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	In progress. JEDCO secured a \$19,000 grant from the Louisiana Business Incubator Association to begin the conversion to a maker space. However, another business is interested in the BIC space and JEDCO is negotiating a longer-term lease. They are currently exploring whether the maker space equipment and the grant funding can be used at neighboring Patrick Taylor Academy, which is also building a similar space for their own students.

Workforce Development & Mobility

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

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
K	Develop expanded and comprehensive workforce recruitment program, targeting high schoolers and their parents on the benefits of manufacturing careers	SP and EDS	JEDCO, HCIA, industry partners, educational partners like Delgado and Patrick Taylor Academy	Medium term	Number of students visiting HCIA and other businesses increases; increase in number of participating businesses	In progress. JEDCO worked with Bollinger to fill a specific workforce need; they connected Bollinger with Bonnabel High School to identify interested students and adjust their curricula to meet the identified need. If successful, this partnership could serve as a pilot program. Additionally, JEDCO staff sit on the HCIA workforce development committee and participate in GNO Inc.'s Future Building Fridays initiative, which brings high school students to companies for tours. JEDCO is also in discussions with JPPSS on the formation of a career technical academy.
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	In progress. JEDCO requested and is in receipt of a technical memo from GCR describing opportunities to improve regional transit connections. Additionally, the Urban Land Institute TAP recommendations (see action 14) are being incorporated into a grant application; these changes would include a transfer station on Jefferson Highway.

	Action Item	Type	Lead & Partners	Timeline	Success Metric(s)	Status
M	Build relationships between economic development, business community, workforce system, and educational institutions	SP and EDS	JEDCO, Jefferson Parish WIB, University partners, regional conveners like GNO Inc.	Medium to long term	Regular meetings held or other information sharing system implemented	In progress. As mentioned in Action K, JEDCO participates in several workforce initiatives and regularly partners with educational institutions and other economic development partners. JEDCO is also in discussions with JPPSS on the formation of a career technical academy. Finally, if successful, the partnership developed between Bonnabel High School and Bollinger could serve as a pilot for other, similar initiatives at the high school level.
N	Explore and encourage multimodal transportation options like bicycle infrastructure, ferry service, and improved sidewalks	SP	Parish Government, Regional Planning Commission	Medium to long term	Lane miles for bicycles and sidewalks increase; Jefferson Bike Plan implementation progresses; ferry service discussions for Gretna proceed	No progress made. JEDCO has prioritized the public transportation aspect of multimodal transit during Q1. However, JEDCO is in discussions with the City of Gretna regarding occasional use of the Gretna Ferry Terminal.
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	In progress. JEDCO has used BR&E visits to gauge interest in the program. One company, The MCC Group, was interested and JEDCO arranged a meeting with Judge Schlegel for them to learn more. Judge Schlegel holds monthly meetings to provide updates on the program; JEDCO participates in these meetings. JEDCO has been designated as the conduit to this program for interested businesses.

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	In progress. JEDCO requested and is in receipt of a technical memo from GCR that provides background information on land banking, case studies, and potential next steps.
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. While the business partners have not made specific advocacy moves, the parish and JEDCO are moving forward on a housing enhancement study (see Action S).
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. JEDCO’s expanded façade improvement program has been approved. They are finalizing program details with the Office of Community Development before opening the application process. Additionally, JEDCO has made a supplemental application for the West Bank, and they are waiting for approval.
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	In progress. JEDCO is finalizing a contract for consulting services for a housing enhancement strategy. Jefferson Parish, via Councilmember Lee-Sheng, has provided funding for this effort. This study will develop strategies to encourage residential renovations, infill housing development, and other facets of a healthy housing market.



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