



Envision Jefferson 2040: The Jefferson Parish Comprehensive Plan



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Prepared by:

Administration of

Michael S. Yenni, Parish President

Walter R. Brooks, Chief Operating Officer

Michael J. Power, Esq., Chief Administrative
Assistant, Development

Jefferson Parish Planning Department

Dr. Teresa A. Wilkinson, AICP, Director

Juliette Cassagne, Assistant Director

Jay Hebert, Senior Planner

Melissa Guilbeau, AICP, Senior Planner

Monica Kelley, Senior Planner

Shane Yokum, Senior Planner

Rich Gillen, Landscape Architect

Alena Gesser, Planner

Amanda Ponti, Planner

Carrie MacKay, Planner

James Borsos, AICP, Planner

Kelvin Jackson, Planner

Kiakala Ntemo, Planner

Liane Trick, Planner

Michele Enright, Planner

Molly Brackin, Planner

Rob Johnston, Planner

Shakeeb Shariff, Planner

Shannon Haynes, Planner

Bill Sedgwick, Planning Intern

Diana Soileau, Executive Assistant

Arrington Pickens, Clerical

Katina Webb, Clerical

Nedra Tate, Clerical

Patricia Butler, Clerical

And assistance from **35 other departments and**

offices of Jefferson Parish Government and staff
of the **Jefferson Parish Economic Development
District**

Asakura Robinson

Digital Engineering, Inc.

Under the guidance of the **Comprehensive Plan
Update Steering Committee** appointed by the Parish

President and Councilmembers

Bruce Layburn

Bruce Richards

Lloyd Tran

Mike Boudreaux

Kelly Hand

Tony Ligi

Bruce Wainer

Liz Van Dervort

Bob Evans

Derek Chisholm

Jackie Madden

Lee Giorgio

Stan Salathe

And the Planning Advisory Board

Robert Ventura, At-Large Division A

Lynne Parker, At-Large Division B

Darrel Beerbohm, District 1

Philip Biondillo, District 2

Dylan Bourg, District 3

Leeann Manalla, District 4

Sam Russo, District 5

Adopted by the Jefferson Parish Council

Council At-Large Division A: Keith A. Conley

Council At-Large Division B: Cynthia Lee-Sheng

Council District 1: Ricky J. Templet

Council District 2: Paul D. Johnston

Council District 3: Mark D. Spears, Jr.

Council District 4: Dominick F. Impastato, III

Council District 5: Jennifer Van Vrancken

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With special thanks to the **citizens of Jefferson Parish** for their participation in community.

1. Introduction

A comprehensive plan is an expression of a community’s desires and a document that describes and guides the public policies a local government intends to carry out to achieve them. It also compiles and integrates the many facilities, structures, and functions that a typical government owns, operates, and performs. Finally, a comprehensive plan reveals the interrelatedness and potential synergy among “elements” to achieve the plan’s goals and objectives.

The Jefferson Parish Home Rule Charter mandates the preparation of a comprehensive or “master” plan “for the social, economic, and physical development of the parish.” In 2003, the Parish adopted its first official comprehensive plan—*Envision Jefferson 2020* (the Plan)—with a focus on the built environment of the unincorporated parish and its development and redevelopment.

As 2020 approaches, the Parish recognizes the necessity to update the Plan comprehensively to reflect changing conditions and needs, some of which result from the shifting demographics of a mature, inner-ring suburb. Since the Plan’s adoption, the parish also has experienced several disruptive events—Hurricanes Katrina and Rita in 2005, the Great Recession of 2008, and the Deepwater Horizon Oil Spill in 2010.

Despite these events, the public and private sectors have shown remarkable resilience—the ability to respond and recover from disruptive events. The State of Louisiana through its

Office of Community Development, Disaster Recovery Unit, has promoted resilience by funding capital projects and planning efforts, including this Plan Update. Hence, resilience is an issue that receives attention.

Since 2003, the Parish has amended the Plan by adopting strategic or subarea plans, delineating thoroughfares and paths, and changing future land-use classifications. It has revised its subdivision regulations, created the *Unified Development Code*, and adopted the *Thoroughfare Plan*, *Housing Element*, and *Master Bicycle Plan*, which received an Excellence Award from the Louisiana Chapter of the American Planning Association in 2016.

One subarea plan—the *Fat City Redevelopment Plan*—entailed robust public participation and propelled improvements and reinvestment in the neighborhood. Both the National American Planning Association (APA) and the Louisiana APA Chapter bestowed top awards on the Parish District Councilwoman for her efforts during the Fat City planning process.

Fat City is a good example of how Parish, State, Federal, and other funds have financed programs and major capital projects in the parish since 2003. The Jefferson Parish Economic Development Commission (JEDCO) established the Churchill Technology and Business Park, which now contains the JEDCO office complex, Patrick Taylor Science and Technology Academy, and Delgado Community College River City and Advanced Manufacturing



1. Introduction



Figure 1. The APA and APA LA each gave an award to Councilwoman Cynthia Lee-Sheng, largely for her work in Fat City.

Center. Developing the Churchill Technology Park is an implementation task of the *Jefferson EDGE Economic Development Strategy*.

Besides identifying the development of the Churchill tech park as a priority, *Envision Jefferson 2020* emphasized the widening of the Huey P. Long Bridge as a key project given the significance of this transportation infrastructure in the Louisiana and greater New Orleans economy. The State funded the \$1.2 billion TIMED Program widening project, completed in 2013, to improve the overall transportation network and enhance economic development. The *Metropolitan Transportation Plan* includes major projects such as the bridge widening.

These accomplishments reflect the nearly two-thirds of all Plan Implementation tasks detailed in *Envision Jefferson 2020* that were either ongoing, complete, or underway as of year 2019 (see Appendix C). In updating the Plan, the Parish strives for a simpler, more concise, and illustrative format, summarized below, that will improve the Plan's functionality and readability.

Who We Are: This section summarizes historical and demographic information about the parish.

What We Said: A description of the public input that formed the basis of the community's vision for the future comprises this section.

Our Vision: Fundamental to a comprehensive plan is the community's Vision, a simple statement and supportive assertions about desires and aspirations.

Land Use: The Land Use Element provides the Goals and Objectives for the use of land over the next 20 years. It also includes the baseline Future Land Use Map and descriptions of the future land-use categories.

Housing: The Housing Element provides the Goals and Objectives for housing over the next 20 years. It incorporates two sub-plans: the *Consolidated Plan for the Jefferson HOME Consortium* and the *Jefferson Parish Housing Stock Enhancement Strategic Plan*.

Transportation: The Transportation Element provides the Goals and Objectives for transportation over the next 20 years. It incorporates three sub-plans: the *Thoroughfare Plan*, the *Master Bicycle Plan*, and the *Transit Strategic Plan*.

Community Facilities & Open

Space: The Community Facilities & Open Space Element provides the Goals and Objectives for community facilities and services over the next 20 years.

Natural Hazards & Resources:

The Natural Hazards & Resources Element recognizes the *Multijurisdictional Hazard Mitigation Plan* as a component of this element, and describes plans and programs aimed at managing and restoring the parish’s coastal resources.

Economic Development:

The Economic Development Element recognizes the *Jefferson EDGE Economic Development Strategy* as this element.

Administration &

Implementation: The Administration & Implementation Program summarizes the provisions of Chapter 25, Article VI of the Code of Ordinances that address Plan consistency, amendment, monitoring, and review, and provides the Plan Implementation Table of Tasks.

As the Elements suggest, the Comprehensive Plan also is a compendium of subplans that the Parish and its partners, such as JEDCO and the New Orleans Regional Planning Commission (RPC), have developed over the past years for specific topics or geographic areas. Some topics and geographic areas, however, extend beyond parish boundaries and have regional, state, and even national implications. Consequently, this Plan also has linkages with several regional or state-wide plans and planning efforts in which Jefferson Parish participates.

While the Plan’s horizon is 20 years, to 2040, the Parish recognizes the difficulties in foreseeing the future and anticipates dynamic shifts—social, economic, and physical—that will necessitate amendments and updates to this living Plan document meant to evolve over time.



Figure 2. The parish’s Comprehensive Plan includes other Parish plans that are incorporated by reference, and is also linked to plans developed by other agencies.

1. Introduction

The following symbols appear in this Plan and represent the corresponding Elements:



Land Use



Housing



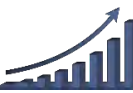
Transportation



**Community Facilities
& Open Space**



**Natural Hazards &
Resources**



**Economic
Development**



2. Who We Are

We are New Orleans’ first and predominant suburb, a mature community facing the future with confidence and resilience. We have a rich history. Established in 1825 and named in honor of Thomas Jefferson to commemorate his role in purchasing the Louisiana Territory from France in 1803, the parish originally extended from present-day Felicite Street in New Orleans to the St. Charles Parish line. In 1874, the parish boundary was set and the seat of Jefferson Parish government moved to the West Bank in Gretna, where it is today.

Our location on both banks of the Mississippi River—the “East Bank” and the “West Bank”—plays a significant role in shaping who we are. Early European explorers recognized the great potential of the river’s lower reaches, with its fertile soil and ready access to the Gulf of Mexico and inner continent. Until the early 1950s, the fertile soil supported the farms and dairies that marked the parish’s rural character, although small communities also existed, some of which became the parish’s cities and towns: Kenner, Harahan, Gretna, Westwego, Jean Lafitte, and Grand Isle.

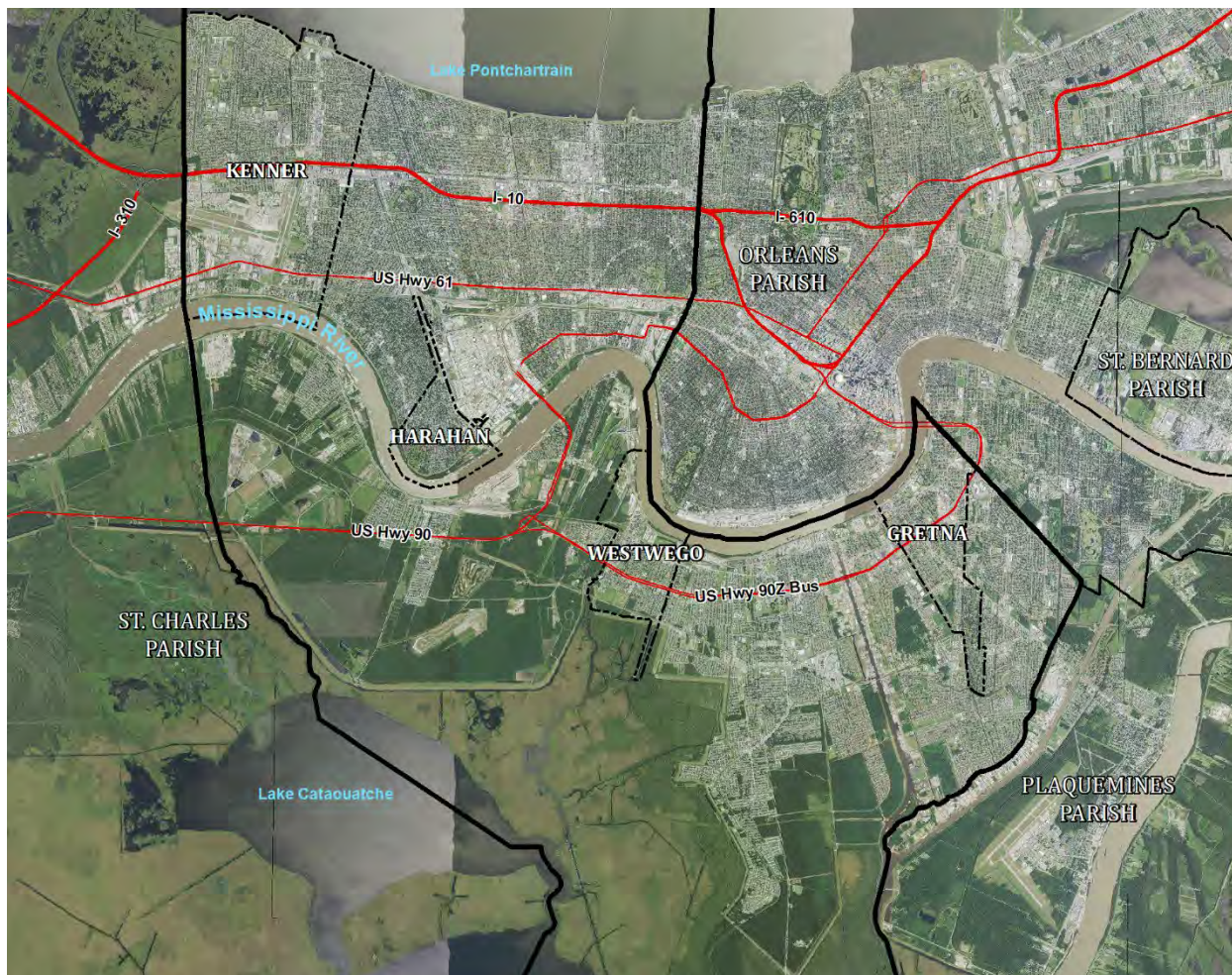


Figure 3. Urbanized areas of Jefferson Parish are located on the east and west banks of the Mississippi River. (2017 aeriels courtesy of the RPC)

2. Who We Are

In the unincorporated areas of the parish, significant subdivision of the vast tracts of undeveloped land, vestiges of the land grants made during the French and Spanish colonial period, began in the late 1950s. Typical post-World War II suburban-style development prevailed, with detached single-family homes as the predominant housing type. Commercial development typically occurred in strip shopping centers and indoor malls. These patterns prevail today.

The booming migration of middle-class families into new homes slowed in the 1980s when the parish began to experience changes that reflect national trends, including an aging population, reduced birth rates, smaller family sizes, and shifts in population resulting from turns in the economy and further out-migration and, now, movement back to inner cities. While these trends have resulted in a flat population growth rate of about 0.1% annually, other trends that characterize Jefferson Parish include one of the highest employment rates in the New Orleans MSA and an unemployment rate nearly half the national average (see Appendix A).

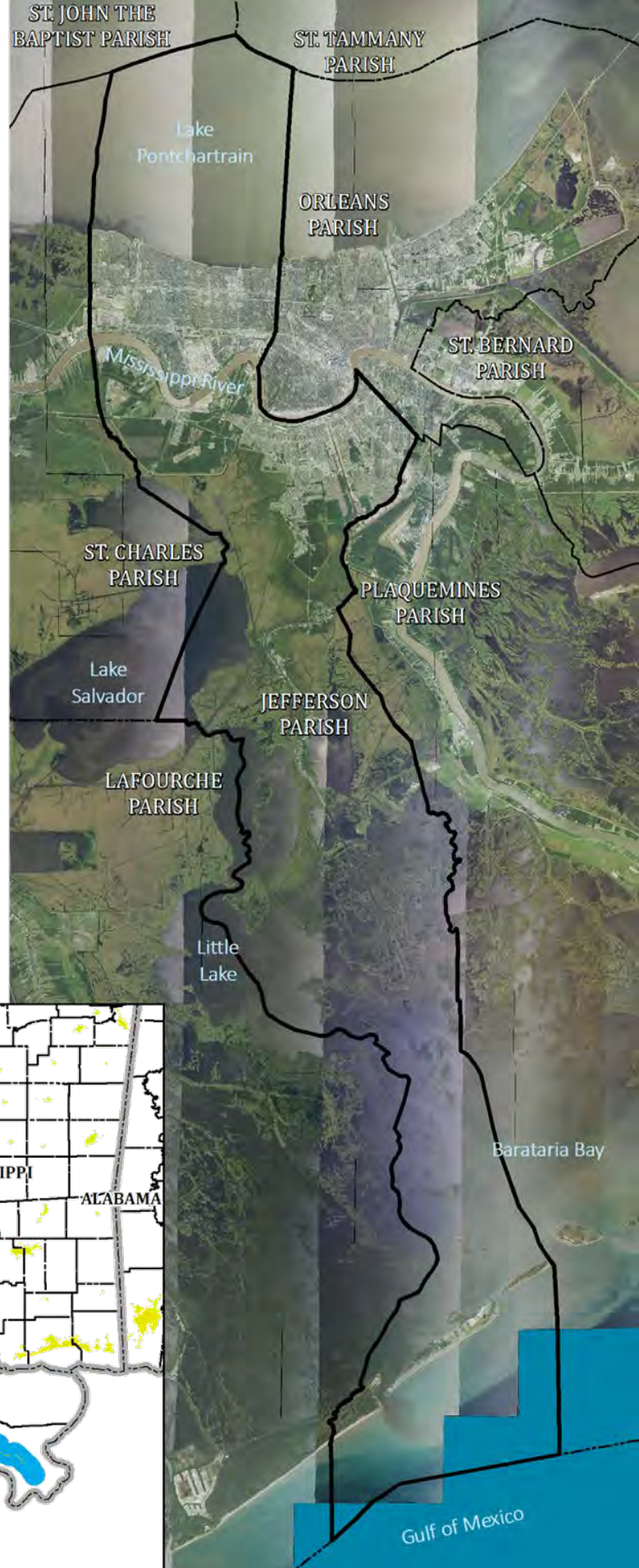
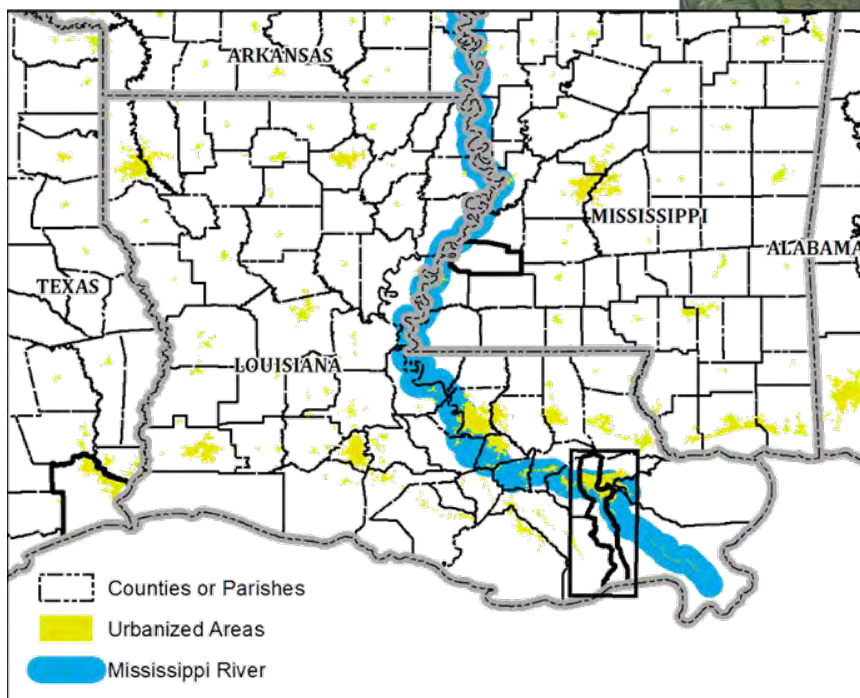




Figure 4. Jefferson Parish experienced rapid growth and development from about 1940 to 1980.

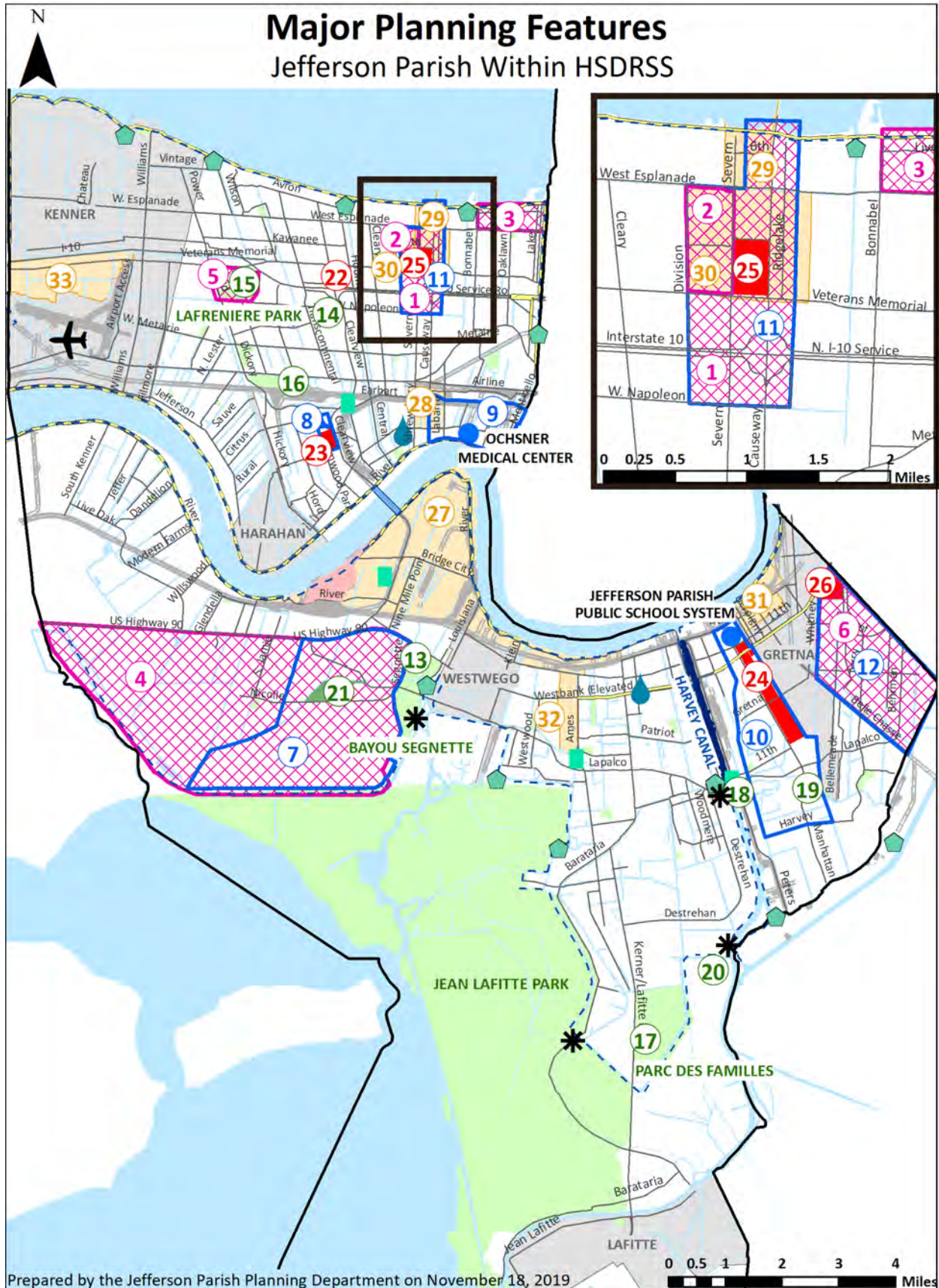
As an inner-ring suburb, we face challenges but also have immense opportunities because of our location, our people, and our considerable inter-generational attachment to a special place created over many decades (see Appendix B).







One way that we show attachment to our place is through the taxes we pay and regularly renew to keep parish government functioning. As evidenced by consistently stable bond ratings and growing budgetary fund balances, our government has been a good steward of the money we generate for high-performance, high-quality public infrastructure, facilities, and services.




Figure 5. A statue of Thomas Jefferson resides in front of the Parish's General Government Center in downtown Gretna, the Parish seat.


2. Who We Are



-  **Bicycle Path**
-  **Flood Gates**
-  **Harvey Canal**
-  **Huey P Long Bridge**
-  **Incorporated Parish**
-  **Levees**
-  **Major Employers (2700+ Employees)**
-  **Major Thoroughfares**
-  **Parks**
-  **Pump Stations (1,000+ CFS)**
-  **Rail**
-  **Sewer Treatment Plants**
-  **Water Treatment Plants**

 **Adopted Subarea Plans**
See Planning Department at www.jeffparish.net/planning



-  **1** Metairie CBD Land Use and Transportation Plan, 2003
-  **2** Fat City Redevelopment Strategic Implementation Plan, 2009
-  **3** Bucktown Neighborhood Plan, 2007
-  **4** Fairfield Strategic Plan, 2015
-  **5** Lafreniere Sub Area Plan, 2019
-  **6** Terrytown Neighborhood Revitalization Study Strategic Plan, 2019

 **Avondale Marine**
200+ acre rail served site with deep-water Mississippi River access

 **Economic Development Districts**

-  **7** Churchill
-  **8** Elmwood
-  **9** Jefferson Highway
-  **10** Manhattan Corridor
-  **11** Metairie CBD
-  **12** Terrytown

 **Major Community Facilities**

-  **13** Alario Center
-  **14** East Bank Regional Library
-  **15** Lafreniere Park
-  **16** LaSalle Sports Complex
-  **17** Park Des Familles
-  **18** West Bank Animal Shelter
-  **19** West Bank Regional Library
-  **20** West Closure Complex
-  **21** Westwego Sports Complex

 **Major Sales Tax Generators**

-  **22** Clearview Mall
-  **23** Elmwood Shopping Center
-  **24** Harvey Corridor
-  **25** Lakeside Mall
-  **26** Oakwood Mall

 **Opportunity Zones**








- See JEDCO at www.jedco.org*
-  **27** Avondale/Bridge City
 -  **28** Causeway and Jefferson Highway
 -  **29** Downtown Metairie Business Core
 -  **30** Fat City
 -  **31** Historic Downtown Gretna
 -  **32** Marrero Industrial District
 -  **33** North of Airport (Kenner)

Figure 6. Major planning features within the Hurricane and Storm Damage Reduction System (HSDRSS) (Ord. No. 25916, §3, 12-18-19).

2. Who We Are

We also express our attachment to place by participating in public meetings and other forums, including the Comprehensive Plan planning process. What we said is summarized in the next section and translated into the Goals and Objectives that comprise this Plan.

For more about who we are, including our governmental organization, functions, and events, visit www.jeffparish.net or connect with us on Facebook and Twitter @JeffParishGov.



Figure 7. Mardi Gras in Jefferson Parish in 2019.

3. What We Said

We expressed our attachment to place in the public participation that informed this Plan. Public input also provided the values and aspirations of the parish's diverse population. Hundreds of individuals submitted over one thousand comments through a combination of public meetings, online surveys, targeted engagement, public comment period, and the participation of the Comprehensive Plan Update Steering Committee appointed by the Parish President and Council (see Appendix D).

Occurring at the same time as the Plan Update planning process were two other planning processes: the *Jefferson Parish Transit Strategic Plan* and the *Multijurisdictional Hazard Mitigation Plan Update*. These plans are a component of the Comprehensive Plan, and their creation also involved robust public participation that included advisory committees, stakeholder groups, surveys, public meetings, and traditional and social media.

Interviews and Committee Meetings

Jefferson Parish elected and appointed officials provided insight and information about the parish's infrastructure, facilities, programs, plans, and services through interviews and documents. Their knowledge of governmental functions helped to frame the Plan and its Elements. Other stakeholders represented civic, business, academic, and nonprofit organizations and individuals who also added invaluable information and insight.

Figure 8. Public meeting participants were asked to provide their input on the updated comprehensive plan through a variety of methods, including handwritten notes.

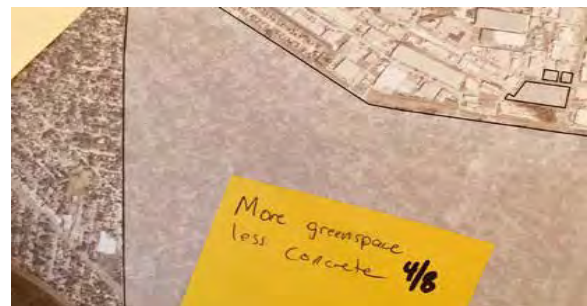


Figure 9. Participants discuss a vision for Jefferson Parish at the September 25th public meeting on the West Bank.

Public Meetings

For the Comprehensive Plan, Jefferson Parish hosted two rounds of public meetings that featured interactive exercises in an open house format and presentations that described the project's purpose, timeline, and opportunities to participate. The Transit Plan entailed two public pop-up events, and the Hazard Mitigation Plan involved three public meetings.

The first round of public meetings for the Comprehensive Plan occurred on Tuesday, September 25 and Thursday, September 27, 2018 at the West Bank Regional Library and Lafreniere Park, respectively. Activities at these



3. What We Said

visioning meetings prompted attendees to describe their preferred types of development and priorities for community facilities and public infrastructure, and to consider how the parish can become more resilient in its development and redevelopment.

The second round of public meetings for the Comprehensive Plan occurred on Monday, April 8 and Tuesday, April 9, 2019 at the East Bank and West Bank Regional Libraries, respectively. Attendees reviewed and commented on new goals and objectives for each of the plan elements. They also mapped their preferred future land use within the unincorporated parish.

Community Surveys

Over three hundred individuals responded to a Comprehensive Plan Community Priorities Survey that gauged attitudes toward land use, transportation, housing, community facilities, and resilience. Questions included “What are some things you like about your neighborhood?” and “What does ‘resilient housing’ look like in Jefferson Parish?”

Both the Transit and the Hazard Mitigation planning processes used public surveys too. The Transit Plan collected 529 rider surveys and 150 community perception surveys.

One consistent finding among the planning processes is support for multimodal transportation choices, including public transit.



Figure 10. Members of the Comprehensive Plan Update Steering Committee at their August 15, 2019 meeting.

Online Engagement

In May 2019, Jefferson Parish invited the public to take an online survey that simulated the spring Comprehensive Plan meetings. The Parish posted and advertised this survey through an online engagement platform that advertised it to the parish’s thousands of social media followers.

Public Comment Period

In September 2019, the Parish invited the public to review and comment on the draft Plan and Future Land Use Map, which were posted on the Parish’s website and in the lobbies of the two main Parish buildings and regional libraries.

Steering Committees

In spring 2018, the Parish President and Council appointed 13 representatives of the parish’s civic and business interests to the Comprehensive Plan Steering Committee. This group met six times throughout the planning process to provide direction to the planning team, serve as the liaison to his or her appointing official, and convey information regarding *Envision Jefferson 2040*. The Transit Plan and Hazard Mitigation Plan also involved steering or advisory committees.

Together, these sources of public input provide the foundation of the Comprehensive Plan’s Vision and its Goals, Objectives, and Implementation Tasks. Other recent planning processes, for example, ones to develop plans for cycling, housing stock, affordable housing, economic development, and specific areas such as Bucktown, Fat City, Fairfield, Terrytown, and Lafreniere, also inform this Plan.

The following Vision statements capture what we said through our public participation, and the Goals and Objectives of each Plan Element elaborate on our desires for the future.

4. Our Vision

Enhancing our quality of life has been the focus of Jefferson Parish's community vision since 2003 when the parish's citizens created the following *Vision Statement for Envision Jefferson 2020*:

"Jefferson Parish commits to planning and developing as a diverse community with a rich quality-of-life by enhancing the integrity, value and character of its neighborhoods and businesses."

Through the Plan Update's public meetings and forums, citizens refined this vision as they voiced their ideas and goals for the future. The updated vision statement reflects the best qualities of Jefferson Parish and embraces change as the Parish strives for a more resilient community.





2040 VISION STATEMENT

**JEFFERSON PARISH IS
A RESILIENT, DIVERSE,
AND CONNECTED
COMMUNITY WITH A
RICH QUALITY OF LIFE,
VIBRANT
NEIGHBORHOODS,
AND ABUNDANT
OPPORTUNITIES TO
PROSPER.**

JEFFERSON PARISH IS...

RESILIENT AND SUSTAINABLE

1. Jefferson has safe, well-maintained, and vibrant residential, mixed-use, and commercial neighborhoods.
2. Residents and businesses have choices of urban, suburban, and rural settings.
3. Employment, goods, and services are abundant and accessible.
4. Trees and recreational areas create an aesthetically pleasing, enjoyable, and healthy environment.
5. The parish's businesses and industry clusters comprise a diverse economy.
6. Regional, State, and Federal collaboration creates a healthy coastal environment.
7. Infrastructure, facilities, businesses, and homes reflect innovative practices for building in a floodplain.
8. Numerous safe and reliable transportation options are available for moving through and around the parish.

WE SAID...

"More live, work, play plans"

"View the Lake from a beautiful mixed-use condo building and travel in a unique, comfortable public transportation vehicle from home to restaurant to a cultural festival to a bar and back!"

"More retail/shopping centers centrally located in areas walkable to everywhere"

"Have more residential above commercial on major streets and roads"

"More areas needed with key combo of resources, safety, school, walkability, and green space"

"Tree preservation"

"More greenery along sidewalks"

"It's nice to not have to depend on owning a car and being able to get where you need to go"

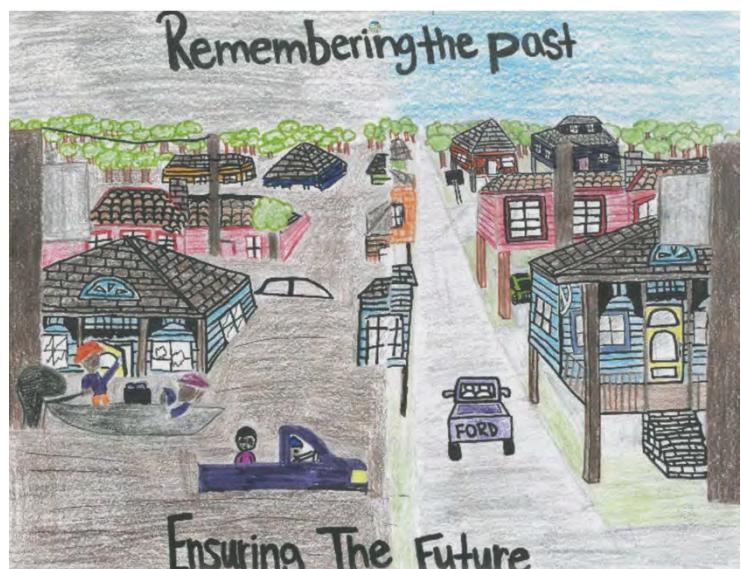
"I would like to know how to make my house safer from flooding and other hazards"

"Require homes to be built 2 feet above sea level"

"Storm drains in many areas are too old or too small"

"Coastal restoration is critical to surge protection"

Figure 11. Drawing by RaeAnn Turner for the 2019-2020, 14-month calendar of the Louisiana Floodplain Management Association, a project supported by funding awarded by LADOTD, Floodplain Management Section through a Federal grant awarded by FEMA.



4. Our Vision

JEFFERSON PARISH IS...

CONVENIENT AND CONNECTED

1. Streets and pathways are well-designed and promote safe walking and cycling.
2. Public transportation strengthens the connections between residents and their jobs and daily needs.
3. Travelers move seamlessly between parishes in the region.
4. Community centers are easily accessible and connect the community to services and people.
5. JeT is sufficiently funded to sustain its current system and grow its future operations.
6. Goods and services, work and play are nearby.
7. Jefferson Parish Government is engaged, responsive, and efficient and promotes communication, education, and technology.
8. Well-maintained roads, bridges, and pathways provide ease in vehicular and pedestrian transportation.
9. Residents and visitors interact at community centers, libraries, walking and cycling paths, parks and playgrounds, fairs and festivals, and entertainment venues.
10. Water views and access to water provide enjoyment and recreation.
11. Businesses link residents to jobs, goods, and services and the parish to the global economy.

WE SAID...

"Please, please modernize the transportation system so young folk can maneuver their travels"

"Public transportation needed for aging population"

"Better transit to NOLA"

"A transportation hub would be great"

"Roundabouts in neighborhoods to reduce speeding"

"More bike trails and lanes specifically to connect the lake levee to the river levee"

"Designate green space areas for bikes"

"We have many seniors who shouldn't and/or can't drive. Access to good mass transit will help them"

"...direct transit services in to and from downtown New Orleans, particularly in areas that are more attractive to younger families like Bucktown and Old Metairie"

"...a light rail through Jefferson Parish on Airline Drive from the airport to Downtown New Orleans."

"Keep us informed about storms and natural disasters!"

"Safe swimming areas in Lake Pontchartrain along levee along Causeway"

"More accessible lakefront"

"Expand the community centers so that they become the hub of the community"

"Would like to access a local park on foot from my house"

"Would love to see the levee/lakefront to be more park-like, trees, shade, fountains, etc."

"Need more walking trails"

"Community gardens"

"Skateboard park"

"Libraries are too far from my neighborhood. What would it take to get smaller neighborhood libraries?"

JEFFERSON PARISH IS...

DIVERSE AND AFFORDABLE

1. Residents have a range of high-quality, affordable housing choices and of well-paying employment options.
2. The needs of the elderly and disabled are met through affordable housing options and accessible social and medical services.
3. Diverse housing and robust businesses attract young families, professionals, retirees, and new businesses.
4. Businesses, homeowners and renters have access to affordable insurance.
5. Housing is proximate to services such as shopping, health care, and bus lines, and other amenities or necessities such as religious uses, schools, hospitals, and parks and playgrounds.

WE SAID...

"JP needs more diverse housing options for young professionals and aging borrowers. Some groups desire mixed-use, walkable, convenient neighborhoods"

"I would like to see more upscale or nice senior housing or assisted living"

"More housing opportunities and housing stock options like condos and townhomes"

"Newly designed housing"

"More diverse housing options"

"High end condos at Lafreniere Park would give a great view and folks getting older like me won't have to maintain a house and cut grass"

"Maintenance and improvement of aging rental properties is needed"

"Desire for trailers based on affordability. Investigate affordable alternatives (ie, duplex, modular)"



Figure 12. Grace King High School students painted murals that were then hung on the fence surrounding the Entergy Substation on W Esplanade Ave. as part of the Fat City mural project.

4. Our Vision

JEFFERSON PARISH IS...

INNOVATIVE AND PROSPEROUS

1. Government, businesses and residences embrace technology that enhances living, working, playing, and traveling within the Parish.
2. Buildings and grey infrastructure are constructed or retrofitted using low-impact development approaches and green infrastructure.
3. Canals and levees maximize design approaches for multiple functions, including recreational and open spaces.
4. New technology for living with and managing water more effectively and sustainably is evident in the natural and built environment.
5. Jefferson Parish incorporates best practices and technologies in infrastructure, facilities, planning and services.
6. Each of the parish's five major industry clusters are robust and growing.

WE SAID...

"A national and global destination for health care"

"Would love to see the levee/lakefront to be more park-like, trees, shade, fountains, etc"

"Thinking about canals as assets/green spaces"

"Retention ponds that keep green space!"

"Incorporation of more green infrastructure in development and rights-of-way"

"Emphasis on career technological education in high school and college that supports trade and jobs for more industrial growth, primarily on the West Bank"

"Cover canals to create mixed-use corridors"



5. Land Use

Over the next 20 years, many of Jefferson Parish's existing land uses will remain stable and others will evolve to meet market demands.

In 2008, the Parish Council adopted the framework for the Unified Development Code (UDC) when it also adopted updated subdivision regulations. Since then, the Parish has migrated some sections of the Zoning Ordinance to the UDC, added new sections, and revised certain development standards, and will continue to populate the UDC in the coming years.

The Parish's development regulations reflect land-use trends. New provisions address mixed-use, more compact development targeted in appropriate areas of the parish to meet market demands. Existing zoning regulations aimed at protecting primarily single-use neighborhoods such as single-family residential, will continue as a well-established set of development standards.

The most stable land use is single-family residential, which accounts for approximately 65 percent of all land zoned residential in the parish. Single-family homes are and will continue as the parish's dominant land use.

On the West Bank inside the Hurricane and Storm Damage Risk Reduction System (HSDRRS), large tracts of land remain undeveloped, principally west of the Harvey Canal. Of the developed land, the dominant West Bank land use is detached single-family homes also anticipated to remain, similar to the East Bank.

While the East Bank has limited area for new development with no large undeveloped tracts of land, several large tracts of undeveloped land



Figure 13. Preserving and protecting established single-family residential neighborhoods is one of the Parish's goals.

remain on the West Bank in Fairfield, Waggaman, and the Barataria Blvd./Lafitte-Larose Hwy. corridor. New residential and commercial development has slowed consistent with relatively flat population growth, but vigorous planning and economic development efforts lay the groundwork for growth (see www.jedco.org).

Redevelopment

Redevelopment is occurring in developed areas of both banks as small residential lots are subdivided into larger lots for renovated or new homes, and as older commercial buildings are renovated or demolished for new uses in a retail market in flux nationwide due to increased on-line shopping and other trends.

Between 2014 and 2018, the Parish, through its Planning Department, approved 641 ministerial or minor subdivisions; and, legislatively through the Parish Council, approved 193 major subdivisions to facilitate this redevelopment. This activity is expected to continue.



5. Land Use

The parish's major roadways and key intersections encompass the majority of its commercial development, primarily in a linear pattern of strip shopping centers that include big-box and smaller stores. Commercial uses along major roadways and within centers will remain over the next 20 years, but will continue to undergo transitions in tenant mixes.

Some of the shopping centers extend over several acres of land as sizeable commercial nodes. At 100 acres, Elmwood is one of the large centers that will undergo redevelopment. The broader Elmwood area already includes retail stores, restaurants, apartments, offices, and entertainment venues in addition to warehousing, distribution, and light manufacturing; and the Elmwood Shopping Center's redevelopment will build on the existing mix as it focuses on the demolition of a former big-box store into a mixed-use, walkable streetscape to enhance the area as a live-work-play community. The 10-year phased construction project includes over 500 apartment units and integrated storm water management.

Real estate market preferences around the country include mixed-use development, which the Parish now encourages in strategic areas such as Elmwood. Other areas include the parish's three shopping malls—Lakeside and Clearview on the East Bank and Oakwood on



Figure 14. Small, locally owned businesses are a main-stay in Jefferson Parish, such as this shop constructed in Fat City in 2012 under the new Fat City zoning adopted in 2010.

the West Bank. Over the next 20 years, they also have the potential to become the hubs of more mixed-use, walkable, and transit-served areas.

Lakeside Shopping Center, which accounts for approximately five percent of the parish's total sales tax revenues, is adjacent to Fat City, where the Parish has focused redevelopment efforts after the adoption of the *Fat City Strategic Redevelopment Plan* in 2009 and new zoning in 2010 that promote a mixed-use, more pedestrian-friendly built environment.

Although Jefferson Parish's regional share of jobs has declined somewhat, its economy remains strong. The expansion of Ochsner Health System and its main campus for destination health care on the parish's East Bank, and the redevelopment of the former Avondale Shipyard site as a value-added global logistics hub along the Mississippi River on the West Bank illustrate the economic vitality of the parish's major industry clusters and their potential for growth.



Figure 15. Older commercial development, such as this grocery store, is being redeveloped or updated throughout the parish.

The industry cluster focused on food is already stimulating growth. During the 2018-2019 period, Fuji Vegetable Oil broke ground on a 63-acre West Bank site for the construction of a food-processing, storage, and distribution complex, and U.S. Foods acquired the F. Christiana distribution center for expansion on the West Bank to provide greater food products and services to restaurants and foodservice operators in the region. A new U.S. Foods building will meet rigorous LEED Silver certification.

New Development

Although new development has slowed, the State, Parish, RPC, and JEDCO have collaborated on planning for the development of the approximately 9,000 acres that comprise the West Bank’s Fairfield area, which also has experienced notable construction projects that lay the groundwork for additional development.

In 2015, the Parish Council adopted the *Fairfield Strategic Plan* and began its implementation with adoption of new zoning in 2016. In 2019, the JEDCO Board of Commissioners adopted the *Churchill Technology & Business Park Master Plan* to serve as the roadmap for continued development.

Located on a 480-acre stretch of land, the Churchill Technology & Business Park currently is home to JEDCO, JEDCO’s Conference Center and Business Innovation Center, the Delgado Community College River City Site and Advanced Manufacturing Center, and the Patrick F. Taylor Science and Technology Academy, a top-performing magnet school emphasizing a STEM curriculum.

The 85,000-square-foot Delgado facility represents a \$273 million investment in training programs for transportation and logistics, maritime technology, and marine engineering.



Figure 16. Illustrative framework plan for Churchill Park, part of the Churchill Technology & Business Park Master Plan, February 2019.

The Churchill Park has the potential to become a hub for business and innovation and spark development in the greater Fairfield area by creating a unique identity that draws people and businesses to the site. The master plan includes community amenities and promotes the unique and special natural environment through both preservation and integration of sustainable, resilient design principles.

In addition to new development in the Churchill Park, the 149-acre Westwego Sports Complex is planned. This recreational project joins the TPC Louisiana Golf Course, which set the stage for high-quality development of this area.



5. Land Use

Other parts of the West Bank west of the Harvey Canal have experienced new single-family home construction recently. Since 2002, the Parish has platted approximately 700 acres of land for single-family lots and developers have built new homes on many of these lots. However, the annexation of the Timberlane Subdivision into the City of Gretna in 2009 negates about half of this gain.

Life Safety and Enhancement

The Parish regulates new construction, building additions and alterations, and building demolitions through its building permit procedures. In 2018, the Parish’s Department of Inspection and Code Enforcement (ICE) issued 509 building permits for the construction of new principal buildings valued at approximately \$193 million in construction costs, and 1,829 building permits for additions and alterations to existing buildings at a total construction value of approximately \$109 million. These numbers represent continued private investment in Jefferson Parish.

To ensure life safety, the Parish will stay current in adopting amendments to the Louisiana State Uniform Construction Code, which includes the International Building Code and the other standardized codes that Jefferson Parish uses to regulate construction activity.

The Parish also will continue to promote life safety by enforcing zoning regulations for the use and upkeep of properties, and nuisance laws pertaining to issues such as overgrown weeds and abandoned or inoperable vehicles. It conducts regular inspections and “Code Sweeps” through its Property Maintenance/Zoning/Quality of Life (PMZ) Department to achieve this objective. Violations that are not cleared by individual property

2018 PMZ Performance Indicators	
Type of Action	Total Issued (# & % cleared by owner)
General quality of life violations	6,808 (3,315; 46%)
Repeat property visits for overgrown weeds	8,135 (5,149; 63%)
Contractor to clean/cut overgrown weeds	1,245 (383; 31%)
Junk vehicles tagged	5,316 (4,564; 86%)

owners are sent to the Parish’s Bureau of Administrative Adjudication for hearings.

Through its ICE Department, the Parish implemented specialized web-based software in late 2015 to manage permit review and allow the public to track the review and approval process electronically. The Parish will continue to enhance this system for added efficiency and convenience to the public.

One planned enhancement to the electronic permitting system in 2020 is the addition of site plan review required in the special zoning districts that have design-related standards, including landscaping requirements. The Parish’s Planning Department manages this site plan review, and integrating it with the building permitting system will improve the related and often overlapping processes.

The special zoning districts are mapped on the parish’s major roadways and on properties within certain neighborhoods. Their landscaping requirements, which the Parish comprehensively evaluated and revised in 2017, have provided beautification and environmental benefits to streetscapes throughout the parish. One example is Veterans Blvd. on the East Bank.

Significant beautification efforts involving the Parish and individual businesses have transformed the public and private domains of Veterans Blvd. over the past 20 years. In 2002, the Parish created a right-of-way leasing program whereby private property owners can lease excess right-of-way to meet the landscaping requirements of the zoning overlay district, add parking, or construct a monument sign.

The right-of-way leasing program generates approximately \$600,000 annually. The Parish has used this money to beautify the Veterans Blvd. median with landscaping, sculptures, and a fountain, based on a plan implemented in 10 phases. A revenue bond paid for the improvements and the right-of-way leasing revenue pays for ongoing maintenance.

The Veterans Blvd. project is one of many efforts that the Parish undertakes for beautification. Through its Parkways Department and private organizations focused on beautification, the Parish has planted thousands of trees on Parish properties, and it assists civic and business groups to coordinate, select, and mark sites for the planting of large numbers of trees in neighborhoods.

The Parish will continue the planting and enhancement programs on public property over the next 20 years. To ensure that landscaping



Figure 17. The Parish enhances its public rights-of-way with landscaping and sculpture, including the Veterans Blvd. median, which was largely funded through the leasing of excess right-of-way to adjacent properties.

required on private property is maintained, the Parish’s Planning Department, through its landscape architect, conducts regular inspections. In 2018, inspections of 58 commercial properties on portions of two major corridors found some properties out of compliance, but the owners were highly responsive in replanting landscaping to meet the requirements.

Recently, the Parish designed and implemented certain street enhancement projects from a complete streets perspective. Two projects— Canal St. on the East Bank and Holmes Blvd. on the West Bank—entail vehicular travel lane and/or drainage improvements, enhanced sidewalks, added bike lanes, and tree plantings in a more complete-street approach. While the Parish recognizes the benefits of taking this approach in some of its future road improvement projects, it also is constrained by the availability of funds and features such as drainage canals.

Revitalizing public rights-of-way, businesses, and homes, constructing new housing, protecting and preserving established residential neighborhoods, and nurturing and growing businesses and industries remain community and land use goals. More mixed-use development where appropriate and increased access to uses that satisfy life’s daily needs also comprise land-use goals and objectives over the next 20 years.

Goals & Objectives

Goals and objectives for the Land Use Element are on the pages that follow.

GOAL 1 THE DEVELOPMENT AND REDEVELOPMENT OF LAND, BUILDINGS, AND STRUCTURES IS ORDERLY AND WELL-PLANNED.

- OBJECTIVE 1** Promote efficient use of infrastructure.
- OBJECTIVE 2** Ensure that development bears its share of the cost of public infrastructure and facilities.
- OBJECTIVE 3** Protect existing and planned public rights-of-way and servitudes for the maintenance and expansion of public infrastructure.
- OBJECTIVE 4** Provide sufficient land for residential, commercial, industrial, and recreational land uses.
- OBJECTIVE 5** Encourage redevelopment and reuse of existing commercial and industrial facilities and sites.
- OBJECTIVE 6** Employ best planning practices and effective regulatory tools.
- OBJECTIVE 7** Provide voluntary incentives for innovative development approaches.
- OBJECTIVE 8** Promote planned development through zoning and subdivision standards and procedures that incorporate flexible regulatory measures to encourage amenities.
- OBJECTIVE 9** Develop effective strategies for neighborhoods with unique land use and transportation considerations through subarea plans.



Figure 18. Lauricella Land, Inc. plans to redevelop the Elmwood Shopping Center into a live-work-play community. The former K-mart building will be demolished and redeveloped into a mixed-use building with 350 new apartments fronting a walkable, landscaped streetscape. (Courtesy of Lauricella Land, Inc.)

GOAL 2 RESIDENTIAL NEIGHBORHOODS ARE SAFE, COHESIVE, AND THRIVING.

- OBJECTIVE 1** Enhance the attractiveness of residential neighborhoods for existing and new residents.
- OBJECTIVE 2** Promote the revitalization of neighborhoods that are stagnating or in transition.
- OBJECTIVE 3** Foster accessible goods, services, and amenities in underserved neighborhoods.
- OBJECTIVE 4** Support uses or facilities that promote healthy communities.
- OBJECTIVE 5** Foster the provision of neighborhood support services in community centers and other meeting places.
- OBJECTIVE 6** Protect residential neighborhoods from incompatible development or redevelopment.

GOAL 3 NEW DEVELOPMENT AND REDEVELOPMENT ARE COMPATIBLE WITH ESTABLISHED RESIDENTIAL, COMMERCIAL, OR INDUSTRIAL AREAS.

- OBJECTIVE 1** Facilitate compatible, neighborhood-scale commercial development at the edges of neighborhoods or within adjacent or nearby shopping centers.
- OBJECTIVE 2** Foster mixed-used development that combines residential uses with compatible nonresidential uses in appropriate locations.
- OBJECTIVE 3** Capitalize on transformative possibilities in older transportation corridors, including enhanced transit and mixed-use development.
- OBJECTIVE 4** Promote infill and redevelopment in neighborhoods with greater potential for multiple modes of mobility because of proximity to fixed facilities such as transit or bicycle routes.
- OBJECTIVE 5** Provide development regulations and design standards to maximize compatibility.
- OBJECTIVE 6** Minimize negative impacts of new development or redevelopment through up-to-date regulations and standards based on best practices.

GOAL 4 THE PARISH'S MAJOR INDUSTRY CLUSTERS PROVIDE OPPORTUNITIES FOR GROWTH, INVESTMENT, AND SUSTAINABILITY.

- OBJECTIVE 1** Attract workforce and retain companies through walkable hubs of live, work, and play functions and activities.
- OBJECTIVE 2** Promote the viability of health care institutions and enhance their ability to attract and serve patients and employ residents.
- OBJECTIVE 3** Provide opportunities that leverage and expand existing warehousing and distribution hubs.
- OBJECTIVE 4** Facilitate the development or re-use of commercial building stock to provide space or facilities for the parish's businesses and major industry clusters.
- OBJECTIVE 5** Protect prime industrial land with strategic port, rail, and roadway access from encroachment of inappropriate non-industrial uses.
- OBJECTIVE 6** Facilitate the development or re-use of land and buildings for value-added business activities.



Figure 19. On the parish's West Bank, U.S. Foods will increase the size of its facility from 70,000 to 200,000 square feet to support the company's continued growth and ongoing efforts to offer additional products and services to restaurants and food service operators in the region. (Courtesy of U.S. Foods, Inc.)

GOAL 5 ENHANCED AESTHETICS MAKE BUILT ENVIRONMENTS ATTRACTIVE PLACES TO LIVE, WORK, TRAVEL, LEARN, AND PLAY.

- OBJECTIVE 1** Preserve and enhance the Parish’s tree canopy and other landscaping.
- OBJECTIVE 2** Improve the visual quality of roadways using landscaping and beautification projects.
- OBJECTIVE 3** Encourage signage that is attractive, appropriate for the location, and balances good visibility and aesthetics.
- OBJECTIVE 4** Promote building facade improvement and enhancement.
- OBJECTIVE 5** Reduce clutter caused by excessive or poorly designed and located signs, wires, and utility boxes and poles.
- OBJECTIVE 6** Provide design standards and development incentives to achieve public purposes such as walkability or senior housing.
- OBJECTIVE 7** Reduce nuisances and blight that have a negative impact on quality of life, safety, and health.



Figure 20. Drawing by Perez Architects for the Stage 0 Feasibility Study, Severn Avenue Corridor, January 2014.

GOAL 6 NATURAL ENVIRONMENTS PROVIDE PROTECTION, HABITATION, RECREATION, AND LIVELIHOOD.

- OBJECTIVE 1** Collaborate with Federal and State agencies and neighboring parishes and cities to preserve natural resources and enhance environmental protection and quality.
- OBJECTIVE 2** Engage in programs and projects that safeguard natural processes and resources and promote environmental protection and quality for the long-term sustainability of the parish.
- OBJECTIVE 3** Provide waterfront activities or facilities for recreation and access to the water.
- OBJECTIVE 4** Balance economic activities such as oil and gas production with environmental efforts that restore and preserve wetlands and sustain coastal communities.
- OBJECTIVE 5** Promote activities like fishing, hunting, and boating as sport and livelihood.

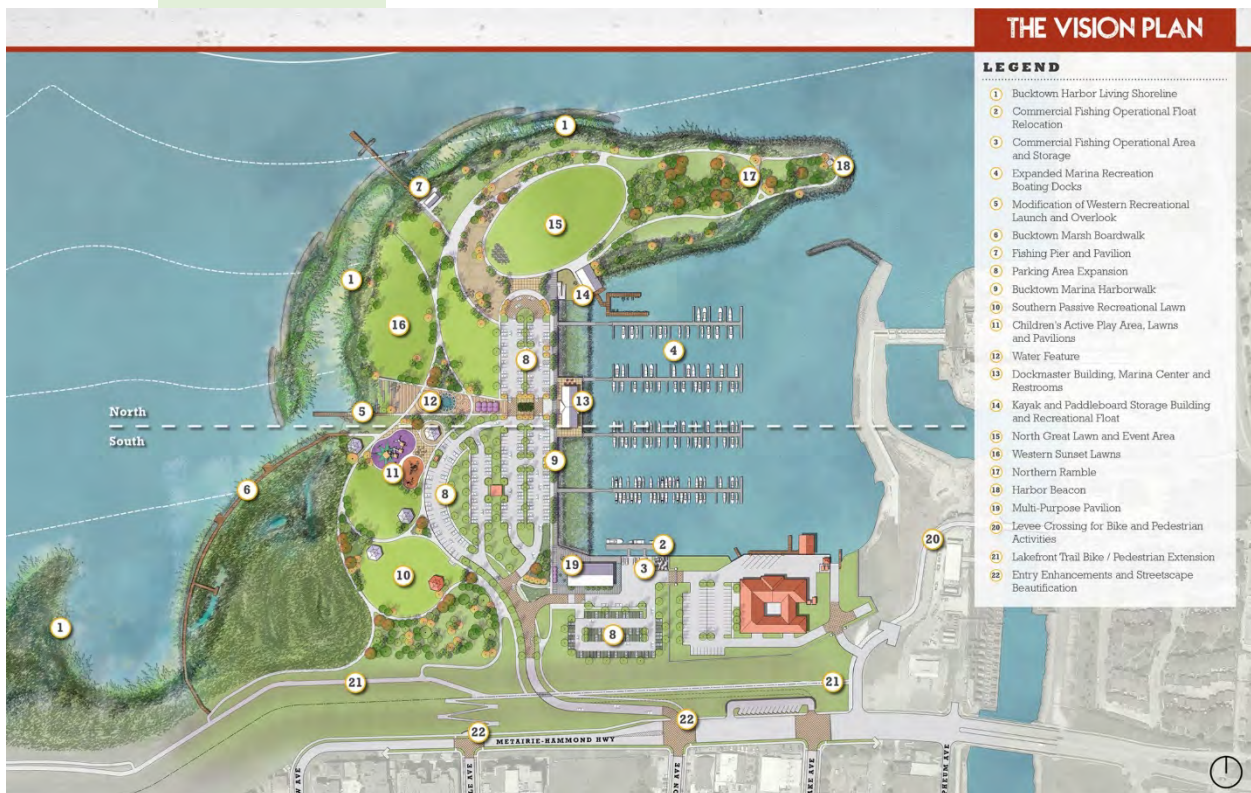


Figure 21. Bucktown Harbor Visioning Plan, 2019.

**GOAL
7**

TRADITIONAL NEIGHBORHOOD DEVELOPMENT THAT IS COMPACT, MIXED-USED AND WALKABLE IS DESIRABLE IN APPROPRIATE AREAS.

- OBJECTIVE 1** Promote transit-oriented development (TOD) in mixed-use areas along high-volume transit corridors and activity centers.
- OBJECTIVE 2** Incorporate flexible regulatory measures to encourage traditional site development.
- OBJECTIVE 3** Promote low-impact development (LID) practices for construction, fill, drainage, landscaping, and parking.
- OBJECTIVE 4** Encourage commercial development that facilitates a pedestrian-friendly environment through building and parking location on site, open space, landscaping, street furniture, and easy access to sidewalks.
- OBJECTIVE 5** Target higher density or intensity development where the transportation system supports transit routes or can accommodate additional traffic, where a mix of uses results in a lower proportion of vehicle trips, or where housing and services are designed to serve senior or special needs populations.
- OBJECTIVE 6** Revise parking standards for development that is served by transit, is mixed-use, or for projects that serve seniors or special needs populations.



Figure 22. Promoting mixed-use in a more traditional, walkable streetscape is one intent of the Commercial Parkway Pedestrian overlay zoning district, created in 2015. In 2018, Metairie Commons on Metairie Rd. was constructed with apartments above retail and office, using the new zoning standards.



**GOAL
8**

NEIGHBORHOODS ARE DESIGNED AND FUNCTION TO MEET THE NEEDS OF INDIVIDUALS AND FAMILIES, INCLUDING PERSONS WITH DISABILITIES AND THE ELDERLY AS THEY AGE IN PLACE.

- OBJECTIVE 1** Promote revitalization, development, or installation of buildings, facilities, or infrastructure that provide direct health care or facilitate mobile, community-based care, telemedicine, and other innovative approaches.
- OBJECTIVE 2** Facilitate easy access to medical, transportation, and other services needed by senior or special needs residents.
- OBJECTIVE 3** Foster development of neighborhood-based civic and senior support services.
- OBJECTIVE 4** Encourage development with site and building design features that enhance active lifestyles or address special needs.
- OBJECTIVE 5** Accommodate accessory dwelling units that facilitate multi-generational households.
- OBJECTIVE 6** Provide incentives or bonuses in development regulations to achieve public purposes such as walkability or senior housing.

**GOAL
9**

DEVELOPMENT AND REDEVELOPMENT MINIMIZES DETRIMENTAL IMPACTS ON THE PARISH'S AIR, WATER, AND OTHER RESOURCES AND PROMOTES ITS SUSTAINABILITY.

- OBJECTIVE 1** Provide regulatory or other incentives for construction methods and designs that minimize environmental impacts, promote environmental quality, or mitigate climatic changes and extreme weather events.
- OBJECTIVE 2** Protect waterways from pollutants or erosion caused by stormwater runoff or wastewater discharge.
- OBJECTIVE 3** Collaborate with Federal, State, and regional agencies or entities to establish or administer programs and projects for environmental protection.
- OBJECTIVE 4** Administer and enforce environmental programs and regulations for which the Parish has authority or jurisdiction.

GOAL 10 LAND USE PRACTICES AND POLICIES ENHANCE SUSTAINABILITY AND REDUCE RISK TO LIFE AND PROPERTY FROM HAZARDS.

- OBJECTIVE 1** Implement and periodically update mitigation plans and programs to minimize threat to life and property caused by natural hazards and hazards related to human activities.
- OBJECTIVE 2** Coordinate with Federal, State, and regional agencies, interstate commissions, and other local governments on practices and policies that necessitate a broad approach.
- OBJECTIVE 3** Encourage integrated storm water management, green infrastructure, and other low-impact development techniques to minimize flooding and mitigate impacts of climate.
- OBJECTIVE 4** Reduce and mitigate the risks of hazardous materials activities.
- OBJECTIVE 5** Balance development activities with conservation measures to protect and enhance coastal wetlands and communities outside the Hurricane and Storm Damage Risk Reduction System (HSSDRS).
- OBJECTIVE 6** Promote development and site design that are less vulnerable to damages from flood, wind, subsidence, and other hazards.
- OBJECTIVE 7** Design and build infrastructure that is less vulnerable to flooding and includes low-impact development measures or integrated storm water management where practical.

GOAL 11 BUSINESSES PROVIDE ABUNDANT GOODS, SERVICES, AND JOBS AND CREATE VIBRANT CORRIDORS AND CENTERS.

- OBJECTIVE 1** Encourage adaptive reuse or redevelopment of aging commercial properties and structures.
- OBJECTIVE 2** Partner with economic development agencies to attract and retain businesses, including industries that import and export goods and services or function as value-added logistics hubs.
- OBJECTIVE 3** Provide sites and areas where businesses can locate and thrive.

GOAL 12 RESIDENTS, BUSINESSES, AND GOVERNMENT EMBRACE ENVIRONMENTAL AND TECHNOLOGICAL CHANGES WITH INNOVATIVE, RESILIENT APPROACHES FOR RENOVATION, CONSTRUCTION, AND USE OF STRUCTURES AND LAND.

- OBJECTIVE 1** Expand opportunities for disseminating public information and receiving public input.
- OBJECTIVE 2** Provide effective and efficient management and administration of projects, programs, and procedures.
- OBJECTIVE 3** Promote integrated approaches and multifunctional systems to achieve broader environmental or design-based objectives.
- OBJECTIVE 4** Consider the broader transition from traditional businesses or institutions serving customers or clients in buildings, to online business approaches or near real-time service delivery from remote locations when adopting and administering regulations, programs, and procedures or enabling 5G or similar networks.
- OBJECTIVE 5** Incubate businesses and organizations by facilitating the sharing of resources such as buildings, equipment, and media.



Figure 23. JEDCO’s incubator program is designed to connect business innovators, marketing experts, and capital providers in its Business Innovation Center at Churchill on the West Bank.

Future Land Use

The Future Land Use Map (FLUM) illustrates a place-based vision for what Jefferson Parish will look like in twenty years. It assigns all land in the unincorporated parish to one of nine future land use categories, which describe a general development pattern and types of uses that could be expected in a particular area.

Unlike the official zoning map, the FLUM is not regulatory; rather, it provides guidance for land-use decisions. It is the zoning district, not the FLUM category, which specifies the types of uses that are allowed and the standards that apply to the uses, structures, or sites within the district.

Future Land Use Categories

There are nine FLU categories:

- Rural (RUR)
- Suburban Residential (SUB)
- Urban Residential (URB)
- Commercial (COM)
- Mixed-Use (MU)
- Production, Distribution, and Repair (PDR)
- Heavy Industrial (HI)
- Community Facilities (CF)
- Resource Land and Water (RES)

The first seven FLU categories generally correspond to levels of intensity or density, ranging from the lowest density rural and residential areas to commercial and the heaviest intensity industrial uses. The last two FLU categories – CF and RES – do not refer to intensity, but rather recognize the areas of the parish that serve vital functions as community facilities or resource lands and water. Generally, a FLU category should cover a contiguous area of at least two acres to avoid a “spot” of FLU.



Rural (RUR)

Rural (pictured above) includes areas that are sparsely populated with homes on large lots, agricultural and animal-related uses, and some commercial, industrial, and compatible supportive uses. Residential development is primarily single-family detached dwellings at under two dwelling units per acre, though homes on smaller lots may be appropriate in certain situations. Agricultural- and animal-related uses, as well as community facilities such as schools and local utilities, may be interspersed with residential development. Commercial and industrial uses may be located in these areas, generally along major corridors, at key intersections, or at other strategic locations.



5. Land Use



Suburban Residential (SUB)

Suburban Residential (pictured above) are the areas that are predominantly single-family homes on mid-sized lots, generally ranging from three to nine dwelling units per acre.

Community facilities, such as schools, religious institutions, parks and playgrounds, and local utilities, may be interspersed with residential development.

Urban Residential (URB)

Urban Residential (pictured bottom right) includes areas that are predominantly higher density residential, but may also include commercial or compatible supportive uses. Residential development primarily ranges from two- to multiple-family dwellings of at least ten dwelling units per acre, though single-family homes on small lots may be appropriate in certain situations. Community facilities, such as schools, religious institutions, parks and playgrounds, and local utilities, may be interspersed with residential development. Commercial uses may be located in these areas in certain situations, generally at the edge of neighborhoods, as a buffer to more intense land uses, or at other appropriate locations.

Commercial (COM)

Commercial (pictured below) includes areas that provide a range of commercial uses – office, retail, wholesale, service, and general business trade – which may be built along transportation corridors or at intersections and at an intensity that is compatible with the adjacent land uses, roadway classification, or other appropriate factors. Community facilities, such as schools, religious institutions, parks and playgrounds, and local utilities, may also be located in these areas. Industrial uses may be located in these areas at strategic locations.





Mixed-Use (MU)

Mixed-Use (pictured above) includes areas that feature a mix of commercial, residential, and compatible supportive uses. These uses may be mixed on a single site, in a neighborhood, or along a corridor and may be at an intensity that is compatible with the adjacent land uses, roadway classification, or other appropriate factors. Community facilities, such as schools, religious institutions, parks and playgrounds, and local utilities, may be interspersed. Single-use areas of residential, commercial, or industrial development may be located in these areas in certain situations, generally at the edge of the mixed-use area or at other appropriate locations.

Production, Distribution, and Repair (PDR)

Production, Distribution, and Repair (PDR) (pictured below) includes areas that provide a range of light industrial uses which are at an intensity that is generally compatible with adjacent or nearby land uses. PDR uses involve the on-site production, distribution, repair, assembly, processing, or sale of materials, products, technology, or goods intended for a wholesale, manufacturing, or industrial application, and include uses such as light manufacturing, warehousing, storage, and research and development. These areas do not include heavy industrial uses. Community facilities, such as religious institutions, parks and playgrounds, and certain types of schools, may be appropriate in these areas. Commercial uses may be located in these areas at strategic locations.





5. Land Use

Heavy Industrial (HI)

Heavy Industrial (pictured below) includes areas mostly devoted to heavy industrial activities, such as: processing, refining, or bulk storage of flammable and combustible liquids; chemical manufacturing; and other uses which, by the nature of their operation, generally are not compatible with adjacent or nearby residential, retail, or office uses or community facilities.



Community Facilities (CF)

Community Facilities (pictured above) includes large-scale public or quasi-public facilities that serve the community, including institutions, parks and other recreational uses, transportation facilities, and utilities. These facilities generally occupy at least ten acres or may be regional destinations that are distinct from surrounding land uses and may include adjacent related land uses.

Resource Land and Water (RES)

Resource Land and Water (pictured at left) includes areas primarily located outside of the hurricane protection levees and used for fishing, hunting, forestry, agriculture, or resource extraction or protection; and natural lands not currently in use and not anticipated to develop.

Future Land Use Map (FLUM)

The Official FLUM is housed in the Parish's Geographic Information System (GIS). It may be amended in accordance with procedures outlined in Chapter 33 *Unified Development Code* of the Code of Ordinances. The FLU maps on the following pages serve as the reference FLUM.

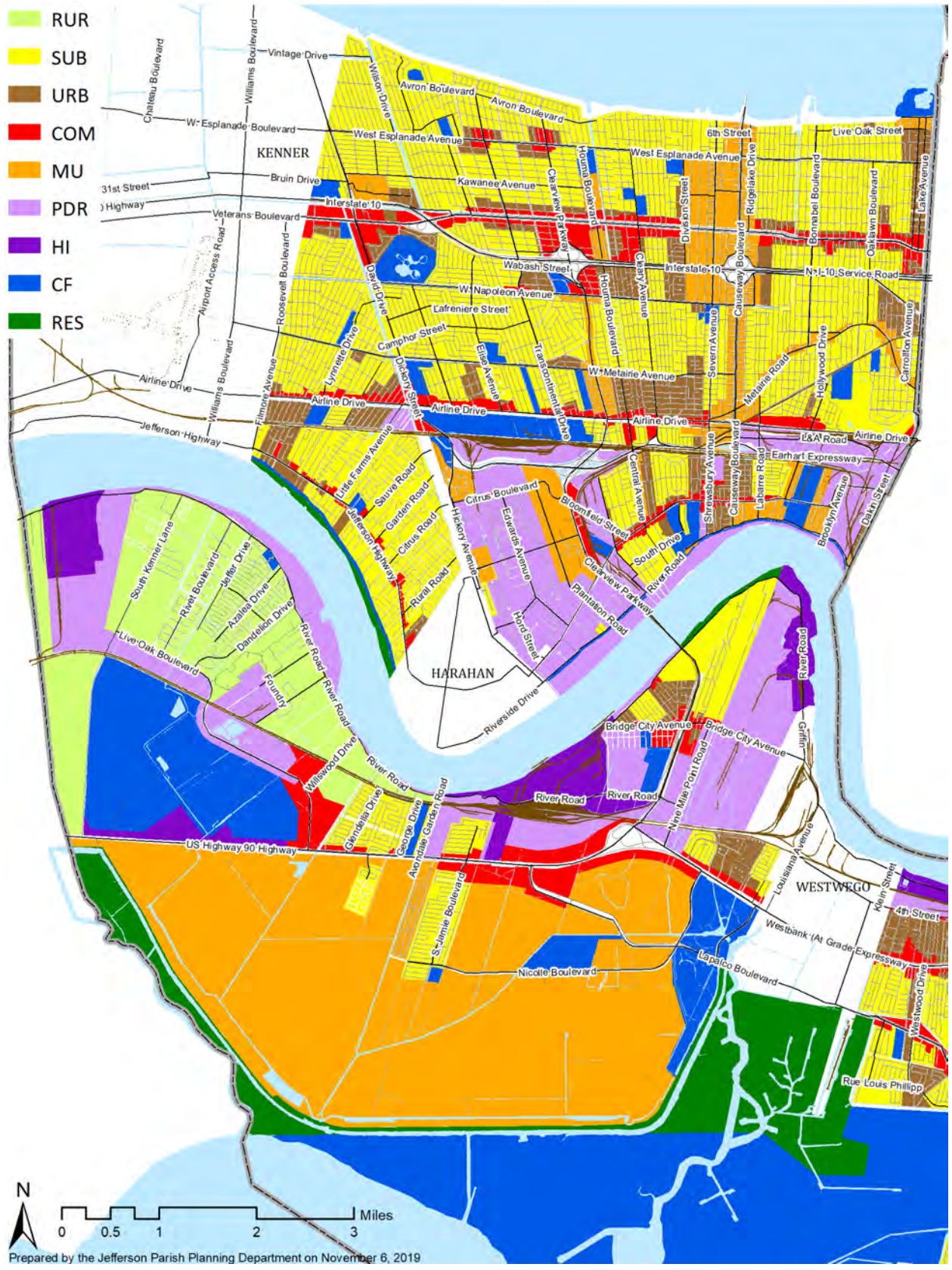


Figure 24. FLUM, upriver

 5. Land Use

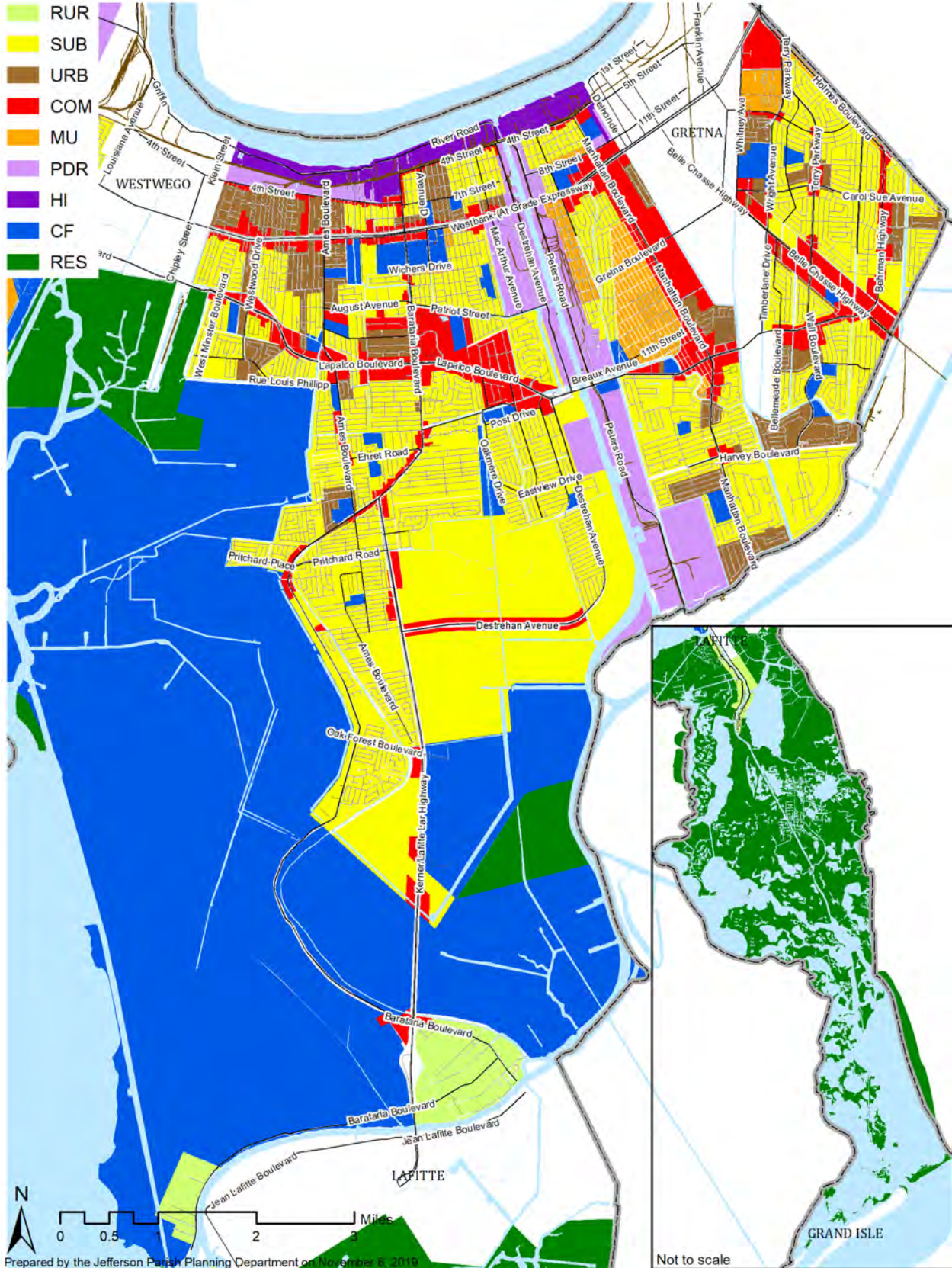


Figure 25. FLUM, downriver

6. Housing

Since adoption of *Envision Jefferson 2020* in 2003, Jefferson Parish’s demographic trends have not changed significantly. These trends have implications for its housing needs. They include decreased household sizes, decreased household incomes, and a senior population that is increasing more rapidly than the region’s senior population. From 2010 to 2018, the population aged 55+ grew by 8,171, while the population under 55 declined by 6,325.¹ Overall population growth has slowed and the parish’s population continues to get more diverse.

Another trend indicates that the percentage of owner-occupied housing units is declining, although the parish has a relatively high rate of owner-occupancy. Of the parish’s roughly 190,000 housing units, nearly two-thirds are owner-occupied, mostly detached single-family units, and one-third are renter-occupied.

East Bank home values tend to exceed those on the West Bank. The median value of a home in the unincorporated East Bank is \$226,399, compared to \$160,789 on the West Bank. Since 2008, sale prices have inched upward on the East Bank but have levelled on the West Bank. New homes being constructed on the West Bank sell quickly.

In each case, sale prices have been consistently lower than in neighboring Orleans Parish, which has experienced substantial price gains on its East Bank and a related housing affordability issue. By comparison, housing is more affordable in Jefferson Parish with rental prices consistently lower than in Orleans Parish.²



Figure 26. New houses are under construction in the Westwood Crossing Subdivision on the West Bank, where thousands of acres of land are available for development.

Since 2010, occupancy of the parish’s multi-family housing units has been over 90 percent and monthly rents have steadily increased. However, relatively little new multi-family construction has taken place in Jefferson Parish. One exception is Elmwood, where new apartment construction has added over 600 units on nearly 30 acres of land since 2013.



Figure 27. In 2019, Favrot & Shane, Co. is completing the second phase of the 504-unit apartment development in Elmwood.

¹ U.S. Census Bureau, American Community Survey, 5-year estimates; Esri estimates, 2018.

² New Orleans Metropolitan Association of Realtors. Sales data includes properties in incorporated Jefferson Parish.



6. Housing

Trends in New Orleans are only part of the regional picture. Some of the suburban neighboring parishes have newer housing stock and their public schools overall have higher State rankings than Jefferson Parish’s public schools. Hence, other parishes are attracting new residents, some from Jefferson Parish.

To meet the needs of its increasingly diverse population so they stay in the parish, and to attract new residents, Jefferson Parish wants a more diverse range of housing options by type, size, density, cost, and location. While the preservation and revitalization of predominantly single-family neighborhoods is a top priority, development of higher density homes that have features such as less yard to maintain, also is desirable and consistent with national trends.

To focus attention on two significant housing issues—low-to-moderate-income affordability and aged single-family housing stock—the Parish supports and this Plan incorporates two subplans: the *Consolidated Plan for the Jefferson HOME Consortium* and the *Housing Stock Enhancement Strategic Plan*.

Affordable and Special Needs Housing

The Parish’s current Consolidated Plan, required to qualify for Federal funding for housing and related services, covers years 2018-2022. It builds on previous and successful Consolidated Plans and Annual Action Plans, and incorporates public participation in identifying goals, objectives, priorities, and outcomes. The plan’s primary objective is maximizing limited public resources and attracting private resources to address affordable housing and other essential needs (see the Community Development Department at www.jeffparish.net).



Figure 28. The Parish uses Federal housing funds to build affordable housing, such as this new home on Jade Ave. in Metairie.

Through the Consolidated Plan, the Parish and its Consortium partners implement and administer the Federal Community Development Block Grant (CDBG), Home Investment Partnerships (HOME), and Emergency Solutions Grant (HESG) programs. They expect to allocate approximately \$19.6 million of funds during the current 5-year period. CDBG, HOME, and HESG program expenditures and allocations have been fairly stable, as shown in the table below.

Consolidated Plan Expenditures & Allocations, 2018-2022			
Program	CDBG	HOME*	HESG
Housing Rehabilitation	40%	40%	-
New Constructions	-	20%	-
Public Infrastructure	25%	-	-
Public Services	15%	-	-
First-time Homebuyer	-	20%	-
Homelessness Prevention & Tenant-based Rental Assistance	-	-	95%
Administration & Other	20%	20%	5%
Total Expenditures	\$13 million	\$5.5 million	\$1.1 million

*The Parish provides a 25% match that is allocated similarly.

Beyond 2022, the Parish aims to continue these efforts to reduce severe housing costs, increase home ownership, and support programs designed to serve special populations, particularly the elderly and disabled. However, Federal participation, particularly through the U. S. Department of Housing and Urban Development, is vital to the success of these efforts, and major changes to HUD’s budget allocations would affect future outcomes.

Housing Stock Revitalization

The Parish and JEDCO collaborated on the development of a strategic plan focused on revitalization of the parish’s housing stock – the *Jefferson Parish Housing Stock Enhancement Strategic Plan*. Built between 1960 and 1979, the majority of the parish’s housing units, more than 80 percent, is at least 36 years old.

Completed in 2017 and incorporated into the Housing Element, this strategic plan has these components: 13 prioritized objectives; 23 broad strategic tools; 40 specific strategies for the retention, enhancement, or redevelopment of existing housing units; and 24 specific strategies to provide new housing units (see the Jefferson EDGE at www.jedco.org).

In 2018, the Parish and JEDCO began to implement this plan in the West Bank community of Terrytown. Working with the Terrytown Civic Association, the Albert and Tina Small Center for Collaborative Design at Tulane University School of Architecture, the Home Builders’ Association of Greater New Orleans, Jefferson Parish Finance Authority, and local realtors, lenders, and appraisers, they developed a toolbox of financing mechanisms and architectural guidelines for renovation and new construction.

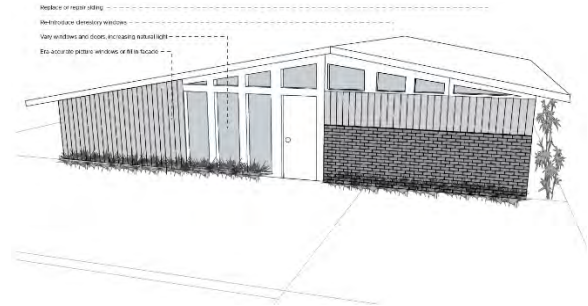


Figure 29. In 2019, Tulane School of Architecture prepared drawings, such as this sketch of a house renovation in Terrytown, as part of the effort of the Parish and JEDCO to implement the Jefferson Parish Housing Stock Enhancement Strategic Plan, with involvement of the Terrytown Civic Association.

Over the next several years, the Parish and JEDCO anticipate applying the strategic plan strategies and lessons learned from the Terrytown pilot program to other parish neighborhoods with aged housing stock in need of revitalization. In addition to focusing on enhancing single-family homes, Parish goals for diverse, attractive housing choices include encouraging mixed-use development and housing geared to senior citizens.

Finally, the parish’s racial and ethnic composition is increasingly diverse. Correspondingly, the Housing Element identifies non-discriminatory equal access housing opportunity as a principal goal.

Goals & Objectives

Goals and objectives for the Housing Element are on the pages that follow.



GOAL 1 EXISTING HOUSING STOCK IS WELL-MAINTAINED AND REVITALIZED TO ENHANCE APPEARANCE, FUNCTION, AND APPEAL.

- OBJECTIVE 1** Promote the renovation and revitalization of existing housing stock and residential neighborhoods.
- OBJECTIVE 2** Encourage the retention and use of older, well-built, high-quality houses that represent a substantial investment in the parish’s built environment.
- OBJECTIVE 3** Minimize blighted properties through regulatory programs, including continued inspection and enforcement of health safety, building, and zoning codes.
- OBJECTIVE 4** Reduce the stock of substandard housing through rehabilitation or redevelopment.

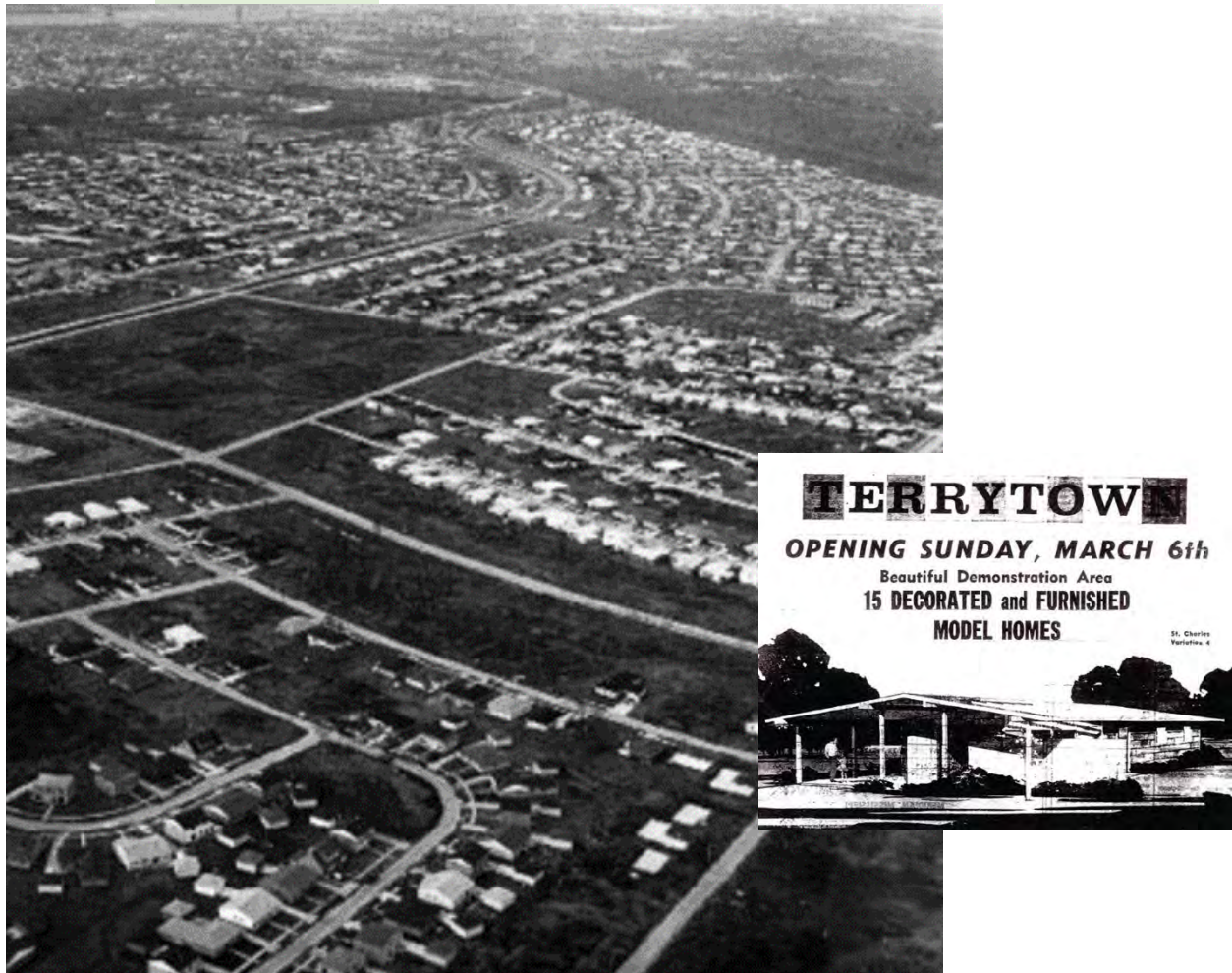


Figure 30. Developed by Paul Kapelow as the first planned community in Jefferson Parish, Terrytown has 1960’s housing stock showcased in the Pilot Program of the Jefferson Parish “Housing Stock Enhancement Strategic Plan: A Strategy for Neighborhood Revitalization,” January 2017.

GOAL 2 ABUNDANT HOUSING CHOICES IN DIVERSE LOCATIONS DRAW AND RETAIN RESIDENTS.

- OBJECTIVE 1** Recognize housing market demand and desire among some segments of the population for higher density residential opportunities.
- OBJECTIVE 2** Provide siting opportunities for the full range of housing, including stand-alone single-family, small- and large-lot, townhouses, multifamily, independent and assisted living, and nursing homes; and mixed-use development that includes residential and nonresidential uses.
- OBJECTIVE 3** Encourage independent senior housing and assisted living facilities through zoning standards, expedited review, or other incentives.
- OBJECTIVE 4** Allow for market and design flexibility in mixed residential districts while preserving neighborhood character.



Figure 31. These townhomes near the Metairie CBD contribute to diverse housing options.



GOAL 3 REGULATIONS AND STANDARDS PROMOTE THE PROVISION, MAINTENANCE, AND IMPROVEMENT OF HOUSING.

- OBJECTIVE 1** Administer clear, consistent, and efficient permitting processes that minimize time delays and costs while maintaining appropriate opportunities for public input.
- OBJECTIVE 2** Adopt uniform development and infrastructure standards that support both private and public interests in the development of housing.
- OBJECTIVE 3** Allow denser infill housing adjacent to commercial areas and transit.
- OBJECTIVE 4** Measure the effectiveness and efficiency of regulations and policies in addressing housing.
- OBJECTIVE 5** Allow facilities such as schools and religious uses to encourage residential neighborhoods suitable for family life.

GOAL 4 THE FULL RANGE OF HOUSING COST PROVIDES AFFORDABLE HOUSING FOR ALL CITIZENS.

- OBJECTIVE 1** Support efforts by the private sector, non-profit organizations, and Federal, State, and regional agencies to produce affordable housing.
- OBJECTIVE 2** Partner with for-profit and non-profit developers and community-based organizations to acquire, rehabilitate, or re-sell vacant, adjudicated, or repossessed properties.
- OBJECTIVE 3** Use Federal, State, and local programs and innovative financing techniques to support housing affordability and home ownership.
- OBJECTIVE 4** Promote affordable housing for low- and moderate-income groups throughout the parish.

GOAL 5 HOUSING OPPORTUNITIES ARE AVAILABLE FOR SPECIAL NEEDS GROUPS, INCLUDING THE ELDERLY AND PERSONS WITH DISABILITIES.

- OBJECTIVE 1** Implement enhanced incentives or standards such as density bonuses, parking requirement reductions, and secondary dwelling units that promote housing for special needs groups.
- OBJECTIVE 2** Participate in Federal, State, and local programs and leverage funds to provide affordable, well-maintained, and accessible housing for special groups in need and homeless individuals and families.
- OBJECTIVE 3** Ensure that no regulations or policies unduly restrict housing options for the elderly, persons with disabilities, or other special needs groups.
- OBJECTIVE 4** Encourage mixed-use development that includes housing and provides facilities and services to meet daily needs and facilitate aging in place.
- OBJECTIVE 5** Encourage parks, sidewalks, lighting, and other amenities that promote accessibility, sense of community, and vital neighborhoods.
- OBJECTIVE 6** Coordinate economic development strategies, such as targeting growth of the health care cluster, with housing development for the elderly and individuals with special needs.



Figure 32. The Ville Ste. Marie Senior Living Center provides an assisted living option for the elderly.



GOAL 6 HOME OWNERSHIP IS POSSIBLE FOR ALL PERSONS INCLUDING PROTECTED CLASSES.

- OBJECTIVE 1** Participate in partnerships to promote home ownership through a variety of funding options and techniques, such as limited equity partnerships, lease-purchase ownership programs, and self-help housing.
- OBJECTIVE 2** Ensure non-discriminatory housing opportunity by enforcing laws against discrimination in housing development and programs.
- OBJECTIVE 3** Facilitate housing options or financing strategies that provide affordable rents or home mortgages.

GOAL 7 HOUSING RECOVERS QUICKLY FROM ECONOMIC, ENVIRONMENTAL, AND DEMOGRAPHIC THREATS.

- OBJECTIVE 1** Promote elevation of homes to reduce risk of flooding.
- OBJECTIVE 2** Support construction and retrofitting of homes to be sturdy and hardened.
- OBJECTIVE 3** Encourage inclusion of green infrastructure in housing development to mitigate flooding.
- OBJECTIVE 4** Provide diverse housing types to accommodate fluctuations in the market and satisfy changing needs and desires.
- OBJECTIVE 5** Maintain communication with housing developers, builders, lenders, and providers for trends in construction, financing, and occupancy programs and projects.
- OBJECTIVE 6** Enhance neighborhoods holistically since housing and neighborhood vitality are linked.

7. Transportation

Jefferson Parish's transportation system consists of local roads and bridges, Federal and State highways, public transit, sidewalks, bicycle and shared-use paths, railways, port and maritime facilities, and the airport, which together move people and goods around the parish and region. Similar to how communities around the U.S. plan for their transportation needs, the Parish's proposals for transportation facilities occur against the backdrop of Federally required transportation planning at the state and regional levels.

For the New Orleans urbanized area, the Regional Planning Commission (RPC) for Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. John the Baptist, St. Tammany, and Tangipahoa Parishes is the Metropolitan Planning Organization (MPO). Jefferson Parish has five members on the RPC board and participates actively in RPC matters.

A key role of the RPC as the region's MPO is working with the Louisiana Department of Transportation and Development (LADOTD) and the region's parishes to identify, prioritize, and allocate funding, principally Federal funds, for transportation projects. Over the next 20 years, Jefferson Parish will continue to participate in regional planning processes and actively pursue funding; however, the continued availability and amount of this important source of funding are unknown variables over the longer term.

Another key source of funding for transportation improvements, primarily for local streets and related improvements, is local taxes. In December 2017, Jefferson Parish voters approved the renewal of a one percent sales tax to fund projects for some of the



Figure 33. Improvements to 18th St. in Fat City were jointly funded by the Parish, the RPC, and the LADOTD.

parish's over 3,200 lane miles of streets and bridges, among other purposes such as sewer improvement projects. Voters extended this tax to 2022 in 1998, and then extended it again beginning in December 2022 for an additional 20 years. Voter support in renewing this tax and Parish efforts in capital improvement programming represent the ongoing commitment to a high-performance roadway system, a key Goal of this Element.

Roads

The sales tax supports bonds for road improvements on both banks of the river. In 2019, the Parish anticipates issuing in excess of \$235 million in Special Sales Tax Revenue Bonds for these projects. The bond issue will further refinance and restructure the Parish's debt to provide approximately \$355 million, which when added to Federal and State supplemental match funds will provide total project funds of approximately \$500 million for the coming years.



Figure 34. Jefferson Parish will spend approximately \$500 million from its road bond program to improve streets in the parish, including the Causeway/Earhart interchange.

The Parish’s Road Bond Program, based on the 2017 tax renewal, includes these improvements: reconstruction; rehabilitation and resurfacing; extension and widening; intersection reconfiguration and signalization; and bike paths and trails. In 2019, the Parish began \$82.5 million in major work on roads, some of which represents approximately \$33 million remaining from the Road Bond Program based on the 1998 tax renewal.

Over the next 20 years, major roadway improvements focus on better east-west vehicular access and road capacity on each bank. The Earhart Expressway (a State road) on the East Bank and Lapalco Blvd. (a Parish road) on the West Bank, are two major east-west arterials slated for improvements.

On the East Bank, the Parish and LADOTD plan to redesign the intersection of Causeway Blvd. and the Earhart Expressway as a fully

functioning interchange with all eight movements. This interchange improvement qualifies as a Federal-aid project, and the Parish included over \$50 million in its current Road Bond Program to provide its share. Extending Earhart Expwy. over Dickory Ave. and tying it into Airline Dr. also are desired improvements to the Earhart Expwy. corridor over the next 20 years.

The Parish also plans to widen Causeway Blvd. from four to six lanes between the Airline Dr. overpass and W. Napoleon Ave. The Parish’s Road Bond Program includes over \$32 million for the Causeway Blvd. widening and overpass.

On the West Bank, the Parish will fund design of a new Lapalco Blvd. twin bridge over the Harvey Canal in the next five years. The design will expand the existing 4-lane bridge to accommodate three eastbound travel lanes and a shared-use path, and three westbound lanes.



While the Parish's current Road Bond Program set aside \$7 million for preliminary design and engineering, the Parish estimates the construction cost to exceed \$80 million. No timetable is in place for bridge construction pending the procurement of these funds.

Also on the West Bank, the Parish and LADOTD foresee a new up-ramp from the at-grade West Bank Expressway (U.S. 90) roadway to the elevated eastbound expressway located immediately west of Manhattan Blvd. (a Parish road) to accommodate traffic from Peters Rd. and the Harvey Canal Tunnel.

The Parish's *Thoroughfare Plan*, which the Parish Council adopted in 2006 and is updated in this Plan, is a framework for the general alignments of all existing and future roads, classified by type, and aids in identifying needs for improvements. The *Thoroughfare Plan* also assists in establishing the relationship between transportation and land use, since some of the Parish's development regulations relate the appropriateness of a use at a specific location to the roadway classification in the *Thoroughfare Plan*.

Transit

Jefferson Transit (JeT) and the Mobility Impaired Transit System (MITS), which operates through user registration, comprise the Parish's public transit system. In 2016, JeT operated 29 vehicles on 13 fixed routes and carried approximately two million passengers. To maintain this service, in 2017 parish voters renewed approximately two mills of ad valorem taxes for a 10-year period. Almost one mill of ad valorem tax funds MITS. Fare collections also contribute revenues to JeT.

Figure 35. In 2019, the Parish and the RPC completed the Transit Strategic Plan, which includes 26 action items to improve transit.

Before Hurricane Katrina in 2005, JeT carried four million passengers annually. Reduced demand and budgetary constraints after the hurricane resulted in scaled-back operations that continue.

JeT's future stability depends on its ability to fund services. The dedicated transit millage and revenues raised from fare collections are insufficient due to increasing costs for services, static revenues from the millage, and fluctuations in passenger fares.

With assistance from the RPC, the Parish completed the *Jefferson Parish Public Transit Strategic Plan* in 2019. The planning process found overwhelming support for continued public transit, including among business stakeholders who recognize the importance of transit to workforce mobility. The resulting plan concluded, however, that transit services will consume all reserve funds before 2029 if changes do not occur.

To counter this potential occurrence, the *Transit Strategic Plan*, incorporated into this Element and available from the Planning Department at www.jeffparish.net, lists 26 Action Items based on five Goals and multiple Objectives. In addition to fundamental actions, visionary ideas include Bus Rapid Transit on portions of the Veterans Blvd. and Jefferson Hwy. corridors, fully autonomous buses on





7. Transportation

short routes or in limited-service areas, and involvement of transportation network companies such as Lyft, Uber, and local taxi services to help provide services.

Bike Lanes and Paths

With assistance from the Regional Planning Commission, the Parish created the *Jefferson Parish Bicycle Master Plan* and adopted it as part of this Plan in 2014 (available from the Planning Department at www.jeffparish.net). The master plan establishes the overarching vision for a safe, convenient, and connected system of cycling lanes and paths on both banks of the river. It also includes five goals, each with infrastructure, policy, and programmatic



Figure 36. In 2016, the Parish's Bicycle Master Plan won the APA LA's Excellence Award for a Transportation Plan.

The *Bicycle Master Plan's* estimated costs for implementation are hundreds of millions of dollars, especially with the high cost of retrofitting existing streets. While the Parish is committed to creating a safe, convenient, and connected cycling network, it recognizes that reaching the plan's goals is a long-term endeavor dependent on available funds.

objectives. Finally, the master plan provides potential timelines, funding sources, responsibilities, and benchmarks for implementing the plan.



Figure 37. The path along Lake Pontchartrain provides an east-west connection for cyclists and pedestrians.

The Parish has started investing in development of the network. Using some of the 20-year sales tax revenues, the Parish allocated approximately \$45 million in the Road Bond Program for the following bike paths, lanes, and bridges:

Bike Paths, Lanes, and Bridges Funded in Road Bond Program	
East Bank	
Canal St.	I-10 Service Rd. to Lake Ave.
Little Farms Ave.	Stewart Ave. to Airline Dr.
River to Lake	River Rd. to Old Hammond Hwy.
Severn Ave.	17 th St. to W. Esplanade Ave.
West Bank	
Destrehan Ave.	4 th St. to Leo Kerner Pkwy.
Hector Ave.	Whitney Ave. to Terry Pkwy.
Holmes Blvd.	Terry Pkwy. To Berhman Hwy.
Leo Kerner Pkwy.	Barataria Blvd. to Parc Des Familles
Nicolle Blvd.	Jamie Blvd. to Lapalco Blvd.
Mississippi River Levee	Avondale Shipyard site, connecting to existing Bike Trail
Whitney Ave.	Anson St. to Cook St., Milton St. to Belle Chasse Hwy.

Port NOLA and Railroads

Jefferson Parish is within the jurisdiction of the New Orleans Port, called Port NOLA, which also includes Orleans and St. Bernard parishes. No port-owned property exists in Jefferson Parish, but the parish has waterway frontage on the Mississippi River on both banks as well as on the Harvey Canal, the 6.5-mile-long navigable canal that traverses the parish’s West Bank and links the Gulf Intracoastal Waterway (GIWW) to the Mississippi River.

In 2018, Port NOLA completed its *Port NOLA Forward Strategic Master Plan* to guide the port’s planning, operations, and capital investments over the next 20 years. This plan includes the “Gateway Action Plan” that lists projects “to deliver significant, sustained economic benefit throughout the Port’s three-parish jurisdiction,” which is the plan’s Vision (see www.portnola.com).

Some of the plan’s actions have direct applicability to Jefferson Parish. For example, “Breakbulk Cargo” includes the following action:

“Work with Jefferson Parish to identify on- and off-port opportunities for freight-based development in areas including breakbulk cargo; roll-on, roll-off cargo; project cargo; value-added services; manufacturing; and auto facilities.”

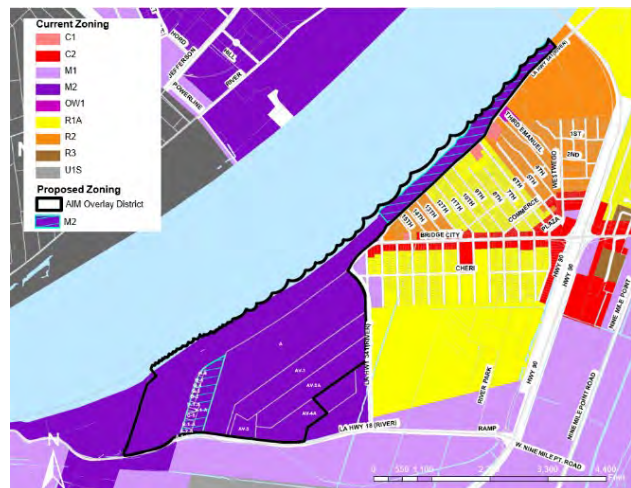
In 2019, the Jefferson Parish Council approved the Avondale Industrial Marine (AIM) zoning overlay district for the 254-acre site of the former Avondale Shipyards. The new zoning district promotes the privately-owned site as a global, multi-modal, value-added logistics hub,

Figure 38. The Parish Planning Department created the Avondale Industrial Marine overlay zoning district to promote the former Avondale Shipyard site as a multi-modal global logistics hub. The Parish Council approved the new district and mapped it on the site in 2019.

connecting port commerce with the onshore manufacturing, fabrication, and distribution facilities that the site’s new owner will revitalize or build.

Redevelopment of the former Avondale Shipyard site helped to inspire Port NOLA to expand its planning efforts beyond port-owned properties to other sites within its jurisdiction, and to broaden its thinking about freight-based possibilities. It also positions Jefferson Parish for economic growth and active participation in Port NOLA’s mission to “drive regional economic prosperity by maximizing the flow of international trade and commerce.”

As part of this mission, Port NOLA acquired the New Orleans Public Belt Railroad in 2017. The Public Belt is one of the two short-line railways and six Class 1 railways within Jefferson Parish. The two-track railroad line that runs down the middle of the Huey P. Long Bridge in Jefferson Parish facilitates rail travel throughout the southern U.S., since this railroad line is one of the few rail crossings over the Mississippi River. In 2017, the LADOTD completed a \$1.2 billion widening of the vehicular lanes of the bridge. The bridge’s railroad line and expanded vehicular lanes are a cornerstone of the parish’s transportation system and a conduit for its economic development over the next 20 years.





7. Transportation

Louis Armstrong Airport

Another significant transportation asset in Jefferson Parish is the Louis Armstrong New Orleans International Airport. Located in the City of Kenner, the Parish's largest incorporated municipality, but owned by the City of New Orleans, Louis Armstrong is the region's international airport under Class B airspace.

Opening in late 2019 is the \$1 billion new airport terminal that will provide an improved passenger experience (see www.flymysy.com). Located closer to Interstate-10 on the north side of the airport property, the new 927,000-square-foot terminal has three concourses, 35 gates, and two new parking garages.

A pivotal piece of infrastructure is a new flyover ramp to allow traffic to flow from I-10 directly to airport roadways, and thus improve vehicular access to the airport and traffic congestion on Kenner's roadways and I-10. Grant Anticipation Revenue Vehicle (GARVEE) Bonds fund this ramp, which will take three to four years to construct at a cost of approximately \$100 million. GARVEE allows the State to draw annual Federal-aid dollars in advance and then repay the Federal Government yearly with a portion of the nearly \$780 million in Federal highway dollars that the State receives.

Jefferson Parish joined the Airport, Regional Planning Commission, City of New Orleans, and City of Kenner in the local contribution to the flyover ramp's construction costs. Like other of the region's jurisdictions, Jefferson Parish will benefit from the new airport terminal over the next 20 years.

One potential beneficiary of the improved airport is the parish's tourism industry. With two convention centers and numerous hotels



Figure 39. View of the new airport terminal under construction.

and recreational facilities, the parish hosts conferences, exhibits, theatrical performances, sports tournaments, and fairs and festivals (see www.visitjefferson.com).

Like all of the parish's transportation assets described in this Element, the airport provides a linkage between the parish's transportation assets and its economy. The Transportation Element further suggests an increasingly multi-modal and resilient system with improvements that will provide many long-term benefits.

Despite a historically strong preference for driving, parish residents support alternative options to reach their destinations, or, simply, to get out and about. Businesses understand the benefits of a strong multi-modal transportation system as well. Retaining and attracting businesses and workforce are goals of this Plan.

One of the parish's foundational industry clusters is transportation, distribution, and logistics. The parish's hard transportation assets, including the Louis Armstrong International Airport, Mississippi River and Port NOLA facilities, Harvey Canal, Class 1 railroads, Huey P. Long Bridge rail line, Interstate-10, and well-maintained local roadways support the growth of this and other clusters over the next 20 years.

Goals & Objectives

Goals and objectives for the Transportation Element are on the pages that follow.

GOAL 1	GOVERNMENT, BUSINESS, AND CITIZENS CREATE ACTIVE PARTNERSHIPS TO TAKE ADVANTAGE OF TRANSPORTATION OPPORTUNITIES.	
	OBJECTIVE 1	Continue strong participation in the Regional Planning Commission (RPC) to ensure inclusion in the Metropolitan Transportation Plans, Transportation Improvement Plans, and other regional programs and projects.
	OBJECTIVE 2	Work collaboratively with the Regional Transit Authority (RTA) and RPC on behalf of JeT to establish enhanced transit connectivity, such as high-capacity or bus rapid transit, between parishes and among major employers and facilities, and adopt models and agreements for service, cost, and revenue sharing.
	OBJECTIVE 3	Assert parish needs and desires in the construction, maintenance, or governance of major regional transportation facilities located within the parish, such as the Louis Armstrong New Orleans International Airport.
	OBJECTIVE 4	Participate in alliances with the State and Southern Rail Commission (SRC) to restore passenger rail service between Baton Rouge and New Orleans with stops in Jefferson Parish, as part of the Gulf Coast Passenger Rail Network.
	OBJECTIVE 5	Work cooperatively with JEDCO, the Jefferson Chamber, and other partners to encourage cycling and transit ridership and options for enhancing multi-modal access to jobs.
	OBJECTIVE 6	Consider public-private partnerships to leverage the value of the Parish’s hard assets for strategic investments in infrastructure improvements.



**GOAL
2**

ROBUST TRANSPORTATION NETWORKS PROVIDE INTERCONNECTED, MULTI-MODAL OPTIONS FOR THE MOVEMENT OF PEOPLE, GOODS, AND SERVICES.

OBJECTIVE 1

Make transportation system improvements needed to support and connect existing and planned land uses and accommodate future development, including planning for transit-oriented development where appropriate.

OBJECTIVE 2

Incorporate the needs of appropriate transportation modes (vehicles, pedestrians, transit, bikes) when developing new corridors or enhancing existing roads.

OBJECTIVE 3

Maintain classifications for all existing and future roadways according to their locations and functions.

OBJECTIVE 4

Create robust systems of cycling and transit routes and facilities.

OBJECTIVE 5

Stay current with standards and improvements that provide safe and attractive walking environments between and among transit stops, employment or shopping centers, recreational facilities, and residential areas, particularly along major corridors.

OBJECTIVE 6

Facilitate transportation options or service alternatives such as ride-sharing to meet the transportation needs of a greater share of the population.

OBJECTIVE 7

Identify new transportation programs, projects, and technological applications for best practices, and seek funding from all available sources to implement them.



Figure 40. Cyclists travel through the waters of Lafitte using multimodal means of transportation.

GOAL 3 **ONGOING MAINTENANCE AND IMPROVEMENTS PROVIDE SAFE, EFFICIENT, COST-EFFECTIVE, AND RESILIENT TRANSPORTATION NETWORKS.**

- OBJECTIVE 1** Continue to match local funds with Federal and State funds for leveraged, maximized improvements.
- OBJECTIVE 2** Ensure financial stability for JeT as an integral part of implementation of the Jefferson Transit Strategic Plan.
- OBJECTIVE 3** Make local bicycle and pedestrian facilities safer, more reliable modes for movement between areas.
- OBJECTIVE 4** Coordinate major transportation improvements with ongoing and new regional plans and programs to achieve multiple purposes, including the region’s air quality conformity and compliance program as managed by the RPC.
- OBJECTIVE 5** Maintain Federal, State, and regional collaboration and coordination for emergency response involving the transportation network, with specific elements for hurricane evacuation and response to terrorist acts, hazardous materials spills, and accidents.
- OBJECTIVE 6** Continue to identify existing streets where improvements to critical areas are needed to improve a corridor’s function.
- OBJECTIVE 7** Apply best design and level of service standards for maximum performance and life-cycle efficiency, including the use of advanced technologies such as 5G network that facilitates automatic, connected communication among transportation infrastructure and vehicles, taking into consideration costs and other practicalities.

Figure 41. The Parish plans to improve Holmes Blvd., between Terry Pkwy. and Behrman Hwy., by repaving the vehicular travel lanes, improving sidewalks, and adding bike lanes and landscaping.





GOAL 4 **TRANSPORTATION NETWORKS CONTRIBUTE TO AN ATTRACTIVE BUILT ENVIRONMENT.**

- OBJECTIVE 1** Enhance quality of life and the competitive position of the parish with transportation infrastructure and facilities that are well-maintained and physically enhanced with landscaping, and signage and utility structures that effectively function without clutter.
- OBJECTIVE 2** Promote attractive private development and administer and enforce development standards that beautify major roadways.
- OBJECTIVE 3** Refine appropriate corridors and areas within the Parish to accommodate truck movements between ports, intermodal, industrial, and commercial facilities.
- OBJECTIVE 4** Maintain the inventory of existing conditions for transportation infrastructure and implement strategies for addressing maintenance needs timely.



Figure 42. A landscaped median and the “blue dog” sculpture on Veterans Blvd. in Metairie.



8. Community Facilities & Open Space

The Community Facilities & Open Space Element addresses the structures and services that support the parish's physical development, community activities, and social networks, and contribute to the overall quality of life for Jefferson Parish residents and businesses.

Public facilities and services include infrastructure for drainage, water, sewer, and hurricane- and storm-risk reduction; parks and playgrounds; health-care clinics and hospitals; animal shelters; libraries; fire stations; and centers for community activities, sports, entertainment, and emergency operations. The Transportation Element addresses streets and other transportation facilities.

Education and life-long learning are important components of an active, thriving community. Many of the parish's facilities, notably its libraries, parks and playgrounds, and community and senior centers, provide classes and other educational activities. Primary and secondary public education occurs in the Jefferson Parish Public School System (JPPSS), the largest in Louisiana. An entity separate from Parish Government, JPPSS conducts its own master planning, capital improvements, and system administration (see www.jpschools.org).

In 2019, voters approved an additional 7.9 mills of property taxes for teacher pay raises that administrators expect will help improve the quality of the parish's public schools. Despite an overall state ranking by performance score that is lower than the state average, individual public schools in Jefferson Parish excel: 27 are

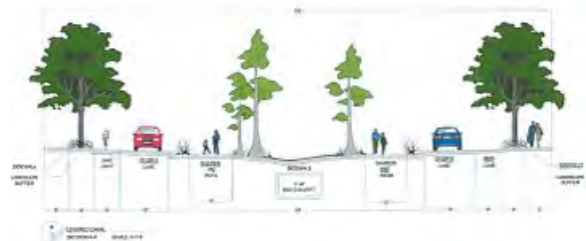


Figure 43. In 2018, the Parish completed the transformation of Canal St. in Metairie by replacing the open drainage canal with underground culverts and installing a landscaped bike and pedestrian path and integrated storm water management. Top is before; middle is a section showing proposed improvements; bottom is after construction of improvements.



8. Community Facilities & Open Space

A and B schools; four schools are recognized nationally; and three schools rank in the Top 5 schools in Louisiana.

Since 2013, Jefferson Parish voters have approved the renewals of several ad valorem (property) and sales taxes, and these successful referenda speak to broad support for this Element’s Goals and Objectives. Nine of the renewals fund the construction, operation, and maintenance of key infrastructure and facilities as well as provide related services. As the parish’s ex-officio tax collector, the Jefferson Parish Sheriff’s Office (JPSO) collects property and sales taxes and distributes them to their designed recipients.

Although the improvements that taxes fund will provide long-term enhancements, the continued construction, operation, and maintenance of key infrastructure, facilities, and services depend on voter tax renewals as the assessment or collection periods near expiration, and the ongoing receipt of intergovernmental and other funds.

Drainage, Water, and Sewer

The Parish’s Public Works departments construct, operate, and maintain drainage, water, and sewer infrastructure. They accomplish their responsibilities through a variety of funding sources, including ad valorem taxes, sales taxes, loans, grants, and user fees.

Recently, voters approved the following renewals of 10-year property taxes: approximately three mills for water; three mills for sewer; and 10 mills for drainage. Of the drainage millage, about half pays for regular operations and maintenance and half primarily repays the Federal Government for the Parish’s 35-percent share of the joint Parish/State/ Federal Southeast Louisiana (SELA) Urban Flood Control program, which comprises about

70 capital projects amounting to an overall \$934 million investment since 1996 to reduce flood risk. The latest millage term expires in 2030.

Forced drainage of storm water is critical in the low, flat areas south of Lake Pontchartrain, including Jefferson Parish. The Parish has a sophisticated system of approximately 340 miles of drainage canals, ditches, cross drains, culverts, and levees; 1,465 miles of street subsurface pipes; and 53 pump stations.

One of the last projects funded by the SELA program is Pump to the River, a \$150 million Federal project completed in 2018 to reduce flooding in River Ridge and Harahan. For the first time, a new pumping station and massive underground pipes funnel water during heavy rain events to the Mississippi River instead of Lake Pontchartrain. Pumping future storm water to the river at the Orleans/Jefferson parish line also is desirable, but with a price tag of at least \$150 million, this additional pump-to-the river drainage infrastructure will not occur without Federal approval and funding.

The Parish’s current Sewerage Capital Improvement Program includes approximately \$155 million in sewer improvements that are complete, in design, or under construction.

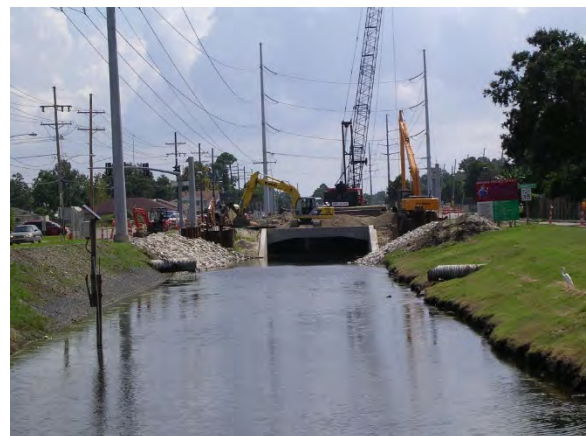


Figure 44. The SELA Urban Flood Control Program comprises about 70 capital projects amounting to an overall \$934 million investment since 1996.



8. Community Facilities & Open Space



Figure 45. Approximately 1,600 miles of water mains, 20,000 valves, and 15,000 hydrants comprise the parish’s water system. One of the main facilities is the East Bank Water Plants Purification Complex on Jefferson Hwy.

Despite the recent millage renewals, sewer and water, in particular, have long-term capital needs of hundreds of millions of dollars over the next 20 years not entirely covered by existing millage amounts.

Contributing to high projected costs for needed improvements is the age of some of the parish’s public works infrastructure. Especially in the areas of the parish developed before 1981, many existing lines under neighborhood streets were built to old standards that result in smaller pipes no longer able to handle high rates of flow effectively. For drainage, this means that a high rate of rainfall of short duration will result in street flooding. Keeping up with improvements to the parish’s aging infrastructure will remain an overriding concern over the next 20 years.

Incorporating, where practical, integrated storm water management and low-impact development (LID) measures such as green infrastructure – which uses vegetation, soils, and other elements to restore some of the natural water absorption and filtering processes

Figure 47. In 2019, an old sewer force main is replaced and upgraded with this new pipe for enhanced performance and safety.



Figure 46. 53 pump stations send storm water into adjacent water bodies through a system of pipes and canals on each bank.

– into the parish’s existing public works infrastructure is an additional approach for addressing this concern and creating benefits such as open space. In late 2019, the Parish will begin a study of integrated storm water management with funding from the Louisiana Department of Community Development, Disaster Recovery Unit.

This study also will evaluate enhancing existing incentives for low-impact development in the parish’s development regulations. These incentives, adopted in 2017, provide relaxed requirements such as setbacks and parking to developers if they use LID measures. A comprehensive review of parking requirements is included in the study, since impervious paving impacts run-off and drainage.





Levees, Floodwalls, and Floodgates

The Southeast Louisiana Flood Protection Authority-East and -West have responsibility for operations and maintenance of the levees, floodwalls, and floodgates that comprise the region’s Hurricane and Storm Damage Reduction System (HSDRSS). In Jefferson Parish, the authorities accomplish their responsibilities primarily with ad valorem taxes in 2019 of approximately four mills on the East Bank and 10 mills on the West Bank, where voters approved 4.75 mills of the total in April 2018 for 10 years to raise West Bank levees periodically and keep up with subsidence and sea level rise (see www.slfpaw.org, www.floodauthority.org).

Raising all levees regularly is critical to retaining Federal certification, qualifying for mortgages and coverage under FEMA’s National Flood Insurance Program, and overall reducing risk from hazards such as storm surge.

The East Jefferson Levee District has oversight of 28 miles of levees and floodwalls and 12 floodgates. By comparison, the West Jefferson Levee District is responsible for 66 miles of levees, the Bayou Segnette and Harvey Canal pumps and sector gates, and the West Closure Complex that contains the largest drainage pump station in the world and the largest sector gate in North America.



Parks and Playgrounds

The December 2017 ballot included 10 mills of ad valorem taxes dedicated to recreation, which the voters approved. Over 10 years, these funds will cover upgrades and replacements to some of the 57 parks and playgrounds spread over 2,500 acres of land in Jefferson Parish.

The Parish’s system of parks and playgrounds comprises large, regional parks, smaller neighborhood parks and playgrounds, pocket parks, and other open spaces, combining different recreational opportunities and approaches to most fully address the needs of parish residents. As new types of park facilities and services emerge and established parks evolve over the next 20 years, the Parish will strive to meet the changing needs of users.

Park funds also allow the Parish Recreation Department to teach the fundamentals in multiple sports: football and flag football, volleyball, basketball, soccer, baseball, softball, and other activities. Evidence of the Parish’s high-quality recreational programs is the



Figure 48. Children enjoy the playground at Lakeshore.

Figure 49. Outside the HSDRSS, the Parish and its coastal communities of Barataria, Crown Point, Lafitte, and Grand Isle work together to secure funding for measures to reduce flooding, such as the ring levee and stone breakwaters along the barrier island.



8. Community Facilities & Open Space

frequent winning of championships in all age groups for Babe Ruth World Series, Dixie Youth World Series, Dizzy Dean World Series, and Biddy Basketball National Championship.

The Parish’s recreational programs furnish youth athletics as the foundation for most high school sports programs, and some participants go on to play college and professional sports.

Four major public recreational facilities—Parc Des Familles and the John A. Alario, Sr. Event Center on the West Bank, and Lafreniere and LaSalle parks on the East Bank—have their own funding sources. Parc Des Familles and Lafreniere, at 610 acres and 155 acres, respectively, are the largest parks owned and operated by the Parish.

Parc Des Familles includes sports fields, an 18-hole disc golf course, a 2,000-foot-long boardwalk that extends into marsh, and future splash and dog parks, totaling about \$5 million in recent improvements. As additional funding becomes available over the next 20 years, the Parish plans to add features to position this park as a regional facility that complements the nearby 1,855-acre Barataria Unit of the Jean Lafitte National Historical Park and Preserve.

The Alario Center is a multipurpose, combination sports and entertainment facility that includes the 41,073-square-foot Event Center, the Festival Grounds, and Segnette Field, a top-notch baseball venue (see www.alariocenter.com). Supported by a four-percent hotel/motel tax, the Alario Center hosts basketball games on a NBA-sized hardwood floor, boxing matches, consumer shows, and school graduations. It is a joint venture between the State of Louisiana, Louisiana Stadium and Exposition District (LSED), and Jefferson Parish. The Center’s location next to Bayou Segnette State Park adds to its attractiveness and multi-use functionality for years to come.

Lafreniere Park has numerous picnic shelters, sports fields, an 18-hole disc golf course, and spray and bark parks. It also has an outdoor stage for annual concert series, and the many festivals it hosts include the Jefferson Parish Annual Christmas Lights Display, Pet Fest, Uncle Sam Jam, and several Charity Walk events. Additional features include a 2-mile health track, carousel, and foundation center.

After the completion of a Lafreniere Park planning process that involved numerous stakeholders and resulted in the Lafreniere Park 2019 Upgrade and Improvement Project, the Parish will invest \$3 million in upgrades and improvements through 2020, further enhancing this “beautiful and functional park for years to come” (www.lafrenierepark.org).

LaSalle Park offers a public baseball quadraplex with a pressbox/concession/restroom building, covered bleachers, and newly installed artificial turf infields. Multipurpose football and soccer fields, an outdoor environmental classroom, and a nature boardwalk also support recreational and educational programs at LaSalle. It supports active lifestyles with a scenic walking/jogging path and fitness area. The Parish has plans to install new batting cages and a children’s tot-lot in 2020.



Figure 50. Christmas lights at Lafreniere Park.



8. Community Facilities & Open Space

As a shared-use facility, the LaSalle Park Complex includes the Jefferson Parish Sheriff's Office Fourth District Station, Jefferson Parish Performing Arts Center, the Minor League Baseball Stadium, and the training facilities for the Saints and Pelicans, the region's National Football League and National Basketball Association professional teams, respectively. Like the Alario Center, the Complex involves joint State, LSED, and Parish management.

Other of the Parish's recreational facilities and open space provide waterfront access. Bonnabel Boat Launch offers back-down ramps, covered shelters, a dog park, an ADA-accessible tot-lot, and fishing pier, complete with awesome views of Lake Pontchartrain and the sunset.

In addition to providing these same views, Bucktown Harbor offers a Farmers' Market every Friday. Home to the Bucktown Fishermen's Association, the marina has slip rentals for recreational boating. A planning process that ended in 2018 resulted in a vision and plan for the Bucktown Harbor that the Parish will implement as funds become available (see www.BucktownHarbor.com).

Design Metairie: A Plan for our Future called the Lake Pontchartrain shoreline a significant asset as a cultural destination and recreational waterfront, especially at the Bonnabel Boat Launch, Bucktown Harbor, and north of Fat City in the Metairie CBD. In addition to prioritizing the development of lakefront amenities, the Design Metairie Plan, completed in 2019, also listed more outdoor festivals and performances, pocket parks for neighborhood recreation, safe walking and biking trails, and bike and boat rentals as priorities for art, culture, and recreation.

Health, Animal, and Juvenile Care

The November 2018 ballot included just over two mills of ad valorem taxes through the year 2030, which the voters also approved, for the Parish's two animal shelters and two health clinics as well as the services for mental health, addictive disorders, and intellectual or developmental disabilities that the Parish health clinics provide.

Opened in 2017, the new 30,000-square-foot West Bank Animal Shelter has increased capacity within its state-of-the-art facility. Besides funding its operation, the recently approved millage will fund the construction of a new, state-of-the-art East Bank Animal Shelter.

In 2017, the animal shelters took in almost 10,000 animals. Ongoing spay/neuter efforts and improved promotion of pet adoption have reduced the euthanization rate from 53 percent in 2011 to 19 percent in 2017.

Over the next 20 years, the two shelters will provide enhanced facilities and veterinary services to care for and pick up the parish's stray animals, quarantine dangerous animals, investigate reports of animal cruelty, and manage pet evacuations in emergencies.

The 2018 ballot also included approximately 3.3 mills to deliver professional treatment and regular supervision to youth who enter the





8. Community Facilities & Open Space

Public Safety

Fire services are important to public safety, and Jefferson Parish has one of the finest fire protection systems in Louisiana that it intends to maintain and upgrade over the next 20 years. The East Bank Consolidated Fire Department has 10 stations on the East Bank with plans for an 11th station near Rummel High School. Thirteen volunteer fire stations in seven districts cover a small area of the East Bank and all of the West Bank, where property taxes of approximately \$25 million in 2016 provided fire protection services.

Property tax millage provides funds for all of the parish’s fire districts. East Bank Consolidated has approximately 24 mills dedicated to construction, equipment, operation, and maintenance. With this tax, the department built two new stations: Station 20 near East Jefferson Hospital in 2011 and Station 19 in Elmwood in 2017. In 2019, East Bank Consolidated will break ground on new Station 12 on lower Jefferson Hwy., and has plans to rebuild Station 18 on Causeway Blvd. and Station 11 on upper Jefferson Hwy.

These upgrades will position the East Bank Consolidated department for continued high-quality services. The department’s grade of



Figure 51. The Parish built new fire station 20 near East Jefferson Hospital in 2011 and continues to upgrade fire stations.

juvenile justice system. Approved by the voters through the year 2030, this ad valorem tax allows the Parish to implement the new State law that processes 17-year olds in the juvenile system. It also facilitates continued enhancement of public safety through retention, treatment, and rehabilitation at the Parish’s Juvenile Justice Complex on the West Bank.

Libraries

The April 2017 ballot included approximately 6.2 mills of ad valorem taxes dedicated to the operation and maintenance of the Parish’s two regional libraries and 14 branch libraries in its library system. The tax also funds construction, materials, and services that administrators continually upgrade to provide up-to-date digital resources for the parish’s citizens.

In 2018, the Parish opened the newly constructed 10,500-square-foot, state-of-the-art library in River Ridge, renovated four existing libraries, and plans a new e-branch in Fat City. In 2019, the Parish is renovating three libraries – Metairie, Belle Terre, and West Bank Regional.



Figure 52. The Parish is upgrading and constructing libraries to enhance its library system. The new River Ridge library was completed in 2018 and was built to the zoning standards of the CPZ overlay district, which is mapped on the parish’s major corridors.



8. Community Facilities & Open Space

94.06 from the Property Insurance Association of Louisiana in 2017 was the highest that Consolidated Fire had ever received and the highest score in Louisiana among fire departments. In 2021, the department will participate in new rating and expects to retain the highest grade in the state.

Separate, yet supportive, governmental and judicial entities that are critical to the health and safety of the parish’s citizens include the Jefferson Parish Sheriff’s Office (JPSO) and related 9-1-1 services, the Jefferson District Attorney’s Office, the 24th Judicial District Court, First Parish Court, and Second Parish Court (see www.jpso.com; www.jpda.us; and www.24jdc.us). These entities have updated or constructed new, state-of-the-art facilities in the parish, including a court complex in Gretna, four JPSO District Stations, and the Parish-owned 1,200-bed correctional center or jail.

Centers for Social Services

Jefferson Parish pursues and obtains grants and intergovernmental funds to provide high-quality social services. It accomplishes this through linkages with Federal, State, local, and private agencies. Broad objectives are helping people in need get back on their feet, keeping families in their homes, and providing food to children and adults.



Figure 53. Jefferson Parish JeffCAP prepares to distribute food to Lafitte’s citizens in 2019.

Social services include the following Community Action Programs: Head Start, Retired Senior Volunteer, Food Pantry Distribution, Housing Counseling; Low-income Home Energy Assistance, Emergency Rent/Mortgage and Utility Assistance, Elderly and Indigent Transportation, and First-time Homebuyer Training (see JEFFCAP at www.jeffparish.net).

Eight community centers on both banks are focal points for the provision of services and gathering places for community meetings and activities. Volunteer centers/stations augment the community centers, with five of the community centers also serving as volunteer centers/stations. Other of the 24 volunteer centers/stations include senior centers associated with Parish parks and playgrounds, hospitals and churches, American Legion and Veterans of Foreign Wars posts, and the Second Harvest Food Bank.

The Parish’s Head Start Birth to Five program exemplifies its commitment to high-quality community facilities and resources, now and into the future. Federally-funded, this comprehensive, family-focused, school-readiness program for children birth to five years old serves approximately 570 children. The expanded Early Head Start program accommodates approximately 30 pregnant women and 110 infants.

Children with disabilities attend these programs with reasonable accommodations to ensure success. Through its own Citizens’ Affairs services, the Parish enhances outreach to citizens with disabilities of all ages, senior citizens, and the parish’s Hispanic community (see the Department of Citizens’ Affairs at www.jeffparish.net).



8. Community Facilities & Open Space

The Parish recognizes the value of these programs and is committed to ensuring their success. However, continuing them over the next 20 years and the level of services they provide, depend on the availability of intergovernmental and other funds.

Likewise, continuing to provide high-quality programs that help employers and job seekers successfully meet their 21st-century workforce needs depends on the availability of funds that the Parish receives from the U.S. Department of Labor through the Louisiana Workforce Commission (see Workforce Connection and Workforce Development Board at www.jeffparish.net).

Jefferson Parish, as a single-parish Local Workforce Development Area, acts as the fiscal agent and grant recipient of the Workforce Innovation and Opportunity Act funds. Through the Parish's Workforce Development Board, these funds enable the Parish One-stop Center to provide the coordination of services, training, and job placement. The Board maintains a strategic five-year local plan based on six core concepts and measures of achievement:

- Serve as a workforce broker;
- Assist in building a better workforce;
- Promote long-term employability and life-learning;
- Prepare youth for employment in the region's most vital industries;
- Provide access to current workforce data, labor-market information, and job listings; and
- Lead the effort to move welfare recipients toward self-sufficiency.

The Parish operates two American Job Centers, one on each bank, to provide direct access to resources for improving job skills, developing new career paths, and locating job



Figure 54. Parish employees provide information about the Head Start program.

opportunities. Both centers have career services offered by Delgado Community College to provide academic upgrades and job readiness skills in resume writing and interviewing techniques.

Other close working relationships include ones with the Greater New Orleans Foundation, JEDCO, the Jefferson Chamber of Commerce, the Hispanic Chamber of Commerce, and Greater New Orleans, Inc. These committed partners facilitate the Parish's success in enhancing workforce opportunities, and the Parish intends to continue these and other relationships over the long term.

These structures and services and others comprise the Parish's high-performance and high-quality systems of community facilities and resources. Captured within this Element are the Parish's Goals and Objectives to maintain high levels of service through continuous upgrades, while controlling operation and maintenance costs. High fire protection ratings and affordable and high-quality drinking water are some of the Parish's strengths. Challenges include upgrading the parish's aging infrastructure and providing criminal justice facilities and services as State mandates increase and State funds decrease.



8. Community Facilities & Open Space

Goals & Objectives

Goals and objectives for the Community Facilities & Open Space Element are on the pages that follow.

GOAL 1 HIGH-PERFORMANCE INFRASTRUCTURE CREATES A SUSTAINABLE BUILT ENVIRONMENT.

OBJECTIVE 1	Construct, operate, and maintain public infrastructure using best management practices for life-cycle dependability and cost effectiveness.
OBJECTIVE 2	Conduct ongoing assessment of level of service standards through research, updating, and adoption to enhance capacity and performance.
OBJECTIVE 3	Incorporate high-performance practices into work on all infrastructure.
OBJECTIVE 4	Repair or replace obsolete or worn-out infrastructure, eliminate deficiencies, and meet the needs of development and redevelopment.
OBJECTIVE 5	Improve drainage, sewer, water, and street infrastructure in areas that have serious capacity deficiencies, repetitive performance complaints, or obsolete design or construction materials.
OBJECTIVE 6	Use decision-making techniques that include life-cycle cost analysis and environmental valuation to achieve the most cost-effective, best performing, and sustainable infrastructure projects.
OBJECTIVE 7	Coordinate planning and design among agencies, departments, and stakeholders.
OBJECTIVE 8	Consider public-private partnerships to leverage the value of the Parish's hard assets for strategic investments in infrastructure improvements.


**GOAL
2**
HIGH-QUALITY COMMUNITY FACILITIES AND SERVICES ARE BUILDING BLOCKS OF OPPORTUNITY AND SUCCESS.

- | | |
|---------------------|--|
| OBJECTIVE 1 | Optimize the function and use of community facilities and services to improve quality of life and economic development for residents and businesses. |
| OBJECTIVE 2 | Invest in community facilities and services as a supportive cornerstone of quality of life for individuals and families. |
| OBJECTIVE 3 | Maximize access to education or training, health care, public safety, jobs, and community services, and connect individuals and families to ongoing services in real time. |
| OBJECTIVE 4 | Partner with Federal and State agencies, nonprofit and faith-based organizations, and private foundations and institutions for funding, program administration, connections across systems, and positive continuity of care. |
| OBJECTIVE 5 | Engage stakeholders and impacted communities to develop initiatives, facilitate conversations and decision-making, and promote long-term success. |
| OBJECTIVE 6 | Provide resources for early- and life-learning, including training for jobs that pay a living wage. |
| OBJECTIVE 7 | Conduct ongoing assessment of changing demographics to determine needed services for socio-economically diverse populations, and from a system level for gaps or unnecessary duplication of services. |
| OBJECTIVE 8 | Use best available data and data sharing to drive change and keep stakeholders focused on outcomes and continuous improvement in quality. |
| OBJECTIVE 9 | Provide access to the internet for individuals and families to participate in the increasingly digital world, whether through broadband or public facilities. |
| OBJECTIVE 10 | Support access to healthy food choices through farmers' markets, farm-to-table initiatives, or similar enterprises. |



8. Community Facilities & Open Space



Figure 55. Our children are the building blocks of our future.



GOAL 3 HIGH-QUALITY PUBLIC PLACES ARE COMFORTABLE, VIBRANT, AND ACCESSIBLE TO ALL.

- OBJECTIVE 1** Create well-maintained networks of open spaces, parks, playgrounds, plazas and squares, and waterfront areas that contribute to health, well-being, social connection, and livability.
- OBJECTIVE 2** Design and build public spaces so they are multi-functional, resilient, and inviting even during the harsh summer months.
- OBJECTIVE 3** Cultivate well-loved public places as a central part of neighborhoods.
- OBJECTIVE 4** Make public places and community resources well-known and easy to use.
- OBJECTIVE 5** Promote shared-use agreements that expand public access to recreational facilities at schools, churches, and other locations.



Figure 56. The Parish's park facilities provide space for community activities for all ages.



GOAL 4 PUBLIC HEALTH AND SAFETY ARE ESSENTIAL TO ACTIVE, THRIVING PEOPLE AND PLACES.

- OBJECTIVE 1** Support JPSO in safety-enhancing programs and projects.
- OBJECTIVE 2** Provide and promote high-rated fire protection.
- OBJECTIVE 3** Monitor neighborhood quality and enforce regulations intended to minimize nuisances and blight.
- OBJECTIVE 4** Ensure that the parish’s youth and seniors have access to facilities and services that provide fun, learning, treatment, or nutrition.
- OBJECTIVE 5** Position public hospitals and clinics to provide high-quality of care and patient safety, and facilitate technology advances such as 5G network to support new service delivery approaches such as near real-time remote healthcare to enhance patient care.
- OBJECTIVE 6** Facilitate high-functioning criminal justice systems and complexes.
- OBJECTIVE 7** Minimize flooding and maximize health-promoting treatment of storm water, wastewater, and drinking water.



Figure 57. Located on the West Bank of Jefferson Parish for almost 60 years, West Jefferson Medical Center is a full-service community hospital offering comprehensive healthcare services, similar to its East Bank counterpart, East Jefferson General Hospital.

9. Natural Hazards & Resources

The *Jefferson Parish Multijurisdictional Hazard Mitigation Plan* (HMP) is one component of the Natural Hazards & Resources Element, which also references plans and includes programs for the management and restoration of the parish’s coastal zone.

Hazard Mitigation

In accordance with the Federal Disaster Mitigation Act of 2000, the Parish and its municipalities created the initial HMP document in 2005. Eligibility for Federal disaster assistance and grant funds relies on an updated HMP. Approximately every five years the Parish and its municipalities update the HMP, and subsequent to each update the Parish Council adopts the HMP after the Federal Emergency Management Administration (FEMA) and the State of Louisiana approve it.

The current *2020 Multijurisdictional Hazard Mitigation Plan* is available from the Floodplain Management Department at www.jeffparish.net. The HMP’s Action Plan identifies 33 implementation actions, the appropriate lead entity for each action, a schedule for completion of each action, and suggested funding sources.

Based on extensive data analysis and input from the public and business, civic, academic, and government leaders, the HMP also includes the parish’s hazards profile, risk assessment, and mitigation goals, strategies, and priorities.



Figure 58. The Parish’s Floodplain Management Department created “Marsha” and uses the character on its webpage and other educational materials to educate the public about hazards.



Figure 59. Parish employees prepare for Hurricane Barry at the state-of-the-art Emergency Operations Center in Gretna in 2019.



9. Natural Hazards & Resources

The HMP identifies the five most significant hazards affecting Jefferson Parish:

- Floods;
- Hurricanes and Tropical Storms;
- Storm Surge;
- Subsidence; and
- Coastal Erosion.

Sea level rise is at the top of the remaining nine Jefferson Parish hazards. Although all of these events have the potential to affect the parish, the HMP notes that “floods have been and continue to be the most frequent, destructive, and costly natural hazard facing Jefferson Parish.” Flooding and many of the other hazards reflect these trends:

- More than 60 percent of residents live at or below sea level;
- Recurring high-intensity rainstorms of short duration can overwhelm the systems of pumps, pipes, and canals designed for a 10-year frequency of rainfall events;
- Increased rate of relative sea level rise and continued sinking of soil can compromise the planned levels of levee and floodwall protection designed for a 100-year frequency of storm events; and
- Ongoing coastal erosion continues to threaten the parish’s buffer of wetlands and barrier islands.



The Parish recognizes that these occurrences and trends provide serious challenges that require considerable resources and partnerships to address. It is committed to working proactively with Federal and State agencies, and academic, nonprofit, business, civic, and other organizations and individuals to find solutions and implement actions needed to ensure the parish’s long-term sustainability and resilience.

One Parish commitment is to the National Flood Insurance Program’s Community Rating System (CRS), which awards points to communities who take certain actions meant to lower risks from natural hazards. Savings on individual Federal flood insurance premiums result cumulatively as a community makes improvements in its floodplain management.

In 2019, FEMA upgraded Jefferson Parish from a CRS Class 6 to a Class 5, with 1 being the best rating. As a result, flood insurance premiums on properties located in the Special Flood Hazard Area fell an additional five percent for a total discount of 25 percent. Jefferson Parish’s Class 5 rating is the best in Louisiana.

Key partners in managing natural hazards are Federal and State agencies. The Hurricane and Storm Damage Risk Reduction System (HSDRRS), which consists of 350 miles of levees and floodwalls, 73 non-Federal pumping stations, three canal closure structures with pumps, and four gated outlets, was designed to reduce risk from a relatively small 1-in-100-year storm, and constructed regionally with \$14.5 billion in Federal funds after Katrina.

Figure 60. A critical structure in the HSDRRS is the West Closure Complex, the largest drainage pump station in the world and the largest sector gate in North America.



Figure 61. Map showing the Greater New Orleans Hurricane and Storm Damage Risk Reduction System (HSDRRS).

Over the next 20 years and beyond, the HSDRRS requires regular maintenance and upgrades, for example, levee lifts, to remain in compliance with Federal design standards. In early 2019, the U.S. Army Corps of Engineers notified Congress in the Federal Register that subsidence and global sea level rise may put the HSDRRS out of compliance earlier than the initial 2057 date.

Approximately \$800 million, 75 percent as Federal allocations that have not been made, are needed for HSDRRS maintenance and upgrades over the next decades. The State must share in the cost, and the round of levee lifts that have begun include work on Jefferson Parish's West Bank, paid with the recently approved parish property tax allocated to the levee authority, a State entity, for this purpose.

Coastal Restoration and Management

Integral to hazard mitigation are efforts to protect and restore coastal resources and the communities outside the HSDRRS. At the State level, the Coastal Protection and Restoration Authority of Louisiana (CPRA) worked with stakeholders from throughout coastal Louisiana, including Jefferson Parish, to create *Louisiana's Comprehensive Master Plan for a Sustainable Coast*, available at www.coastal.louisiana.gov.

This master plan describes projects that have the potential to build or maintain coastal lands and reduce risk and damages over the next 50 years. Five objectives guide the plan:



9. Natural Hazards & Resources

- Reduce economic losses from storm-surge-based flooding to residential, public, industrial, and commercial infrastructure;
- Promote a sustainable coastal ecosystem by harnessing the natural processes of the system;
- Provide habitats suitable to support an array of commercial and recreational activities coast-wide;
- Sustain the unique cultural heritage of coastal Louisiana by protecting historic properties and traditional living cultures and their ties and relationships to the natural environment; and
- Promote a viable working coast to support regionally and nationally important businesses and industries.

These objectives apply to Jefferson Parish, which lies entirely in the Louisiana Coastal Zone and is one of nine parishes with coastal areas within the Barataria Basin. Since 1960, the parish has experienced land loss of approximately 30 percent in the basin. Projected sea level rise would contribute to further loss: in the next 50 years, the parish could lose 1,125 sq. miles (42%) of its current footprint.

This potential loss is significant for many reasons, one of which is that the Barataria Basin

is one of the nation's most prolific and significant estuaries, providing productive habitats for fish and birds. In addition to providing a buffer against tropical storms, the basin contributes substantially to Jefferson Parish's abundant natural resources and sustains its small coastal communities of Crown Point, Barataria, Lafitte, Jean Lafitte, and Grand Isle.

Within and around these communities and the wetlands and water bodies of the basin are boat ramps, marinas, docks, and piers, as well as the Grand Isle Marine Lab, Jean Lafitte National Historical Park and Preserve, Bayou Segnette State Park, Grand Isle State Park, and the Elmer's Island Wildlife Refuge.

Managing the Barataria Basin involves several plans and programs in which Jefferson Parish intends to continue its participation over the next 20 years. The impact of this participation, however, depends on a long-term and significant commitment by Federal and State partners.

The CPRA, which the State of Louisiana established initially in 2005 and subsequently amended, has a role in this management. Other plans or programs include the Barataria Terrebonne National Estuary Program (BTNEP; www.btnep.org) and the National Estuary



Figure 62. The parish's coastal communities and resources represent a rich culture and contribute to the most productive fisheries in the world. They are threatened by ongoing coastal land loss.



Program (NEP), for which the Barataria and Terrebonne Basins were nominated in 1989. The Coastal Wetlands Planning, Protection and Restoration Act (CWPPRA), Federal legislation enacted in 1990 and often called the “Breux Act” in Louisiana, includes Barataria Basin projects intended for the long-term conservation of wetlands and dependent fish and wildlife populations (www.lacoast.gov).

For purposes of coordinating floodplain management responsibilities across watersheds and Federal, State, and local agencies, and building a foundation of data, projects, policies, and standards, the Louisiana Watershed Initiative, a State effort, includes the development of watershed coalitions comprised of parishes and jurisdictions within each of the state’s eight watershed regions.

Beginning with program application in late 2019, each watershed coalition is expected to identify long-term funding sources for staff, including member’s contributions leveraged with CDBG mitigation funding. Since Jefferson Parish’s East Bank is in region 8 and its West Bank is in region 6, the Parish is participating in two coalitions and intends long-term participation with the State and its partners to develop flood risk mitigation measures from a watershed perspective.

Prior to the latest Federal and State efforts, Jefferson Parish developed a Coastal Zone Management (CZM) Program in 1984 consistent with the State and Local Coastal Resources Management Act of 1978. Through its Coastal Zone Management Department, the Parish works with Federal and State agencies to accomplish coastal restoration projects, educate the public on coastal issues, and manage activities in the coastal zone.

Jefferson Parish is one of 20 Louisiana parishes directed as a recipient of funds from the Federal Resources and Ecosystems Sustainability, Tourist Opportunities and Revived Economies of the Gulf Coast States Act of 2012 (RESTORE Act), established under the Federal Clean Water Act with civil penalties paid from the Deepwater Horizon Oil Spill. The Parish developed and continues to revise a plan of projects that could be funded with the RESTORE Act Direct Component funds and similar monies available to it, including the Gulfside and Bayside Shoreline Breakwaters project at Grand Isle.

As of early 2016, approximately \$2.3 million of RESTORE Act funds were available to Jefferson Parish, and an additional \$11 million may be available over the next 15 years for programs, projects, and activities that protect and restore the environment and economy of the parish’s coast.

Given the breadth and extent of Louisiana’s coast and the environmental issues it faces, the successful implementation of coastal restoration and management plans and projects, as well as the regular maintenance and upgrades to the HSDRRS, are essential for the long-term resilience and sustainability of Jefferson Parish and the other coastal communities of Louisiana.

Goals & Objectives

Goals and objectives for the Natural Hazards & Resources Element are on the pages that follow.



GOAL 1 PREVENTIVE MEASURES REDUCE FUTURE DAMAGES FROM HAZARDS.

- OBJECTIVE 1** Mitigate properties listed in the Jefferson Parish repetitive loss (RL) list, severe repetitive loss (SRL) list, and properties that meet substantial damage.
- OBJECTIVE 2** Elevate or acquire qualifying residential structures from the Parish repetitive loss list and severe repetitive loss list.
- OBJECTIVE 3** Ensure that Parish critical facilities remain functional during natural hazard events.
- OBJECTIVE 4** Find and develop opportunities to work with other agencies to leverage mitigation funds and share information about the risks of natural hazards.
- OBJECTIVE 5** Maximize opportunities for access to Federal and State grants and other kinds of assistance.
- OBJECTIVE 6** Improve the Parish's CRS rating through the NFIP to allow citizens to purchase flood insurance at a discounted price.
- OBJECTIVE 7** Monitor the HMP continuously to ensure it remains current with regard to risks, strategies, priorities, and actions.
- OBJECTIVE 8** Undertake vulnerability and risk studies to understand the potential for future damages.
- OBJECTIVE 9** Maintain continuity of operations and economic productivity by Jefferson Parish businesses by preventing damages from hazards.
- OBJECTIVE 10** Monitor mitigation measures to ensure they are functioning efficiently.



Figure 63. Every year the Parish collects used Christmas trees to help rebuild the parish's wetlands and coastal areas. Since 1991, 800,000 trees have been recycled.



GOAL 2 EDUCATION AND NOTIFICATION ENHANCE PUBLIC AWARENESS AND UNDERSTANDING OF PREPAREDNESS.

- OBJECTIVE 1** Improve the early warning and Public Alert System for hazards such as flash flood and tornadoes to save lives.
- OBJECTIVE 2** Ensure the Parish Emergency Operations Plan is maintained and updated.
- OBJECTIVE 3** Promote awareness of the potential effects of natural hazards on Jefferson Parish assets.
- OBJECTIVE 4** Maintain active involvement with citizens and technical groups concerning measures related to hazard mitigation.
- OBJECTIVE 5** Use new information from damaging events to increase local knowledge of risks.
- OBJECTIVE 6** Promote public understanding, support, and demand for hazard mitigation.
- OBJECTIVE 7** Distribute information to the public about flooding, including opportunities for mitigation measures that can reduce flooding.
- OBJECTIVE 8** Promote the purchase of flood insurance.



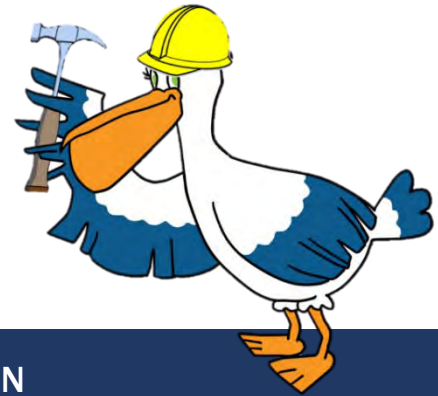
GOAL 3 PROTECTIVE MEASURES BENEFIT THE BUILT ENVIRONMENT AND NATURAL SYSTEMS.

- OBJECTIVE 1** Reduce the exposure of residential areas to flooding and storm surge from the Mississippi River, Lake Pontchartrain, and the Gulf of Mexico.
- OBJECTIVE 2** Promote partnerships among Federal, State, Parish, Interstate Commissions, and Local Governments to identify, prioritize, and implement mitigation actions and coastal protection and restoration projects.
- OBJECTIVE 3** Ensure that the Parish continues to be represented in the determination of region-wide hazard mitigation and coastal restoration actions.
- OBJECTIVE 4** Seek Federal and State grants to fund mitigation activities and coastal protection and restoration efforts.



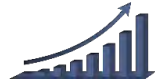
**GOAL 4 SOUND DEVELOPMENT THROUGH PLANS AND REGULATIONS
REDUCE OR ELIMINATE POTENTIAL HAZARD IMPACTS.**

- OBJECTIVE 1** Reduce wind damage to residential and commercial buildings through hazard mitigation and effective implementation of building codes.
- OBJECTIVE 2** Provide effective implementation of floodplain regulations and building codes.
- OBJECTIVE 3** Encourage and facilitate the development or upgrading of master or strategic plans, drainage plans, and ordinances for land subdivision, zoning, building construction, fire protection, and floodplain management to address development in hazard areas.
- OBJECTIVE 4** Implement elements of the HMP and monitor results.
- OBJECTIVE 5** Expand incentives and adopt standards for integrated stormwater management and low-impact development.



**GOAL 5 INVESTMENTS IN STRUCTURAL AND GREEN
INFRASTRUCTURE MANAGE RISK.**

- OBJECTIVE 1** Implement cost-effective projects and actions to reduce risk from natural hazards, both for Parish assets and operations, and for residents and businesses.
- OBJECTIVE 2** Install emergency backup generators at all critical facilities.
- OBJECTIVE 3** Pursue drainage projects that will reduce local flooding.
- OBJECTIVE 4** Upgrade the local shelters to allow more people access during hazard events.



10. Economic Development

The *Jefferson EDGE* comprises the Economic Development Element of this Plan. In 2000, the Jefferson Parish Economic Development Commission (JEDCO) created the initial EDGE document as the parish's comprehensive economic development strategy. Approximately every five years JEDCO updates the EDGE, and subsequent to each update the Parish Council adopts the EDGE after the JEDCO Board of Commissioners approves it.

The current *EDGE 2020: Economic Development Strategy* dates to August 2015 and is available at www.jedco.org. Its extensive data analysis and input from business, civic, and government leaders provided the following Jefferson Parish indicators:

- Local clusters, primarily serving local markets, are 72% of jobs;
- Traded clusters, primarily serving external markets, are 28% of jobs;
- Local Health Services is the largest cluster and provides high wages;
- Local Hospitality is the second largest cluster and provides low wages;
- Business Services is the major employer and Distributors and Electronics Commerce,

JEFFERSON PARISH TARGETED INDUSTRY CLUSTERS

FOOD, BEVERAGE, FISHING & SEAFOOD

- Food manufacturing
- 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



HEALTH CARE

- Hospitals
- Doctor's offices
- Medical suppliers
- Service providers or contractors for hospitals
- Training providers and educational institutions
- Hotels that support destination health care



IT SYSTEMS & PRODUCTS

- Businesses that develop, sell, or train on software and other information technology products

WATER TRANSPORTATION DISTRIBUTION & LOGISTICS

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



ENVIRONMENTAL MANAGEMENT

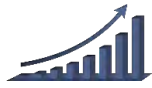
- Engineering and construction firms that work in coastal environments
- Stormwater planning and water quality management
- Material providers (pipeline fabricators, etc.)
- Dredging
- Waste management
- Any other companies that can profitably solve environmental challenges



Figure 64. Jefferson Parish targeted industry clusters (Source: JEDCO)

mainly Wholesale Distributors, also is a major employer;

- Water Transportation, a major source of jobs, is expected to lose one-third of its jobs, as is Oil & Gas Production and Transportation; and
- Water Management is already a prominent cluster and could experience job growth.



10. Economic Development

Water as a resource factors prominently in three of the following five industries that the EDGE targets:

- Food, Beverage, Fishing & Seafood;
- Water Transportation, Distribution & Logistics;
- Health Care;
- IT Systems & Products; and
- Environmental Management.

The EDGE focused on key industry clusters “as the greatest opportunity for growth in strategic areas of interest and strength in coordination with regional efforts.” It notes that these strong local clusters, particularly Health Services, have the potential to strengthen the economy in the same way as traded clusters by finding external customers. It also asserts that the presence of these clusters in both local and traded categories and the significant overlaps between the two types of clusters “indicates strong assets and workforce that should be leveraged to grow the Jefferson Parish economy.”

In addition to targeting the needs of the clusters with strong opportunity for growth, the EDGE identifies five cross-cutting issues and contains 46 actions for implementation.

Actions for implementation align with JEDCO’s role to help Jefferson Parish’s businesses thrive through business incubator and loan programs, tax incentives and rebate programs, workforce development, and information services. The Parish and JEDCO take both a broad approach to economic development and target specific areas for focused attention. These target areas include seven Opportunity Zones and five economic or business development districts in the parish.

Established by Congress for 10 years, the Federal Opportunity Zones allow investments within a zone to be eligible for preferential tax

treatment. The Parish’s economic or business development districts utilize tax increment financing (TIF) over all or portions of the district, and direct the incremental gains in sales tax revenues to improvements within the district.

JEDCO’s functions and the *EDGE 2020: Economic Development Strategy* also align with regional priorities, which are captured in the New Orleans region’s five-year *Comprehensive Economic Development Strategy* (CEDS). As the designated regional Economic Development District, the RPC and its member parishes, including Jefferson, prepare the region’s CEDS as a requirement of the U.S. Economic Development Administration.

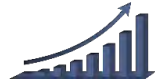
JEDCO and the Parish participate in these regional planning efforts, and they will continue this participation to promote Jefferson Parish’s growth and prosperity over the next 20 years.



Figure 65. In 2018, Ochsner Health System completed construction of the Ochsner Rehabilitation Hospital on its newly created state-of-the-art west campus in Old Jefferson.

Goals & Objectives

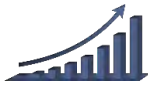
Goals and objectives for the Economic Development Element are on the pages that follow.

**GOAL
1****A DIVERSE BUSINESS CORE GIVES JEFFERSON PARISH THE COMPETITIVE EDGE AS THE REGION'S ECONOMIC ENGINE.**

- OBJECTIVE 1** Promote sustainability, job growth, and investment in Jefferson Parish.
- OBJECTIVE 2** Deliver game-changing initiatives through proactive efforts.
- OBJECTIVE 3** Target the needs of industry clusters with the greatest opportunity for growth.
- OBJECTIVE 4** Focus on other industries and businesses that drive the parish's success.
- OBJECTIVE 5** Address issues that have an impact on business across all industry clusters.
- OBJECTIVE 6** Focus on policies and physical projects that generate jobs and economic growth.
- OBJECTIVE 7** Target limited resources to maximize long-term impact.



Figure 66. In 2016, Laitram, LLC received JEDCO's Business Retention and Expansion Award for playing a vital role in workforce development and economic growth in Jefferson Parish and across the region. Founded in the 1950s with the invention of the world's first automated shrimp peeler, Laitram has over 1,000 patents and 2,000 employees around the world (Courtesy of JEDCO).



11. Administration & Implementation

The *Comprehensive Plan's* Administration & Implementation Program translates its Goals and Objectives into direct actions or specific tasks for achieving the Plan's Vision. In some plan administration programs, communities include scheduled implementation dates or timelines, the entities responsible for each task, estimated costs, and sources of funding.

Other plan implementation programs are more broadly based and policy-driven, and communities that use this approach have less detailed tables that summarize their implementation programs. Often, they let the individual subplans and functional plans that result from the comprehensive plan address the assignment of costs and specific tasks.

The *Envision Jefferson 2040 Comprehensive Plan* uses the more broadly based and policy-driven approach for the Plan Implementation Table that comprises this section.

Two documents relate to the Plan's administration and implementation. The first document is the *Jefferson Parish Code of Ordinances* (the Code), available from Municipal Code at www.jeffparish.net. Throughout the Code, regulatory provisions implement the Plan through standards and requirements for the health, safety, and general welfare of the parish's citizens.

The Code addresses the Plan directly in *Chapter 25, Article VI*. This article adopts the *Comprehensive Plan*, including all of its subplans and the Future Land Use Map (FLUM). This Plan

document contains the baseline FLUM adopted with the 2019 Update. The most current FLUM is available from the Planning Department at www.jeffparish.net.

Chapter 25, Article VI also includes the consistency requirement between certain land-use actions and the Plan. Further, it provides the procedures for amending, monitoring, and reviewing the Plan.

The second pertinent document that helps to explain how Jefferson Parish implements this Plan is the Parish's *Comprehensive Annual Financial Report*. Every year the Parish, through its Department of Finance, produces the annual financial report (see the Finance Department at www.jeffparish.net). Like all of these reports, the one for the "Year Ended December 31, 2018" provides financial data for the Parish's operations based on audited financial statements required by the State of Louisiana.

The *2018 Annual Financial Report* states the Parish's policies and provides a broad framework for showing the responsible entities and funding sources for the Implementation Program of the *Comprehensive Plan*.

The Plan Implementation Table at the end of this section reflects the framework. It identifies the tasks that most likely and practically will achieve the Goals and Objectives of the Plan. These tasks mirror the categories of functions or activities of Jefferson Parish Government that the parish supports principally through ad

11. Administration & Implementation

valorem and sales taxes, intergovernmental funds, and user fees or charges.

The Parish intends to perform the Plan’s tasks, most of which are ongoing functions or activities, over the next 20 years. The level of service, however, depends largely on the availability of funding. For example, drainage infrastructure can achieve a level of service higher than the currently designed 1-in-10-year rain event only with a lot more revenues, and the parish’s residents and businesses may be unwilling to pay additional taxes to increase drainage funds for this purpose.

Key to implementation of the Plan is the Parish’s sound financial policies for fiscal management and planning, reserve, capital, debt, and reporting. The Jefferson Parish Council established and adopted specific policies that set forth consistent guidelines for fiscal planning and performance, and support the Parish’s commitment to sound financial management and fiscal stability. These practices enable the Parish to maintain a favorable credit rating and achieve a low cost of capital.

All of the financial policies have relevance to the Plan Implementation Program, but two policies are worth mentioning here. First, the Parish evaluates all requests for parish resources with consideration given to needs, costs, and benefits, and it emphasizes the use of current resources. Secondly, the Parish maintains a five-year capital plan and updates it annually for capital needs and anticipated funding sources. For major infrastructure projects such as road, drainage, and sewer projects, the Parish develops separate functional plans that include the priority of the projects, estimated costs, and expected sources of debt and revenue funding.

The preceding Element sections provide some details on revenues, expenses, and entities involved in implementing or administering projects, programs, and services. Other entities, such as Federal, State, and regional agencies, prepare plans and provide intergovernmental funds pertinent to the Parish’s *Comprehensive Plan*. Some of these agencies are the U.S. Army Corps of Engineers, FEMA, HUD, LADOTD, Louisiana CPRA, and the RPC. As the main facilitator of funds and actions for most day-to-day functions and longer-term improvements, however, Parish Government is the focus of the Plan Implementation Table.

As part of its financial reporting, the Parish categorizes its major functions and programs by expenses and revenues. Expenses occur with eight major governmental functions: General Government; Public Safety; Public Works; Transit Services; Health and Welfare; Culture and Recreation; Urban Redevelopment and Housing; and Economic Development. Financial operations include component units such as JEDCO, the Parish Finance Authority, and the Parish Human Services Authority.

General revenues result from two principal sources: Ad Valorem and Sales Taxes. Other sources include Investment Earnings, Franchise Fees, and Hotel/Motel Taxes.

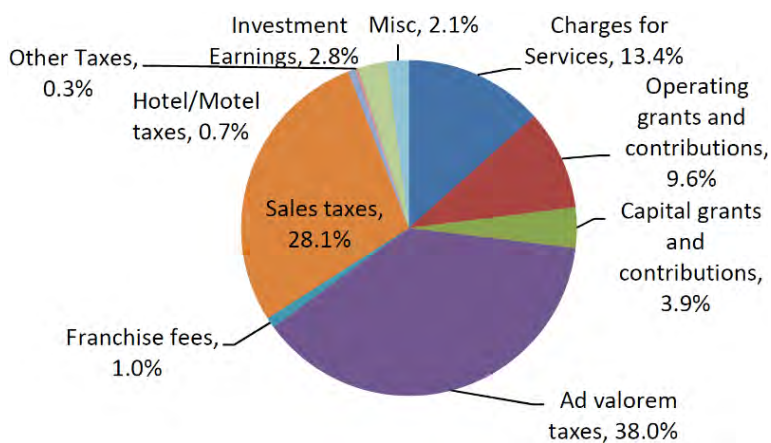


Figure 67. Jefferson Parish 2018 revenues by source for Governmental Activities.

11. Administration & Implementation

Using the initials defined below, the Plan Implementation Table generalizes categories described in the *Annual Financial Report* to tie the Plan to the Parish’s financial operations and indicate broad sources of funds and responsible entities. It also identifies and describes the Plan’s Implementation Tasks and links them to their corresponding Goals and Objectives.

In conclusion, the Parish’s *2018 Comprehensive Annual Financial Report* summarizes major issues for the future budget outlook. It states challenges with the budget’s General Fund, the Parish’s chief operating fund, because of modestly increasing sales tax revenues and

continuously rising State-mandated costs coupled with decreasing State funding.







To address these challenges, the Parish may need to consider additional revenue sources and expenditure cutbacks over the next 20 years. Despite the challenges, the *Financial Report* points to strengths in parish leadership, responsible citizens, and business development, especially strong rates of commercial occupancy, as reasons for optimism. It and this Plan conclude that Jefferson Parish “remains strong financially,” with stable bond ratings and growing fund balances that keep the parish poised as “the rebuilding block for the entire region” and a regional cornerstone.

Implementation Framework of Funding Sources & Responsible Entities







Type	Initial	Funding Sources	Responsible Entities (Resp. Entity)
General Government	GG	Sales taxes, franchise fees, ad valorem taxes, hotel/motel taxes, other taxes, licenses, permits, fees, intergovernmental funds, charges for services	Parish Council, Parish President, Parish Courts, Planning Advisory Board, Administrative Departments: Planning, Finance, Accounting, Budget, Purchasing, Personnel, Human Resources, Property Management
Public Safety	PS	Ad valorem taxes, sales taxes, intergovernmental funds and grants, charges for services	Emergency Management, Security, Fire Services and Districts, Community and Criminal Justice, Correctional Center, Board of Zoning Adjustments, Bureau of Administrative Adjudication, Inspection & Code Enforcement, Property Maintenance & Zoning, Blight & Eradication
Public Works	PW	Ad valorem taxes, sales taxes, intergovernmental funds and grants, charges for services, fees	Public Works: Capital Projects, Engineering, Drainage, Water, Sewerage, Streets/Parkways, Environmental Affairs/Garbage, Floodplain/Coastal Zone Management
Transit Services	TS	Ad valorem taxes, intergovernmental funds and grants, charges for services	JeT, MITS, Transit Administration

11. Administration & Implementation







Type	Initial	Funding Sources	Responsible Entities (Resp. Entity)
Health and Welfare	HW	Ad valorem taxes, intergovernmental funds and grants, charges for services	Animal Shelters, Environmental Affairs/Mosquito Control, Health Units, Jefferson Parish Human Services Authority (JPHSA), JeffCap, Workforce Connection, Senior Services, County Agent (LSU Ag Center)
Culture and Recreation	CR	Ad valorem taxes, sales taxes, hotel/motel taxes, other taxes, charges for services	Parks and Recreation, Alario Event Center and Segnette Field, Lafreniere Park, LaSalle Park, Library, Film Jefferson
Urban Redevelopment and Housing	UR	Ad valorem taxes, sales taxes, other taxes, intergovernmental funds and grants, qualified private lenders	Parish Council, Jefferson Parish Finance Authority (JPFA), Community Development
Economic Development	ED	Sales taxes, hotel/motel taxes, occupational licenses, charges for services, grants, private contributions	Parish Council, JEDCO, Metairie Business Development District, Jefferson Parish Convention & Visitors Bureau (Visit Jefferson)

PLAN IMPLEMENTATION TABLE							
Task (Resp. Entity)	Task Description	Goal/Objective					
							
1. Add, Modify, or Map Development Regulations (GG)	a. migration of provisions from Ch. 40 Zoning to Ch. 33 Unified Development Code with reorganization, revision, or updating as needed	1.6, 3.6	3.2				
	b. compatibility/mitigation provisions for land-use/zoning transitions that accommodate development expansion and protect adjacent and nearby properties	2.6, 3.1, 3.5, 3.6					
	c. development patterns for by-right Traditional Neighborhood Development (TND), Business Park, Transit-oriented Development (TOD), or other types of development that warrant design templates to encourage these types of development	7.1, 7.5					
	d. density, intensity, or other bonuses with design parameters for specified public purposes such as TND, TOD, mixed-use development, or affordable, senior, and special needs housing	1.7, 5.6, 7.5, 7.6, 8.6	2.3, 5.1				
	e. a planned development district that provides flexibility in the planning and construction of development projects and promotes well-designed community amenities, mixed uses, clustered or conservation-oriented development, efficient circulation systems, or other desirable features	1.8, 3.5, 3.6, 7.2	2.4				







11. Administration & Implementation







PLAN IMPLEMENTATION TABLE							
Task (Resp. Entity)	Task Description	Goal/Objective					
							
1. Add, Modify, or Map Development Regulations (GG) (cont.)	f. requirements or incentives for canopy tree preservation and other landscaping, street tree, screening, or buffer purposes	5.1, 5.2,		4.1, 4.2			
	g. parking requirements and standards that minimize congestion on surrounding streets, reduce excessive parking and the cost of development, promote pedestrian access, and decrease flooding and nonpoint source pollution	7.3, 7.4, 7.6					
	h. sign standards that reduce clutter and improve business visibility	5.3, 5.5					
	i. standards for commercial and multifamily residential development that address height, scale, design, or other features that enhance compatibility and pedestrian connectivity with and within neighborhoods	3.1, 3.5, 3.6					
	j. industrial development standards that capture new or advanced products and processes and address compatibility with adjacent and nearby land uses, access to transportation, availability of public services and facilities, or other purposes	3.5, 3.6, 4.5		4.3			
	k. standards for width, opacity, or other features of buffers between residential and nonresidential uses, where appropriate	2.6, 3.1, 3.2, 3.5, 3.6	3.3				

PLAN IMPLEMENTATION TABLE







Task (Resp. Entity)	Task Description	Goal/Objective					
							
1. Add, Modify, or Map Development Regulations (GG) (cont.)	l. marina district with standards that promote and enhance the area of West End in the parish or similar areas along Lake Pontchartrain	1.9, 6.1, 6.2, 6.3, 6.5, 9.1, 11.3					
	m. updated standards for the continuation of nonconforming uses that enhance compatibility within neighborhoods, among other purposes	1.6, 2.1, 2.2, 5.7, 7.2, 7.5	1.1, 1.2, 2.2		2.5, 4.2, 4.7	1.2, 1.6, 2.4, 2.5, 2.6, 2.7, 2.8	
	n. development and design standards that promote integrated stormwater management and low-impact development	7.3, 9.1, 9.2, 9.2, 9.3, 9.4, 10.1, 10.3, 10.6, 10.7	7.1, 7.3		2.5, 2.6, 4.7	1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8 4.1, 4.2, 4.3, 4.4, 4.5, 5.1, 5.2, 5.3, 5.4	
	o. standards for secondary dwelling units like granny flats or other types of shared housing	2.1, 2.2, 8.5	2.2, 2.3, 5.1		2.5, 2.8	2.4, 2.5, 2.6, 2.7, 2.8	
	p. standards for infill development and regulatory incentives to encourage compatible infill development, utilize pre-existing small lots, or address the reutilization of buildings	2.2, 3.4, 3.6, 8.5	1.1, 1.2, 2.2		2.9, 4.7	4.1, 4.2, 4.3, 4.4, 4.5, 5.3	
	q. standards for senior housing that include graduated approaches for the changing needs of the elderly and targeting of senior housing opportunities in neighborhoods with easy access to medical, transportation, and other services	2.1, 5.6, 7.6, 8.2, 8.5, 8.6	5.3, 5.6		2.5, 2.6, 4.4, 4.5	4.1, 4.2, 4.3, 4.4, 4.5	







11. Administration & Implementation

PLAN IMPLEMENTATION TABLE							
Task (Resp. Entity)	Task Description	Goal/Objective					
							
1. Add, Modify, or Map Development Regulations (GG) (cont.)	r. standards and incentives for child care or adult care facilities as stand-alone uses or as components of major residential or commercial development	2.1, 5.6, 7.5, 7.6, 8.2, 8.6	5.3, 5.6		2.5, 2.6, 2.7, 3.4, 4.4, 4.5	4.1, 4.2, 4.3, 4.4, 4.5	
	s. standards for the medical services district that address trends in health care uses and related or support services and facilities	4.2, 8.1, 8.2	5.6	3.5	2.3, 2.4, 4.4, 4.5	2.2, 5.1	1.4
	t. integrated plan review that uses enhanced, user-friendly electronic procedures	12.1, 12.4, 12.5	3.1, 7.5	3.4	2.3, 2.8, 2.9	1.1, 2.6, 2.7	
	u. public participation mechanisms that facilitate citizen input and monitoring related to development applications through online or other enhanced procedures	12.1, 12.4, 12.5	3.1, 7.5	3.4	2.3, 2.5, 2.8, 2.9	1.1, 2.6, 2.7	1.5
2. Create, Modify, or Implement Subarea, Strategic, or Topic-specific Plans and Economic Development Districts (GG, UR, ED)	a. Metairie CBD b. Fat City c. Bucktown d. Churchill/Fairfield e. Lafreniere f. Terrytown g. South New Orleans h. Manhattan Blvd. Corridor i. Ochsner/Old Jefferson j. Elmwood	1.5, 1.8, 1.9, 2.6, 3.1, 3.2, 3.5, 3.6, 4.5, 5.1, 5.3, 5.4, 5.5, 5.6, 5.7, 6.1, 6.2, 7.2, 7.3, 7.4, 7.5, 7.6, 8.1, 8.3, 8.4, 8.5, 8.6, 9.1, 9.4, 10.1, 10.3, 10.5, 11.3	1.3, 2.1, 2.2, 2.4, 3.2, 3.3, 3.4, 5.4, 5.5, 5.6, 7.3, 7.4, 7.6	2.3, 2.4, 2.7, 3.4, 3.7, 4.1, 4.2, 4.3, 4.4	2.7, 2.8, 4.3	2.2, 4.3, 4.4, 4.5	1.3, 1.6
3. Maintain Land Use Database (GG)	Monitor and revise, on an ongoing basis, land use data in the GIS for use in analysis, reports, and public information.	12.1, 12.4	7.5	2.3	2.8	2.5	







PLAN IMPLEMENTATION TABLE							
Task (Resp. Entity)	Task Description	Goal/Objective					
							
4. Prepare Periodic Comprehensive Plan Implementation Report (GG)	Conduct an evaluation and appraisal report on the Parish's progress in Plan implementation and the need to modify existing goals, objectives, and implementation tasks.	1.4, 1.8, 1.9, 2.2, 2.6, 3.1, 3.2, 3.4, 3.5, 3.6, 4.5, 4.6, 5.1, 5.3, 5.4, 5.5, 5.6, 5.7, 6.1, 6.2, 7.1, 7.2, 7.3, 7.4, 7.5, 7.6, 8.1, 8.3, 8.4, 8.5, 8.6, 9.1, 9.4, 10.3, 10.5, 10.6, 11.3	1.3, 2.1, 2.2, 2.4, 3.2, 3.3, 3.4, 5.3, 5.4, 5.5, 7.3, 7.5	1.3, 2.3, 2.4, 2.5, 3.4, 3.7, 4.2, 4.3, 4.4	2.7, 2.8, 4.3	2.2, 2.5, 3.2, 4.1, 4.3, 4.4, 4.5	1.3, 1.6
5. Enforce Zoning and Other Quality of Life Standards (PS)	Conduct ongoing surveys or sweeps to ensure compliance with standards and requirements, including landscaping.	2.1, 5.7	1.3, 7.6	3.3	1.4, 1.5, 2.2, 3.2, 4.3	1.2, 4.1	1.5
6. Adopt, Administer, and Enforce the State Uniform Construction Code (PS)	Adopt amendments to the State Uniform Construction Code as promulgated; enforce building codes to govern construction, reconstruction, alteration, and repair of buildings and other structures and the installation of mechanical equipment; and train and educate code officials to ensure state certification.	1.6, 3.6, 5.7, 9.1, 10.6	1.3, 3.2, 5.3, 7.2	1.3	2.1, 3.2, 4.3	1.1, 4.1	1.5
7. Update, Adopt, and Implement the Hazard Mitigation Plan and Administer Related Floodplain Management (PS, PW)	Collaborate with FEMA and the parish's cities and towns to implement and regularly update the HMP and its mitigation strategies, including flood zone determinations, grants, education and outreach, and participation and improvement in the Community Rating System (CRS) for the unincorporated parish.	1.1, 1.6, 2.4, 5.1, 6.1, 10.1, 10.2, 10.3, 10.5, 10.6, 10.7	7.1, 7.2	3.5	2.3, 2.9, 4.7	1.1, 1.3, 1.4, 1.5, 1.7, 1.8, 1.10, 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 3.1, 3.2, 3.3, 3.4, 4.1, 4.2, 4.3, 4.4	1.5







11. Administration & Implementation

PLAN IMPLEMENTATION TABLE							
Task (Resp. Entity)	Task Description	Goal/Objective					
							
8. Adopt Updates to the Jefferson EDGE Economic Development Strategy and Support Its Implementation (GG, ED)	Adopt the five-year economic development strategic plans (the EDGE or as subsequently titled) as amendments to the Economic Development Element. Support implementation of the EDGE, which JEDCOs Board of Commissioners initiates, adopts, and implements with community-based planning, through cooperative projects and programs such as tax abatements, improvement grants, or other financial incentives.	1.2, 1.3, 1.5, 1.7, 4.4, 4.5, 5.4, 6.4, 11.2, 12.5	5.6	1.5, 2.1, 4.1, 4.3	2.1, 2.6	1.9	1.2, 1.3, 1.4, 1.6
9. Support Development of the Churchill Technology and Business Park (GG, ED)	Work with JEDCO and local economic development interests to implement the Churchill Technology and Business Park Master Plan	11.2, 11.3, 12.5	2.2	2.1, 3.1, 4.3	2.1	4.5, 5.1	1.1, 1.4, 1.6
10. Collaborate with Regional Economic Development Organizations (GG, ED)	Support regional economic development initiatives that benefit Jefferson Parish and collaborate with organizations such as GNO, Inc. and the Jefferson Chamber to promote economic development opportunities	3.1, 3.2, 4.1, 4.4, 5.1, 5.2, 6.4, 6.5, 7.1, 7.6, 11.1, 11.2, 11.3, 12.4	3.3, 5.6	1.2, 2.3, 2.6	2.1, 2.3, 2.6	1.3, 1.5, 1.8, 1.9, 2.1, 2.3, 3.4, 4.1, 5.1	1.1, 1.3, 1.4, 1.5, 1.6, 1.7
11. Prepare and Administer the Jefferson Home Consortium Consolidated Plan (UR)	Prepare, submit, and accept the Jefferson Home Consortium Consolidated Plan, Annual Action Plan, Consolidated Annual Performance Evaluation Report, and any updates to these plans for the use of CDBG, HOME, ESG, and other grant funds to promote affordable and well-maintained housing and neighborhoods	1.1, 1.4, 1.6, 1.7, 1.9, 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 3.1, 3.2, 3.3, 3.4, 3.5, 5.7, 7.1, 7.3, 8.1, 8.5, 8.6, 10.6, 12.1, 12.2, 12.3,	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 2.3, 2.4, 3.1, 3.4, 4.1, 4.2, 4.3, 4.4, 5.2, 5.3, 5.4, 5.6, 6.1, 6.2, 6.3, 7.2, 7.4, 7.6	1.5, 2.1, 2.2, 2.6, 3.6, 4.1, 4.2	1.4, 1.7, 2.1, 2.2, 2.3, 2.4, 2.5, 3.1, 4.3, 4.4	1.5, 2.4, 4.5, 5.1	1.1, 1.2, 1.6







PLAN IMPLEMENTATION TABLE							
Task (Resp. Entity)	Task Description	Goal/Objective					
							
12. Pursue and Support Funding and Programs in Support of Low-Cost Housing and Amenities (GG, UR, ED)	Seek funding and provide information to residents and developers seeking public funds; identify and apply for federal and state sources of funding for low-cost housing amenities, such as daycare centers, on-site training assistance; pursue and leverage private, non-profit and public funds in support of affordable housing production.	1.7, 2.2, 2.3, 2.4, 2.5, 3.2, 3.3, 4.1, 4.6, 5.7, 7.1, 7.4, 7.5, 8.1, 8.2, 8.3, 8.4, 8.6, 9.3, 10.6, 12.3	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 2.3, 3.3, 3.5, 4.4, 4.5, 4.3, 4.4, 5.1, 5.2, 5.3, 5.4, 5.5, 5.6, 6.3, 7.4, 7.6	1.5, 2.1, 2.6, 3.2, 3.3, 3.6, 4.2	1.7, 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.9, 2.10, 3.1, 3.2, 3.3, 3.4, 3.5, 4.3, 4.4, 4.5	1.4, 1.5, 3.2, 3.4	1.1, 1.5, 1.6
13. Conduct Adjudication or Abatement Proceedings (PS)	Pursue adjudication or abatement proceedings to repair, rehabilitate, or demolish blighted or unsafe properties and buildings that constitute a fire hazard or are otherwise dangerous to human life, or which in relation to existing uses constitute a hazard to safety or health.	1.5, 1.6, 2.2, 3.4, 4.4, 4.6, 5.7, 8.1, 10.6, 11.1	1.1, 1.2, 1.3, 1.4, 7.2		1.4, 1.7, 4.1, 4.3	1.1	1.2, 1.5
14. Collaborate with the Jefferson Finance Authority (UR, ED)	Promote home ownership through collaboration with the Jefferson Finance Authority to provide financing and develop programs for home ownership.	2.2, 8.3	4.1, 4.3, 6.1, 6.2, 6.3, 7.5		2.4, 2.5, 3.4	1.5, 1.6, 2.8	
15. Support Implementation of the Housing Stock Enhancement Strategic Plan (GG, ED)	Undertake initiatives of the Housing Stock Enhancement Strategic Plan as a component of the Housing Element to revitalize aged housing stock and enhance neighborhoods.	1.1, 1.4, 1.6, 1.8, 1.9, 2.1, 2.2, 2.3, 2.5, 2.6, 3.1, 3.2, 3.3, 3.4, 3.5, 5.1, 5.2, 5.3, 5.6, 5.7, 7.4, 10.6	1.1., 1.2, 1.3, 1.4, 2.1, 2.2, 2.4, 3.1, 3.2, 4.2, 5.5, 7.2, 7.4, 7.5, 7.6	2.2, 3.3, 4.2	2.5	1.1, 1.2, 5.1	







11. Administration & Implementation

PLAN IMPLEMENTATION TABLE							
Task (Resp. Entity)	Task Description	Goal/Objective					
							
16. Maintain and Administer the Thoroughfare Plan (PW)	Periodically reevaluate and amend the Thoroughfare Plan to reflect changes in the Federal, State, and local thoroughfare network, and the policies and plans of the Parish.	1.1, 3.3, 7.1, 7.5, 8.2, 10.7,	3.2	1.1, 1.2, 1.5, 2.1, 2.2, 2.3, 3.1, 3.4, 3.6, 3.7, 4.3, 4.4	1.1, 1.4, 1.5, 1.6, 1.7		N/A
17. Maintain and Implement the Bicycle Master Plan (GG, PW)	Fund the implementation of the Bicycle Master Plan and regularly update it to address changing conditions and needs.	1.4, 1.3, 3.3, 4.1, 6.3, 6.5		2.2, 2.3, 2.4, 3.1, 3.3, 3.6, 4.1	3.1, 3.2, 3.4		
18. Prepare and Adopt a Complete Streets Policy (GG, PW)	Create a working group to review existing transportation policies, standards, and requirements regarding complete streets and develop the appropriate policies, standards, or legislation to promote streets that are designed to safely accommodate diverse users.	1.3, 3.3, 4.1, 5.2, 7.1, 7.2, 7.4, 7.5, 8.2, 12.3		2.1, 2.2, 2.3, 2.5, 2.7, 3.1, 3.6, 4.1, 4.2, 4.3, 4.4, 4.7	1.5		
19. Promote Pedestrian and Bicycle Safety (GG, PS)	Partner with the RPC and community stakeholders to develop an educational campaign that explains the “rules of the road” to increase pedestrian and cyclist awareness and safety.	1.1, 2.4, 3.3, 5.1, 7.5, 7.6		1.5, 2.2, 2.5, 3.3	4.1		
20. Support JeT and MITS and Implement the Transit Strategic Plan (GG, TS)	Support JeT and MITS to improve the effectiveness and efficiency of transit services; promote JeT and MITS services to potential riders; identify and secure new funding sources, and implement the Transit Strategic Plan overall.	3.3, 4.1, 7.1, 7.5, 7.6, 8.2		1.2, 1.5, 2.5, 3.2			







PLAN IMPLEMENTATION TABLE							
Task (Resp. Entity)	Task Description	Goal/Objective					
							
21. Participate in the Regional Planning Commission for Transportation Projects and Programs (GG, PW)	Coordinate with LADOTD, regional transportation planners, and the private sector to develop and implement effective transportation demand management strategies and to maximize funding of transportation improvements.	1.1, 1.3, 1.9, 2.2, 3.3, 3.4, 7.1, 7.6, 9.5		1.1, 1.3, 1.4, 1.5, 2.2, 2.4, 2.5, 3.1, 3.3, 3.4, 3.5, 3.6, 3.7, 4.4	1.7, 4.5		
22. Support Bus Rapid or High Capacity Transit Routes (GG, TS, PW)	Participate in discussions to create routes for bus rapid or high capacity transit and facilitate this enhanced service consistent with the Parish's Transit Strategic Plan, the Regional Transit Authority's Strategic Mobility Plan, and the RPC's New Links Initiative, to provide faster, more convenient, and more reliable service to a larger number of passengers.	1.1, 1.7, 3.3, 7.1, 7.5		1.3, 1.4, 1.5, 2.1, 2.7, 3.1, 3.4			1.3, 1.6, 1.7
23. Support and Participate in Passenger Rail Planning and Implementation (GG, PW)	Participate in ongoing discussions involving the State, railroads, and other entities to create passenger rail from New Orleans to Baton Rouge, including a stop in the unincorporated parish and at the Louis Armstrong International Airport; and update planning with analysis of the economic feasibility of rail stops in coordination with key stakeholders.	1.1, 1.2, 1.3, 1.6, 1.7, 1.8, 3.3, 3.4, 4.5		1.1, 1.2, 1.4, 1.5, 2.7			1.2







11. Administration & Implementation

PLAN IMPLEMENTATION TABLE								
Task (Resp. Entity)	Task Description	Goal/Objective						
								
24. Prepare and Adopt the Annual Capital Budget and Maintain the 5-Year Capital Improvement Plan (GG, PW, TS, HW, CR)	Conduct planning, programming, and management for short- and long-term needs assessment and budgeting of capital improvements, including detailed project descriptions, project timelines, and funding sources including alternative sources for construction, operations, and maintenance	1.2, 1.5, 1.6, 11.7, 1.9, 4.4, 5.2	3.2		1.3, 2.1, 2.2, 2.5, 2.7, 3.1, 3.2, 3.6, 4.4	1.1, 1.4, 1.5, 1.6, 3.1, 3.2	1.3, 1.8, 3.3, 3.1, 4.3, 5.1, 5.2, 5.3, 5.4	1.2, 1.7
25. Administer Up-To-Date Level of Service Standards (PW, TS, HW, CR)	Update when necessary and administer level of service standards for public infrastructure and community facilities and services, including but not limited to, streets, water, sewer, drainage, libraries, parks, and public safety, to be used in capital improvements planning, budgeting, and development review.	1.2, 1.3, 1.6, 1.9, 2.1, 5.1, 5.2, 10.7, 10.3	3.2		2.1, 2.2, 2.5, 2.7, 3.3, 3.6, 4.1, 4.4	1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 3.1, 3.2	1.3, 1.10, 3.1, 4.3, 5.1, 5.3	1.2
26. Pursue Funding Sources for Infrastructure Improvements (GG, PW)	Acquire funding and when required provide the local share for the construction, operation, and maintenance of grey and green infrastructure; when in the best public interest, consider alternative approaches such as public-private partnerships that leverage the high value of the Parish's hard assets for strategic investments in improvements.	1.2, 2.1, 5.1, 5.2, 10.3, 10.7			2.1, 2.7	1.4, 2.4	1.5, 3.4, 5.1	1.2







PLAN IMPLEMENTATION TABLE							
Task (Resp. Entity)	Task Description	Goal/Objective					
							
27. Support Joint Use of Public Facilities and Land (GG, PW, CR)	Partner with Federal, State, regional, or institutional entities for multiple uses of public or quasi-public land and facilities to expand recreational, educational, health care, economic development, or other opportunities; negotiate appropriate agreements when facilities are operated by other providers or multiple entities.	1.1, 1.4, 1.5, 1.6, 1.7, 2.2, 2.3, 2.4			2.4		1.2
28. Provide Supportive Community Centers, Stations, and Shelters (PS, HW, CR)	Provide high-quality, reliable services and facilities through community, child- and adult-care, jobs, juvenile, and senior centers; animal shelters; fire stations; and health clinics that educate, feed, shelter, heal, and protect citizens and animals and promote healthy, socially connected, and safe neighborhoods	1.1, 1.4, 1.6, 1.8, 1.9, 2.1, 2.2, 2.3, 2.4, 2.5			2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.9, 2.10, 3.3, 3.4, 4.1, 4.2, 4.3, 4.4, 4.5, 4.7	1.3, 5.4	1.2
29. Promote Inter- and Intra-agency Collaboration and Funding for Comprehensive, Seamless Social Programs and Services (HW, TS)	Empower families and the elderly, disabled, economically disadvantaged, and youth through linkages with Federal, State, local, and private agencies for the provision of programs and services, such as preparing children for academic success and adults for the workforce, addressing poverty, and keeping people in their homes, feeding them, and transporting them for health care and other needs.		2.3, 3.5, 4.1	3.2	2.1, 2.3, 2.6, 2.7		







11. Administration & Implementation

PLAN IMPLEMENTATION TABLE							
Task (Resp. Entity)	Task Description	Goal/Objective					
							
30. Update Master Drainage Plans and Maintain a High Performance Drainage System (PW)	Update East Bank and West Bank master drainage plans and consolidate into parishwide Subsurface Drainage Master Plan to identify deficient drainage areas, develop preliminary solutions for the problem areas, create individual projects in the problem areas for bidding purposes, develop cost estimates, and prioritize needed work; administer, coordinate, and implement major drainage and flood control programs, structures, and facilities, including the Drainage and Flood Control System, Supervisory Control and Data Acquisition (SCA- DA), flood gauges, and associated structures.				1.1, 1.4, 1.5, 1.6, 1.7	1.1, 2.4, 2.7, 3.1, 4.2, 5.3	
31. Administer and Update Stormwater Sewer System Permitting (PW)	Administer the Stormwater Management Program for the Municipal Separate Stormwater Sewer System (MS4) permit. Prepare MS4 annual reports and develop Stormwater Pollution Prevention Plans (SWP3) and Spill Prevention, Control, and Countermeasure Plans (SPCC) for parish facilities. Develop the Stormwater Management Program (SWMP) for each 4-5 year period				1.1, 1.4, 1.5, 1.6, 1.7	1.3, 2.4, 2.5, 2.7, 5.2, 5.3	







PLAN IMPLEMENTATION TABLE							
Task (Resp. Entity)	Task Description	Goal/Objective					
							
32. Complete and Implement the Integrated Stormwater Management Plan (GG, PW)	Through planning and analysis, determine feasible approaches to integrated stormwater management and implement measures that support flexible, resilient water infrastructure, promote low impact development and green infrastructure, including the incorporation of trails, native vegetation, seating, or other features along drainage canals to enhance beautification, recreation, and safety.	3.6, 7.3, 9.1, 10.3			3.1	4.3	
33. Develop a Watershed Master Plan for the Community Rating System (GG, PW)	Enhance the CRS rating for the unincorporated parish and the parish's cities and towns by coordinating with the State and communities within applicable watersheds to develop mitigation measures on a watershed basis that reduce flood risk and address potential impacts of sea level rise; build on integrated stormwater management planning for a more comprehensive approach that qualifies as a watershed master plan for CRS purposes.				1.5	1.6	
34. Update the Water Capital Improvement Program and Maintain a High Performance Water System (PW)	Provide high quality, reliable water supply without major interruptions in service to residents, businesses, and industries through efficient water plant purification complexes and upgraded water lines, coordinated through updated master planning and programming.				1.1, 1.2, 1.3, 1.4		







11. Administration & Implementation

PLAN IMPLEMENTATION TABLE							
Task (Resp. Entity)	Task Description	Goal/Objective					
							
35. Update the Sewerage Capital Improvement Program and Maintain a High Performance Sewer System (PW)	Plan for and provide improved sewer service including the upgrade and rehabilitation of existing sewer lines and facilities and the construction and installation of new facilities and sewer lines, coordinated through updated master planning and programming.	1.1, 1.2			1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7	1.3	
36. Develop and Implement the Pavement Management System and Maintain a High-Performance Roadway System (PW)	Maintain, repair, and rehabilitate road surfaces, bridges, and small-scale street drainage infrastructure and develop capital projects for major streets, including projects that improve access to the Earhart Expressway; use Street Saver to track pavement conditions and proactively target rehabilitation and maintenance projects with associated cost data.	1.1, 1.2, 1.3, 3.3, 3.4, 7.1, 10.7		1.1, 1.2, 1.3, 2.1, 2.2, 2.7, 3.1, 3.4, 3.6, 3.7, 4.1, 4.2, 4.4			
37. Fund Urban Forestry and Partner with Organizations for Landscaping and Education (PW, CR)	Enhance tree canopy and landscaping through ongoing planting, maintenance, and partnering with organizations in support of urban forestry projects and programs, such as the annual Tree School	5.1, 6.1, 6.2, 9.1, 9.3, 12.3			2.2, 3.1, 3.3, 3.4, 3.5		
38. Support Public Art (GG, PW)	Support and maintain public art and expand the collection through acquisition and acceptance of donations; undertake projects that embellish utility boxes and similar equipment in the public right-of-way	2.4					







PLAN IMPLEMENTATION TABLE							
Task (Resp. Entity)	Task Description	Goal/Objective					
							
39. Beautify Major Roadways (GG, PW)	Reduce the clutter of signs, poles, and other structures in the public right-of-way. Apply landscaping and other beautification measures along major thoroughfares; partner with the State DOTD, major institutions and businesses for improved roadway aesthetics	1.2, 1.3, 3.5, 5.1, 5.2, 5.3, 5.5, 10.6		3.1, 3.4, 4.1, 4.2	1.4, 1.5		
40. Provide High Value Parks, Playgrounds, and Open Space (CR)	Support high-value parks and playgrounds with multi-purpose potential to provide updated playfields and courts, teach ecology and other subjects, offer paths and equipment for exercise and play, sponsor athletic and educational programs, mitigate floodwater, host concerts and festivals, protect trees and wildlife, supply space for gardens and community meetings, and generally give respite from commotion; provide ongoing planning, monitoring, and community involvement to ensure sufficient assets in land, staffing, and equipment, equitable public access, user satisfaction, safety from crime and physical hazards, and benefits to neighborhoods	1.4, 1.5, 1.8, 2.4, 5.1, 6.1, 6.2, 8.4, 9.1, 12.3			2.2, 3.1, 3.2, 3.3, 3.4, 3.5		
41. Support Adopt-A-Park Programs (CR)	Partner with organizations in support of funding and enhancement of public parks	1.2, 1.6, 1.7, 2.1, 2.2, 2.3, 2.4, 3.6, 5.1, 5.7, 6.1, 6.2, 6.3, 6.4, 6.5, 10.3, 12.2, 12.3	3.5, 5.5, 7.6		2.2, 3.1, 3.2, 3.3, 3.4, 3.5		







11. Administration & Implementation

PLAN IMPLEMENTATION TABLE							
Task (Resp. Entity)	Task Description	Goal/Objective					
							
42. Create a Master Plan for Parks and Playgrounds (CR)	Develop a parish-wide plan for the construction, renovation, operation, and maintenance of public parks and playgrounds; incorporate updated level of service standards and other current data, analysis, and recommendations	1.4, 1.6, 2.1, 2.2, 2.3, 2.4, 3.2, 3.4, 4.1, 5.1, 5.7, 6.1, 6.2, 6.3, 6.5, 10.1, 10.2, 10.3, 10.6, 12.2, 12.3	3.5, 5.5, 7.6	1.5	2.2, 3.1, 3.2, 3.3, 3.4	4.3	
43. Maintain or Update the Coastal Zone Management Plan (PW)	Update, implement, and administer the Parish Coastal Zone Management Plan in collaboration with Federal and State coastal management efforts	1.2, 1.6, 1.9, 3.6, 6.1, 6.2, 6.3, 6.4, 6.5, 9.1, 9.2, 9.3, 9.4, 10.2, 10.3, 10.4, 10.5, 10.6, 10.7, 12.1, 12.2, 12.3	7.1, 7.3		3.1, 3.2, 3.4, 4.7	1.1, 1.2, 1.4, 1.5, 1.8, 1.9, 1.10, 2.3, 2.4, 2.6, 2.7, 2.8, 3.1, 3.2, 3.3, 3.4, 4.2, 4.3, 4.5, 5.1, 5.3	
44. Promote Environmental Protection and Public Health (PW, HW, PS)	Administer programs that protect or enhance the environment and public health through reduction of pollutants into Lake Pontchartrain and the Barataria Basin, control of disease vector and nuisance mosquitoes and rodents, and management of solid waste disposal facilities and programs, including recycling of waste materials	1.1, 1.4, 1.5, 1.6, 1.7, 2.1, 2.4, 3.6, 5.1, 5.2, 5.7, 6.1, 6.2, 6.4, 7.3, 9.1, 9.2, 9.3, 9.4, 10.1, 10.2, 10.3, 10.4, 10.5, 10.6, 10.7, 12.1, 12.2, 12.3, 12.4	5.5, 7.3	3.4	1.6, 2.3, 3.1, 4.7	2.3, 2.4, 2.6, 2.7, 3.2	

PLAN IMPLEMENTATION TABLE							
Task (Resp. Entity)	Task Description	Goal/Objective					
							
45. Participate in Coastal Protection and Restoration (GG, PW)	Partner with Federal, State, and regional entities to build and manage a resilient and sustainable coast through restoration projects, public education in coastal issues, and identification and securing of funding, in coordination with the plans and programs of the U.S. Army Corps of Engineers, Louisiana Coastal Restoration Authority, and other entities.	1.2, 1.4, 1.6, 1.7, 1.9, 2.4, 3.6, 6.1, 6.2, 6.4, 9.1, 9.2, 9.3, 9.4, 10.1, 10.2, 10.3, 10.4, 10.5, 10.6, 10.7, 12.1, 12.2, 12.3,	7.1, 7.3			3.1, 3.2, 4.7	1.1, 1.2, 1.4, 1.5, 1.8, 1.9, 1.10, 2.3, 2.4, 2.6, 2.7, 2.8, 3.1, 3.2, 3.3, 3.4, 4.2, 4.3, 4.5, 5.1, 5.3
46. Maintain, Enhance, and Implement the All Hazard Emergency Operations Plan and the Emergency Operations Center (PS)	Provide emergency management planning for the continued safety of citizens and visitors; train in the latest emergency management techniques and procedures; update the EOC with cutting-edge technology; and maintain and implement the All Hazards Emergency Operations Plan	1.2, 1.6, 2.4, 10.1, 10.2, 12.1, 12.2, 12.3, 12.4		3.5		4.1, 4.2	1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 2.1, 2.2, 2.4, 2.5, 2.6, 2.7, 4.4, 5.1, 5.2, 5.3, 5.4
47. Support Hurricane Protection Facilities and Programs (GG, PW)	Promote hurricane preparedness and storm risk reduction through planning and coordination with Federal, State, and regional entities, in coordination with the plans and programs of the U.S. Army Corps of Engineers, Southeast Louisiana Flood Protection Authority, Governor’s Office of Homeland Security and Emergency Preparedness, and other entities.	1.6, 1.9, 6.1, 6.2, 7.3, 9.1, 9.2, 9.3, 9.4, 10.1, 10.2, 10.3, 10.5, 10.6, 10.7	1.3, 7.1, 7.2, 7.3, 7.4	1.4, 3.5		1.5, 4.1, 4.2, 4.7	1.1, 1.2, 1.3, 1.6, 1.7, 1.8, 1.9, 1.10, 2.1, 2.2, 2.4, 2.6, 2.7, 2.8, 3.1, 3.2, 4.1, 4.2, 4.3, 4.4, 4.5, 5.1, 5.2, 5.3, 5.4

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PLAN IMPLEMENTATION TABLE							
Task (Resp. Entity)	Task Description	Goal/Objective					
							
48. Provide Advanced Libraries (CR)	Maintain or update libraries with traditional and advanced resources for a wide range of information sources, including the internet, digital libraries, and remote access; follow trends related to computers and the media for public information; develop and direct informational programs and systems for the public	1.1, 2.3, 11.1	5.5, 7.6		1.1, 2.1, 2.2, 2.3		
49. Provide Demand-driven, Centralized Resources for Workforce Enhancement (HW)	Provide one-stop business and career solutions centers for employers and job seekers to improve job skills, develop new career paths, and create a diverse, qualified workforce that competes successfully in the local, regional, and global economies; partner with Federal, State, educational, and business entities to provide training and other services, including assistance programs for separating or retiring veterans and youth aged 16-24	1.6, 1.8, 3.5, 4.1, 4.3, 4.4, 4.6, 11.1, 11.2, 11.3, 12.5	5.5, 7.6		2.1, 2.2, 2.3, 2.6		1.1, 1.2, 1.3, 1.4, 1.6, 1.7,
50. Enhance the Website and Support New Technology (GG)	Maintain the Parish's website and enhance opportunities for public information and comment through the Parish's web site and innovative tools for social interaction	10.2, 11.2, 12.1	6.1, 6.2, 6.3, 7.5		1.1	1.4, 1.6, 1.7, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 4.5	

PLAN IMPLEMENTATION TABLE							
Task (Resp. Entity)	Task Description	Goal/Objective					
							
51. Promote the Parish as a Tourism Destination Through Collaboration with Regional, State and Other Entities (GG, ED)	Support the Jefferson Convention & Visitors' Bureau, Governor's Office of Tourism, and other entities such as LA Tax-Free Shopping to promote Jefferson Parish as a tourism destination, and engage host facilities such as the Alario Center, Jefferson Performing Arts Center, and West Bank Sports Complex to maximize rental potential, increase hotel/motel tax revenue, create industry jobs, and enhance quality of life.	1.4, 3.5, 4.1, 5.1, 5.4, 5.5, 5.7, 6.3, 6.5, 7.4, 11.1	1.2, 1.3, 2.4, 3.3, 5.2, 5.5, 7.6	1.2, 1.3, 1.4, 1.5, 2.4, 2.5, 2.6, 3.3	3.1, 3.2, 3.3, 3.4	1.9, 2.1, 5.4	

11. Administration & Implementation



Appendix A: Community Profile

data as of June 2018, unless otherwise noted



Since Hurricanes Katrina and Rita in 2005, the State and region’s planning perspective increasingly has taken into account resilience – the community’s ability to respond and recover from disruptive events. Hurricane recovery planning funds require consideration of resilience and the State of Louisiana approved the use of these funds to update the *Envision Jefferson 2020* Comprehensive Plan (the Plan), adopted in 2003. This Community Profile is one tool used to inform Plan revisions that reflect changing needs and conditions.

The Community Profile provides an understanding of Jefferson Parish’s place within the region’s demographic, economic and environmental context. It presents baseline data useful for understanding the Parish and how community issues are interrelated. The baseline data includes the Parish’s demographics, education, housing, economic development, environment, land use, infrastructure, and finances. Main points are summarized below.

Demographics

Jefferson Parish’s population growth has slowed while the overall population is aging and growing more diverse.

- Recent population growth has been minimal in unincorporated Jefferson Parish, and in 2018 is estimated to represent 92% of its 2000 population.
- The anticipated rate of future growth for each bank (0.17% on the East Bank and 0.19% on the West Bank) is below those of the region (0.71%), state (0.63%) and nation (0.83%).
- From 2010-2018, the number of residents who identify as Black, Asian/Pacific Islander, those of other or two or more races, and Hispanic has grown, while the number of persons who identify as White has declined.
- While overall the West Bank is younger, the population is getting increasingly older on both banks. From 2010 to 2018, the population aged 55+ on the West Bank

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grew by 8,171, while the population under 55 declined by 6,325. On the East Bank, residents aged 55+ rose by 7,629, while those under 55 fell by 5,684.

- 1,474 more households moved out of Jefferson Parish (including incorporated areas) than into it from 2014-2016. Most households that left Jefferson Parish moved to Orleans, St. Tammany and St. Charles Parishes and to Harris County, Texas (Houston). Most households that moved to Jefferson parish arrived from Orleans, St. Tammany and St. Charles Parishes.

Education

The Jefferson Parish Public School System performs below the state average with aging facilities.

- School performance scores reveal mixed improvement over the years with scores ranging from a 78.9 in year 2017 to a 101.4 in year 2013.
- School performance scores in 2017 show Jefferson earning a “C” letter grade, lagging the state average and earning the second to lowest score in the region.
- JPPS is currently addressing capacity issues as a recent study showed that facilities are old, with the average age of a school building at 55 years and are not well utilized.
- Officials are currently working to develop a phase-in plan for capital improvements.
- Voters recently approved an increase in property tax millage to fund teacher pay raises.

Housing

Housing prices and rental rates are lower in Jefferson than in Orleans Parish.

- The median home value of a home in unincorporated East Bank is \$226,399, compared to \$160,789 on the West Bank.
- Since 2008, sale prices have inched upward on the East Bank but have levelled on the West Bank. In each case, sale prices have been consistently lower than in neighboring Orleans Parish, which has experienced substantial price gains on its East Bank.
- Rental prices are consistently lower than in Orleans Parish, though have risen most rapidly in West Metairie and River Ridge since 2014.

Jobs & Economic Development

Jefferson has the most employment opportunities in the region, with Ochsner’s expansion growing high-paying jobs, but the real estate market has still not rebounded to 2005 levels.

- Jefferson boasts the most employment opportunities in the region and over 1/3 of the region’s employment in 2017.
- Jefferson’s largest number of occupations are Office and Administrative Support, Sales, Food Preparation and Serving, Healthcare, and Transportation and Material Moving.
- Healthcare Practitioners and Technical Occupations pay high wages, averaging nearly \$70,000 annually, and are projected to grow the most – by nearly 4,000 – in the next ten years,
- Unemployment levels are low and below the state average in 2018, with unemployment only reaching 3.8% of unincorporated West Bank residents and 3.3% of unincorporated East Bank residents.

- High employment in low-wage occupations such as food service, retail and other service sectors suggests that many fully employed workers would benefit from professional development opportunities.
- Planned and currently underway development projects are creating new job opportunities, potential for new tax revenue and demand for housing, including:
 - Ochsner’s \$600 million campus expansion in Old Jefferson,
 - Fuji Vegetable Oil’s \$70 million new processing facility near the former Avondale Shipyard, and
 - US Foods’ 200,000-square foot expansion of its distribution facility in Marrero.
 - HRE New Orleans purchased and will redevelop the former Avondale Shipyard site as a multi-modal global logistics hub.
- Jefferson Parish’s residential single-family building activity has shown steady improvement since the lows of the Great Recession, with an 88% increase over 2013 levels, but has still not rebounded to 2005 levels.
- Jefferson Parish’s commercial building permits have decreased each year since 2014, with a 4% decrease between years 2014 and 2017.

Environment

Flooding remains the biggest environmental risk to Jefferson Parish.

- Flood risk remains the highest-ranked risk for all communities, as Jefferson Parish’s Hazard Mitigation Plan projects that future flood events throughout the parish could be as deep as 18 inches.
- According to the Coastal Protection and Restoration Authority (CPRA) Master Plan

medium scenario, Jefferson Parish may lose 42% of its land area over the next 50 years.

- Jefferson Parish has a Community Rating System (CRS) Class 5 which rewards policyholders with a 25% reduction in their flood insurance premiums in the Special Flood Hazard Area.
- Land subsidence causes damage to roads and drainage systems, with a subsidence rate of 10-35 mm per year.

Land Use & Zoning

Large tracts of land remain available for development on the West Bank, while the East Bank’s biggest opportunity is infill and redevelopment.

- No large undeveloped tracts of land are available on the East Bank, with infill and re-use of buildings as opportunities for redevelopment.
- Several large tracts on the West Bank are available for new development.
- The Unrestricted Rural Zoning District (U-1R) is largely situated on the West Bank’s undevelopable marsh and swampland and comprises 76% of the Jefferson Parish’s zoned land and 81% of the West Bank’s land overall.
- The current zoning in Jefferson Parish is dominated by various residential categories. The largest residential zoning district, as well as the largest zoning classification is Single-Family Residential (R-1A), which comprises 34.8% of the Parish’s total zoning – 51.2% of East Bank and 29.1% of West Bank – when excluding the U-1R district.

Infrastructure & Public Services

Jefferson Parish continues to upgrade its community facilities, including road repairs, library improvements, and streets. Fire

protection and affordable, high-quality drinking water are parish strengths. Challenges include upgrading the parish's aging sewerage infrastructure, improving park access, and increasing transit connectivity.

- Fire protection enjoys a high fire rating that lowers property insurance premiums.
- The East Bank Consolidated Fire Department holds a prestigious Class I rating – a rating achieved by only five other districts in state and approximately 50 nationwide. The volunteer fire districts of unincorporated Jefferson Parish also maintain high ratings, as four districts earn a Class II and one district holds a Class III.
- The Sewerage Department is facing key challenges such as aging gravity lines, lift stations, and treatment facilities.
- The Water Department has consistently provided high quality drinking water for over 60 years without major service interruptions at a cost of \$2.09 per thousand gallons - one of the lowest in the country for populations over 100,000.
- A road construction and repair program recently began, funded primarily by bonds issued after voters renewed the 7/8 sales tax in 2016.
- Major East Bank projects include Causeway Boulevard overpass rehabilitation, and a total reconstruction of David Drive, from West Napoleon Avenue to Veterans Memorial Boulevard.
- Major West Bank road projects include the reconstruction of Westwood Drive with drainage improvements, and the reconstruction of Holmes Boulevard, adding bike lanes in each direction, between Terry Parkway and Browning Lane.
- Enhancing JET's connectivity to the New Orleans Regional Transit Authority's routes recently began to be addressed by

coordinating schedules and commencing a pilot project in September 2018 to offer a single day pass to use both systems, without the necessity of purchasing two passes to travel between systems.

- Notable highlights on community facilities in Jefferson Parish include:
 - Jefferson Parish's parks per resident ratio ranks near the national median.
 - The Jefferson Parish Library System opened a newly constructed library in River Ridge in 2018, while the system is responsive to rapidly changing information technology.
 - New library facilities in the discussion phase include a new library in Avondale and an "e-library" or electronic library in Fat City.
 - The Department of Inspection and Code Enforcement relocated its West Bank office in an existing facility on Ames Boulevard in 2019.

Public Finances

Sales tax revenue is flat, but property tax revenues have grown slightly.

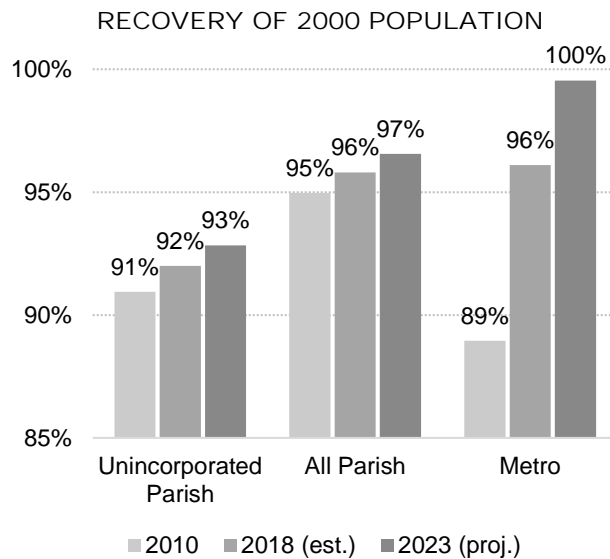
- Ad Valorem tax revenues have grown slightly over recent years, from \$206.7 million in 2013 to \$225.8 million adopted in 2018. Sales tax revenues have been essentially flat since 2014 at \$147 million annually.
- The Parish's high bond rating of "AA" ensures lower costs for debt.
- The parish-wide millage rate in 2017 was 103.3 – lower than the 109.8 statewide weighted average, and significantly lower than St. Tammany's 146.8 rate and Orleans Parish's 154.1 millage rate.
- 84% of Parish expenditures are dedicated, meaning they are unable to be allocated to uses other than those prescribed by law.

I. Demographics

Total Population

Recent and projected future population growth is slight in unincorporated Jefferson Parish. The population of the parish's unincorporated area dropped following the Hurricane Katrina evacuation in 2005 and has returned slowly. The estimated 2018 population is 330,497 – 169,752 on the East Bank and 160,745 on the West Bank. This represents 92% of the 2000 population. For the next five years, the population is projected to grow at an average annual rate of 0.17% on the East Bank and 0.19% on the West Bank.¹ Extending these annual growth rates into the future predicts a total population of 337,678 in 2030 and 343,797 in 2040. Therefore, if this slow-growth trend persists, the 2040 population in the unincorporated areas would remain below the 2000 population – 92.8%.

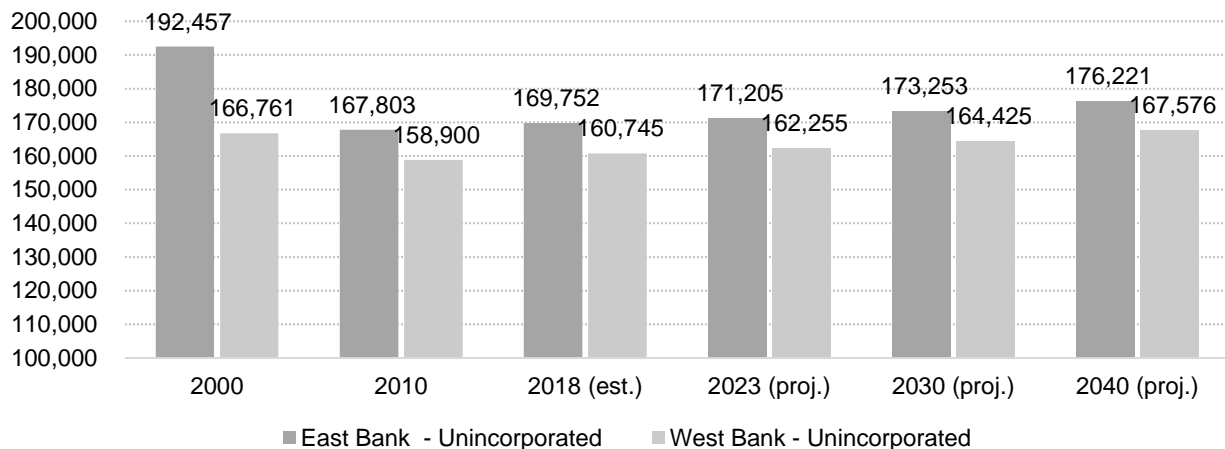
Jefferson Parish as a whole (including incorporated areas) and the metropolitan region have recovered from the 2005 hurricane more quickly than the unincorporated areas of



the parish, and growth in unincorporated Jefferson remains slow compared to broader trends.

- Population Recovery Comparison:**
 Unincorporated Jefferson Parish has recovered 92% of its population since 2005; in comparison, the Parish as a whole has recovered 95.8% of its population, and the metropolitan region has regained 96.1%.²

POPULATION PROJECTIONS



¹ U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.

² The region is defined as the New Orleans-Metairie Metropolitan Statistical Area, comprised of Jefferson,

- **Growth Rates Comparison:** The region is growing more rapidly, at present, than the unincorporated Parish; the Parish's 0.18% growth rate falls well below those of the region (0.71%), state (0.63%) and nation (0.83%).³

Age

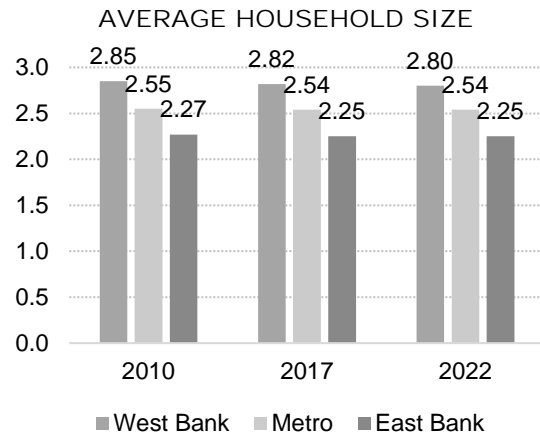
West Bank residents overall are younger than East Bank residents. The West Bank median age is lower and the East Bank median age is higher than the regional median age. The median age for all three geographies has risen since 2010.

However, on both banks, the population is getting increasingly older. From 2010 to 2018, the population age 55+ on the West Bank grew by 8,171, while the population under 55 declined by 6,325, and those age 24 and younger dropped by 4,566. On the East Bank, residents age 55+ rose by 7,629, while those under 55 fell by 5,684.

MEDIAN AGE	2010	2018
East Bank	41.3	42.5
West Bank	35.3	36.5
Metro	37.0	38.3

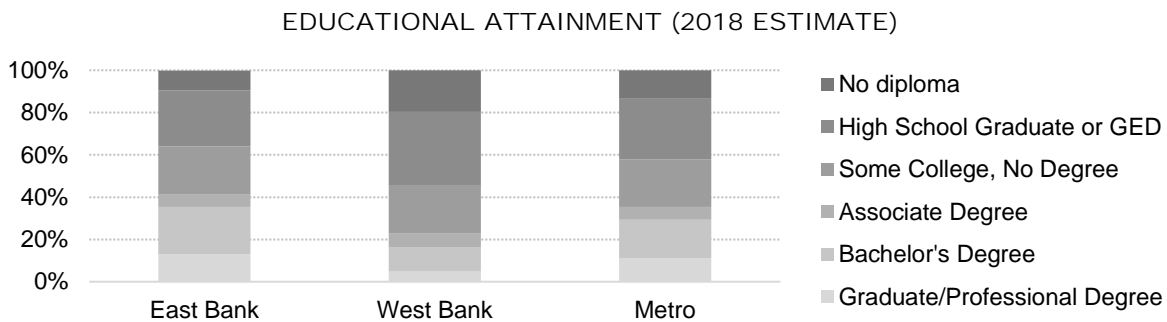
Household Size

Household sizes are larger on the West Bank than the metropolitan area average while East Bank households are smaller. The average household size has not changed significantly since 2010 and is not expected to change in the next five years.⁴



Educational Attainment

Educational attainment among East Bank residents is higher overall than those throughout the region. 64% of residents age 25+ have attained at least some college education, compared to 58% of the region's residents and 45% of West Bank residents. Nearly one of every five West Bank residents age 25+ does not have a high school diploma or equivalent.



Orleans, Plaquemines, St. Bernard, St. Charles, St. James, St. John the Baptist, and St. Tammany Parishes.
³ Ibid.

⁴ U.S. Census Bureau, Census 2010 Summary File 1; 2011-2015 American Community Survey; Esri forecasts for 2017 and 2022.

Household Income

Across the metropolitan region, low-to-moderate income and medium-income households outnumber high-earning households.

- 37.3% of households (approx.. 187,000) earn less than \$35,000 per year.
- 40.4% (approx. 200,000 households) earn between \$35,000 and \$100,000 per year.
- 22.2% (approx. 112,000 households) earn more than \$100,000 per year.⁵

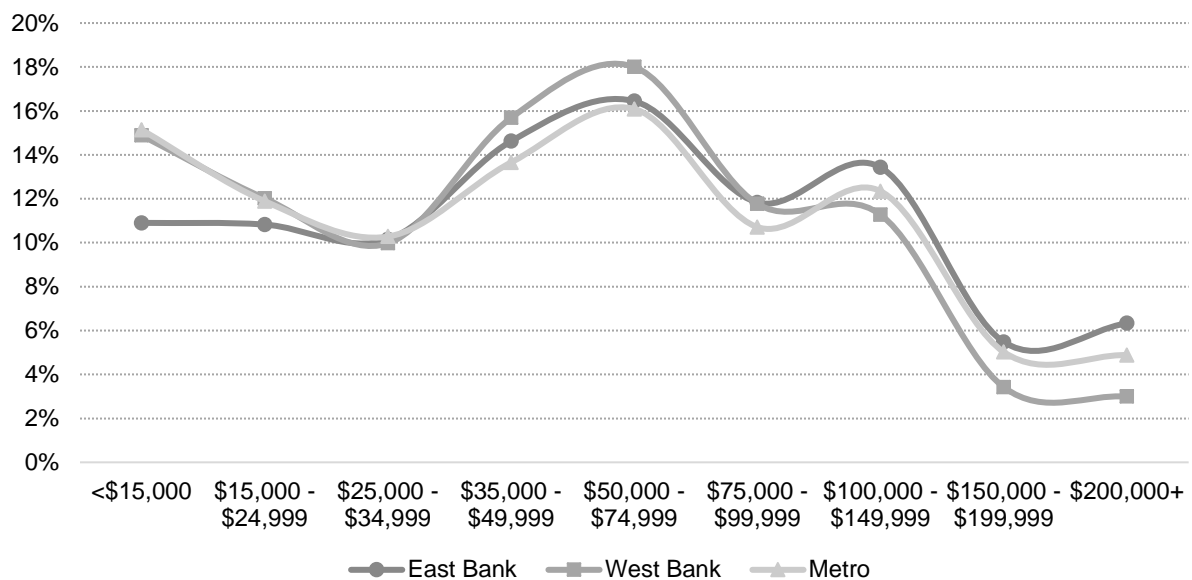
Incomes in the unincorporated parish remain fairly similar to the region on many fronts, but there are some differences, particularly in the low-to-moderate-income and high-income brackets.

- The East Bank has a smaller proportion of low-income households compared to the region and the West Bank. Just 31.9% (23,816) of East Bank households earn less than \$35,000 per year. In comparison, the West Bank's percentage of low-income

households is more similar to the region, with 36.7% of households earning less than \$35,000 (20,837 households).

- Both the West Bank and the East Bank have a slightly higher proportion of medium-income households than the region. On the East Bank, 42.9% of households (32,051) earn between \$35,000 and \$100,000, and on the West Bank, 45.4% of households are in the same income bracket.
- The East Bank has a larger share of high-income households than the region –25.2% (18,854 households) earn more than \$100,000. The unincorporated West Bank, conversely, has a smaller share of high-income households than the region; just 17.7% (9,990 households) earn more than \$100,000.

DISTRIBUTION OF HOUSEHOLDS BY INCOME (2018)

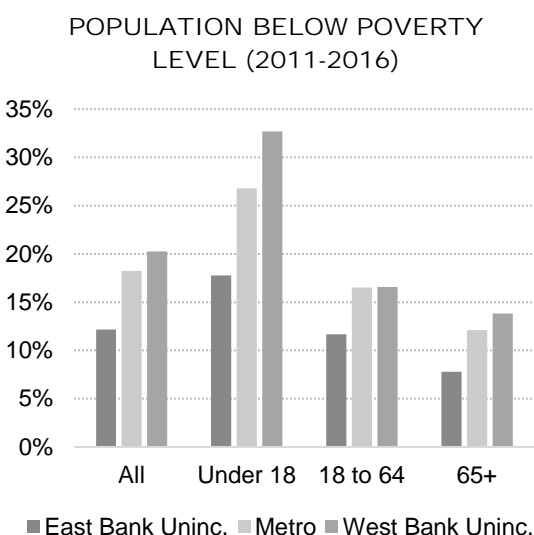


⁵ U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018.

Household Poverty

2% more of residents of unincorporated West Bank residents live below the poverty level (20.3%) than residents in the metropolitan area (18.2%). Only 12.2% of unincorporated East Bank residents live in poverty.

Poverty status varies greatly by age group among West Bank residents. Whereas the percentage of residents age 18 to 64 living in poverty is the same in the unincorporated West Bank as in the region, one in three West Bank children live in poverty, compared to 26.8% of children in the region and 18% in the East Bank.



Household Migration

According to tax return records, 1,474 more households moved out of Jefferson Parish (including incorporated areas) than into it from 2014-2016. Because not all households file tax returns, this number could be higher. Most households that left Jefferson Parish moved to Orleans, St. Tammany and St. Charles Parishes and to Harris County, Texas (Houston). Most households that moved to Jefferson Parish arrived from Orleans, St. Tammany and St. Charles Parishes. The largest two migration flows were between Jefferson and Orleans Parishes, with a net gain of 768 households for Jefferson Parish; and between Jefferson and St. Tammany Parishes, with a net loss of 1,150 households to Jefferson Parish.

Average household income among migrants from Jefferson Parish to Plaquemines and St. Tammany Parishes exceeded the income of households moving from those parishes to Jefferson, while St. Charles Parish in-migrants and out-migrants had roughly the same average household income. Households moving from Orleans Parish had slightly higher incomes than households moving to Orleans Parish. In-migration households with the highest average income arrived from Houston.

MIGRATION FLOWS (2014-2016)⁶

	Outflow	Inflow	Total Flow	Net Inflow
Orleans Parish	9,038	9,806	18,844	768
Outside the U.S.	441	769	1,210	328
St. John the Baptist Parish	835	731	1,566	-104
St. Charles Parish	1,372	1,227	2,599	-145
St. Bernard Parish	659	514	1,173	-145
Harris County (Houston)	1,014	745	1,759	-269
Tangipahoa Parish	714	409	1,123	-305
St. Tammany Parish	2,621	1,471	4,092	-1,150
All others	15,625	14,965	30,590	-660
Total	30,649	29,175	59,824	-1,474

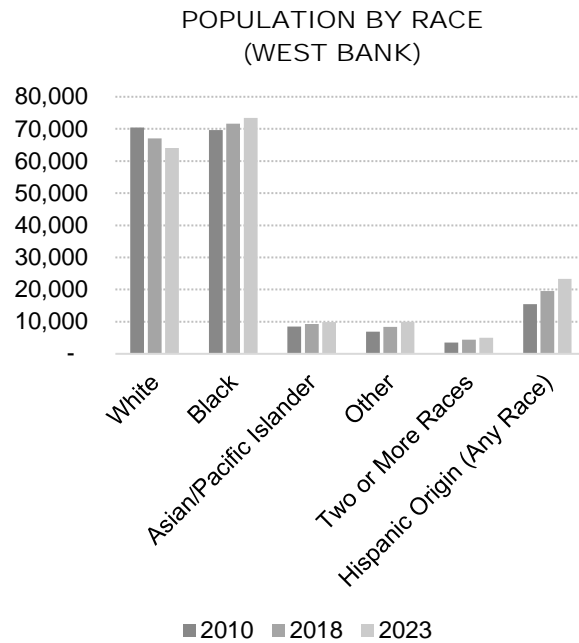
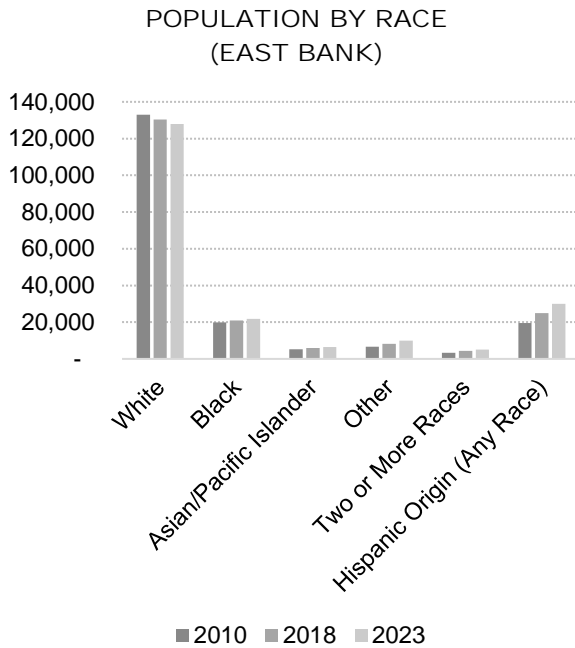
⁶ IRS, Statistics of Income Division

MIGRATION FLOWS, NUMBER & ADJUSTED GROSS INCOME, BY ORIGIN/DESTINATION (2016)⁷

Location	OUTFLOW		INFLOW	
	Households	Average AGI	Households	Average AGI
Orleans Parish	3,072	\$46,291	3,530	\$44,136
Plaquemines Parish	212	\$61,868	235	\$41,404
St. Tammany Parish	993	\$61,399	475	\$46,358
St. Charles Parish	503	\$49,038	394	\$49,246
Harris County (Houston)	339	\$55,584	262	\$66,290

Race/Ethnicity

While the parish’s population has grown slowly, it has grown more diverse. From 2010-2018, the White population declined on each bank, while Black, Asian/Pacific Islander, those of other or two or more races, and Hispanics have grown. Residents of Hispanic origin (any race) increased most significantly – by 5,389 on the East Bank and 4,072 on the West Bank.



⁷ Ibid.

II. Education

School Composition

Jefferson Parish Public School System (JPPS) is the largest public school district in the state, with nearly 50,000 students distributed among 85 schools at all educational levels.

Of JPPS's 49,491 students, 13.5 percent have limited English proficiency, and 17.99 percent are special education students. Students represent diverse race and ethnicity.

TOTAL SCHOOLS ⁸	85
Elementary Schools (PK-5)	48
Middle Schools (6-8)	13
High Schools (9-12)	10
Other (PK-7, PK-8, 6-12, etc.)	14
<i>Advanced Study Academics</i>	8
<i>Schools with Magnet Programs</i>	13
<i>Charter Schools</i>	7

STUDENT RACE / ETHNICITY⁹

American Indian / Alaska Native	0.7%
Asian	5.1%
Black / African-American	40.2%
Hispanic	27.4%
Pacific Islander	.01%
White	26.6%

⁸ <http://www.jpschools.org>

⁹ <http://www.jpschools.org>

¹⁰ Bacon-Blood, Littice. What new facilities do Jefferson Parish schools need? Here's how to weigh in. *The New Orleans Time Picayune*. October 11, 2017. Retrieved from NOLA.COM: https://www.nola.com/education/index.ssf/2017/10/what_to_include_in_jefferson_p.html

School Capacity

JPPS is addressing school capacity issues, including identifying needed facilities and facilities that are no longer needed or wanted, and determining where facilities should be located.¹⁰

In 2017, JPPS retained consultants to provide a Capital Improvement Bond Program and Educational Facility Master Plan.¹¹ Consultants presented an interim report, with findings (as of July 1, 2018) as follows:¹²

- **Facilities are old.** The average age of a JPPS school buildings is 55 years, although few building life cycles extend beyond 50 years.
- **Existing facilities are not well-used.** For example, one school utilizes 19 percent of the building, while another school is operating at 121 percent of capacity. These imbalances create extra costs that are expected to increase over time.

The preliminary recommendation is \$708.1 million in capital investments, including:

- Three new elementary schools
- Four new schools for students pre-K -8
- Two new high schools, with one focused on career and technical training
- New science facilities at several campuses
- Renovations at various schools

¹¹ Capital Improvement Bond Program, Educational Facility Master Plan, Interim Report prepared by Hill International, Inc.

¹² Roberts, Faimon A. Report: Jefferson Parish school buildings need \$700 million in upgrades. *The New Orleans Advocate*. June, 7, 2018. Retrieved from Website: https://www.theadvocate.com/new_orleans/news/education/article_d5d7b1d4-6a77-11e8-b1c1-2fac04722c1d.html

School Board members are developing a phased plan to include a property tax proposal.

School Performance

The District Performance Score administered by the Louisiana Department of Education is perhaps the most succinct measure of the overall academic quality of a school district in Louisiana. The scores are calculated using students' performance on standardized tests, credits received, ACT scores, and graduation rates, among other indicators.¹³

LOUISIANA DEPT. OF EDUCATION GRADING SCALE

A	100-150
B	85-99.9
C	70-84.9
D	50-69.9
F	0-49.9
T	Turnaround School

JPPS Earns 'C' Letter Grade

JPPS has shown mixed improvement over the last eight years. The system showed steady improvement from 2010 to 2013 with a 16.3% increase in its score. In 2014, however, the score dropped 14 points to 87.2 – a 14% decrease. The following year, the score slightly improved 0.5 points to 87.7. Over the next two years, however, Jefferson decreased 8.3 points in 2016 then 0.5 points in 2017; its letter grade fell from B to C.

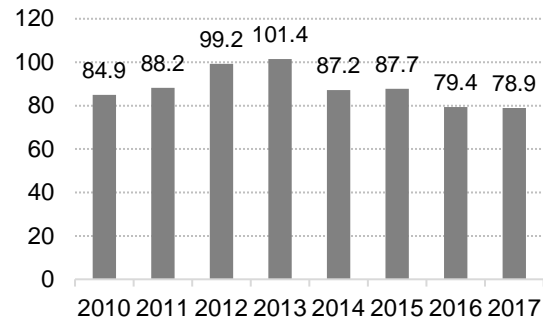
JPPS 's 83 schools received the following grades: 13 schools graded A; 20 graded B; 28 schools graded C; 14 graded D schools and 8 were graded F and listed as academically

¹³ Jefferson EDGE 2020 Strategic Implementation Plan: Public Education, JEDCO and GCR, Inc., Revised June 2012

¹⁴ Bacon-Blood, Littice. Jefferson Parish public schools retain "C" on state report card, *The New Orleans Times*

unacceptable. Of the district's A-graded schools, a majority were selective admission magnet schools.¹⁴

JPPS DISTRICT
PERFORMANCE SCORES
(2010-2017)



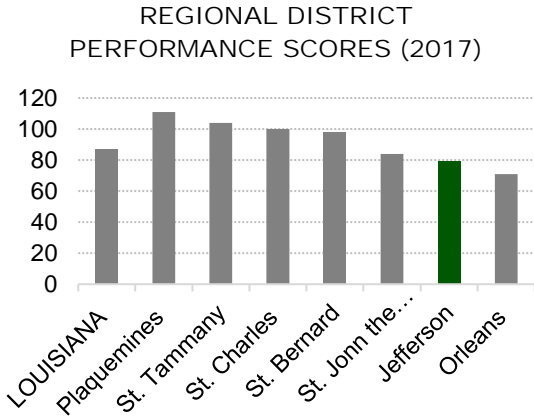
Comparing JPPS

JPPS is a low-performing school district compared to other districts. In 2017, JPPS held the second lowest performance score in the region, with only Orleans scoring lower. In the metro New Orleans area, Plaquemines, St. Tammany, and St. Charles parishes were among the 17 districts across the state graded as A.

JPPS is also a below average school system in the state of Louisiana. The state rose 3.8 points between 2016 and 2017, raising its letter grade from a C to a B. JPPS, however, lagged the state by 8 points or 9.2%.¹⁵

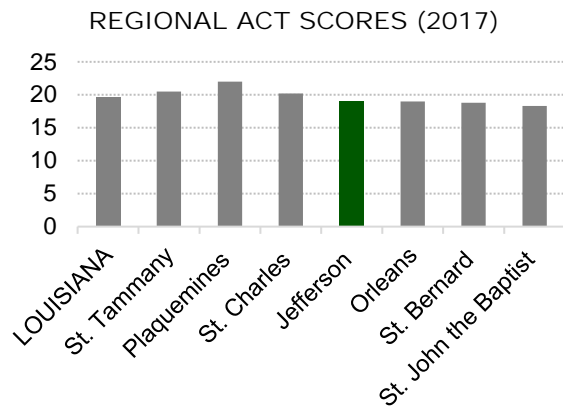
Picayune, November 7, 2017. Retrieved from Website: https://www.nola.com/education/index.ssf/2017/11/jefferson_parish_public_school_30.html

¹⁵ Louisiana Department of Education



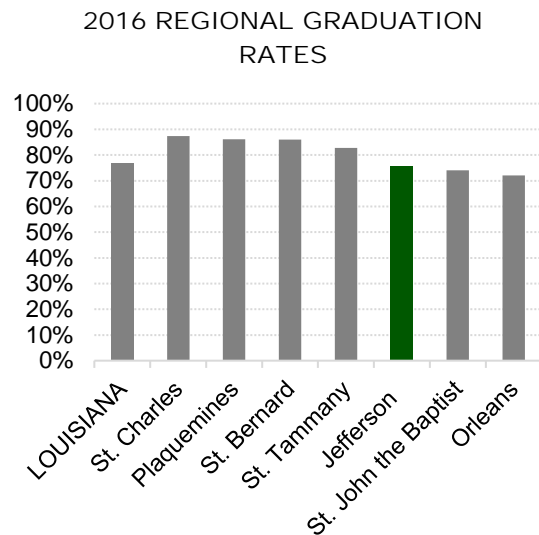
ACT Scores

The TOPS Opportunity Award tuition award in the fall of 2017 was \$3,731.49. The award requires a minimum ACT score of 20 for eligibility. In 2017, JPPS’s average ACT score was 19.1 – 0.8 points below the score needed for TOPS eligibility. Jefferson’s ACT scores ranked fourth in the region with Orleans, St. Bernard and St. John the Baptist scoring lower. Jefferson also scored below the state’s average of 19.6.¹⁶



Graduation Rates

The Louisiana Department of Education considers the graduation rate as a measure of high school student success based on the percentage of students who enter the ninth grade and graduate four years later. JPPS ranks third to last in the region at 76%, with St. John the Baptist and Orleans having lower graduation rates. JPPS also lags the state’s average of 77%.¹⁷



¹⁶ Louisiana Department of Education

¹⁷ Louisiana Department of Education

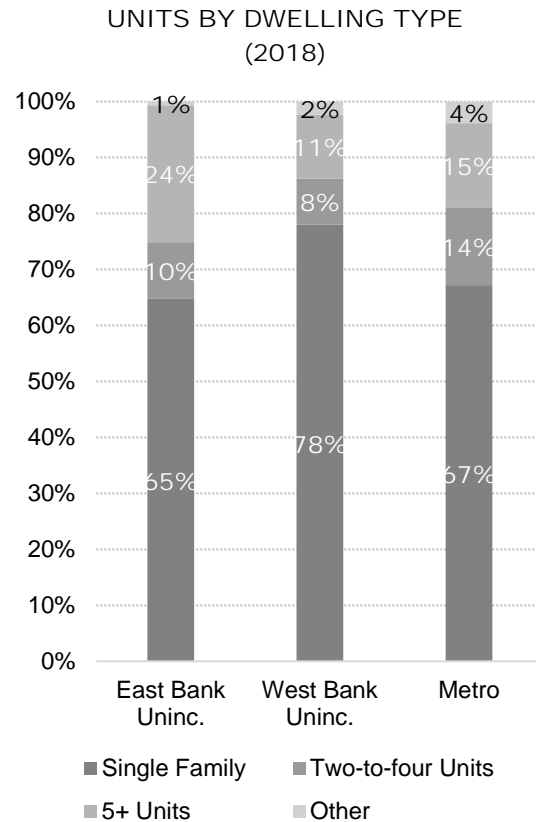
III. Housing

Housing Stock

82,134 housing units are estimated in the unincorporated East Bank and 62,129 in the West Bank in 2018. On the East Bank, half are owner-occupied, 41% are renter-occupied, and 9% are vacant. On the West Bank, 59% are owner-occupied, 32% are renter-occupied, and 9% are vacant. Across the region, 51% are owner-occupied, 35% are renter-occupied, and 14% are vacant.¹⁸

65% of East Bank units are in single-family structures – comparable to the 67% regional average – whereas 78% of West Bank units are single-family. Nearly a quarter of East Bank units are in structures with five or more units, compared to 11% of West Bank units and 15% of units in the metropolitan region.¹⁹

Most of the parish’s housing was built between 1960 and 1979 – 50% and 49% on the East and West Banks, respectively – compared to 33% of housing in the metro area. Relatively little housing was built before 1939 – only 3% on the East Bank and 2% on the West Bank.



MEDIAN YEAR STRUCTURE BUILT (2016)

	East Bank Uninc.		West Bank Uninc.		Metro	
Built 2000 or later	3,799	5%	5,949	10%	11,182	2%
Built 1980 to 1999	15,784	20%	16,801	28%	124,782	23%
Built 1960 to 1979	39,867	50%	29,892	49%	183,210	33%
Built 1940 to 1959	18,064	23%	6,474	11%	131,443	24%
Built 1939 or earlier	2,698	3%	1,414	2%	29,658	5%

¹⁸ U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018.

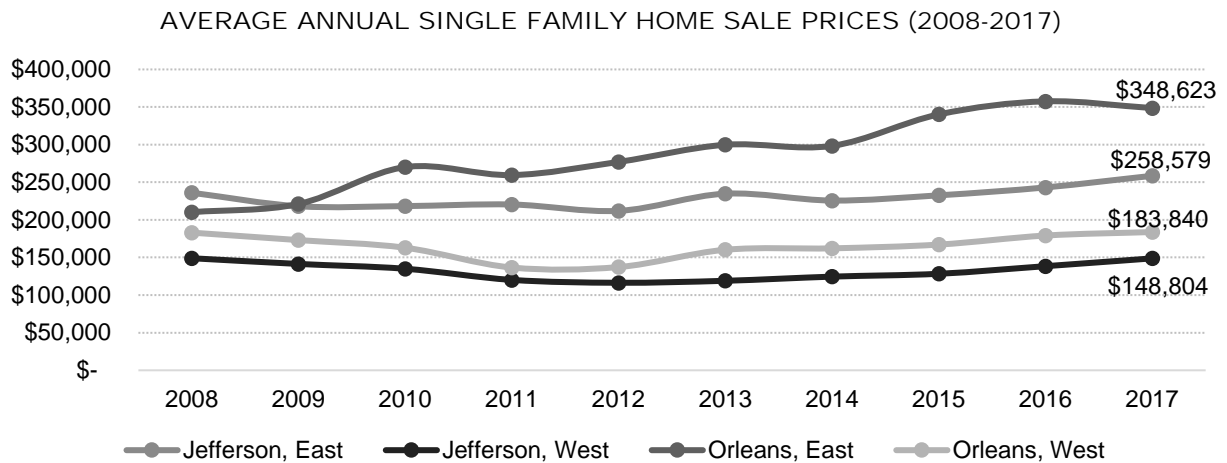
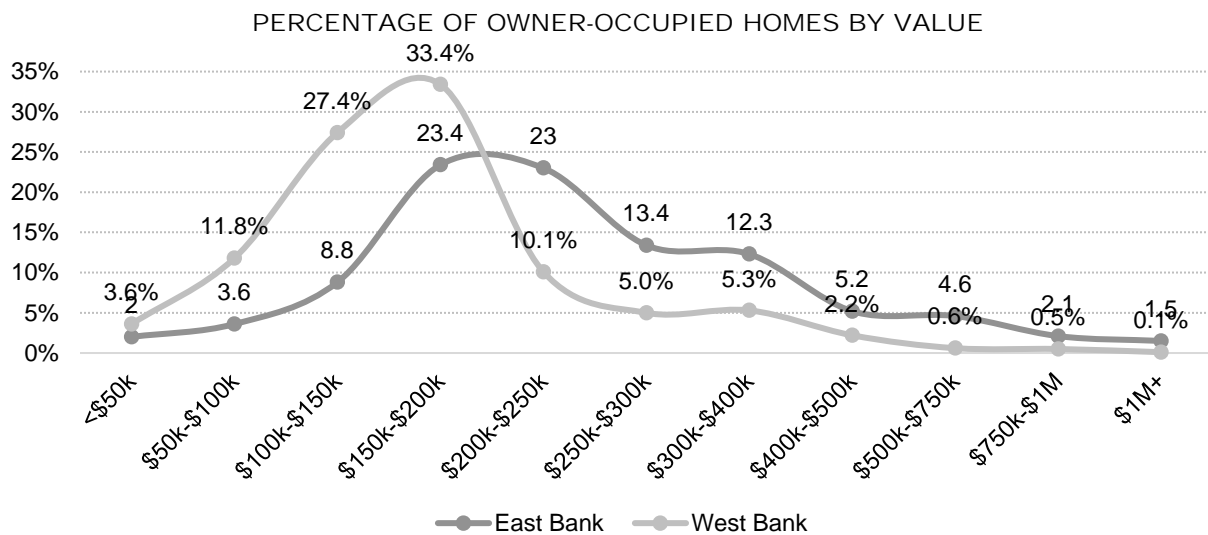
¹⁹ Ibid.

Values & Affordability

East Bank home values tend to exceed those on the West Bank. The median home value of a home in unincorporated East Bank is \$226,399, compared to \$160,789 on the West Bank. One in three West Bank homes are valued between \$150,000 and \$200,000.

Since 2008, sale prices have inched upward on the East Bank but have levelled on the West Bank. In each case, sale prices have been consistently lower than in neighboring Orleans Parish, which has experienced substantial price gains on its East Bank.²⁰

Meanwhile, rental prices are consistently lower than in Orleans Parish, though have risen most rapidly in West Metairie and River Ridge since 2014.²¹



²⁰ New Orleans Metropolitan Association of Realtors. Sales data includes properties in incorporated Jefferson Parish.

²¹ Ibid.

IV. Jobs & Economic Development

Jobs & Employment

With over one third of the region’s employment in 2017 – 199,055 jobs – Jefferson offers more employment opportunities than any parish in the New Orleans metropolitan area. The most jobs are in Office and Administrative Support, Sales (including cashiers and retail and wholesale sales representatives), Food Preparation and Serving, Healthcare, and Transportation and Material Moving. Of these,

Healthcare Practitioners and Technical pay the highest wages, averaging nearly \$70,000 annually. This occupation is projected to grow the most – by nearly 4,000 – in the next ten years, while Healthcare Support Occupations will grow by over 1,200. Two Parish-owned hospitals and six privately owned hospitals are driving this growth. Sales and Related Occupations, Construction and Extraction, and Education, Training, and Library Occupations are projected to decline the most.²²

PARISH ESTIMATED EMPLOYEES BY INDUSTRY (2017 AND 2018)

Occupation Types	2017	Proj. 2028	2017-2028	Avg Hrly	Avg Yrly
Management	8,539	8,528	(11)	\$47.56	\$98,924.20
Business & Financial Operations	7,962	8,174	212	\$29.38	\$61,116.23
Computer & Mathematical	2,572	2,578	6	\$31.04	\$64,556.56
Architecture & Engineering	2,793	2,474	(319)	\$41.50	\$86,311.24
Life, Physical, & Social Science	826	874	48	\$33.57	\$69,821.69
Community & Social Service	2,514	2,846	332	\$19.96	\$41,526.43
Legal	1,358	1,344	(15)	\$38.04	\$79,123.56
Education, Training, & Library	6,957	6,114	(843)	\$19.95	\$41,498.75
Arts, Design, Entertainment, Sports, & Media	1,856	1,796	(61)	\$25.21	\$52,445.10
Healthcare Practitioners & Technical	17,654	21,532	3,878	\$33.28	\$69,213.87
Healthcare Support	5,382	6,623	1,241	\$12.82	\$26,666.39
Protective Service	5,667	5,872	205	\$17.73	\$36,871.80
Food Preparation & Serving Related	20,299	20,339	41	\$9.46	\$19,679.58
Building and Grounds Cleaning & Maintenance	5,453	5,519	66	\$11.01	\$22,893.22
Personal Care & Service	6,652	6,947	295	\$10.62	\$22,098.22
Sales & Related	26,881	25,799	(1,082)	\$16.74	\$34,819.98
Office & Administrative Support	29,409	28,635	(773)	\$15.45	\$32,134.23
Farming, Fishing, & Forestry	183	178	(4)	\$17.24	\$35,865.05
Construction & Extraction	9,676	8,607	(1,069)	\$20.63	\$42,915.37
Installation, Maintenance, & Repair	9,736	9,485	(251)	\$20.91	\$43,486.84
Production	8,767	8,133	(634)	\$19.49	\$40,536.40
Transportation & Material Moving	15,522	15,242	(279)	\$17.57	\$36,554.08
Military	2,396	2,534	138	\$16.40	\$34,107.42
TOTAL	199,055	200,175	1,120		

²²Esri 2018

In 2018, 3.8% of unincorporated West Bank residents and 3.3% of unincorporated East Bank residents are unemployed, compared to 4.7% of state residents.²³ Nevertheless, high employment in low-wage occupations such as food service, retail and other service sectors suggests that many fully employed workers would benefit from opportunities for professional development. Workforce development partners of the Parish include JEDCO, Delgado Community College's, Patrick Taylor Academy, the Workforce Investment Board, Louisiana FastStart – the number-one ranked state workforce development program in the country – and industry associations such as the Westbank Business & Industry Association.

The Parish is embarking in a strategic effort to prioritize five target industry clusters for growth: Food, Beverage, Fishing and Seafood; Water Transportation, Distribution and Logistics; Health Care; IT Systems and Products; and Water, Coastal, and Environmental Industries. Through its planning process with stakeholders, Jefferson Parish Economic Development Commission (JEDCO) determined that these clusters hold the greatest potential for growth in Jefferson Parish and the region. The *Jefferson EDGE 2020 Economic Development Strategy* offers specific action items and responsible agents to grow these industries, including regulatory reforms, promotion and marketing, infrastructure investment, workforce development and recruitment and retention activities.

In addition to the industry cluster strategy, the *Economic Development Strategy* recommends that the Parish and business community address five “cross-cutting issues” to improve the climate for all business in Jefferson Parish: make permitting efficient; address aging building stock; market Jefferson businesses; leverage Churchill Park and Fairfield to advance target industry growth; and improve workforce development for parish residents.

Building Permit Activity

Building activity is one measure of the health of the real estate market. Following the Great Recession of 2008, building in Jefferson Parish slowed to a historically low level. Construction gains began in 2013 and have been increasing steadily each year, but not fully rebounding to 2005 levels.

Single-Family New Construction

In 2017, Jefferson Parish issued 459 single-family residential permits; this represents a 4% increase from 2016, and an 88% increase over 2013 single-family permitting levels.²⁴ This is the highest volume of new single-family homes since 2008. The annual average²⁵ of single family residential permits between 2005 and 2017 was 453, which current levels modestly surpass by 1.3% at 459 permits.²⁶ Permit numbers available for 2018 reveal that permitting is on par with last year, with a slight increase in the monthly average. The monthly average in 2017 was 38.25 permits per month. The monthly average in the first five months of 2018 increased from 38.25 to 39 permits per month.²⁷ These permit numbers, illustrated in

²³ U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018.

²⁴ Real Estate Market Analysis, 2017, University of New Orleans Institute for Economic Development and Real Estate Research.

²⁵ Annual average is computed with total of new construction single family residential permits issued between years 2005 and 2017.

²⁶ Real Estate Market Analysis, 2018, University of New Orleans Institute for Economic Development and Real Estate Research.

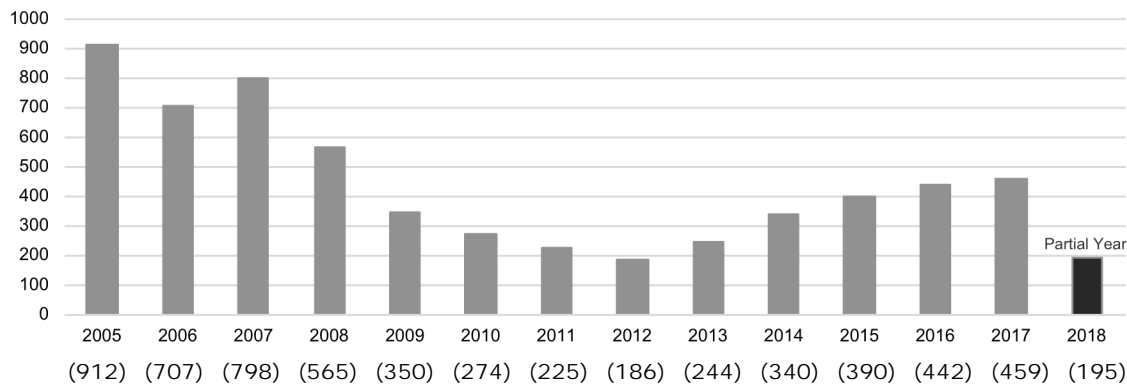
²⁷ Inspection and Code Enforcement Department, Jefferson Parish, Louisiana

the following table, reflect unincorporated Jefferson Parish’s new single-family construction and not residential upgrades resulting from renovations.

In 2017, the New Orleans Metropolitan Area grew 8.2% from the year prior in single-family residential new construction, with a total increase of 220 permits. The region has not returned to its 2005 levels, with a 49% decrease

comparing 2017 to 2005. The majority of growth in single-family construction is in St. Tammany Parish, as the last five years show permits issued in the 1,200 per year range. In 2016, St. Tammany increased 12% over 2015 levels at 1,407 permits, but only increased 2% in 2017 at 1,429 permits. Orleans Parish also exhibits growth with a 64% increase comparing 2016 permits to 2017 permits.²⁸

JEFFERSON PARISH SINGLE-FAMILY RESIDENTIAL PERMITS (2005-2018, JAN-MAY)



SINGLE FAMILY RESIDENTIAL PERMITS | NEW ORLEANS METROPOLITAN AREA

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Jefferson²⁹	912	707	798	565	350	274	225	186	244	340	390	442	459
Orleans	413	468	1,026	882	947	820	717	690	736	574	127	280	447
Plaquemines	73	99	147	91	62	40	62	40	83	57	44	51	50
St. Bernard	46	125	214	99	33	24	23	16	40	39	79	107	112
St. Charles	309	574	126	100	115	91	83	98	102	108	129	124	130
St. James	172	185	55	47	41	36	126	47	53	47	43	N/A	N/A
St. John	267	283	57	86	91	50	50	43	45	35	32	42	46
St. Tammany	2,468	2,659	1,631	933	592	576	785	942	1,191	1,240	1,249	1,407	1,429
New Orleans Metro Area	4,660	5,100	4,054	2,803	2,231	1,911	2,071	2,062	2,494	2,440	2,093	2,453	2,673

²⁸ Real Estate Market Analysis, 2018, University of New Orleans Institute for Economic Development and Real Estate Research.

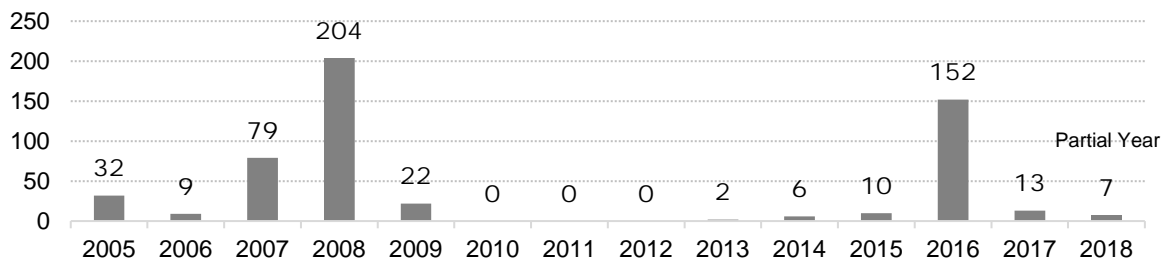
²⁹ Unincorporated Jefferson Parish

Multi-Family New Construction

The Parish has not historically had large construction numbers for multi-family homes. Multi-family new construction in 2017 of 13 housing units did not meet the annual average (2005-2017)³⁰ of 41. Year 2016 saw the largest volume of multi-family new construction since 2008 – 152 units. The beginning of 2018 has not revealed large growth (January to May).³¹

Construction of new multi-family housing in the metropolitan area was at a recent peak in 2007, followed by a steady decline in 2008 and 2009. In 2017, multi-family new construction in the region was only 3% of the 2007 peak of 3,025 new units. Jefferson Parish is ahead of the region in comparison to its 2008 peak, in 2017 adding 6% of the peak.

JEFFERSON PARISH MULTI-FAMILY PERMITS (2005-2018, JAN-MAY)



MULTI-FAMILY NEW CONSTRUCTION | NEW ORLEANS METROPOLITAN AREA (2005-2017)

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Jefferson	32	9	79	204	22	0	0	0	2	6	10	152	13
Orleans	204	335	2,220	1,692	614	260	377	276	159	452	369	223	80
Plaquemines	2	3	13	0	0	32	0	2	12	18	12	2	0
St. Bernard	0	4	4	0	0	0	2	0	0	0	0	0	0
St. Charles	14	16	0	0	0	0	0	0	0	0	5	2	0
St. James	0	40	0	4	4	0	2	0	0	0	0	0	0
St. John	0	24	0	2	2	4	0	0	0	0	0	0	0
St. Tammany	41	208	709	142	418	557	314	0	2	75	6	4	10
New Orleans Metro Area	293	659	3,025	2,044	1,060	853	695	278	175	551	402	383	103

³⁰ Annual average is computed with the total housing units issued for new construction of multi-family housing issued in years 2005 to 2017.

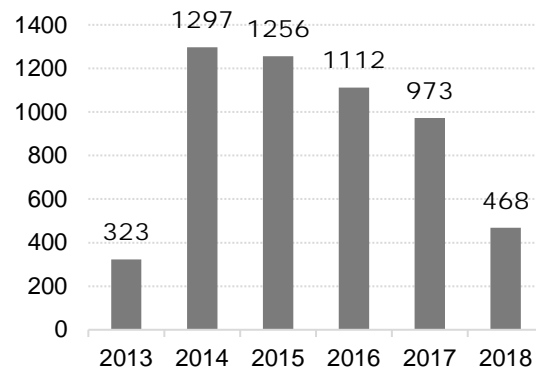
³¹ Inspection and Code Enforcement Department, Jefferson Parish, Louisiana

Commercial New Construction

Jefferson Parish’s commercial building permits have decreased each year since 2014, with a 4% decrease between years 2017 and 2014.

Commercial permits have a five-year average (year 2005-2017) of 992 permits per year. In 2017, Jefferson Parish did not exceed this five-year average with 973 commercial permits. Commercial permit numbers available for 2018 reveal that commercial permitting has dipped slightly from year 2017, with a small decrease in the monthly average. The monthly average in year 2017 was 81 commercial permits per month, compared to 78 permits per month in the first six months of 2018 – a 4% decrease.

JEFFERSON PARISH
COMMERCIAL PERMITS
(2005-2018, JAN-JUN)



Planned Major Developments

Planned and currently underway development projects are creating new job opportunities and potential for new tax revenue and demand for housing.

- Ochsner’s \$600 million campus expansion in Old Jefferson will be completed in 2019, and will include: a new, 100,000 sq. ft., five-story cancer center; 5-story rehabilitation clinic at the 8-acre ‘West Campus’; and \$12 million imaging center on the ‘North Campus’ – all expected to create 3,500 jobs.³²
- The Fuji Vegetable Oil is constructing a new, \$70 million processing facility near the former Avondale Shipyard, which will create 39 new jobs.
- The dormant, 206-acre Avondale Shipyard site – once the state’s largest private employer – offers a significant opportunity for restoring thousands of high-paying, moderate-skill jobs. A joint venture, HRE New Orleans purchased the riverfront site

from Huntington Ingalls Industries and will redevelop it into an intermodal terminal. JEDCO, LED, and the Port of New Orleans collaborated to facilitate this transaction.

- US Foods will create 45 new direct jobs through a 200,000-square foot expansion of the former F. Christiana distribution facility in Marrero to be completed in 2020.
- Finally, the nearly \$1 billion new terminal at Louis Armstrong International Airport is expected to open in 2019. Although located in the incorporated City of Kenner, the new terminal is expected to grow the number of out-of-town visitors to the region, creating opportunities in the hospitality, and retail and entertainment sectors.³³

³² UNO Real Estate Market Analysis

³³ JEDCO

V. Environment

Jefferson Parish's natural environment includes Lake Pontchartrain, the Mississippi River, sprawling marshlands, and the Gulf Coast which support maritime industries, shipping and logistics, and commercial fishing, as well as a multitude of recreational amenities. These bodies of water, coupled with high levels of annual rainfall, also play a role in the parish's risk from natural hazards, including storm surge and stormwater flooding. Managing environmental risk is critical to the Parish's future and resilience.

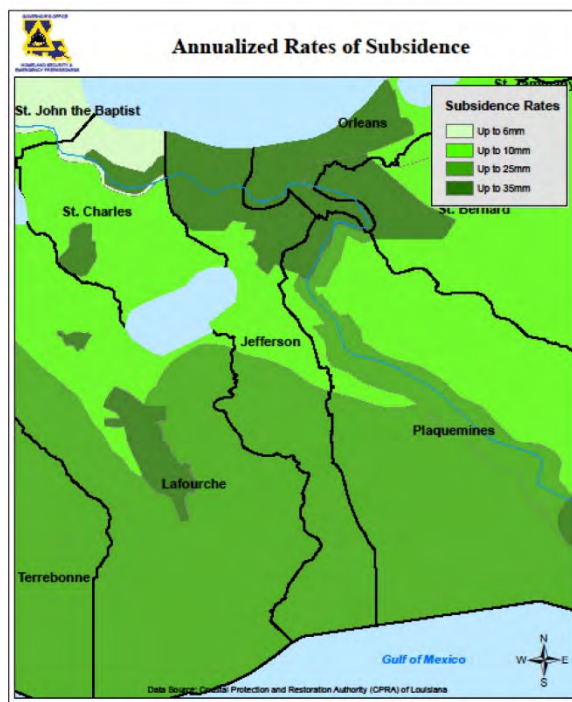
The Department of Floodplain Management and Hazard Mitigation through the Parish's *Hazard Mitigation Plan (HMP)* names floods, hurricanes and tropical weather, and subsidence as major environmental hazards.

Flooding and Subsidence

Floods have been and continue to be the most frequent, destructive, and costly natural hazard facing Jefferson Parish. High annual rainfall, flat topography, and soil subsidence each contribute to the risk of stormwater flooding.

Jefferson Parish is expected to continue to experience subsidence in all areas of the parish mostly due to collapsible soils, which cause extensive damage to roads, drainage infrastructure, and building foundations. The East Bank and northern part of the West Bank are sinking at the fastest rate – up to 35mm per year. The marshland in the central area of the parish is experiencing rates of subsidence of up to 10mm annually, and the most southern section of the parish is subsiding at a rate of up to 25mm a year.

ANNUALIZED RATES OF SUBSIDENCE
(via CPRA of Louisiana)



Jefferson Parish has had three official flood insurance rates maps (FIRMs). The historic maps are dated July 1976 and May 1995. Jefferson Parish's current map is official as of February 2018. The maps delineate potential risk of flooding and are the basis for building requirements and insurance rates. With the new FIRM:

- More than 60,000 parcels qualify for flood insurance savings,
- More than 40,000 parcels were changed from high risk zones to a reduced risk (X) zone, and
- A minimal number of parcels were elevated in risk from X zone to high risk (AE) zone.

The National Flood Insurance Program is a critical resource for parish property owners. The Parish has earned a Community Rating System Class 5, which awards policyholders with a

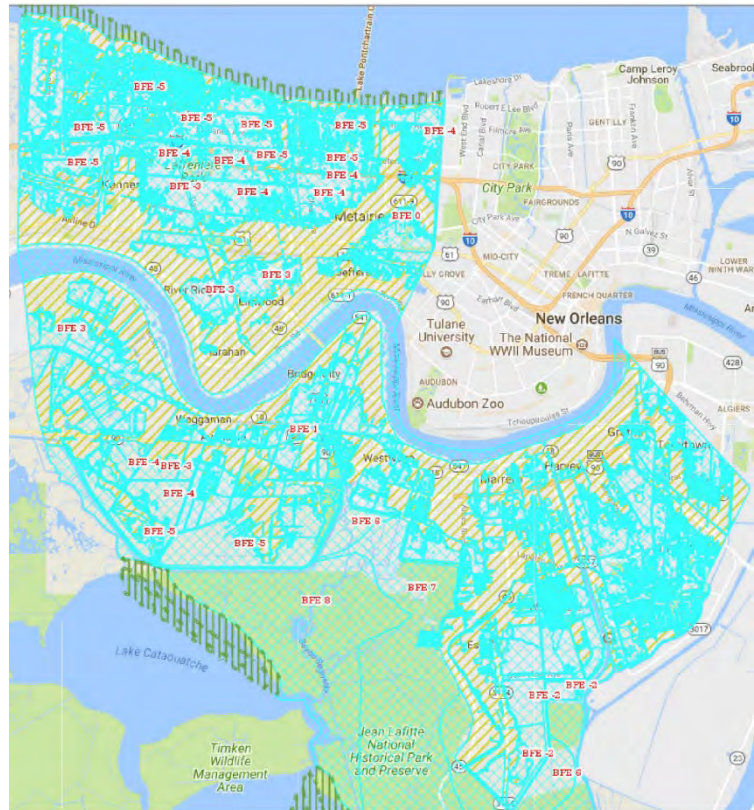
25 percent reduction in their flood insurance premiums in the Special Flood Hazard Area. In 2015, over 90,000 policies held in unincorporated Jefferson Parish totaled approximately \$23 billion in coverage.³⁴ As of 2017, the parish contained a total of 5,115 unmitigated Repetitive Loss and Severe Repetitive Loss properties, which means these properties have sustained multiple losses due to flood events.³⁵ Most repetitive losses have occurred within the Crown Point, Lafitte, Barataria; River Ridge; Harvey; Metairie Arcadia Place; and Metairie Manson Subdivision areas.

Numerous public facilities were built before the first 1976 FIRM and may not have been designed to withstand flooding. Jefferson Parish has 44 public facilities assessed at moderate to high risk of damage from flooding. The parish may experience flooding in any season and has experienced 49 floods from 1996 to 2014, with 16 of those events resulting in property damages over \$655,000 dollars. The count excludes flooding from hurricanes. According to the HMP, future flood events in the parish could be as deep as 18 inches.

Coastal Flood Risk

Swamps and marsh comprise over 85% of the parish's land. They largely extend from the West Bank's Hurricane and Storm Damage Reduction System (HRDRSS) 45 miles south to the Gulf of Mexico. Louisiana continues to experience coastal land loss. Between 1932 and 2010, Louisiana's coast lost more than 1,800 square miles of land. Land loss includes shorelines, marshes, and swamps that are a vital barrier and the first line of defense against

JEFFERSON PARISH FLOOD RISK MAP



storm surge. The risk of coastal flooding increases with subsidence, sea level rise, and coastal land loss. According to the Coastal Protection and Restoration Authority (CPRA) Master Plan medium scenario, the parish may lose 42% of its land area over the next 50 years. Supporting these ecosystems, including coastal and inland ecosystems and wildlife, is critical to the parish's long-term resilience.

On the West Bank of Jefferson Parish is the Jean Lafitte National Historical Park and Preserve. The preserve is approximately 23,000 acres and includes bayous, marshes, swamps, and forests. Other marsh and wetlands on the West Bank provide a buffer against hurricanes and habitat for marine and bird species. The habitats are home to brown pelicans and provide an important stopover for neotropical birds.

³⁴ Jefferson Parish Hazard Mitigation Plan Update 2015

³⁵ Ibid.

Hurricanes & Tropical Weather

Climate change could impact the frequency and intensity, specifically related to hurricanes and tropical weather, by raising sea surface temperatures and promoting sea level rise.³⁹ For example, in 2016 the Gulf of Mexico was the warmest it has been since record-taking began in 1982.⁴⁰

Jefferson Parish reported no injuries or deaths from hurricanes and tropical systems from 1996-2014. However, property damage is estimated in the same period to be \$1.77 billion dollars. Although the parish is subject to the effects of hurricanes and tropical storms, the southern part is considered most vulnerable.⁴¹⁴²

The severity of hurricanes and tropical storms is measured primarily by wind velocity, flooding, and storm surge. 14 hurricanes and 14 tropical storms struck Jefferson Parish between 1965 and 2014. Of the 14 hurricanes:

- Four were a Category 1,
- Three were a Category 2
- Five were a Category 3
- One was a Category 4, and
- One was a Category 5.

28

HURRICANES AND TROPICAL STORMS
BETWEEN 1965 AND 2014

57%

ANNUAL PROBABILITY OF FUTURE
HURRICANES OR TROPICAL STORMS

³⁹ CPRA Master Plan

⁴⁰ NOAA/NWS weather.gov

⁴¹ CPRA 2017 Coastal Master Plan

⁴² Jefferson Parish Hazard Mitigation Plan Update 2015

VI. Land Use & Zoning

Existing Land Use

East Bank

On the East Bank, approximately two-thirds of land is residentially developed and very little land is undeveloped.

West Bank

On the West Bank, approximately one-third of land is residentially developed and one-third is undeveloped.

Vacant Land to Be Developed

No large undeveloped tracts of land remain on the East Bank. Infill development and reuse of properties characterize redevelopment. Several large tracts are available for development on the West Bank, including:

- **Fairfield area** between U.S. Highway 90, Bayou Segnette, the Lake Cataouache levee, and St. Charles Parish line;
- **Bridge City tract** just to the east of Fairfield, bounded by Seven Oaks Boulevard, 9 Mile Point Road, and Sala Avenue, and land farther eastward in the Estelle vicinity inside the hurricane protection levee along Leo Kerner Parkway and Destrehan Avenue;
- **Industrial land** along the western side of the Harvey Canal south of Lapalco Boulevard; and
- **The South New Orleans tract** bounded by Manhattan Boulevard and Lapalco Boulevard, and east of the Harvey Canal.

Zoning

The parish's zoning regulations, located in Chapters 33 and 40 of the Code of Ordinances, regulate and provide a framework for the location and use of land, buildings, and structures; the height and size of buildings; the area of yards and other open spaces; and the density and intensity of land development.⁴³

Base Zoning Districts

Unincorporated areas of Jefferson Parish are divided into one of 35 base zoning districts: 28 are conventional zoning districts that promote a single use or a limited variety of use types, while seven promote a mix of uses.⁴⁴

Most zoned land in unincorporated Jefferson Parish is zoned U-1R Unrestricted Rural District, comprising 76% of the parish's zoned land. The U-1R is entirely on the West Bank and largely mapped on undevelopable marsh and swampland.

Aside from the U-1R, most zoned land is zoned for residential use – 13.9%. Of the residential districts, the R-1A Single-Family Residential District covers the most zoned land.

⁴³ Section 33-3.3 of the Jefferson Parish Code of Ordinances

⁴⁴ Section 33-3.3.1 of the Jefferson Parish Code of Ordinances

As of July 24, 2019	East Bank Acreage % EB	West Bank Acreage % WB	Total Acreage % Total
CONVENTIONAL BASE ZONING DISTRICTS			
Batture (B-1) District is composed of lands located within 300 feet of a residential district that are not protected by levees. Land uses are generally limited to temporary development.	0 0.0%	0 0.0%	0 0.0%
Suburban (S-1) Intended primarily for residential purposes, but permits agriculture raising poultry and livestock, with safeguards for nearby residents.	0 0.0%	6,551 2.8%	6,551 2.6%
Single Family Residential (R-1A) Intended for low density, single-family residential in an open area where it is likely similar development will occur. Non-residential uses are intended to serve adjacent neighborhood.	7,918 51.2%	12,938 5.5%	20,856 8.4%
Suburban Residential (R-1B) District is intended for single-family low density living only. Special permitted uses are designed to serve low-density residential development to ensure compatibility, minimize impact.	510 3.3%	1,426 0.6%	1,935 0.8%
Rural Residential (R-1C) Purpose is to provide for single-family residential areas with large lots and low population densities. Churches, parks, schools, and public utilities require approval of a special permitted use.	224 1.5%	61 0.0%	286 0.1%
Rural Residential (R-1D) Purpose is to provide for single-family residential area with large lots and low population densities. Permitted uses include public utility structures and noncommercial parks and playgrounds.	401 2.6%	987 0.4%	1,388 0.6%
Manufactured Home (R-1MH) District permits residential manufactured housing on permanent foundations, but not multiple dwelling structures.	77 0.5%	49 0.0%	125 0.1%
Two-Family Residential (R-2) Provides greater density of residential use by permitting two-family dwelling units, but not permitting multiple dwelling structures.	600 3.9%	842 0.4%	1,442 0.6%
Three- and Four-Family Residential (RR-3) Permits multi-family structures of low and intermediate density with design and landscape standards. District should be accessible to public transportation and Parish services.	296 1.9%	76 0.0%	372 0.1%
Multiple Family Residential (R-3) District has a high density of residential use, with greater density of population and concentration of vehicles. Development site must front only on a collector street or a major or minor arterial.	535 3.5%	782 0.3%	1,317 0.5%
Townhouses (R-1TH) District permits family dwelling units constructed in a series of groups with common walls.	28 0.2%	49 0.0%	77 0.0%
Condominiums (R-1CO) District permits condominiums, townhouses, multi-family RR-3.	3 0.0%	56 0.0%	59 0.0%
Medical Service District (H-1) Districts composed of structures used primarily in relation to hospitals, and permits uses allowed in R-1A.	6 0.0%	31 0.0%	37 0.0%
Medical Service District (H-2) District is composed of structures used primarily in relation to hospital, and permits uses allowed in R-3.	113 0.7%	42 0.0%	155 0.1%
Neighborhood Commercial District (C-1) Distinguishing feature of district is the necessity for the development to provide the surrounding residential area with commercial facilities and services essential to stable neighborhoods; e.g., bakeries, banks, and barber shops.	405 2.6%	493 0.2%	898 0.4%

As of July 24, 2019	East Bank Acreage % EB	West Bank Acreage % WB	Total Acreage % Total
General Office (GO-1) Purpose is to create a district suited to professional, administrative, and general sales offices, with commercial uses to serve district employees, while encouraging compatibility with residential surroundings. Multi-family dwellings are permitted.	188 1.2%	16 0.0%	203 0.1%
General Office (GO-2) Purpose is to create a district suited to professional, administrative, and general sales offices, with commercial uses to serve district employees, while encouraging compatibility with residential surroundings. Single-family and two-family dwellings are permitted.	64 0.4%	74 0.0%	138 0.1%
Core District-Residential (CD-R) District is characterized by the prevalence of high density residential uses which complement the adjacent business core by providing living accommodations convenient to nearby employment centers. District should have access to major thoroughfares and only found in conjunction with BC-1 and BC-2.	54 0.3%	0 0.0%	54 0.0%
Business Core District (BC-1) District is designed to support the business core by providing space for retail, wholesale, and parking while providing the residential neighborhood with services and facilities. Found in conjunction with BC-2.	11 0.1%	0 0.0%	11 0.0%
Business Core District (BC-2) District is a high-density area situated on principal thoroughfares and represents an urban mixed core. High intensity development areas contain office, retail, services, local and regional employment, and shopping centers.	494 3.2%	0 0.0%	494 0.2%
Mixed Use Corridor District (MUCD) Purpose is to provide superior means for developing mixed land uses along arterial streets or collectors through landscape, buffers, general design standards and sign regulations. A unified development may be created by combining most permitted uses in GO-1, GO-2, C-1, C-2, H-1, H-2, OW-1.	29 0.2%	2,496 1.1%	2,525 1.0%
General Commercial District (C-2) Districts are generally located along major thoroughfares and provide for the retailing of goods and major services. Future expansion should desirably occur as an increase in depth rather than strip-like extensions.	668 4.3%	1,440 0.6%	2,107 0.8%
Office-Warehouse District (OW-1) District's purpose is to make available more attractive locations for wholesaling and provide employment opportunities closer to places of residence.	17 0.1%	179 0.1%	196 0.1%
Industrial District (M-1) Intense industrial uses are not permitted due to proximity to residential and commercial districts. For example, M-1 does not allow asphalt refining, processing flammable liquids, and fertilizer manufacture.	1,020 6.6%	3,006 1.3%	4,026 1.6%
Industrial District (M-2) District permits more intense industrial uses (e.g., asphalt refining, processing flammable liquids, fertilizer production)	1,682 10.9%	2,689 1.2%	4,371 1.8%
Industrial District (M-3) District is intended solely for industrial activities which create conditions unsuitable for residential, retail, and typical office use. Permitted uses include manufacturing textile, fabricated metal and food products.	0 0.0%	1,164 0.5%	1,164 0.5%
Industrial District (M-4) District is intended solely for waste collection, handling and disposal.	0 0.0%	1,619 0.7%	1,619 0.7%
MIXED-USE BASE ZONING DISTRICTS			
Old Bucktown Mixed-Use Residential District (OBM-1) Purpose is to provide a primarily residential district mixed with light commercial uses to support neighborhood needs.	5 0.0%	0 0.0%	5 0.0%

As of July 24, 2019	East Bank Acreage % EB	West Bank Acreage % WB	Total Acreage % Total
Old Bucktown Mixed-Use Commercial District (OBM-2) Purpose is to promote a mixture of commercial and residential uses in an urbanized setting that respects district's maritime heritage. District incorporates special design standards to improve public safety and overall development, provides for greater pedestrian and bicycle access, and create an inviting streetscape.	13 0.1%	0 0.0%	13 0.0%
Fat City Pedestrian-Core District (FC-1) District's purpose is to create a walkable mixed-use neighborhood that attracts adults and families to shop and eat while capitalizing on proximity to Lakeside Shopping Center.	15 0.1%	0 0.0%	15 0.0%
Fat City Residential Mixed Use District (FC-2) Residential district's purpose is to create a walkable residential neighborhood with live-work alternatives and neighborhood service uses. District promotes a mix of residential, office and neighborhood services at street level and residences on upper levels.	41 0.3%	0 0.0%	41 0.0%
Fat City Commercial Mixed Use District (FC-3) Commercial district allows a variety on non-residential uses while providing pedestrian amenities.	53 0.3%	0 0.0%	53 0.0%
Unrestricted Suburban District (U-1S) District encourages development patterns providing a full range of housing and business choices, promotes walkable, pedestrian scale streetscapes, allows combination of uses, and provides for a mix of light manufacturing, retail, and service uses.	0 0.0%	7,491 3.2%	7,491 3.0%
Unrestricted Rural District (U-1R) District is composed of lands that the development is delayed due to natural topography. Land may be used for any purpose not in conflict with ordinances, with the exception of hazardous, radioactive or nuclear waste treatment, storage, or disposal. Development of land outside of the levee system requires a PIER certificate.	0 0.0%	188,596 80.9%	188,596 75.9%
TOTAL (Conventional and Mixed-Use Base Zoning)	15,469	233,153	248,622

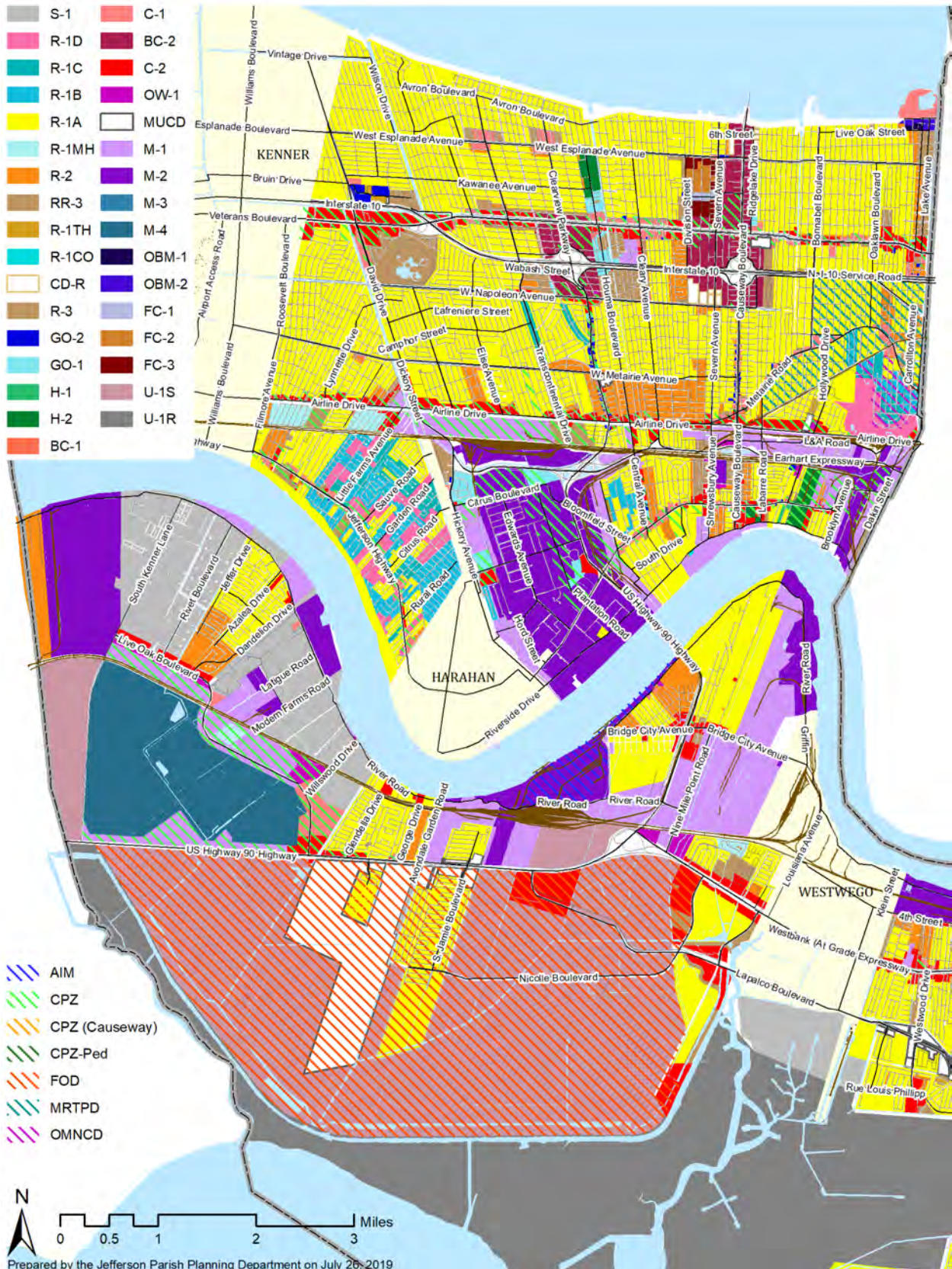
Overlay Zoning Districts

Some areas of the parish are overlaid with overlay zoning districts in addition to the base zoning districts. These districts aim to coordinate development in areas with special needs and conditions or to promote enhanced streetscape and site design. In an overlay zoning district, development must comply with the underlying base district and the additional requirements of the overlay zone, or the more restrictive of the two. Jefferson Parish has six overlay zoning districts.⁴⁵

	East Bank Acreage % EB	West Bank Acreage % WB	Total Acreage % Total
As of July 24, 2019			
Avondale Industrial Marine District (AIM) District intended to recognize and protect the historically productive industrial site commonly known as the "Avondale Shipyard."	0 0.0%	276 0.1%	276 0.1%
Commercial Parkway Overlay Zone (CPZ) District utilizes landscape and buffer requirements to enhance quality of development located on arterial streets and collectors.	2,022 13.1%	2,016 0.9%	4,038 1.6%
Commercial Parkway Pedestrian Overlay Zone (CPZ-Ped) Purpose is to provide enhanced development standards that encourage traditional pedestrian-oriented streetscape, prevents vehicular areas from dominating neighborhood views, and promotes safe, attractive building and site design.	52 0.3%	0 0.0%	52 0.0%
Fairfield Overlay District (FOD) District for West Bank area encouraging full range of housing and business choices, provides flexibility in the planning and construction of development projects by allowing a combination of uses.	0 0.0%	8,675 3.7%	8,675 3.5%
Metairie Ridge Tree Preservation District (MRTPD) Purpose is to protect the existing tree canopy and facilitate the maintenance and planting of trees.	579 3.7%	0 0.0%	579 0.2%
Old Metairie Neighborhood Conservation District (OMNCD) Purpose is to maintain neighborhood and architectural character, promote reinvestment, and preserve tree canopy.	135 0.9%	0 0.0%	135 0.1%
TOTAL	2,787 18.0%	10,967 4.7%	13,755 5.5%

⁴⁵ Sec-3.3.2 of the Jefferson Parish Code of Ordinances

EXISTING ZONING | UPRIVER



Future Land Use

The Plan’s Future Land Use Map (FLUM) is a guide for future development and redevelopment. It designates the general distribution, location and extent of the uses of land for residential, commercial, industrial, recreation, resource, and other categories of the public and private uses of land. The current FLUM provides a framework for land use by the year 2020.⁴⁶

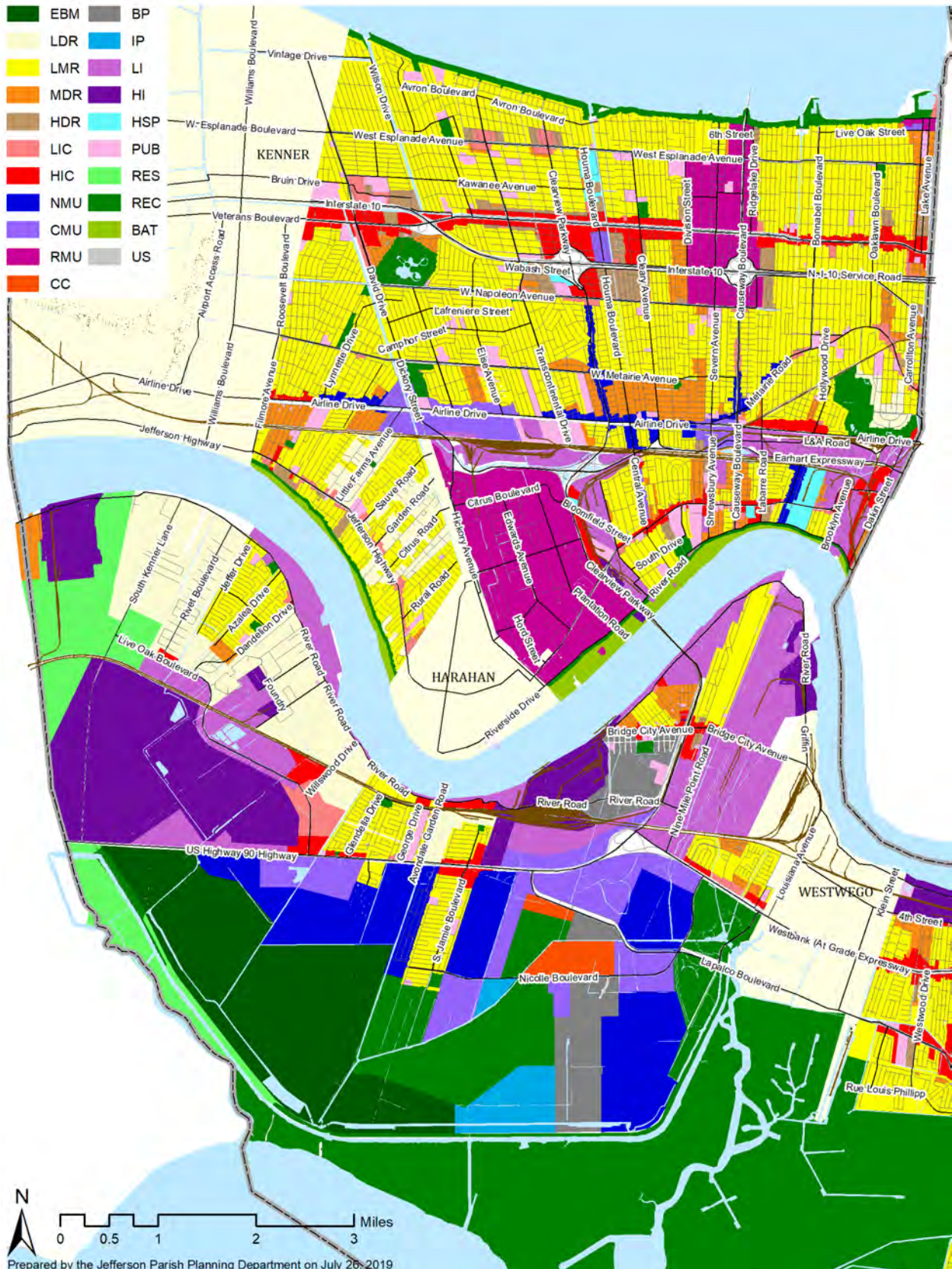
The Plan includes 21 future land use categories. Most land in the unincorporated Parish with a FLU category is designated as Resource Lands and Recreation – 27.8% and 25.6% respectively. Land designated as residential FLU – including LDR, LMR, MDR, and HDR – follows with 23.8%.

As of July 24, 2019	East Bank Acreage % EB	West Bank Acreage % WB	Total Acreage % Total
Environmentally-based mixed use (EBM) Variety of development options range from conservation subdivisions to low intensity recreational and low intensity hospitality uses in support of eco-tourism.	0 0.0%	2,736 2.9%	2,736 2.5%
Low density residential (LDR) Single-family, detached-unit, residential with maximum net density of 4 dwelling units/acre.	451 2.9%	5,767 6.1%	6,218 5.7%
Low-medium density residential (LMR) Single-family detached-unit residential with a maximum net density of 9 dwelling units/acre.	7,519 48.3%	10,076 10.7%	17,595 16.1%
Medium density residential (MDR) Single-family detached, two-family, three-family, and four-family dwellings, townhouses, and condominiums with maximum net density of 25 dwelling units/acre.	764 4.9%	729 0.8%	1,493 1.4%
High density residential (HDR) Townhouses, condominiums, and multi-family apartments with maximum net density of 65 dwelling units/acre.	458 2.9%	327 0.3%	785 0.7%
Low intensity commercial (LIC) More traditional suburban neighborhood and community-oriented retail, services and offices developed at a residential scale. Properties rarely exceed 2 acres.	271 1.7%	682 0.7%	953 0.9%
High intensity commercial (HIC) Identifies regional commercial centers, employment centers, and other intensively developed centers and corridors where commercial land uses predominate.	733 4.7%	2,086 2.2%	2,818 2.6%
Neighborhood mixed-use (NMU) Compact, mixed-use development with a mix of residential unit types, including single-family dwellings and multi-family residential development, and neighborhood-based low-intensity retail and professional offices within walking distance and with convenient access to transit. Category accommodates land use mix of 90% residential with commercial and civic areas not more than 10% of gross acreage and buildings generally 1-2 stories.	224 1.4%	1,989 2.1%	2,213 2.0%
Community mixed-use (CMU) Medium density developed office, commercial, residential, and recreation lands, and mixed-use centers. Category will accommodate a land use mix containing maximum 85% residential with transit stops and stations. Maximum permitted residential density is 20 dwelling units/acre.	356 2.3%	1,279 1.4%	1,635 1.5%

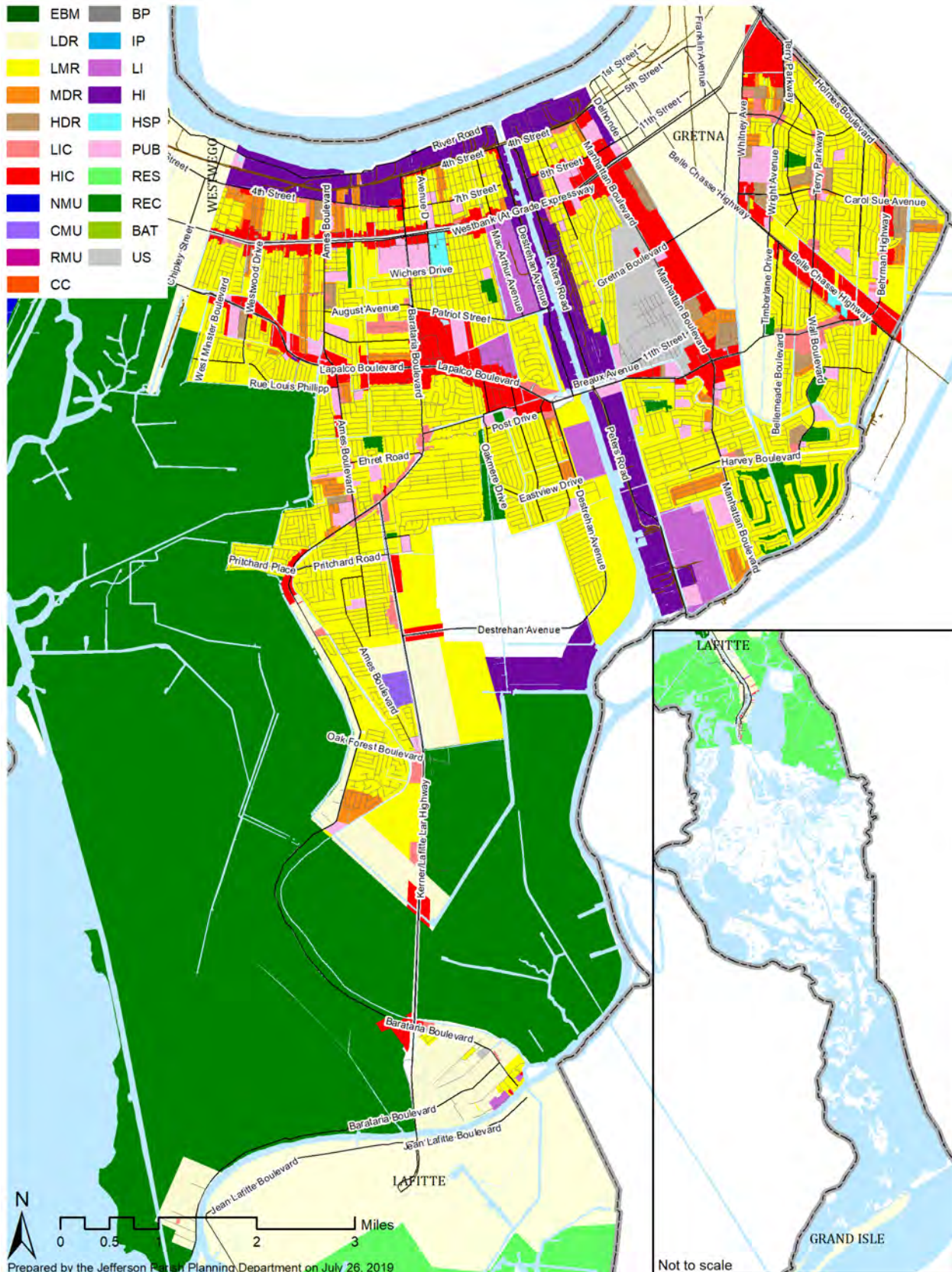
⁴⁶ Section 25-251 of the Jefferson Parish Code of Ordinances

As of July 24, 2019	East Bank Acreage % EB	West Bank Acreage % WB	Total Acreage % Total
Regional mixed-use (RMU) High density developed with a core of professional offices, hotels, public uses, recreational uses, and retail services. Maximum 45% residential mix with transit stations, public uses, recreation, commercial and office uses. Maximum permitted residential density is 65 dwelling units/acre.	1,893 12.2%	0 0.0%	1,893 1.7%
Corporate campus (CC) Walkable mix of employment & support services that typically is centered around and managed by a single corporate entity.	0 0.0%	235 0.2%	235 0.2%
Business park (BP) Intensive office uses and business and professional services, as well as supporting uses for employees. FAR ranges .20 to .50.	0 0.0%	853 0.9%	853 0.8%
Industrial park (IP) Planned area for light production or manufacturing, warehouse/distribution & office.	0 0.0%	407 0.4%	407 0.4%
Light industrial (LI) Light distribution, research and development, warehouse, assembly, light processing, and manufacturing.	814 5.2%	3,070 3.3%	3,884 3.5%
Heavy industrial (HI) Heavy warehousing and distribution, landfills, manufacturing, and hazardous material handling and storage.	17 0.1%	4,678 5.0%	4,695 4.3%
Hospital (HSP) Hospitals and their associated uses.	151 1.0%	61 0.1%	211 0.2%
Public/quasi-public/institutional (PUB) Community facilities and institutions.	692 4.4%	911 1.0%	1,603 1.5%
Resource lands (RES) Publicly or privately-owned lands allocated primarily for fishing, hunting, forestry, and agriculture; natural lands not currently in use and land not anticipated to develop by 2020.	0 0.0%	30,429 32.4%	30,429 27.8%
Recreation (REC) Public or private recreation including parks, playgrounds and golf courses, and supporting uses such as hospitality, conference facilities and restaurants.	802 5.2%	27,281 29.0%	28,083 25.6%
Batture (BAT) Lands along the Mississippi River not protected by levees.	408 2.6%	0 0.0%	408 0.4%
Under study (US) Area is currently undergoing special planning studies.	0 0.0%	421 0.4%	421 0.4%
TOTAL	15,525	94,011	109,536

2020 FUTURE LAND USE MAP | UPRIVER

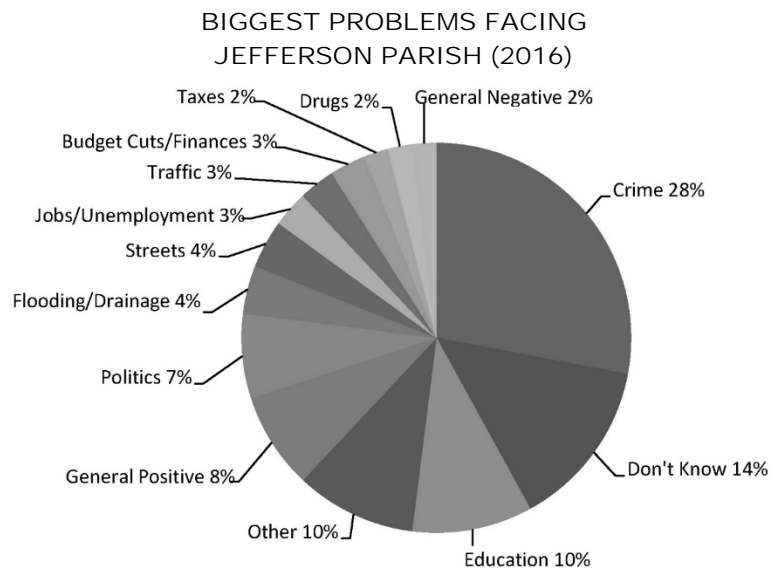


2020 FUTURE LAND USE MAP | DOWNRIVER



VII. Infrastructure & Public Services

Citizen attitudes toward the state of infrastructure and public services in Jefferson Parish indicate a mix of opinions, according to the 2016 UNO Quality of Life survey.⁴⁷ Whereas fire protection, trash pickup, police protection, and health services rank as the best services in the parish, citizens cited transportation services (street condition and traffic congestion), services for the poor, and abandoned housing as the worst services within the parish. As for the biggest problems facing the parish, opinion was mixed, with crime ranked highest, followed by education, and the ‘general positive’ reaction.



Drainage

The unique topography of southeast Louisiana, characterized by flat topography with ground elevations varying from slightly above to about five (5) feet below sea level, requires urbanized areas to invest in significant flood protection and drainage infrastructure, consisting of levees, floodwalls, drainage canals and pump systems.

The Parish’s Drainage Department oversees 340 miles of canal waterways, drainage ditches, cross drains, culverts, and internal levee systems, over 1,400 miles of street subsurface drainage systems, and over 50 drainage pump stations.⁴⁸

The East Bank has 33 pump stations: 9 front line stations plus 24 internal lift stations containing a total of 83 pumps with a total basin outflow capacity of 21,787 Cubic Feet per Second (CFS). Additionally, a new 1,200 CFS Harahan Pump Station is being designed under the U.S. Army

	Jefferson	Orleans
BEST SERVICES (%GOOD/VERY GOOD)		
Fire Protection	83%	71%
Trash Pickup	74%	64%
Police Protection	68%	na
Public Transportation	na	39%
Health Services	62%	31%
WORST SERVICES (%POOR/VERY POOR)		
Condition of Streets	19%	79%
Traffic Congestion	18%	na
Services for the Poor	18%	51%
Abandoned Housing	15%	63%
Police Protection	na	43%

⁴⁷ UNO Survey Research Center Quality of Life Survey 2016

⁴⁸ Jefferson Parish Drainage Department website.

Corps of Engineers Southeast Louisiana Urban Flood Control and Capital Outlay Programs (SELA). Servicing the East Bank area of 31,734 acres (2,455 acres of which are drained by NOSWB Pump Station No. 6) and population of approximately 260,000, the stations presently provide an average pumping capacity of 0.74 CFS per acre (0.74 inches of rain per hour) which will be increased to 0.77 CFS per acre (0.77 inches of rain per hour) after completion of all SELA projects.⁴⁹

The West Bank, exclusive of Crown Point, Lafitte and Barataria, has 20 pump stations containing a total of 71 pumps with a total basin outflow capacity of 25,782 Cubic Feet per Second (CFS). Servicing the West Bank area of 48,483 acres and population of 193,000, the stations presently provide an average pumping capacity of 0.53 CFS per acre (0.53 inches of rain per hour). Crown Point, Lafitte and Barataria are served by a system of multiple ring-levees and 16 remote lift stations containing 26 pumps with a total capacity of 549 CFS.⁵⁰

Jefferson Parish has constructed Safe Rooms at thirteen (13) of the Drainage pump stations. Pump station operators and screen cleaning personnel will occupy these Safe Rooms during the passage of a hurricane. The Safe Rooms are designed to withstand 250 mph wind load and water surge produced by a Category 5 hurricane. They are equipped with remote control capabilities to operate all of the pumps at the (13) pump stations which include the original eight (8) safe rooms with capacity of remote operation of horizontal pumps.⁵¹

Local tax monies pay for drainage improvement projects and are used as matching funds for Federal projects such as the United States Department of Agriculture (USDA) Watershed

Programs to repair canal bank failures and the U.S. Army Corps of Engineers Southeast Louisiana (SELA) Urban Flood Control and Capital Outlay Programs.

Congress authorized SELA in 1996 to help Orleans, Jefferson and St. Tammany parishes combat rain-related flooding. In Jefferson alone, 74 contracts have been issued under the program for drainage enhancements on both sides of the river and all projects have been completed. The projects involved improvements to drainage canals, rehabilitation and increased capacity of pump stations, and construction of new pump stations. Notable projects include the Soniat Canal (Lester to W. Metairie) on the East Bank and the Terry Parkway Canal (Carol Sue to Browning) on the West Bank. The projects were funded up front by the federal government, though local governments were expected to pay 35 percent of the cost overall. Once credits are factored in Jefferson's share of SELA costs has been approximately \$189 million.⁵² The U.S. Army Corps expects all Jefferson Parish contracts to be substantially complete in 2021.

33

EAST BANK PUMP STATIONS

20

WEST BANK PUMP STATIONS

13

PUMP STATIONS CONTAIN SAFE ROOMS

⁴⁹ Ibid.

⁵⁰ Ibid.

⁵¹ Ibid.

⁵² USACE, Southeast Louisiana Urban Flood Control Project, website (<http://www.mvn.usace.army.mil/Missions/HSDRRS/SELA/>)

Following Hurricane Katrina, the U.S. Army Corps of Engineers upgraded all levees in Jefferson Parish to the 100-year level of protection. Construction included a 3.5-mile floodwall along the Jefferson-St. Charles Parish line, and 10 miles of levees, floodwalls, floodgates, and protection at four pump stations along the lakefront. The Corps has also improved 75 miles of levees as well as detention basins and tie-ins on the West Bank. These projects reduce the risk associated with storm surge that has a one percent chance of occurring any given year.⁵³

Sewerage

The Department of Sewerage provides wastewater conveyance, treatment, and disposal while protecting public health and the environment.⁵⁴ When sewer and wastewater leave a parish residence or business it enters a pipe known as a sewer service lateral which flows into a gravity main line. The flow is then diverted to a lift station which lifts the wastewater to a higher elevation, so it can then flow to the wastewater treatment plant where it is treated. After the wastewater is treated it is then pumped into the Mississippi River. Strict Louisiana Department of Environmental Quality (LDEQ) regulations ensure that when wastewater leaves the treatment plant, it is essentially as clean as drinking water.

The Jefferson Parish sewerage system generally consists of: 1,300 miles of gravity lines, 100 miles of force mains, 21,000 manholes, 500 lift stations (more stations than Houston, New Orleans, and Atlanta combined), and 4 wastewater treatment plants.⁵⁵

The parish's flat, subsiding topography and soils create challenges, such as broken gravity lines,

aging lift stations and treatment facilities, inflow and infiltration, fats, oils, and grease, and corrosion. To address the challenges, Jefferson Parish, through the Department of Sewerage, has implemented a large-scale Sewer Capital Improvement Program (SCIP) to upgrade and replace aging sewer infrastructure. Through SCIP, the Parish has increased, repaired, and upgraded sewer pipe lines, sewer force mains, upgraded or replaced sewer lift stations, and completed critical upgrades to all wastewater treatment plants in the parish. Over 90 active sewerage capital projects are ongoing parish-wide at a value of over \$200 million with several different funding sources.⁵⁶ Funding sources include Parish bond issue, LCDBG, hazard mitigation grants, EPA/Lake Pontchartrain Basin Foundation grants, LDEQ loans, and LDNR grants.

Water

Jefferson Parish produces and delivers a high quality, reliable water supply to all residences, businesses, and industries located within the parish on the East and West Banks of the Mississippi River. For over 60 years, the Jefferson Parish Water Department has provided drinking water to the parish's residents without any major interruptions in service and with high quality despite the variable water quality of the Mississippi River. To ensure that tap water is safe to drink, the U.S. EPA prescribes regulations that limit the amount of certain contaminants in drinking water, which the Water Department monitors. Currently, the department provides water utility services to approximately 140,000 accounts.⁵⁷

The East Bank's four water plant purification facilities are located at 3600 Jefferson Highway. These plants were constructed in 1951, 1955,

⁵³ USACE

⁵⁴ Jefferson Parish Department of Sewerage website

⁵⁵ Digital Engineering — SCIP Program

⁵⁶ Ibid.

⁵⁷ Jefferson Parish Water Department

1965, and 1969. The West Bank's two water plant purification facilities are located at 4500 Westbank Expressway in Marrero. The two plants were constructed in 1958 and 1971. The Jefferson Parish distribution system contains approximately 1,600 miles of water mains 20,000 valves, and 15,000 hydrants.⁵⁸

Present rated production capacity for the East Bank is 87 million gallons per day and the rated production capacity for the West Bank complex is 61 million gallons per day.⁵⁹ The East Bank plants are projected to be able to handle capacity from infill development. If a major development is planned on the West Bank, depending on location, several new facilities may be potentially needed, including an elevated storage tank, hydrants, and transmission lines.

In 2017, the Water Department supplied high quality drinking water at a reasonable cost, which at \$2.09 per thousand gallons, is one of the lowest in the country for utilities serving populations above 100,000. Last year Jefferson detected only 15 out of over 80 contaminants required to be monitored by EPA. Of the contaminants detected, all were well below the level allowed by EPA.⁶⁰

Transportation

Roads

The Jefferson Parish Department of Streets is responsible for maintaining road surfaces, bridges and street drainage (24" and under) in unincorporated Jefferson Parish. While maintaining over 3,200 lane miles of streets, the Streets Department also does preventive maintenance and repairs and rehabilitates existing streets.⁶¹

⁵⁸ Ibid.

⁵⁹ Ibid.

⁶⁰ Ibid.

The Jefferson Parish Submerged Road Program encompasses the reconstruction and rehabilitation of residential asphalt and concrete roadways. FEMA (Federal Emergency Management Agency) funded this \$100,000,000 program thru GOHSEP (Governor's Office of Homeland Security and Emergency Preparedness). The West Bank street repairs began in October 2012 and were completed in November 2015. The Parish repaired 369 street segments at a total cost of approximately \$13.6 million.⁶²

The East Bank concrete work began in January 2012 and was completed in February 2016. In 12 projects, the Parish repaired 1,082 segments with a construction value of \$44.4 million. Asphalt street repair on the East Bank began in

TRANSPORTATION PERCEPTIONS IN BRIEF
(via UNO Survey Research Center Quality of Life Survey 2016)

7%

CITED STREETS (4%) AND TRAFFIC (3%)
AS THE PARISH'S BIGGEST PROBLEMS

37%

CITED STREETS (19%) AND TRAFFIC (18%)
AS THE WORST SERVICES

33%

OF RESIDENTS ARE HAPPY WITH THE
AVAILABILITY OF PUBLIC TRANSIT

39%

OF RESIDENTS ARE HAPPY WITH THE
CONTROL OF TRAFFIC CONGESTION

⁶¹ JP Department of Streets

⁶² JP Department of Capital Projects

June 2013 and was completed in June 2016. Eight asphalt projects included a total of 692 segments with a construction value of \$29.2 million.⁶³

Recently, Jefferson Parish began a \$58.9 million road repair program funded primarily by bonds issued after voters renewed the 7/8-cent sales tax in 2016. Major East Bank projects include: Causeway Boulevard overpass rehabilitation and a total reconstruction of David Drive (from West Napoleon Avenue to Veterans Memorial Boulevard). Major West Bank projects include: reconstruction of existing Westwood Drive with drainage improvements (between Lapalco Boulevard and the Westbank Expressway) and the complete reconstruction of Holmes Boulevard adding bike lanes in each direction (between Terry Parkway and Browning Lane).

In addition, numerous corridor and sub-area studies through a partnership with the Regional Planning Commission (RPC) and the Louisiana Department of Transportation and Development (LADOTD) have been completed across the parish resulting in facility enhancements and upgrades. Jefferson Parish and the RPC cosponsored a Complete Streets Stage 0 of the David Drive corridor completed in 2014. Currently, the roadway modifications under design include traffic calming, access management, pedestrian enhancements, and a bikeway along the Soniat Canal.

Rail and Port

The location of the New Orleans region near the mouth of the Mississippi River has shaped three extensive and interdependent transportation gateways within the urbanized area: waterborne, railroad, and trucking. Maritime and rail systems converge, producing significant interactions and operations, creating a regional

multimodal complex interwoven with the highway network. In response to maritime development, a parallel expansion of the railroad industry has equipped the New Orleans region with six Class I railroads and two regional short line railroads. The trucking industry, with the direct access Interstate highway network, services port, rail, and aviation connections at multiple intermodal terminals, and has the ability among freight transporters to make doorstep deliveries outside of terminal facilities. The combined interaction of these networks is vital to the economic vitality of the region and functions as the southern freight gateway to the continental United States.⁶⁴

Access to interstate highways, rail lines, and the Louis Armstrong International Airport combine for a complete multi-modal freight system. The Port of New Orleans – which includes sites in Jefferson Parish – serves as a major economic engine for the region, and ranks 20th in the U.S. in total volume (TEUs) of exports and imports in 2017.⁶⁵ The Harvey Canal and Gulf Intracoastal Waterway on the West Bank facilitate the parish’s maritime industry.

Air

Air service in the New Orleans region is provided mainly at Louis Armstrong New Orleans International Airport. It was the 37th busiest airport in the U.S. in 2017 with just over 6 million passenger boardings and is considered a medium sized facility.⁶⁶ A new \$1 billion terminal is under construction and is set to open in 2019.

The Louisiana Department of Transportation and Development oversees several smaller airports in the region including New Orleans Lakefront, Galliano, Houma-Terrebonne, and Thibodaux airports. The airports generally

⁶³ Ibid.

⁶⁴ RPC TIP / MTP

⁶⁵ Port of New Orleans

⁶⁶ Louis Armstrong New Orleans International Airport

service the oil and gas industry and provide a critical link in the multi-modal needs of coastal Jefferson Parish.⁶⁷

Public Transit

The Jefferson Parish Department of Transit Administration administers Jefferson Parish Transit (JeT). JeT serves the urbanized portion of Jefferson Parish and provides service to the Louis Armstrong International Airport, with connecting service via the New Orleans Regional Transit Authority (RTA) bus lines in Kenner. JeT performance has declined since 2005, due to rising costs of service and flat revenue growth.

JeT FIXED-ROUTE SERVICE
CHARACTERISTICS, 2004 & 2016
(via National Transit Database)

	2004	2016	Change
Buses	59	41	-31%
Passenger trips	4,192,084	2,025,850	-52%
Hours of service	148,574	99,335	-33%
Cost/hour of service	\$90	\$113	+26%

The department contracts with Transdev Services, Inc. to provide operation and maintenance for both fixed-route and paratransit services (MITS). Under the contract terms, the Parish provides the buses, bus terminals, maintenance facilities, and performs the marketing and promotion. Transdev maintains the buses, operates the services, including hiring drivers and other personnel, and provides data collection. The contract will expire in 2021.

JeT charges a base fare of \$1.50 and 50 cents for a transfer. The fare to cross the river or to go to the New Orleans Central Business District is \$2.00. JeT’s fares are slightly higher than those of RTA – which charges \$1.25 for a base

fare, \$1.50 for an express route, and 25 cents for a transfer. JET and RTA passes are not transferable between the two systems, requiring passengers travelling between parishes to pay two full fares.⁶⁸

A lack of connectivity to the RTA has been identified as a concern by Jefferson Parish officials. Contributing to the lack of connectivity are different governing structures, different fares, a lack of fare integration, and uncoordinated schedules. A six-month pilot program beginning in September 2018 called the “Regional Ride” offered day passes for riders to use between both the Jefferson and New Orleans transit systems. Jefferson officials are also working closely with the Jefferson Parish Economic Development Corporation and GNO, Inc. to create a better regional system that would be a seamless experience for riders through standard rates and mobile apps.⁶⁹

In 2018, Jefferson Parish began a process with the Regional Planning Commission to develop a Transit Strategic Plan, which was completed in 2019. The Plan focused on improving bus services by better aligning services with the needs of existing and potential riders. The result of the process is a five- to ten-year strategic plan.

Walking and Bicycling

A 2017 National Association of Realtors survey of home-buyer preferences found that 62 percent of millennials and 55 percent of the silent generation prefer walkable communities and short commutes.⁷⁰ Jefferson Parish has installed sidewalks, curb ramps, crosswalks and pedestrian signals in high-demand locations in conjunction with roadway improvements to foster more walkable streets.

⁶⁷ LA DOTD

⁶⁸ New Orleans Regional Transit Authority website.

⁶⁹ Jefferson Parish Department of Transit Administration

⁷⁰ National Association of Realtors, National Community and Transportation Preferences Survey, September 2017

Jefferson Parish has approximately 50 miles of on-street bikeways and off-street trails for users of all abilities, with more being implemented each year. People frequently walk and bike the Lake Pontchartrain and Mississippi River trails. Residential neighborhoods offer low-speed and low-traffic volume facilities for cyclists for casual short-distance riding. However, traversing the parish outside the trails and residential streets discourages ridership for most cyclists.⁷¹

In 2014, the Jefferson Parish Council adopted the Bicycle Master Plan as part of the Comprehensive Plan. The Plan is a parish-wide tool that guides capital projects and policies.

Improvements currently in design include:

- Shared arrow markings for Westwood Drive on the West Bank, which was identified in the Plan as a near-term on street project.
- Construction of the Soniat Canal greenway on the East Bank. This project from Veterans Blvd to West Napoleon Avenue is the first segment to the terminus at Airline Drive. The greenway was identified as a high demand and challenging corridor in the Bike Master Plan. Construction is scheduled to begin in 2019.

Fire Districts

Five private volunteer fire districts and the East Bank Consolidated Fire District (EBCFD) – a 200-member full time paid fire department, provide fire protection in unincorporated Jefferson Parish.

Fire service positive indicators include maintaining high fire ratings, boasting the highest fire rating in Louisiana by the EBCFD, and being the highest rated service, as 83% of respondents provided ratings of Good/Very Good, in 2016.⁷²

Fire ratings affect the cost of home insurance. The Insurance Services Office (ISO) provides a Public Protection Classification (PPC) fire department rating for more than 45,000 fire districts nationwide⁷³ that insurers use to calculate rates for homes.⁷⁴ The ratings range from 1 (best) to 10 (worst). Class 1 represents an excellent fire protection system and class 10 indicates virtually no protection.⁷⁵

UNINCORPORATED JEFFERSON PARISH FIRE DISTRICTS

District	Class	General Area
East Bank Consolidated	1	Jefferson, Elmwood, Metairie
3 rd District Volunteer	2	River Ridge, West Metairie, Bunche Village
5 th District Volunteer	2	Terrytown, Timberlane Estates
6 th District Volunteer	2	Harvey
7 th District Volunteer	3	Avondale, Bridge City, Herbert Wallace, Live Oak Manor and Nine Mile Point
8 th District Volunteer	2	Marrero, Harvey, Estelle, and Woodmere

⁷¹ Jefferson Parish Bike Master Plan, 2014

⁷² Chervenak, Dr. Edward E. (2016). *2016 Quality of Life Survey, Orleans and Jefferson Parishes*. UNO Survey Research Center.

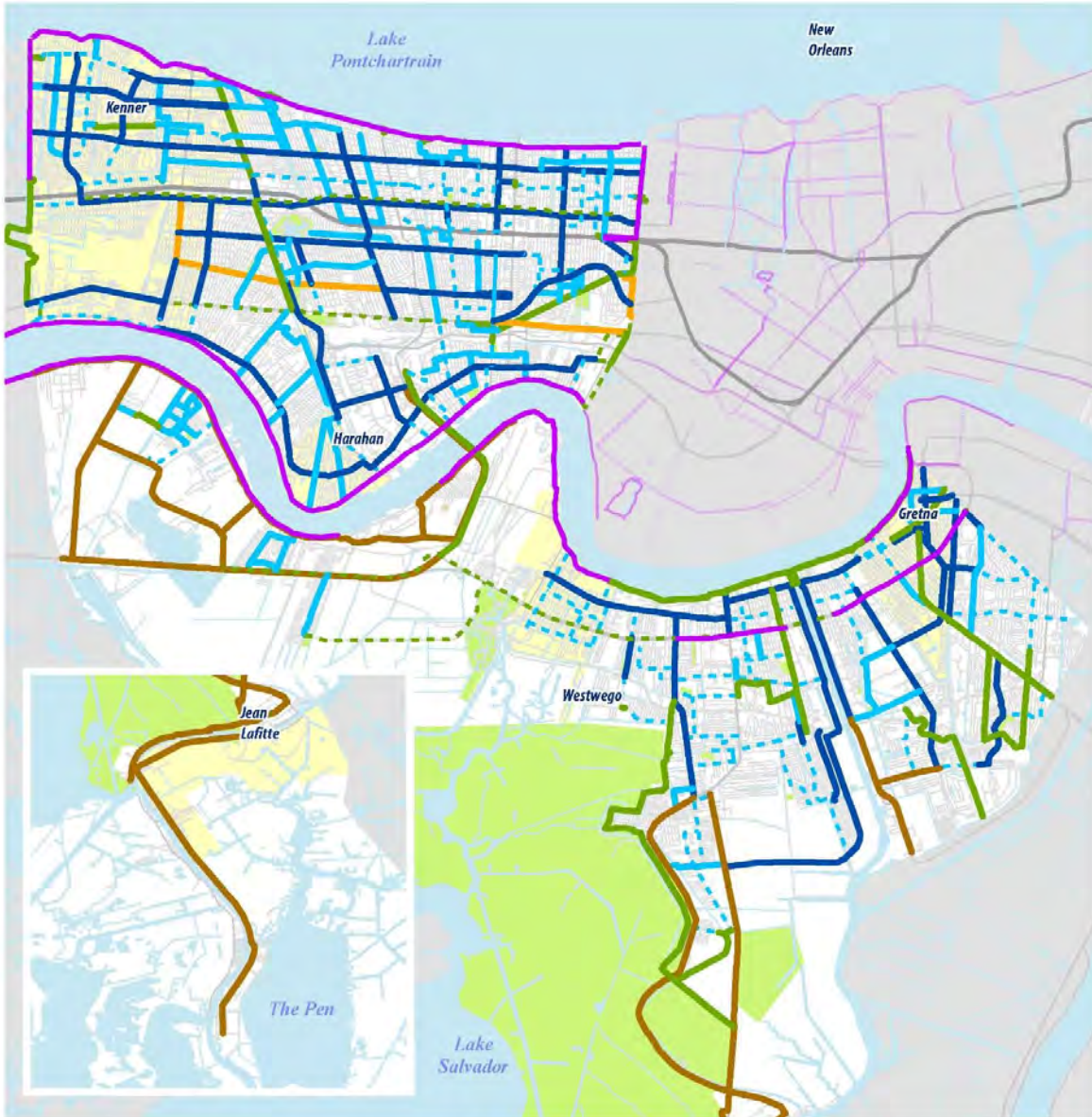
⁷³ ISO national fire ratings are not available to the general public.

⁷⁴ Steele, Jeffrey. (2016). *How your fire department's rating affects your home insurance bill*. Retrieved from insurance

website: <https://www.insure.com/home-insurance/fire-departments-ratings.html>

⁷⁵ Staff. *Protection Classes*. International Risk Management Institute, Inc. Retrieved from website: <https://www.irmi.com/term/insurance-definitions/protection-classes>

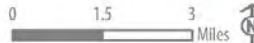
JEFFERSON PARISH BICYCLE NETWORK
via Jefferson Parish Bike Master Plan, 2014



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- LEGEND**
- Existing Bikeways
 - Recommended Routes**
 - Greenway
 - - - Side Path
 - Cycle Track
 - Paved Shoulder
 - Bike Lane
 - Bicycle Boulevard
 - - - Sharrow
 - Parks & Playgrounds
 - Incorporated Areas

Base layers source: Regional Planning Commission 2012
December 26, 2013



State-wide classifications reveal that Jefferson Parish fire districts have high and superior ratings. EBCD’s Class 1 rating was achieved by only 5 districts in Louisiana – less than one percent. Only 18.5% of fire districts in Louisiana achieve the top three.

The Jefferson Parish East Bank Consolidated Fire Department (EBCFD) has maintained a Class 1 rating for over twenty years. In 2017, EBCFD received at 94.06% – the highest score in the State of Louisiana, and among five fire departments in the state and one of fifty in the country to attain a Class 1 rating. EBCFD serves Old Jefferson, Elmwood and most of Metairie, and so properties located within the boundaries of the EBCFD district receive Class 1 fire insurance rates.⁷⁶

The volunteer fire departments have notable achievements. In April 2018, the Third District’s rating increased from a Class 3 to a Class 2. The district held the Class 3 rating since the mid 1990’s. Fire Chief Brad Migliore attributed the higher rating to increased manpower.

Terrytown 5th Volunteer Fire District is staffed with 25 paid employees and approximately 80 volunteers. The department holds a Class 2 rating.⁷⁷

The 6th District Harvey Volunteer Fire Company has maintained a Class 2 rating for the last 32 years. Prior to 1985, the Harvey Volunteer Fire Company had a Class 3 rating. Since then, the fire department has been rated every five years and has maintained its class 2, providing one of the lowest rates for the fire portion of property insurance policies.⁷⁸

Jefferson Parish’s 8th Fire Protection District covers 20 miles on the West Bank of the Mississippi River and includes Harvey, Marrero, Estelle and Woodmere.⁷⁹ The department includes three companies with 20 paid personnel and 25 volunteer members. In 2018, the 8th District earned a Class 2 designation.⁸⁰

Community Facilities

Parks

The National Recreation and Park Association (NRPA) advocates that each agency tailor its services to meet the community’s needs and demands. To that end, NRPA no longer publishes national standards, but provides metrics for communities to use as a tool for comparison to peer agencies.

Comparing residents per park, the national median in year 2018 is one park per 5,107 residents, for populations over 250,000. The lower quartile is one park per 13,878 residents.⁸¹ Jefferson Parish has 41 parks and playgrounds, including Bayou Segnette State Park and Barataria Preserve Jean Lafitte National Historical Park. Ranking near the median, Jefferson Parish provides one park per 5,582 residents.⁸²

RESIDENTS PER PARK FOR POPULATIONS OVER 250,000

Median (national)	5,107
Upper Quartile (national)	2,744
Lower Quartile (national)	13,878
Jefferson Parish	5,882

⁷⁶ www.visitjeffersonparish.com

⁷⁷ 5th District Terrytown Volunteer Fire Company

⁷⁸ Deano Bonano, Councilmanic Aide, former Emergency Management Director and Chief Administrative Assistant to the Parish President

⁷⁹ Section 13-43 of the Jefferson Parish Code of Ordinances.

⁸⁰ Robertson, Don. *Message from the Chief*. Marrero-Harvey Volunteer Fire Company #1. Retrieved from website: <http://www.mhfd1.com/chief.asp>

⁸¹ 2018 NRPA Agency Performance Review, National Recreation and Parks Association

⁸² Calculation excludes land within the U-1R zoning district

Jefferson Parish Department of Parks & Recreation (JPRD) offers a wide variety of traditional and non-traditional recreational activities for adults, teens and children. Activities include athletic programs, senior citizen activities and clubs, alternative programs, community enrichment programs, camps and a wide variety of classes and special events.

Additionally, Jefferson Parish boasts two urban parks – Lafreniere Park intended to be the principal urban park for the East Bank and Parc des Familles on the West Bank. Lafreniere Park is a 155-acre park with a 2,000-foot elevated boardwalk, three gazebos, picnic areas, 2-mile jogging trail, 20-acre lagoon, 2 tot lots, a carousel, multi-use sports fields, 18-hole disc golf course, and the Foundation Center, available for meetings and receptions.

Parc des Familles is a 610-acre park located on the West Bank in Crown Point, just east of Jean Lafitte National Historical Park. Parc des Familles opened in 2017 with a 2,000-foot elevated boardwalk, three gazebos, picnic areas, two paved parking lots and public restrooms. In 2018, the park opened its 18-hole disc golf course.

Libraries

Jefferson Parish has two regional libraries and 14 regional evenly split between the East Bank and the West Bank. Jefferson Parish responded to rapid changes in information technology by: increasing internet access; increasing its collections of audio-visual materials and electronic databases; and providing more community and meeting spaces.⁸³

⁸³ BGR examines Proposed Jefferson Parish Library Tax, 29 April 2017

⁸⁴ Jefferson Parish News Release, May 1, 2018

⁸⁵ Jefferson Parish Bid Proposal No. 50-00122359

The newly constructed River Ridge Public Library opened in 2017. The 10,500 square foot library includes a children’s section with AV technology, 26 computers for public access, and self-checkout stations. The library also contains a meeting room that holds approximately 58 people and features interactive learning displays.⁸⁴

In 2018, the Rosedale library completed a \$627,789 renovation that included a new media and meeting room. Renovations to the Terrytown library are also underway.⁸⁵ New facilities in the discussion phase include a new library in Avondale and an “e-library” or electronic library in Fat City.

New proposed facilities

The East Probation Offices of the Juvenile Services Department will relocate within the Metairie area. \$1.2 million is budgeted for the land purchase, while the cost of the building is estimated to be \$3.5-4 million.⁸⁶ Parish officials relocated the West Bank office for the Department of Inspection and Code Enforcement to an existing facility on Ames Boulevard in 2019.⁸⁷

2018 LIBRARY PATRON SURVEY

What Library Location do you visit most often? (top 5 responses)

East Bank Regional Library - 37.2%

Lakeshore Library - 10.7%

West Bank Regional Library - 8.3%

Harahan Library - 6.7%

Old Metairie Library - 5.8%

What suggestions for improvement(s) do you have for JPL? (top 5 responses)

Improve the book collection

Improve DVD collection

More computer training classes

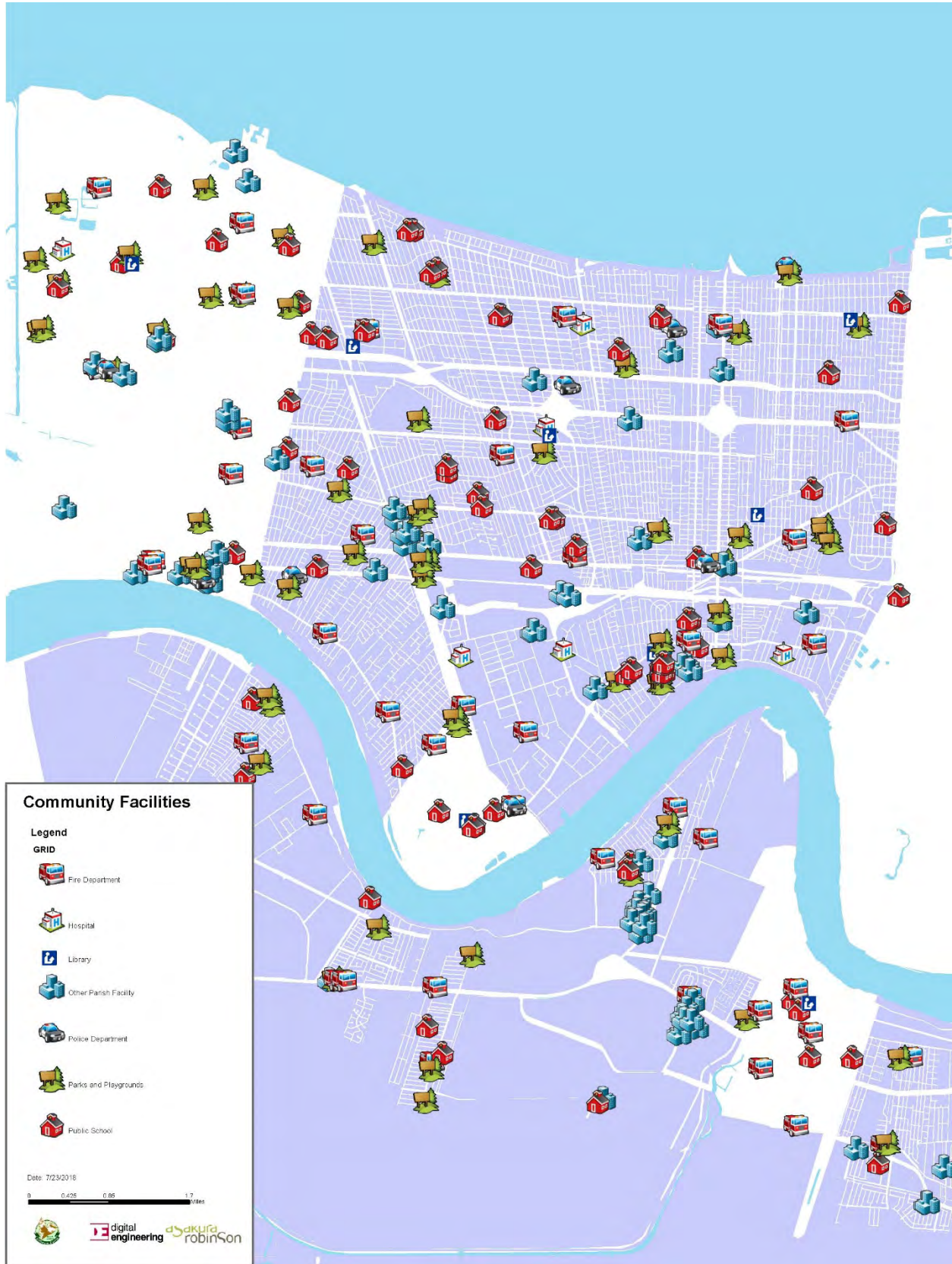
More programs for adults

More programs for children

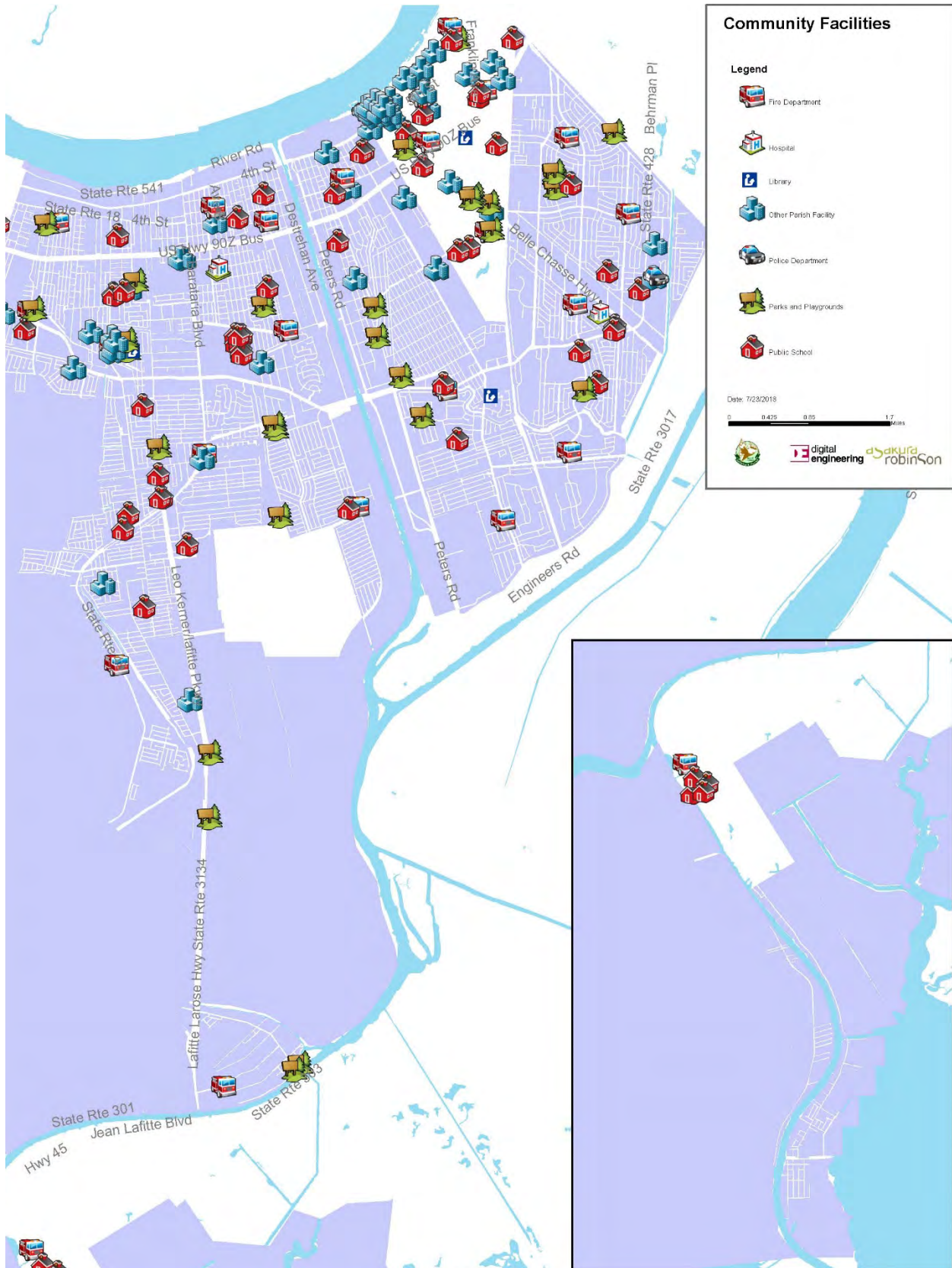
⁸⁶ JP Tax Rededication Committee Administrative Review Questions for Selected Departments, Juvenile Services, Undated.

⁸⁷ Aimee Vallot, Director of Jefferson Parish Department of Inspection and Code Enforcement

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VIII. Public Finance

Jefferson Parish projects 2018 revenues of \$622.8 million, supplied by taxes, charges for services and federal and state funding. Ad Valorem tax revenues have grown slightly over recent years, from \$206.7 million in 2013 to \$225.8 million adopted in 2018. Sales tax revenues have been essentially flat since 2014 at \$147 million annually, due possibly to low parish population growth and the expansion of retail outlets in neighboring Orleans Parish. The Parish operating budget did not anticipate any changes in service charges, which the Parish adjusts to reflect the changing rate of inflation, as compiled by the Bureau of Labor Statistics' Consumer Price Index, this year.⁸⁸

The adopted 2018 budget calls for expenditures of \$645 million. The deficit is covered by operating reserves for other funds of prior years. The budget contains a 13% reserved fund balance for the General Fund, and 15% for all departments.⁸⁹

The Parish's bond rating of "AA" ensures lower costs for debt. In 2016 voters, renewed a 7/8th cent sales tax for twenty years that is financing a \$120 million bond issue for road and sewerage projects. Recent renewals of the Library and Transit Administration millages also assure that these services will continue to be funded.⁹⁰

The parishwide millage rate in 2017 was 103.3 – lower than the 109.8 statewide weighted average, and significantly lower than St. Tammany's 146.8 rate and Orleans Parish's 154.1 millage rate.⁹¹

There are no local personal or corporate income taxes in Jefferson Parish.

84% of Parish expenditures are dedicated, meaning they are not able to be allocated to uses other than those prescribed by law. These include special revenue funds, enterprise funds for Sewer and Water, capital projects, debt service, and grant-funded programs. Only General Fund expenditures are discretionary, and cover general government expenses including legislative, judicial, and executive functions; public safety; and health and welfare.

⁸⁸ Parish of Jefferson 2018 Annual Budget
⁸⁹ Ibid.

⁹⁰ Ibid.
⁹¹ 2017 Louisiana Tax Commission Annual Report

IX. Conclusion

Since the adoption of *Envision Jefferson 2020* in 2003, Jefferson Parish has overcome natural and man-made disasters and maintained a high quality of life and quality public facilities and services. However, the parish's aging population and disappearing coastline are some of its challenges over the next twenty years. By recognizing changing social, environmental and economic trends, and responding proactively to address them, Jefferson Parish aims to ensure a sustainable future.

Appendix B: Opportunities & Constraints



This section describes opportunities and constraints facing Jefferson Parish over the next twenty years. Opportunities and constraints were identified through public involvement and data gathering at public meetings, through online surveys¹ and in-person interviews, and from analysis of recent demographic, economic, and environmental changes, future trends, and the plans, policies, and regulations intended to address them. In addition, steering and advisory committees identified and discussed opportunities and constraints in Jefferson Parish for multiple planning processes.

Key Takeaways

Housing

Constraints

- Stagnant to slow population growth
- Aging population
- Aged housing stock
- Reluctance to change the current character or aesthetics of neighborhoods
- Lack of accessible and affordable housing, particularly for the disabled and elderly
- Lack of alternatives to typical detached single-family dwellings for residents who desire less yard or house

Opportunities

- Diversification of housing stock by promoting or allowing more or different housing types
- Strong attachment to residential neighborhoods and support for preserving neighborhood character
- Significant investment in housing and the infrastructure that supports it
- Lower housing costs relative to certain parts of Orleans Parish

¹ As of November 16, 164 respondents completed the online survey.

Land Use

Constraints

- Opposition to retrofitting existing neighborhoods in ways that may change their density, look, or land uses
- Proximity of land uses that causes conflicts
- Reluctance to invest in renovations or redevelopment
- High cost of preparing land for development

Transportation

Constraints

- Reliance on cars regardless of infrastructure improvements
- Limited funding for transit and general maintenance and new construction of transportation infrastructure
- Established land use patterns, drainage infrastructure, and transportation networks that complicate transportation connectivity and retrofits

Community Facilities and Resources

Constraints

- Vulnerability to flooding and tropical storms
- Increasing insurance costs
- Coastal land loss and limited funding to address it
- Quality of schools in attracting new residents
- Limited funding for maintenance and new construction of infrastructure and facilities
- High state-mandated costs for judicial-related services and facilities

Opportunities

- Mixed-use developments that attract young residents and retain older adults
- Support for mixed use that brings together housing, schools, parks, and stores within walking distance
- Proximity to the city
- Strong residential base
- Strong retail/employment base of business and industry
- Developable land

Opportunities

- Broad agreement that public transportation, biking, and walking are important and that their infrastructure should be improved for the benefit of residents
- Significant investment in transportation infrastructure
- Support for continued funding of roadway improvements

Opportunities

- Holistic view of resilience in terms of social and environmental resilience
- Waterfront, water features, and coastal wetlands for recreation, commerce, storm buffer
- Multi-generational attachment to place
- Recognition of the need to address and encourage integrated storm water management
- Significant investment in facilities such as libraries, parks, playgrounds, animal shelter
- Strong law enforcement

Input from Stakeholders and the Public

Housing

Constraints

Housing affordability is a constraint for residents and potential residents of Jefferson Parish, and a majority of participants at public meetings and through online surveys expressed the concern for finding accessible, affordable housing for older adults in particular. Economic and regulatory constraints, such as uncertain market demand for higher-density housing and restrictions on alternative housing like accessory dwelling units (ADUs), may be contributing to the increasing cost of housing. Potential lack of support among residents for expanding the allowable types of housing could make change more difficult.

Land Use

Constraints

The current design of existing neighborhoods sometimes makes it difficult for residents to access amenities on foot, indicating the need for changes to neighborhood layout, design, or uses. However, participants at public meetings and through online surveys expressed opposition to aesthetic changes.²

Opportunities

Significant opportunity exists to attract households facing higher housing costs in Orleans Parish. The public meetings and online surveys both demonstrated widespread support among participants to build a variety of housing types within Jefferson Parish to attract and house young professionals and families, as well as provide affordable, accessible housing for the growing population of older adults in the parish. However, participants also indicated a desire to maintain the current look and feel of existing neighborhoods, which can run counter to their expressed desire to increase housing options.

Opportunities

Stakeholders and the public also expressed support for development of mixed-use neighborhoods with housing, schools, parks, and stores which provide access to necessary amenities within walking distance from homes. Residents expressed support for the ability to walk to essential services like groceries and perceived this characteristic of mixed-use neighborhoods as an asset that can attract young residents and provide easier access to vital amenities for older adults.

² 74% of survey respondents and 77% of public meeting attendees agreed or strongly agreed with the statement,

“It is important to maintain the current look and feel of homes in my neighborhood.”

Transportation

Constraints

Jefferson Parish is a car-oriented community. Funding for transit is limited. Existing land use patterns, drainage infrastructure, and street network connectivity and traffic conditions make create challenges for better pedestrian and cycling infrastructure and facilities. Despite strong support for alternative modes of transportation, residents have a strong preference for driving, indicating they would continue to drive even with enhanced and expanded public transit, walking, and biking options.³

Community Facilities and Resources

Constraints

Over 85% of the land in Jefferson Parish is comprised of swamps and marsh outside of the HSDRSS, and the risks associated with coastal lands—subsidence, sea level rise, and coastal land loss—have increased the parish’s vulnerability to flooding and other hazards. Climate change may increase the frequency and intensity of hurricanes and tropical weather, further exposing parish residents and businesses to flooding and increased insurance costs. Stakeholders and the public expressed concern over less-than-optimal school quality and neighborhood safety, and agreed that these factors may keep potential residents away from the parish.

³ 58% of survey respondents and 59% of public meeting attendees disagreed or strongly disagreed with the statement, “I would give up my car if taking the bus, walking, or biking was easier.”

⁴ 86 % of survey respondents and 84% of public meeting attendees agreed or strongly agreed with the statement, “Every street should have a sidewalk,” while 55% of survey respondents and 63% of public meeting attendees agreed

Opportunities

Broad support exists for improving pedestrian and bike infrastructure,⁴ and residents generally perceive public transportation as an important asset with the potential to create growth and development.⁵ Public transportation is a potential attractor for younger residents who may prefer not to own cars.

Opportunities

Participants in public meetings and online surveys are open to examining resilience from multiple angles, including resilience for older adults through convenient access to health care services and multi-generational housing. They generally supported the encouragement of integrated storm water management and the implementation of requirements to make properties less flood-prone; they also pointed to the need for sturdy, well-built housing as a key to resilience. Attendees of the public meetings and respondents of the online surveys both support enhanced community facilities such as parks and libraries, and the redesign of canals as community assets and green spaces. Majorities in both groups support the expansion of family-oriented entertainment options and oppose increasing nightlife options. A majority of public meeting attendees supported

or strongly agreed with the statement, “Commercial development should be required to offer bicycle parking, just like car parking.”

⁵ 77% of survey respondents and 94% of public meeting attendees agreed or strongly agreed with the statement, “Public transit can play a role in creating more attractive growth and development in Jefferson Parish.”

increased retail options, while a majority of online survey respondents were opposed. There appear to be differing views on type and amount of recreational and retail opportunities that may enhance quality of life for residents. Existing recreational systems and libraries, as well as competent law enforcement, are major opportunities to attract young families and retain older adults.

Appendix C: Implementation Progress Since 2003



The following tables summarize progress on the Plan’s Implementation Tasks by category, status, and number, as of June 2018 unless otherwise noted. For reporting, score sheets were aggregated into groups:

- Land Use (page 2)
- Transportation (page 5)
- Housing (page 5)
- Sub Area Plans (page 6)
- Elements (page 7)
- Infrastructure (page 7)
- Other (page 8)

Information was collected from the review of documents such as plans and reports, as well as from interviews with entities to whom the Plan assigned implementation tasks, to determine:

- 1) The status of the task - complete, underway, ongoing, or not begun; and
- 2) Whether the task is still relevant or desirable, and if not, why (changes in issues, fiscal conditions, support).

Each of the 96 implementation tasks were reviewed by at least two separate sources, except for Transit Service Monitoring which exclusively listed Jefferson Transit, and Support Education on Landscaping and Tree Protection which exclusively listed the Parish Parkways Department.

The Implementation Tasks are 27% ongoing, 13% complete, 25% currently underway, and 35% not yet begun.

Ongoing – These tasks are perpetually ongoing and generally have the words “maintain” or “use” in the title.

Complete – These tasks have been completed.

Underway – These tasks are currently underway and generally consist of studies, plans, or programs.

Not yet begun – These tasks are currently not being studied, planned, or implemented.

Implementation successes include the revision of the Subdivision Regulations and creation of the Unified Development Code, adoption of the Housing Element and the Bicycle Master Plan, and creation and adoption of sub-area plans for Fat City, as part of the Metairie CBD sub-area plan, and Fairfield or the Avondale area.

“Modify Development Regulations” has 34 subtasks and “Prepare Sub-Area Plans” has 21 subtasks, which accounts for these tasks having the greatest number of tasks catalogued as Not Yet Begun, 17 and 12, respectively.

	Number (Percent) of Tasks by Status				
	Ongoing	Complete	Underway	Not yet begun	Total
Land Use	4 (10%)	6 (14%)	17 (40%)	15 (36%)	42 (100%)
Transportation	3 (60%)	0 (0%)	1 (20%)	1 (20%)	5 (100%)
Housing	3 (60%)	0 (0%)	2 (40%)	0 (0%)	5 (100%)
Sub-Area Plans	0 (0%)	6 (27%)	5 (23%)	11 (50%)	22 (100%)
Elements	3 (43%)	1 (14%)	0 (0%)	3 (43%)	7 (100%)
Infrastructure	10 (100%)	0 (0%)	0 (0%)	0 (0%)	10 (100%)
Other	3 (60%)	1 (20%)	0 (0%)	1 (20%)	5 (100%)
Total	26 (27%)	14 (15%)	25 (26%)	31 (32%)	96 (100%)

Land Use

Task	Task Description	Policy References	Status
Modify Development Regulations	Review and revise the zoning, subdivision and other development regulations to implement the following items:	L.10.1.1, L.10.2.1, L.10.2.2, L.10.3.1-L.10.3.3, H.3.2.1	Ongoing
(cont.)	a) Expanded standards for buffers between incompatible land uses	L.1.1.3	Underway
(cont.)	b) Other compatibility/mitigation standards for land use transitions	L.1.1.2, L.5.1.2	Underway
(cont.)	c) minimum level of service standards for streets, sidewalks, streetlights, utilities, and stormwater	L.1.1.1, L.7.1.4, L.7.2.1, L.7.2.5, L.13.2.1, T.8, T.11-T.13	Completed
(cont.)	d) criteria for rezoning that will serve as a basis for legislative findings	L.1.1.1, L.1.1.2, L.1.3.1, L.1.3.4, L.4.4.4, L.4.4.5, T.1, T.9	Completed
(cont.)	e) procedures and standards to ensure that public improvements are completed prior to recording a plat	L.1.3.4, L.3.2.2, L.4.2.1, L.7.1.2, L.7.1.4, L.7.3.4, L.8.1.1, L.8.2.2, L.12.1.3	Completed
(cont.)	f) establish standards/procedures for "by-right" TND and mixed-use development that include transit/ped design	L.1.3.7, L.1.4.1, L.1.4.2, L.1.4.3, L.1.4.4, L.1.4.5, L.2.3.2, L.4.5.6, L.13.1.1, T.2, T.3, T.6	Underway
(cont.)	g) density bonuses for TND, mixed-use development, and affordable and special needs housing	L.1.4.1, L.1.4.2, L.4.5.6, H.1.4.2, H.3.3.4, H.3.3.5, H.3.3.6, H.3.3.7, H.3.3.8, H.4.1.3, H.5.1.1, H.6.1.1	Not Yet Begun
(cont.)	h) planned development district that provides incentives for community amenities, mixed-use set in policy	L.1.4.6, L.1.4.7, L.1.4.8, T.2, T.3, T.6, T.9, T.10	Underway
(cont.)	i) canopy tree preservation incentives	L.2.1.1	Underway

Task	Task Description	Policy References	Status
(cont.)	j) landscaping standards addressing multi-family and non- residential development	L.2.1.3, H.6.2.3	Underway
(cont.)	k) sign standards that reduce clutter and improve business visibility	L.2.2.1, L.2.2.5	Underway
(cont.)	l) neighborhood commercial development standards that address scale, design and parking	L.1.1.2, L.2.3.1, L.2.3.4, T.3, T.10	Underway
(cont.)	m) commercial center development standards that provide convenience for peds, auto, and other modes	L.2.3.3, T.5, T.12	Not Yet Begun
(cont.)	n) regulations consistent with the community design element	L.2.5.1, L.2.5.2, L.5.1.2	Not Yet Begun
(cont.)	o) consistency requirements with the major thoroughfare plan	L.3.2.5, T.11, T.9, T.6, H.6.1.3	Completed
(cont.)	p) marina district and standards	L.3.3.1, L.3.3.5	Underway
(cont.)	q) industrial overlay zones to protect Harvey Canal, business parks, and Avondale district from encroachment	L.1.1.1, L.4.3.4, L.10.1.4	Not Yet Begun
(cont.)	r) a planned medical district for regional medical centers	L.4.3.4	Underway
(cont.)	s) infill design standards	L.5.1.2, T.5, H.1.4.1	Not Yet Begun
(cont.)	t) zoning that allows a mix of residential unit types, in a single development, by right	L.5.1.2, L.5.1.4, L.5.2.1, H.2.3.1	Not Yet Begun
(cont.)	u) plan review and amendment processes	L.9.1.1- L.9.2.3, L.11.1.1, L.11.1.3, L.11.2.1, L.11.2.2, T.25	Underway
(cont.)	v) a resource conservation zone that allows agriculture, mineral extraction, and limited recreation use	L.10.1.4	Not Yet Begun
(cont.)	w) conditions for the continuation of existing non-conforming uses that are compatible w/existing neighborhoods	L.10.1.5, H.2.3.1, H.3.3.3, H.6.2.1	Not Yet Begun
(cont.)	x) user guides that facilitate public understanding of the development application and review requirements	L.11.2.3, T.20, H.3.1.2	Underway
(cont.)	y) development and design standards that promote tree protection and stormwater management	L.12.1.3, L.15.1.1-L15.1.3	Underway
(cont.)	z) establish cluster/conservation subdivision standards	L.13.1.2, L.14.2.1, H.2.3.1	Not Yet Begun
(cont.)	aa) mid and high-rise development standards	H.2.1.1	Completed

Task	Task Description	Policy References	Status
(cont.)	bb) co-housing, group housing, and shared housing standards	H.2.3.2	Not Yet Begun
(cont.)	cc) standards for administrative approval of exceptions or minor variances in development standards	H.3.1.1	Underway
(cont.)	dd) create standards for conversions of commercial space to residential use	H.3.3.1, H.3.3.2, H.3.3.4	Not Yet Begun
(cont.)	ee) standards for secondary units, i.e. "granny flats," garage apts.	H.3.3.2	Not Yet Begun
(cont.)	ff) adopt zoning provisions which facilitate lower cost housing, shelters, and transitional housing	H.4.1.1, H.5.2.2	Not Yet Begun
(cont.)	gg) standards for "graduated" senior housing projects which adapt to changing needs of the elderly	H.5.3.2, H.5.3.5	Underway
(cont.)	hh) standards and incentives for the development of childcare facilities	H.1.4.2, H.6.2.4	Not Yet Begun
Maintain Land Use Database	Establish baseline land use data and establish a process by which changes in land use are monitored and recorded	L.1.1.4, L.4.3.1, H.2.2.1, H.6.1.2	Ongoing
Identify and Mitigate Non-conforming Uses	identify non-conforming uses, structures, and lots and identify strategies to mitigate non-conforming situations	L.1.1.4, L.10.1.2, L.10.1.3, L.10.1.5	Not Yet Begun
Adopt and Implement the Lake Pontchartrain Linear Park Master Plan	Review, amend, adopt and implement the Lake Pontchartrain Linear Park Master Plan	L.3.3.1	Underway
Create a Business Technology Park	Identify (re)development locations and support the funding of infrastructure and facilities improvements	L.4.2.2	Underway
Use Jefferson Parish Brownfield Program	Facilitate redevelopment of vacant or underutilized commercial and industrial properties	L.4.5.1- L.4.5.5, H.2.2.2	Ongoing
Support Joint Use of Public Land for Recreational Purposes	Coordinate multiple uses of public sites to expand recreational opportunities	L.6.1.3, L.6.2.5, L.6.4.4, L.6.4.5	Ongoing
Apply for a 404 Wetlands Permit	For the balance of the land within the HPL	L.13.2.5	Completed

Transportation

Task	Task Description	Policy References	Status
Coordinate the Implementation of the Bicycle Master Plan	Coordinate the implementation of the Bicycle Master Plan to guide the design and funding of bicycle facilities.	L.6.5.1, L.6.5.4	Underway
Coordinate the creation of a Pedestrian Plan	Coordinate the creation of a Pedestrian Plan as a supplement to the Transportation Element.	L.6.5.1, L.6.5.4	Not Yet Begun
Develop a Hazardous Materials Protection Program	Review hazardous materials transportation routes and continue to program the mitigation of public safety.	L.15.2.1- L.15.2.4, T.18, T.19	Ongoing
Participate in a Regional Transportation Demand Management Program	Coordinate with regional transportation planners and to develop and implement effective TDM strategies.	T.15	Ongoing
Transit Service Monitoring	Monitor ridership, land use patterns, and demographic trends to improve transportation services.	T.16, T.17	Ongoing

Housing

Task	Task Description	Policy References	Status
Maintain Jefferson Home Consortium Consolidated Plan	Periodically reevaluate and amend the plan to reflect changes in housing needs, stocks, and programs	L.5.1.1- L.5.3.4, H.4.3.2, H.7.1.1	Ongoing
Advocate for Funding and Programs in Support of Low Cost Housing and Amenities	Develop a housing affordability Legislative agenda in support of affordable housing production.	H.4.1.1, H.4.1.2, H.4.3.1, H.4.3.4, H.4.3.5, H.4.3.10, H.7.1.1	Ongoing
Maintain the Housing Element	Periodically reevaluate and amend the Housing Element to reflect changes in parish housing needs.	All housing goals, objectives, and policies	Ongoing
Adopt Flexible Building Codes	Adopt and implement flexible building code provisions progress	L.4.5.5, L.5.1.1, L.5.3.1, L.5.3.3, H.1.7.1, H.2.1.2, H.5.3.4, H.5.3.6	Underway
Adopt a Minimum Housing Code	Adopt a Housing Code to address minimum conditions for the safety of residents and property.	L.5.1.1, L.5.1.3, L.5.1.4, L.5.3.3, H.1.7.2	Underway

Sub-Area Plans

Task	Task Description	Policy References	Status
Prepare Sub-Area Plans	Develop Sub-Area or Neighborhood plans through a citizen-based land use, design, and facilities planning process for the following areas:	L.1.4.3, L.1.4.4, L.4.3.3, L.4.4.3, L.9.1.1, L.9.1.4, L.9.2.1- L.9.2.3, L.11.4.1, L.11.4.2	
(cont.)	a) Airline Drive Corridor		Completed
(cont.)	b) Elmwood Area		Not Yet Begun
(cont.)	c) Metairie CBD		Completed
(cont.)	d) Harvey Canal Industrial Corridor		Completed
(cont.)	e) Avondale Shipyards Area		Underway
(cont.)	f) Bucktown Neighborhood		Completed
(cont.)	g) Veterans Blvd. Corridor		Not Yet Begun
(cont.)	h) Causeway Blvd. Corridor		Not Yet Begun
(cont.)	i) West Napoleon Ave. Corridor		Not Yet Begun
(cont.)	j) Jefferson Hwy. Corridor		Underway
(cont.)	k) Mississippi Riverfront Corridor		Not Yet Begun
(cont.)	l) Clearview Pkwy. Corridor		Not Yet Begun
(cont.)	m) David Dr. Corridor		Completed
(cont.)	n) West Bank Expressway Corridor		Not Yet Begun
(cont.)	o) Fourth St. Corridor		Not Yet Begun
(cont.)	p) South New Orleans Subdivision		Underway
(cont.)	q) Lapalco Blvd. Corridor		Not Yet Begun
(cont.)	r) Barataria Blvd. Corridor		Completed
(cont.)	s) Metairie Rd. Corridor		Underway
(cont.)	t) Lakefront Linear Park		Not Yet Begun
(cont.)	u) Manhattan Blvd. Corridor		Not Yet Begun

Elements

Task	Task Description	Policy References	Status
Development an Economic Development Plan	Prepare an economic development element for the comprehensive plan	L.1.3.2, L.4.1.1- L.4.5.6	Completed
Prepare a Parks and Recreation Plan Element	Prepare a Parks and Recreation element for the comprehensive plan	L.2.4.1, L.2.4.2, L.2.4.3, L.3.3.1, L.3.3.2, L.6.1.1- L.6.2.5	Not Yet Begun
Prepare a Community Design Element	Develop a Community Design element for the comprehensive plan	L.2.5.1, L.2.5.2, L.2.5.3	Not Yet Begun
Maintain the Thoroughfare Plan	Prepare a major thoroughfare plan as a supplement to the Transportation Element	L.3.2.5, T.8, T.11, T.13, T.21-T.24	Ongoing
Maintain the Housing Element	Develop a Housing element for the comprehensive plan	All housing goals, objectives, and policies	Ongoing
Prepare a Public Works Element	Prepare a public works element for the comp plan that examines scenarios based on future land use	L.7.1.1- L.7.5.5	Not Yet Begun
Update the Master Drainage Plan	Prepare an updated Master Drainage Plan based in part on the build out of Future Land Use	L.7.3.1- L.7.3.5, L.7.4.5	Ongoing

Infrastructure

Task	Task Description	Policy References	Status
Maintain the 5-Year Capital Budget Plan	Incorporate Comprehensive Plan policies and priorities into the 5-year Capital Budget	L.1.3.3, L.3.2.1, L.3.2.2, L.4.2.1, L.4.2.5, L.7.2.3, L.11.3.1, L.11.3.2, L.13.2.3, L.14.2.2, T.21	Ongoing
Fund Urban Forestry	Establish a funding source for an ongoing urban forestry streetscape maintenance and enhancement program.	L.2.1.5, L.2.2.2, L.2.2.3, L.2.2.4, T.7, T.13, T.14	Ongoing
Adopt Level of Service Standards	Develop and adopt level of service standards for community facilities and services	L.3.1.1, L.3.1.2, L.7.1.4, L.7.2.1, T.6, T.7	Ongoing
Conduct Long Range Facilities Planning	Establish a long-range capital planning program that is based on the build-out of the Land Use Map	L.3.1.1, L.3.1.2, L.3.1.3, L.3.1.4, T.21	Ongoing
Coordinate Capital Budget Review Process	Establish procedures to coordinate the Capital Budget with the facilities improvement plans of private utilities	L.3.2.4, L.3.2.6, L.4.2.1, L.4.2.5, T.23	Ongoing
Evaluate and Adjust Funding Strategies	Review infrastructure funding alternatives to identify equitable and sustainable alternatives for c, o & m	L.7.2.2, L.7.2.5, L.7.3.5, L.7.4.5, L.7.5.5	Ongoing

Task	Task Description	Policy References	Status
Evaluate Funding Sources for Storm and Flood Water Control	Sources for the local share of operations & maintenance	L.7.4.5	Ongoing
Replenish Subsiding Areas	Opportunities for diversion of stormwater, effluent, and other sources to help replenish subsiding areas	L.7.4.6	Ongoing
Conduct a Utility Rate Study	Study for water, sewer, and stormwater operations & maintenance to determine appropriateness of fees	L.7.2.2, L.7.2.5, L.7.3.5, L.7.4.5, L.7.5.5	Ongoing
Coordinate Infrastructure Improvements	Share information regarding infrastructure development, upgrades and repairs among Parish Departments	H.1.1.1	Ongoing

Other

Task	Task Description	Policy References	Status
Adopt a Public Art Program	Adopt a public arts program that incrementally increases public art availability into projects	L.6.3.3	Completed
Enhance Parish's Website	Maintain and expand information and opportunities available to the public	L.9.1.1- L.9.2.1, T.25	Ongoing
Develop an Electronic Newsletter	Generate a newsletter providing status on comp plan implementation	L.9.1.1- L.9.2.1, T.25	Not yet Begun
Prepare an Annual Comp Plan Implementation Report	Conduct an evaluation and appraisal report on the progress	L.11.1.1, L.11.1.3, L.11.2.1, L.11.2.4, H.3.4.2	Ongoing
Support Education on Landscaping and Tree Protection	Expand public education for landscaping and canopy tree protection through the existing tree school	L.11.1.1, L.11.1.3, L.11.2.1, L.11.2.4, H.3.4.2	Ongoing

Appendix D: Update Process



The Comprehensive Plan Update process included input and findings from four main sources:

- The general public through public meetings, social media, and online surveys for the Comprehensive Plan update process and concurrent planning processes for the *Transit Strategic Plan* and the *Hazard Mitigation Plan*;
- A Steering Committee of appointed civic and business leaders;
- Parish officials, directors, and staff; and
- *Envision Jefferson 2020* and related plans, programs, and projects.

The Project Timeline on the following page summarizes the sequence and relationships of project tasks and milestones.

The first round of public meetings for Envision Jefferson 2040 was held in September 2018 at the West Bank Regional Library and Lafreniere Park. Individuals also completed a Community Priorities Survey in the fall of 2018.

Jefferson Parish hosted the second round of public meetings for Envision Jefferson 2040 in April 2019 at the East Bank and West Bank Regional Libraries. Like the earlier meetings, the two meetings featured the same agenda and “open house” format.

In addition, the Parish utilized an online engagement platform to reach a broad parish audience to share updated draft Goals, Objectives and Future Land Use categories. The Parish advertised the online surveys through social media, including the Parish’s official Facebook account, and paid advertising on Facebook. Participants registered comments using surveys on this platform.

In the summer of 2018, the Jefferson Parish Council and Parish President appointed 13 members to a Steering Committee. Steering Committee members considered the planning team’s findings and recommendations and provided direction to the planning team. The Steering Committee held six meetings facilitated by Planning Department and consultant team staff, and unanimously endorsed *Envision Jefferson 2040* at its last meeting in August 2019.

Specific meeting presentations, summaries, agendas, and minutes are on file with the Jefferson Parish Planning Department.

ENVISION JEFFERSON 2040 | PROJECT TIMELINE

