

Churchill Technology & Business Park: *Strategic Business Plan*



Image: Perkins + Will

JEDCO BOARD EXECUTIVE SUMMARY

Today's Agenda

What's a "Strategic Business Plan?!"

Main Focus Areas

Context for the SBP

Vision & Goals

Market Drivers

Implementation Roadmap

Land Development

Facilities Development

Marketing

Staffing / Personnel

Governance

Funding: Operations & Capital

Immediate & Near-term

Actions

SBP Approach

SBP Model

Addresses all aspects of Churchill Park's purpose and activity.



SBP PROCESS

Highly collaborative—significant input comes from JEDCO stakeholders and staff

Elements are developed *concurrently* so each reacts to and influences the others.

Time-sensitive actions can move forward during the process...building momentum, shaping plan priorities.

The Deliverable—SBP Contents

› 1. Plan Context

- › Launch of Churchill Technology Park
- › Fairfield District Plan
- › Churchill Park Master Plan
- › Jefferson Edge Plans
- › Additional Studies
- › Strategic Business Plan

› 2. Vision

› 3. The Product

- › The Physical Place
- › Programs and Activities
- › Value Proposition
- › Overarching Goals

› 4. Implementation Roadmap

- › Development Approach
- › Marketing
- › Management
- › Governance
- › Financing

› 5. Immediate & Near-Term Actions

- › 18 High Priority Steps

› 6. Appendices

- › Market Drivers – Supplemental Detail
- › Best Practice Staff Functions
- › Additional Governance Options

SBP Context

Building on Past JEDCO Plans...

Strategic Compass for Parish-wide Economic Development



- » *Jefferson EDGE 1999-2000*: recommended Churchill Technology & Business Park as a leading-edge Parish initiative
 - Identified Fairfield District as key growth opportunity
- » *EDGE 2025*: reaffirms Churchill as a Parish goal, its role as catalyst for developing Fairfield

“Goal 3.1.1. Fairfield and Churchill Park. *Establish a long-term vision for Churchill Park and the surrounding Fairfield area to become an innovative, mixed-use district of regional significance. Churchill Park should complement other urban destinations for tech firms and tech talent in Greater New Orleans....”*

CHURCHILL PARK

Early 2000s partnership between Jefferson Parish and Churchill Farms Inc. established a “business and technology park” on a large tract of Churchill Farms land within the *Fairfield District*

Strategic intent: Create a business hub to spur development of surrounding properties...and become a unique economic development asset for the Parish

Google Earth PERKINS+WILL

perkinswill.com 6

Image: Perkins + Will

Founding Documents

- › Confirm intent of **Churchill Farms Inc.** to commit *“...a certain 500-acre (more or less) tract of land for purposes of development of the Project...”*
- › **Partnership ground rules memorialized by:**
 - » **Cooperative Endeavor Agreement**
 - December 2004; updated July 2005
 - » **Covenants, Conditions and Restrictions (“CC & Rs”)**
 - July 2005.
 - Governs land development “in perpetuity;” binding on full acreage of the planned park

Churchill Technology & Business Park Master Plan 2018-2019



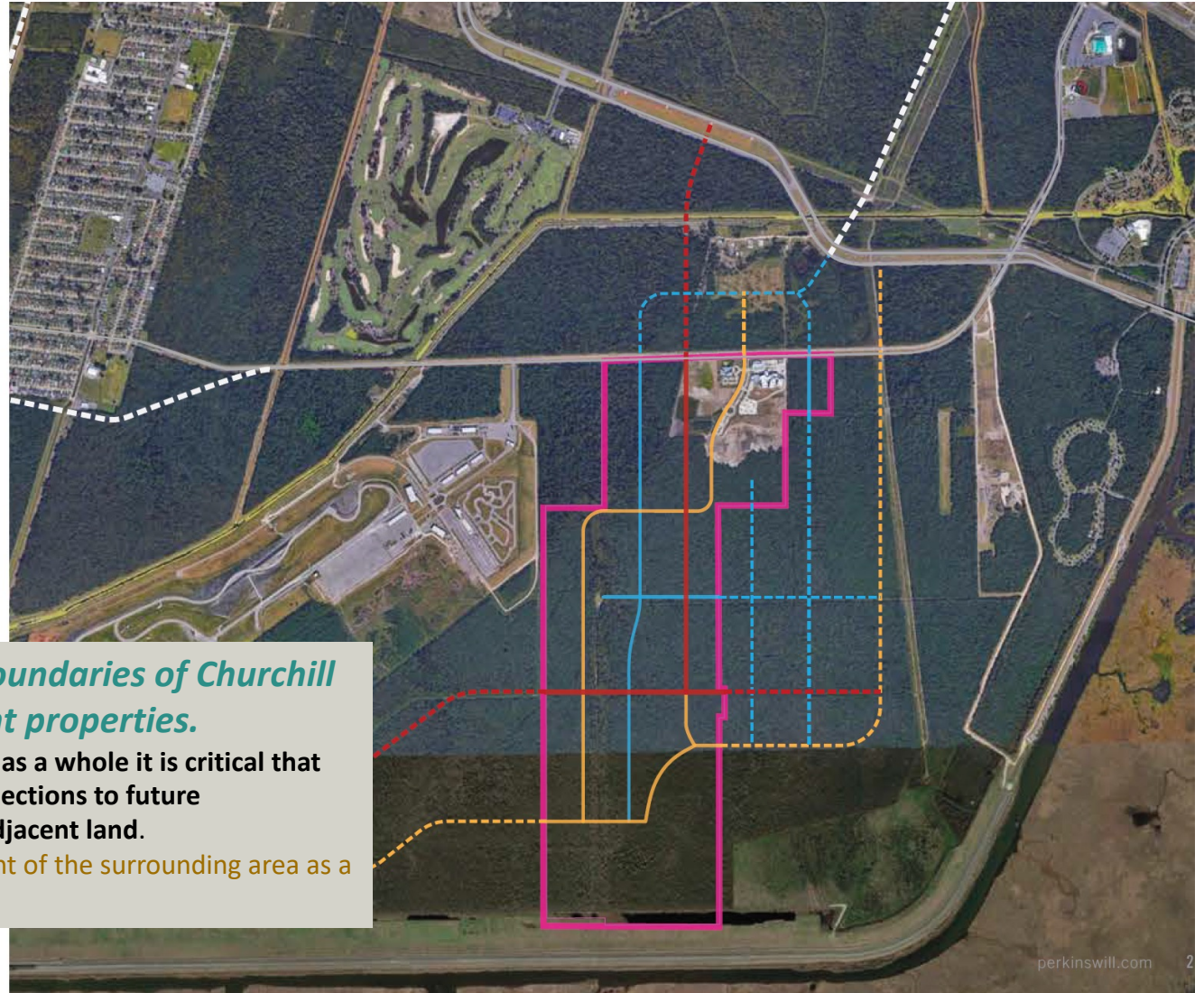
MASTER PLAN OBJECTIVES

- For Churchill to become the “Heart of Fairfield”
- Function as a *gateway* to nature, *connection* to surrounding environment
- Establish “**Framework Plan**” to guide future development in flexible ways.

Image: Perkins + Will

CONNECTING TO ADJACENT LAND

- High Activity Mixed Use
- High Activity Parkway
- Medium Activity Main Street
- Medium Activity Commercial / Res
- Local Access



Key streets extend beyond boundaries of Churchill Park to connect with adjacent properties.

- To spark development of Fairfield as a whole it is critical that the campus be planned with connections to future development that will occur on adjacent land.
- Master Plan promotes development of the surrounding area as a *coherent, integrated community.*

Master Plan Follow-up

› *JEDCO retained SVN / Urban Properties to assess Churchill's development potential.*

- » SVN team included Perkins & Will, DDG Engineering, plus HR & A Advisors
 - Looked at Market, Design, Engineering factors that drive implementation
 - Assessed market factors influencing types of activity that can be successfully *attracted to* or *developed* at the park.
- » **Key findings:**
 - *Weak demand for speculative commercial real estate*...not sufficient to support office, hospitality or retail development “at this time.”
 - JEDCO should mount a *program-driven economic development strategy*—position Churchill Park as a competitive location to capture a share of *regional growth potential* in targeted sectors.

Bringing It All Together

- › Point A Consulting LLC was engaged to create a ***Strategic Business Plan (SBP)*** [late 2021].
 - *Team includes SVN / Urban properties, Perkins & Will, DDG Engineers*
 - » ***A tool to help JEDCO manage all aspects of the Churchill Park enterprise***
 - Address the Park's current market and operating context
 - Guide development activity, implementation of the Park's *Master Plan*
 - » Point A was asked to organize relevant goals, findings and recommendations of all prior studies into a ***comprehensive, implementable strategy***—with concrete action steps identified.

Vision & Goals

Updated Park Vision

Churchill Technology & Business Park will be recognized as a regional center of industry innovation and collaboration that drives growth of the Fairfield District.

Churchill will serve as a vibrant mixed-use destination that embraces resilient and sustainable design, and complements Fairfield's "world class" natural and recreational amenities.

Positioning

- › *The Park’s vision should emphasize features that make it a unique asset for the NOLA region*
 - › Strengthen the region’s competitive advantage as a “**tech hub.**”
 - › **Promote mixed-use development**—an essential element of a contemporary technology park environment.
 - › Promote features such as **on-site workforce and educational resources**, plus access to nearby recreational facilities
 - *Churchill’s education anchors add uniqueness to the Park’s master-planned, mixed-use campus.*

Vision Drives Implementation

- › The Park's *development scheme* will directly embody the Vision
 - › Builds on vision for Fairfield, 2019 *Master Plan and Jefferson EDGE* strategies
 - › Addresses “big picture” regional issues:
 - The region currently lacks large, master planned sites for office and commercial users, with contemporary urban design and mixed-use amenities found in other markets.
 - A “large campus-style location” will help GNO Inc. market the region... make it more competitive
 - The region also lacks suitable facilities for users needing 5,000 SF± of space

Five Overarching Goals

- › **Goals translate the Park's Vision into *action*...**
 - » *Goals create a time-sensitive focus...drive near-term implementation*
- 1. Align all elements of the SBP with the *Vision*
- 2. Build out the park and attract tenants
- 3. Strengthen partnerships for marketing, development
- 4. Improve access to the Park
- 5. Mobilize JEDCO resources to implement SBP Goals

Going Forward

- › ***The Vision for Churchill Technology Park is long term...it may endure 20 years or more***
- » *In contrast, the Strategic Business Plan's operational detail primarily focuses on actions needed in the coming two to three years.*
 - The SBP will be a **work-in-progress**—*a living document.*
 - **As a snapshot in time, it will need regular updating**—*probably every two years.*
- » ***Together, they guide JEDCO's stewardship of the overall Park enterprise***

Market Drivers

Primary Market Drivers for Churchill

Target Industries for economic development help shape marketing strategy

LED	GNO INC	JEDCO / EDGE 2025
Advanced Manufacturing	Advanced Manufacturing	Technology and Design
Aerospace	Technology	Environmental / Engineering Services
Agribusiness	Health Sciences	Health Innovation
Energy	Energy	Supply Chain Infrastructure
Entertainment	Trade & Logistics	Culinary Products
Water Management	Environmental Management	
	Offshore Wind	

Secondary Market Drivers



Image: New Orleans City Business

Features of the park or nearby area that make the park attractive to prospects

» *Examples:*

- » Higher ED & STEM schools
- » Ports & industrial complexes
- » Sports & recreation venues
- » Diverse residential neighborhoods and amenities

Target Audience Focus

- › **All** target industries (e.g. from LED, GNO Inc. EDGE 2025) are candidates...**but**:
 - » *The greatest potential for Churchill is to recruit business units, or small firms from across all the target industries.*
 - » **A market study for space in Greater NOLA area found that most prospective users would be firms needing 5000 SF or less.**

- Land Development
- Facilities Development
- Marketing
- Staffing / Personnel
- Governance
- Funding: Operations & Capital

Implementation Roadmap



Implementation Roadmap

Development Approach

Jumpstarting Development

Land Development Phasing Plan guides near-term development on JEDCO owned / controlled land

- » Shows build-out potential for initial 90 acres of JEDCO owned / controlled land.
- » **Recommends development of a Multi-tenant Building in Phase 1**
- » **Stages infrastructure to access balance of the Park's master planned sites**
- » Guides timing of actions—including funding—for infrastructure improvements and site development on the initial 90 acres.
- » **Includes actions to improve regional access to Churchill Park**
- » Aligns **marketing tempo** to sequencing of Phasing Plan opportunities

Phase 1: Blocks 1 and 2

Two “development-ready” parcels, 4.94 acres

- Accessible from existing roads
- Land already “high and dry
- Incorporates all existing Churchill Park facilities
- Full build-out potential on *new* Phase 1 parcels estimated at 136,000 SF
- **Additional Phase 1 actions:**
 - Surcharging portions of next available Blocks

JEDCO can start actively marketing Phase 1 parcels to show Churchill is “Open for Business”

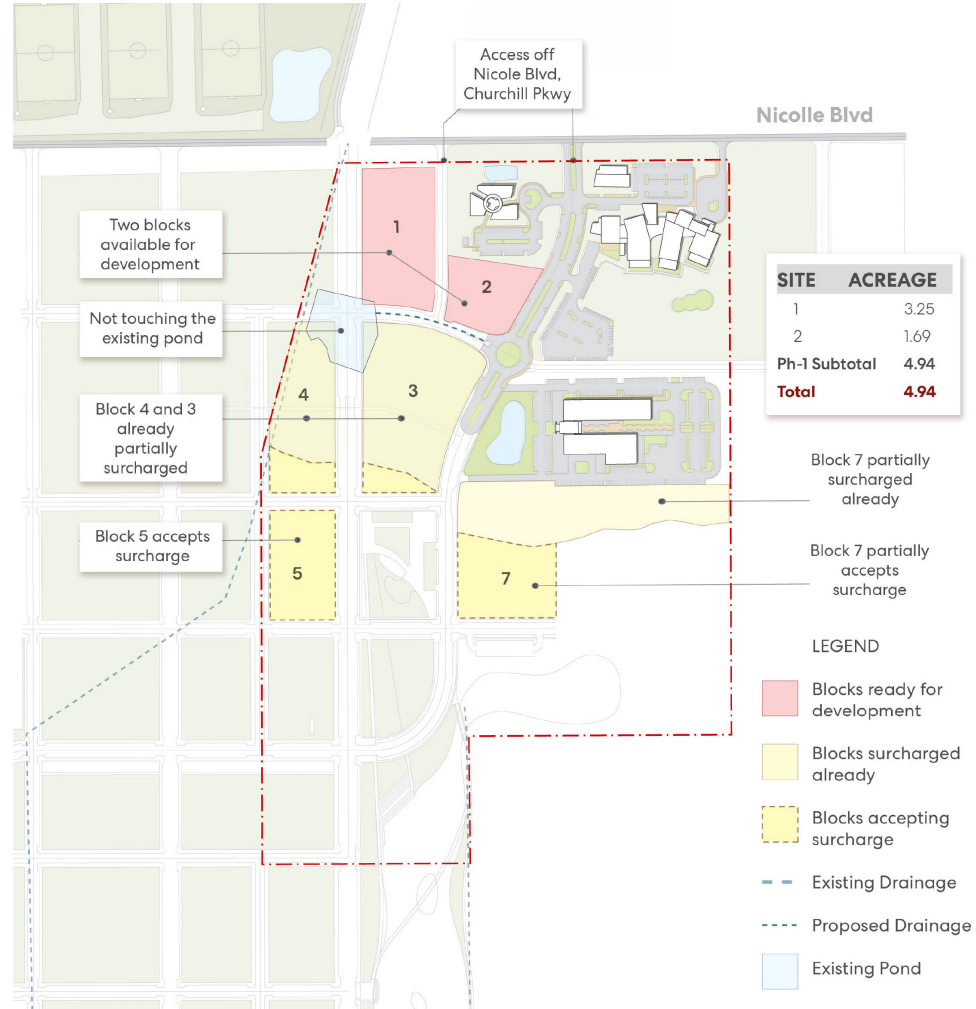


Image: Perkins + Will

Phase 4B

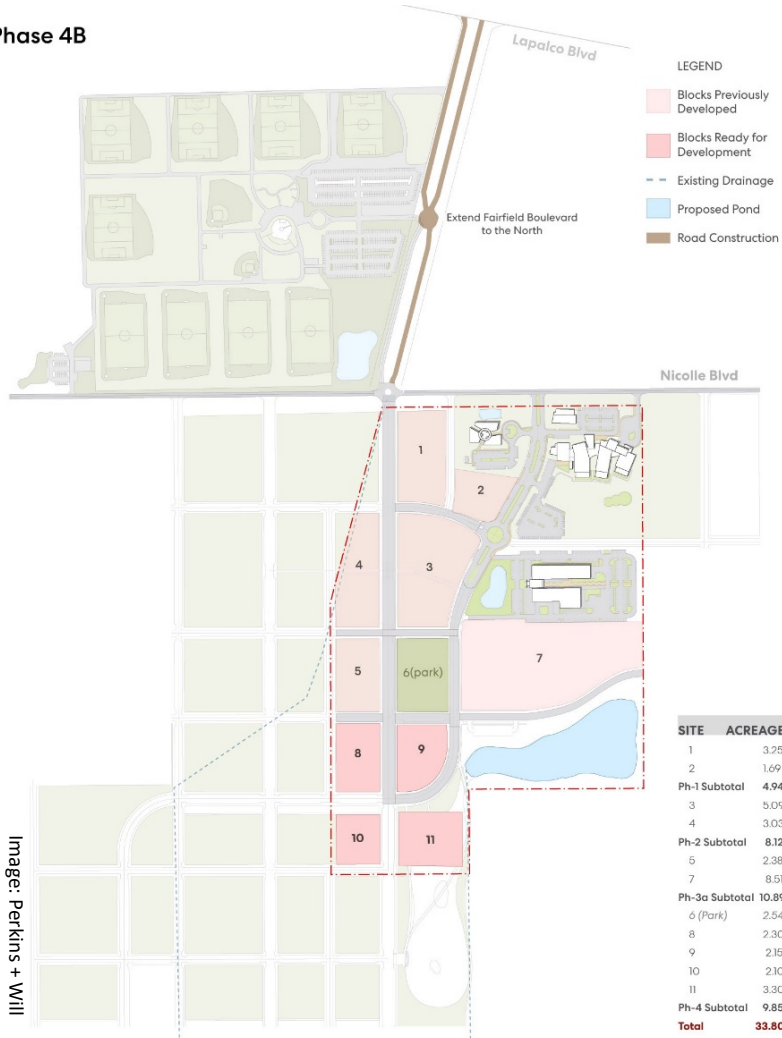


Image: Perkins + Will

Completed Phasing Plan

- **At full development:**
 - 33.8 additional acres on-line
 - Potential for 927,500 SF of space
- **Each phase of infrastructure to be built as funding becomes available**
 - Includes:
 - New roundabout entrance at Nicolle Blvd.
 - Connector road from Nicolle Blvd. to Lapalco Blvd.
 - **Excludes Park / Central Public Space development**



Implementation Roadmap

Multi-tenant Building (MTB)

Create Ready-to-Go Space

› *JEDCO should fast-track a Multi-tenant Building (“MTB”) as a Park anchor facility*

- › **Key to early marketing:** “ready to go” space establishes momentum.
 - *The building should accommodate smaller tenants with time-sensitive or specialized needs for space.*
- › **SBP Assumption:** the MTB will be developed, financed, owned, marketed and operated by a private developer

MTB Profile

› Likely size and configuration:

- › 40,000 SF based on projected market absorption
- › Two floors
- › 120 on-grade parking spaces
- › Validation for a MTB at this scale—to meet the needs of companies for small units of space—has been provided by LED and GNO Inc.
 - *A proprietary market analysis of regional demand for space documented the need for space to accommodate companies occupying 5,000 SF or less of space.*

MTB Design Work in Progress

› *JEDCO is moving forward with Schematic Design*

» **The goal is for JEDCO to “be ready!”**

- Schematics provide something to market, with early cost assumptions, desired design.

» *JEDCO can use the MTB schematics as an initial framework to establish design principles it wants for the Park.*

- **These will become part of Design and Operating Guidelines (DOGs)**
- “DOGs” will operate in tandem with and complement the Churchill Park CC & Rs.

Developer Partner Opportunity

- › JEDCO should undertake a competitive RFP process to identify a development firm with the “right fit” for this project
 - ›› **Lease-up Assumptions:**
 - 50% prelease required to begin construction
 - Construction period: 12 months
 - Then, 3 years to 100% lease up
 - ›› *Plans for this building could be adjusted to make it a single tenant building, if such a market opportunity presents itself.*



Implementation Roadmap

Marketing Strategy & Tactics

Market Positioning

- › Two lines of approach should be emphasized in all future marketing:
 - » Position Churchill as a unique resource benefitting greater NOLA
 - A “one of a kind” mixed-use development in the region
 - » Position Churchill as an “Education and Workforce Campus”
 - Raise the profile of Delgado Community College in all Churchill Marketing
 - Similarly, promote *Patrick F. Taylor Science & Technology Academy* as an anchor tenant and STEM-focused asset
 - » *These are keys to establishing Churchill Park’s value proposition!*

Marketing Strategy

› Key Elements:

- › Immediately **promote development-ready sites** already owned by JEDCO
- › Demonstrate that Churchill is “open for business”
 - Advance plans for a multi-tenant or first “pilot” building to be developed
- › Leverage JEDCO’s relationship with its economic development partners
- › Continue to strengthen **JEDCO’s internal capabilities for business recruitment**
- › **Host community-building events to activate the Park, build awareness**
 - Work with the Park’s anchor education tenants, plus nearby sports and event venues

A Marketing “Reset”

- › A comprehensive review of *Churchill* marketing in context of JEDCO’s Parish-wide strategy
 - » JEDCO’s marketing team (staff + agency) should create a **high impact communications game plan** *specific to Churchill Park’s value proposition.*
 - Reflect the SBP’s Vision and five Overarching Goals
 - *Identify complementary strategies, tactics or tools that cost-effectively showcase Churchill Tech Park to its key target audiences.*
 - *Address rebranding of the Park... IF NECESSARY*





Implementation Roadmap

JEDCO Capacity-building

Full-time Park Leadership

- › Implementing the *SBP* for Churchill Park requires a **full-time leadership position** at JEDCO to manage the Park *enterprise* as a whole.
 - » The Park leadership position should be classified at the Director level, consistent with JEDCO's existing hierarchy of positions.
 - » **Job description should be exclusively Churchill Park-focused**
 - **The Director's role:** to advance the Churchill Park *Vision* and the *Strategic Business Plan's* five *Overarching Goals*.

Skills Needed to Run Churchill

- › The Park Director job description should emphasize strong *project management skills*—the ability to coordinate activity across the diverse functions required to ensure the Park’s success.
 - » **Must be able to tap into the full range of JEDCO staff expertise to advance the Churchill Park mission**
 - **This will achieve financial efficiency...no need to reinvent the wheel!**
 - » The Director should ensure Park functions are well-coordinated—not duplicative with JEDCO’s existing Parish-wide efforts.

Broad Expertise

- › **The Park Director must be a generalist.**
 - » *Many implementation functions will likely continue to be outsourced to specialized contractors ...* including real estate developer partners.
 - Expertise with real estate transactions—*while helpful*—is not *per se* a requirement for the Director position.
 - » Administratively, the Park Director position should align with JEDCO's organizational structure, including its Human Resource protocols (e.g. for compensation, benefits, etc.)
 - *The position could be filled either by an existing JEDCO team member or an outside recruit.*

Focus on Implementation

- › The Churchill Park Director should be able to guide all *Strategic Business Plan* implementation.
 - » Carry implementation forward for an initial period (up to three years) **without additional staff**—assuming support is provided via JEDCO personnel or by consultants, or a combination of the two.
 - » **When development activity gains momentum (and depending on funding), one or two additional FTE's may be added in a Churchill Park-focused support role.**
 - This would provide deepen support in key functions such as marketing / communications or events; property management; or tenant relations.



Implementation Roadmap

Governance Structure

The Right Fit for JEDCO

- › The optimal governance arrangement for Churchill Park is *not* a carbon copy of an existing university or municipal park model.
- › *It should be crafted to fit JEDCO's structure and capabilities...* reflect JEDCO's leadership history with the park up to the present.

Keep It Simple!

- › ***Governance of Churchill Technology Park should remain a function based within the JEDCO corporate structure***
- › *No separate 501 (c) 3 entity is needed*

Recommended Approach

- › *The most effective and expeditious approach to formalizing Park governance is for its oversight to be designated as a specific activity of JEDCO's Executive Committee.*
 - (See Bylaws Article VII: Committees of the Board.)

Rationale

- › ***JEDCO's Executive Committee holds full policy and decision-making authority on behalf of the Board of Commissioners.***
 - » It provides **strong public transparency and accountability** since it includes elected officials from Jefferson Parish government plus other stakeholders.
 - » **No changes to the Bylaws are required** for the Executive Committee to assume this explicit governance role for Churchill Park.
 - » ***The JEDCO Board of Commissioners ultimately retains overall responsibility for governance of Churchill Technology Park***—even as day-to-day responsibility for Park oversight and decision-making is delegated to the Executive Committee.

The “Why?” of Governance

- › *To serve as “steward” of the total enterprise*
 - › Establish, confirm and sustain vision over the long term
 - › Establish high level goals and operational objectives that implement the vision
 - › Ensure implementation of goals continues to advance the vision; update goals and objectives periodically
- › **Responsibility to determine how park capital and operating costs will be funded**
 - › Securing / accessing such funds
 - Including grants from other governmental units; bonds; loans; philanthropy; sponsorships, etc.
 - **Establish / approve Park budget annually**
- › *Provide accountability to governmental entities, public authorities or funding bodies for use of public resources*

Confirm Role & Strategic Intent

- › Governance for the Park should be *formalized* as a distinct JEDCO role
 - ›› Park governance has to date been a *de facto* function of JEDCO
 - It's treated similarly as other JEDCO projects, initiatives, or staff-operated programs.
 - JEDCO oversees and administers all the diverse and complex activities needed to operate, promote and develop the Park that *collectively represent the Churchill Park "enterprise"*.
 - ›› Various options exist under current JEDCO Bylaws that can serve as the governance structure warranted by the scope of Churchill Technology Park enterprise as one of JEDCO's premier initiatives.

Potential Evolution of Governance

- › **The Executive Committee may at some point determine that the time commitment or expertise to address oversight and decision-making for a higher volume of real estate-related transactions warrants structuring Churchill Park governance in different ways.**
 - ›› **As implementation gains momentum, Park development will generate a greater volume of transaction-related decision making—*particularly if private developers are engaged to build new facilities, e.g. a multi-tenant building.***

Management Autonomy with Board Accountability

- › *As much as possible, management should be able to execute real estate transactions on its own—based on **pre-established guidelines**.*
 - › *Some tenant recruitment or real estate development opportunities may not be possible if they are subject to a public bidding process*
 - *The governance structure for Churchill Park should be established with this criterion in mind.*
 - › The Executive Committee may need to establish **procurement or real estate transaction protocols** that advance the Park’s real estate development goals and *provide clear guidance to JEDCO staff* in carrying out their mission.

A Mission Statement “Refresh”?

- › JEDCO’s published mission doesn’t adequately reflect the role it plays in park management, placemaking, and creating a *Knowledge Community* for Jefferson Parish.
 - » The scope of the Churchill Technology Park *enterprise* within JEDCO’s portfolio warrants a more explicit spotlight on these activities.
 - In parallel with establishing a governance structure to oversee the Churchill Park enterprise, JEDCO should consider updating its current mission statement.
 - JEDCO’s mission statement should reflect its true role—*what it DOES*—and its substantial commitment of resources toward advancing the vision for Churchill Technology Park.



Implementation Roadmap

Financing - Operations

Personnel Cost Assumptions

- › A Director-level position within JEDCO's current salary structure
 - » Base compensation between **\$81,000** and **\$138,000**
 - » **Other benefits** (retirement, health, etc.) typically are budgeted at **25% above base**.
 - » **Total benefit-adjusted cost** for a *Director of Churchill Park* would range between **\$102,500 to \$172,500**.

Operating Expense Requirements

- › Implementing the *Strategic Business Plan* will **at a minimum** need to address these factors:
 - » Mid-range to high cost for a new FTE employee—**Director of Churchill Park** (inclusive of \$15,000 soft costs): **\$140,000 to \$187,500**
 - » A **general order of magnitude estimate** for non-personnel operating costs associated with a technology park enterprise of Churchill’s magnitude could easily range from **\$200,000 to \$350,00 per year**—increasing as park development gains momentum.

Operations Support & Funding

- › **Effective coordination can leverage expertise, personnel support and budget lines of existing JEDCO departments**
 - › In particular: strong collaboration can be achieved with JEDCO *Industry Recruitment*, and its *Marketing & Communications* departments
 - › **Dedicated funding from the Jefferson EDGE budget already is programmed for Churchill Park implementation...and may need to be expanded in future years**
 - › **As developer-driven activity comes online, cost-sharing for some activities can be identified**



Implementation Roadmap

Financing – Capital Investment

Infrastructure Investments

- › Investments follow sequencing of the *Land Development Phasing Plan*
- › **Total order of magnitude cost \$27MM for all phases 1 – 4**
 - » Today's dollars, cost of financing not included

Infrastructure Investments (cont.)

- › **Phase 1:** Infrastructure is in place to accommodate 136,000 building gross SF, on Blocks 1, 2
 - » **\$23,000 additional required to clear & grub Blocks**
 - » \$1,426,000 needed to prepare future Blocks for development
- › **Phase 2:** \$7,996,000 for roads and to prepare Blocks 3 & 4, to accommodate 223,000 building gross SF
 - » **\$1,550,000 already in hand can fund portion of new roadway cost**
 - These are Parish and State funds previously assigned to the “Haul Road.”

Infrastructure Investments (cont.)

- › **Phases 3 and 4:** Infrastructure for balance of JEDCO-owned acres, Blocks 5 to 11 — \$17,148,000 cost to accommodate an additional 569,000 building gross SF
 - » Includes \$7,552,000 for *off-site* regional infrastructure:
 - **Construct roundabout at Nicolle Blvd. and new Fairfield Blvd.**
 - **Extend Fairfield Blvd. to Lapalco Blvd.**

Investment in Buildings

› *Total buildout potential*

- » Up to an additional one million gross SF of space
 - Depends on types of users, types of space
- » **Potential cost of \$330 million**
 - Order of magnitude cost, today's dollars, no financing costs

Consolidated Capital Investment

Per Phase	Phase 1	Phase 2	Phase 3	Phase 4
Blocks Available for Development	1, 2	3, 4	5, 7	8, 9, 10, 11
Acres Available for Development	4.94	8.12	10.89	9.85
Buildout Potential	136,000	223,000	299,000	270,000
Infrastructure Cost	\$1,450,000	\$7,996,000	\$2,571,000	\$14,577,000
Building Cost (\$327 per SF)	\$44,472,000	\$72,921,000	\$97,773,000	\$88,290,000
Total Cost	\$45,922,000	\$80,917,000	\$100,344,000	\$102,867,000

Cumulative	End of Phase 1	End of Phase 1 & 2	End of Phase 1–3	End of Phase 1–4
Blocks Available for Development	1, 2	1, 2, 3, 4	1, 2, 3, 4, 5, 7	All 11
Acres Available for Development	4.94	13.06	23.95	33.80
Buildout Potential	136,000	359,000	658,000	928,000
Infrastructure Cost	\$1,450,000	\$9,446,000	\$12,017,000	\$26,594,000
Building Cost (\$327 per SF)	\$44,472,000	\$117,393,000	\$215,166,000	\$303,456,000
Total Cost	\$45,922,000	\$126,839,000	\$227,183,000	\$330,050,000

Sources of Funds: Infrastructure

- › **Federal EDA, other Federal programs, Parish, State funding for infrastructure**
 - › Review with Parish Parks and Recreation potential for funding development and programming of Churchill's public open spaces
- › **Private sector may fund infrastructure in exchange for development rights**
 - › Most likely requires multi-parcel development agreement
 - › Certain performance must be required, subject to terms
 - › Depends on strength of real estate market, or preleasing / use agreements

Sources of Funds: Buildings

- › Entities other than JEDCO (private sector or others) are assumed to finance, develop, own, and manage buildings
 - » Equity, commercial debt. With proper credit, bonds may be available
 - » **Public support will likely be required (at least in early years)**
 - Master leases, rent guarantees, operating cost reductions/subsidies
 - Public capital such as EDA, New Market Tax Credits, Department of Agriculture loans, NSF Regional Innovation Engines, et al

Building Transaction Scenarios

- › *Assume development of buildings is “by others”*
 - › *By a developer*
 - Can undertake multi-tenant buildings, speculative buildings, build-to-suit buildings
 - **Incentives, grants or advantaged loans may be needed to make projects viable and reduce risk**
 - *In addition to grants, offers may include master leases, guarantees*
 - › *By a business entity, developing for its own use*
 - › *By not-for-profit institutions: Medical; Education, Government Agencies etc.*

In Summary

- › *Full development of the Park’s 90-acre core will yield a **significant economic impact** to the Parish, the region, and the State.*
 - » Up to an **additional 1,000,000** square feet of buildings
 - » “Value of the Enterprise” could be an **additional \$330,000,000**—including infrastructure and buildings—in today’s dollars

JEDCO should commission an *Economic Impact Analysis* to build support among all stakeholders—specifically to help make the case for public sector financial support.

Immediate & Near-Term Actions

Implementation Priorities

- › The SBP identifies **18 Actions** essential to the success of the Churchill Tech Park enterprise
 - › Range from *land development* and *marketing*, to *organizational capacity-building*.
 - › Implementation should start immediately once the Plan is adopted, and largely should be accomplished in **Years 1–3**.
 - › ***A definitive implementation timetable will be established by JEDCO***, as it integrates SBP recommended actions with its current workload, funding availability, and sequencing of its overall priorities.

Implementation Categories

Marketing, Outreach, and Collaboration

1. “Socialize” the Plan*
2. Update Fairfield Plan
3. Launch Initial Marketing Activities
4. Obtain LED Certification
5. Program Activities
6. Establish Multi-year Marketing Plan
7. Partner with Parks & Recreation
8. Partner with Delgado CC and Patrick Taylor HS
9. Collaborate with Avondale and Cornerstone

Plan Management

10. Confirm Governance Structure*
11. Hire Park Director
12. Collaborate with Churchill Farms*
13. Update SBP Regularly*

Funding & Development

14. Rollout Phase 1 (Blocks 1 & 2)
15. Design Infrastructure
16. Create MTB Schematics
17. Select MTB Developer*
18. Seek Capital Funding*

**Action Items require Board engagement, in addition to staff implementation*

Action 1

“Socialize” the Strategic Business Plan across the ecosystem of JEDCO and Churchill Park stakeholders, and current or prospective strategic partners.

- » **TIMEFRAME:** IMMEDIATE starting after approval of SBP by the JEDCO Board; *intensive focus* during Q3 2023; continue through Q4 2023...and beyond.
- » **COMMENTS:** Shared priority for JEDCO Board and staff. Create a “road show” and present Executive Summary version of SBP to key stakeholders. Seek engagement, buy-in and create awareness that Churchill is ready for development

Action 1 (con't.)

Beyond elected officials and economic development partners initial stakeholder engagement should include a broad array of entities:

- Jefferson Parish Parks Dept.
- Jefferson Parish Planning Dept.
- Existing tenants (Delgado; Patrick Taylor)
- Adjacent property owners
- PGA Golf Center
- NOLA Motorsports Park
- Louisiana DOT
- Cornerstone, Avondale management
- Regional higher education institutions
- Regional housing or retail developers
- Regional brokers, office developers
- Plus “many more”

Plan Management
Action 10

Confirm a permanent Governance structure within JEDCO to provide policy, direct decision-making, and oversight authority for the Churchill Technology Park enterprise.

- » **TIMEFRAME:** IMMEDIATE following approval of the SBP by the JEDCO Board. Complete needed actions by end of Q3 2023.
- » **COMMENTS:** Formalize role and responsibilities of JEDCO Executive Committee in serving as the principal day-to-day governance and oversight body.

Action 10 (cont.)

- » **Confirm continuing role of JEDCO Board of Directors as holding ultimate responsibility** for Churchill Tech Park activities, consistent with their role in general oversight for all JEDCO activity.
- » **Confirm areas of pre-established authority** that may be delegated to JEDCO's CEO and executive management related to the real estate development process, procurement of planning and development services, and related items.
- » **Review JEDCO Mission Statement and update as appropriate** to reflect importance of stewardship for the Churchill Park enterprise to JEDCO's overall span of activity.

Plan Management
Action 12

Initiate discussions with Churchill Farms Inc. to maximize collaboration that advances key Strategic Business Plan goals.

- » **TIMEFRAME:** IMMEDIATE following adoption of SBP by JEDCO Board of Directors; ongoing as needed through 2024.
- » **COMMENTS:** Discussion may proceed in steps—addressing initially the new vision and direction set forth by the SBP positioning Churchill as “open for business.”

Action 12 (cont.)

- » Priority should be to reach agreement on importance of updating CC & Rs to conform with the already adopted Master Plan, and as the “enabling document” for the Park’s *Design and Operating Guidelines* (DOGs).
- » Incrementally, work to achieve:
 - full development of DOGs
 - options of mutual advantage for marketing land by JEDCO;
 - specific land development strategies of mutual benefit.

Plan Management
Action 13

Update the Strategic Business Plan at appropriate intervals, including its key goals and specific implementation priorities.

- » **TIMEFRAME:** Undertake initial review during Q4 of 2024, or as needed.
- » **COMMENTS:** Timing, level of detail for plan updating, and approach (in-house versus with consultants) to be determined by Director of Churchill Park in conjunction with JEDCO CEO and senior executive team.
 - Updates to the Land Development Phasing Plan will be undertaken as part of this activity.

Action 17

Conduct RFQ/RFP for development partner to build first multi-tenant building (MTB)

- » **TIMEFRAME:** Q3 2023 – Q2 2024
 - Prepare RFQ / RFP on fast-track basis by end of Q3 for release during Q4 2023.
 - Conduct developer selection process during Q1 2024.
 - Select development partner selected and execute “Developer Agreement” by end of Q2 2024.
- » **COMMENTS:** Preliminary marketing to secure tenant prospects can proceed before a developer is selected. However, the optimal scenario is for developer to already be on board—partnering with JEDCO in marketing to identify and recruit tenant prospects.
 - Specific “deal terms” to land a tenant must be negotiated by the developer.
 - Zoning and specific approvals will be sought once developer has created definitive schematics, building design and site plan.

Action 18

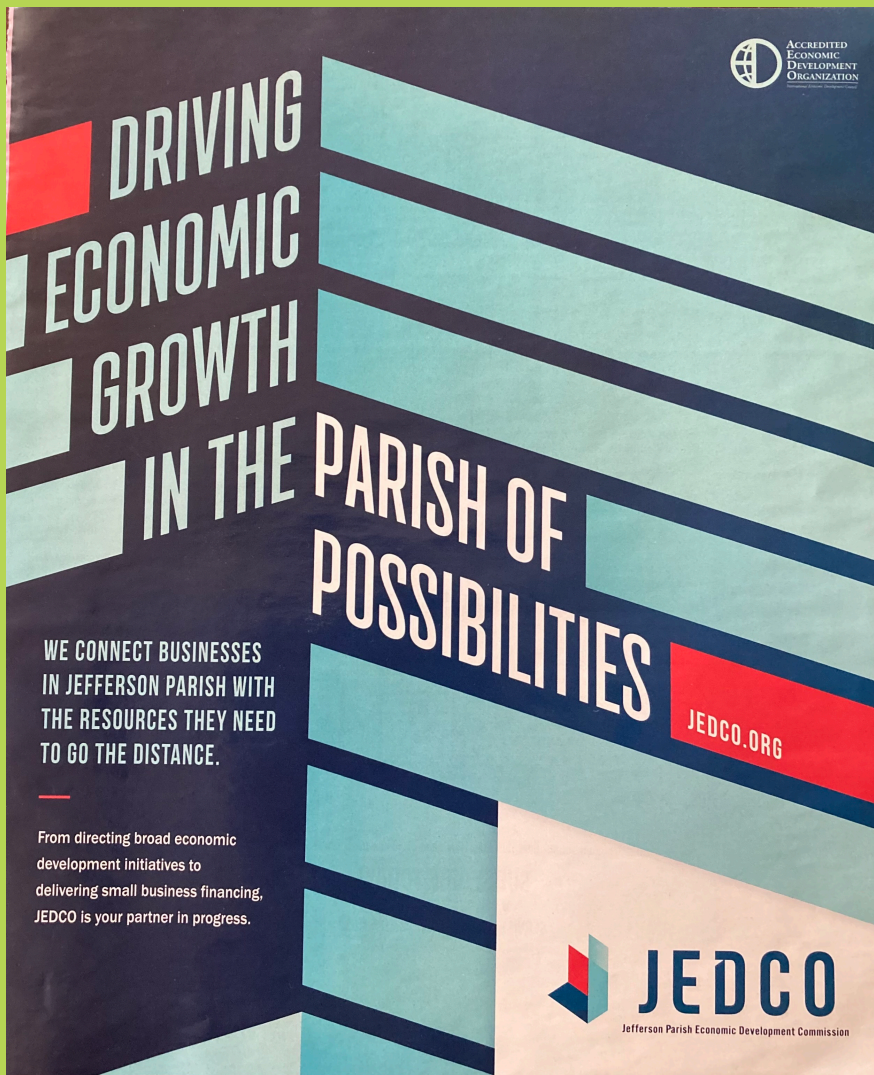
Seek Capital funding to implement Churchill Park infrastructure and site preparation priorities.

- » **TIMEFRAME:** IMMEDIATE, and ongoing as needs and funding sources are identified and secured.
- » **COMMENTS:** Director of Churchill Park will work with JEDCO CEO, Board leadership, plus internal and external government relations resources to identify and secure funding to implement Park infrastructure improvements (roadways; water elements; public open space) and site preparation (land fill / surcharging).
 - High priority, as the necessary precursor for development to proceed beyond Phase 1
 - Efforts should focus on larger scale funding sources or mechanisms—avoid “piece-meal” funding of infrastructure to extent possible.

In Closing ...

Digging Deeper into the SBP

- › Once Churchill Park's Governance structure has been confirmed, JEDCO's executive committee should consider holding a kick-off retreat .
 - » **Review all 18 Immediate & Near-term Action Items in depth.**
 - » Gain an effective working understanding of main sections of the SBP's *Implementation Roadmap*.
 - » Authorize key actions needed to jumpstart implementation and build momentum
 - » *CEMENT A "BOARD-STAFF PARTNERSHIP" TO ADVANCE CHURCHILL'S VISION*



THANK YOU!

**THANK
YOU!**

Appendices

Immediate & Near-Term Actions

Balance of Actions – Staff Driven Only



Marketing, Outreach, Collaboration

Action 2

Support Jefferson Parish and community efforts to update Fairfield District Plan

- » **TIMEFRAME:** IMMEDIATE through 2024 as required.
- » **COMMENTS:** Work with Parish Planning Department to gain formal acceptance of a "Pattern Plan" and current allowable uses as basis to guide approvals for Churchill Park development, based on the adopted and updated *Churchill Technology Park Master Plan*.

Action 2 (cont.)

» **Additionally:**

- Make informal presentations of the multi-tenant building schematic to help develop consensus around Master Plan principles.
- Advocate for inclusion of proposed “connector road” from Churchill Park to Lapalco Blvd [or beyond] as formal policy of the updated Fairfield District Plan.
- Advocate for inclusion of prospective east-west roads in updated Fairfield District Plan, to permit access between Churchill Park and adjacent properties that may be developed for housing or as mixed-use communities.
- Strengthen Fairfield District Plan focus on advancing housing development adjacent or near to Churchill Technology Park.

Marketing, Outreach, Collaboration
Action 3

Launch initial Marketing and Outreach activities to create awareness of Churchill Park opportunities across target market segments; actively begin recruitment of tenant prospects.

- » **TIMEFRAME:** New Director of Churchill Park should quickly establish a preliminary “marketing and outreach plan;” have it in place by Q1 2024 latest.
- » **COMMENTS:** JEDCO staff can begin aggressive marketing before new Director of Churchill Park is on board to lead this effort.
 - Strong collaboration will be needed with existing JEDCO Director of Industry Recruitment plus JEDCO Director of Marketing and Communications, in setting priorities and coordinating execution.

Action 4

Continue process to obtain LED designation of portions of Phasing Plan's Phase 1 / Phase 2 as a "Louisiana Certified Business Site"

(e.g. meeting criteria of 10-25 contiguous acres, use for mixed-use business park, PUD development plan, etc.)

- » **TIMEFRAME:** IMMEDIATE, subject to having FEMA LOMR in hand
- » **COMMENTS:** Current JEDCO staff should be able to get this started, with assistance as needed from DDG / SVN

Marketing, Outreach, Collaboration
Action 5

Undertake regular programming of community-building activities at the park.

- » **TIMEFRAME:** Near term—phase in “low hanging fruit” activities and events through 2023; for 2024 and beyond build capacity for regular programming as opportunities, demand, and funding permits.
- » **COMMENTS:** New Director of Park should be on board to help coordinate this effort. Supporting capabilities by JEDCO personnel.
 - Focus initial collaborative efforts with Jefferson Parish Parks and Recreation Department, Delgado and Patrick Taylor High School.
 - Build partnerships with nearby venues such as NOLA Motor Sports, PGA Golf Center, or John A. Alario Sr. Event Center and Segnette Field.

Action 6

Establish a comprehensive, multi-year communications and marketing strategy for Churchill Tech Park (a “communications game plan”).

- » **TIMEFRAME:** Start Q 1 2024 and complete by end of Q2 2024 (6 months).
- » **COMMENTS:** New Director of Churchill Park will collaborate with JEDCO Director of Marketing and Communications and other JEDCO team members, including outside advertising / PR agency support.

Action 6 (cont.)

- » Review existing JEDCO communications tactics and tools / channels, evaluating how these may be expanded or built on to provide focused messaging to communicate positioning for and value proposition of CTP.
- » Assess effectiveness of current branding of the Park; develop new branding approach based on Churchill's newly defined value proposition, if warranted.
- » Establish budget requirements to support Churchill-specific communications activities as needed, beyond existing JEDCO communications budget.

Action 7

Establish partnership with Jefferson Parish Parks & Recreation Department to promote mutual transportation, site development, facility and amenity needs, marketing, and community-building activities.

- » **TIMEFRAME:** Formal discussions to begin after SBP adoption; put on critical-path footing, with goal of preliminary agreements by Q4 2023. Continue as needed to implement through 2024.
- » **COMMENTS:** Initial partnership to be established by JEDCO's CEO.

Action 7 (cont.)

- » Use of an MOU between JEDCO and JFPPR to outline issues of mutual interest, types of collaborative activity, should be considered.
- » Address timetable and funding for construction of roundabout that can serve as “signature gateway” entrance to both facilities.
- » Collaborate in identifying / securing funding for major shared capital infrastructure priorities (e.g. N-S connector road to Lapalco).
- » Focus near-term on ways Parks and Recreation can support programming of community-building activities at Churchill Park.

Action 8

Establish partnership with Delgado Community College and Patrick Taylor High School to promote long-term shared priorities, as well as to act on near-term collaboration opportunities.

- » **TIMEFRAME:** Seek consensus on mutual priorities and initial activities by end of 2024.
- » **COMMENTS:** Establish positioning for Churchill Tech Park as a “Knowledge Community;” promote branding as a “**workforce campus**”.

Action 8 (cont.)

- » Consider establishing a *Memorandum of Understanding* (MOU) to confirm issues of priority interest, areas of collaborative activity, roles for achieving mutual goals over time. Address, at a minimum:
 - Facilities / land development issues (current and future)
 - Industry partnerships
 - Academic / training programs
 - Community-building events to “activate” the campus

Develop tactics to maximize collaboration for business recruitment with Cornerstone Energy Park and Avondale Global Gateway

- » **TIMEFRAME:** Focus efforts during Q4 2023 and Q1 2024
- » **COMMENTS:** JEDCO’s CEO and senior team have initiated efforts with both organizations that should be carried forward—made more specific—as the Director of Churchill Technology Park is in place to help lead business recruitment activity.
 - These discussions will be integrated with the Churchill Park marketing and outreach plan, and the communications plan activities (Actions 9 and 11)

Plan Management
Action 11

Create new position and recruit candidate as “Director of Churchill Technology Park” within JEDCO to provide leadership for all aspects of the Park enterprise.

- » **TIMEFRAME:** IMMEDIATE following approval of the SBP by the JEDCO Board. Ideally should be on board by the end of Q4 2023.
- » **COMMENTS:** The Director position should be a full-time. The role is critical to advancing the five SBP Overarching Goals, and carrying out specific activities such as organizing the “detailed actions plans.”

Advance the rollout and early implementation of land development Phasing Plan

- » **TIMEFRAME:** Phase 1 development activity can begin IMMEDIATELY following adoption of SBP by JEDCO Board of Directors. Timeframe for fully integrating Phasing Plan into marketing and communications activities are consistent with Actions 9 and 11.
- » **COMMENTS:** Churchill Park sites identified as Phase 1 are “development-ready” and can be actively marketed to a) individual prospective tenants; and b) a developer for a first multi-tenant building.

Action 14 (cont.)

- » Funding that can be reprogrammed from the “Haul Road” may be used to begin roadway construction that will set the stage for active marketing of parcels identified as Phase 2.
- » Application for LED designation as a “Louisiana Certified Business Site” can proceed [per previously identified Action Step]
- » JEDCO marketing and communications materials will be updated to indicate parcels that currently are available or scheduled to come online as additional infrastructure is funded and built.

Funding & Development
Action 15

Begin design of the next phase of roadway infrastructure that corresponds with the funds allocated to the Haul Road.

- » **TIMEFRAME:** IMMEDIATE, as soon as funding is available
- » **COMMENTS:** If there is reasonable confidence that construction funds will be reallocated later this year, it is prudent to start the design process now in anticipation, to reduce the timeline for bringing new parcels on-line.
 - Ideally, DDG could be hired directly, but if not, an RFP process will take some time.

Create schematic drawings of prospective Multi-tenant Building (MTB)

- » **TIMEFRAME:** IMMEDIATE / Currently in progress (P & W); completion should be targeted for end of Q2 2023.
- » **COMMENTS:** The completed schematics serve several purposes, including:
 - Provides the starting point for an ongoing process to establish Design Guidelines for the Park (one of the “DOGs”);
 - Provides a key tool for marketing / outreach efforts to secure tenants for the Park;
 - Serves as a supporting exhibit to an RFQ / RFP to recruit a developer for the MTB, helping convey JEDCO’s vision for the building.

Governance



Other Governance Options

- › Multiple options exist for effective Park Governance under JEDCO's corporate structure to provide specialized and focused oversight—in addition to the Executive Committee
 - ›› *JEDCO's corporate entity is governed by Bylaws that allow flexibility in taking on new or expanded functions.*
 - A function such as Churchill Park governance can be assigned to either a Permanent Committee, a Standing Committee or to a Special Committee.
 - JEDCO also has a wholly owned subsidiary entity, **Forward Jefferson Corporation**, whose Bylaws, purpose and structure can be aligned to serve the governance function for Churchill Park, if needed.

JEDCO Finance Committee

- › **An existing “Standing Committee” under the Bylaws, whose members have expertise relevant to Churchill Park development activity.**
 - » **Committee’s role is narrowly defined under the Bylaws:**
 - “The duties of the Finance Committee are to ... consider and rule on recommendations made by the staff as to the approval, declination or qualification of new loan requests, as well as to consider and rule on recommendations made by the staff as to the servicing, maintenance and review of existing loans.”
 - » **Given the narrowness of its defined role, adding Churchill Park governance to the Committee’s responsibilities would appear to require a Bylaws change.**

Special Purpose Committee

- › Establishing a special-purpose “Churchill Park Oversight Committee” is an option under Article VII of the Bylaws:
 - » *“The Board shall establish committees as in its discretion are advisable. Guidance for, objectives and composition of a committee shall be fixed at the time of establishment of the committee...”*
 - Such a committee would function along similar lines to the existing designated Standing Committees (Nominating; Finance; Audit).
 - » *Action by the JEDCO Board of Commissioners to establish such a committee would be required*; presumably Bylaws changes also would be made to identify the new committee as part of the JEDCO corporate structure.

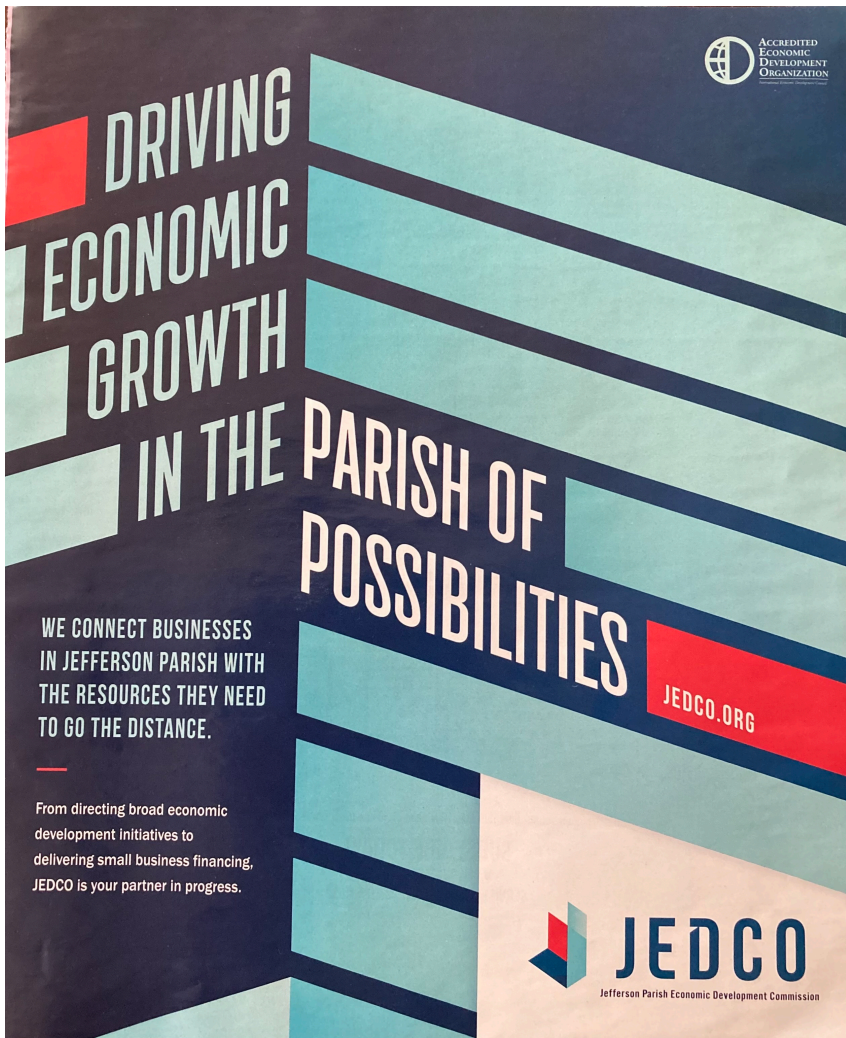
Special-Purpose Committee (cont.)

› Advantages:

- › The committee could be configured to include members with diverse areas of expertise, including marketing / branding or technology, in addition to real estate.
- › **The committee would not have its focus split between Churchill Park affairs and other major responsibilities.**
- › The committee would over time **develop a comprehensive understanding about every aspect of the Churchill Park enterprise**, including the *Strategic Business Plan* and day-to-day Park operations at the staff level.
 - They thus could serve as an outside resource—even mentor—to the staff team on a granular level.
- › The committee would remain **fully accountable to the Board of Commissioners** and/or the JEDCO Executive Committee, where higher level policy decisions may be addressed as required.

Forward Jefferson Corporation (FJC)

- › **A non-profit subsidiary wholly owned by JEDCO**
 - » ***Established 2003 with economic development mission to support Jefferson Parish.***
 - Formed to carry out a specific role as a conduit for structuring innovative financing tools; plus currently serves as vehicle for charitable contributions to Jefferson EDGE.
 - It can assume such responsibilities as the JEDCO Board of Commissioners elects to assign or delegate to it, thus remains fully accountable to the Board.
 - » 11-person Board of Directors appointed by JEDCO Board of Commissioners; FJC's Board by practice is comprised of JEDCO Executive Committee members.
 - » **May establish Advisory Committees that can include members who need not be Directors of the Corporation.**
 - » JEDCO's President & CEO serves as President of the Corporation; management / staffing is provided by JEDCO



WE CONNECT BUSINESSES
IN JEFFERSON PARISH WITH
THE RESOURCES THEY NEED
TO GO THE DISTANCE.

From directing broad economic
development initiatives to
delivering small business financing,
JEDCO is your partner in progress.



FJC (Cont.)

› Advantages:

- » Ability to engage with outside stakeholders (non-Board) with expertise to support Park mission, e.g. such as planning, architecture, and real estate professionals; or representatives of key community interests.
- » *Otherwise, similar to those of a Special-purpose Committee within JEDCO*
 - A single-purpose economic development-focused entity with a streamlined board structure that can conduct business and act on JEDCO's behalf.
 - Ability to develop a comprehensive, in-depth understanding of the Churchill Park enterprise, including the *Strategic Business Plan*, and support day-to-day operations of the staff.