JEDCO

Churchill Technology & Business Park

MASTER PLAN

February, 2019

ACKNOWLEDGMENTS

JEFFERSON EDGE 2020 INVESTORS

STEERING COMMITTEE

Jimmy Baum	2018 JEDCO Board Chair
Joe Ewell	JEDCO Board Member
Teresa Lawrence	JEDCO Board Member
Bruce Layburn	JEDCO Board Member
Mark Madderra	Churchill Master Plan Selection Committee
Joe Marcello	Churchill Farms Inc.
Councilman Mark Spears	Jefferson Parish Council, District 3
Jack Stumpf	Jefferson EDGE 2020 Co-Chair

ADVISORY COMMITTEE

Buck Barkley	Marrero Land
Cade Brumley	Superintendent Jefferson Parish Public School System
Frank Christian	NOLA Motorsports
Kyle France	Louisiana Stadium & Exposition District
Jose Gonzalez	Jefferson Parish Public Works Director
Councilwoman Cynthia Lee-Sheng	Jefferson Parish Council At-Large, B
Jeff Keever	Avondale Marine LLC
Natalie Newton	Jefferson Parish Deputy Chief Operating Officer
Councilman Chris Roberts	Jefferson Parish Council At-Large, A
Monty Sullivan	Louisiana Community and Technical College System (LCTCS)
Maggie Talley	Jefferson Parish Floodplain Management Director
Aimee Vallot	Jefferson Parish Code Enforcement Director
Bruce Wainer	Wainer Enterprises
Arlanda Williams	Delgado Community College River City Campus
Terri Wilkinson	Jefferson Parish Planning Director
Parish President Mike Yenni	Jefferson Parish President
Jaime Zapico	Principal, Patrick F. Taylor Science and Technology Academy

JEDCO PROJECT LEADERSHIP

Jerry Bologna	JEDCO President & CEO
Lacey Bordelon	JEDCO Vice President & COO
Annalisa Kelly	JEDCO Strategic Initiatives Manager
Scott Rojas	JEDCO Director of Facilities & Operations

PERKINS+WILL

Point A Consulting
From Point A to Point B and beyond

NELSON NYGAARD

MORPHY MAKOFSKY INCORPORATED
Consulting Engineers

Churchill Technology & Business Park

MASTER PLAN

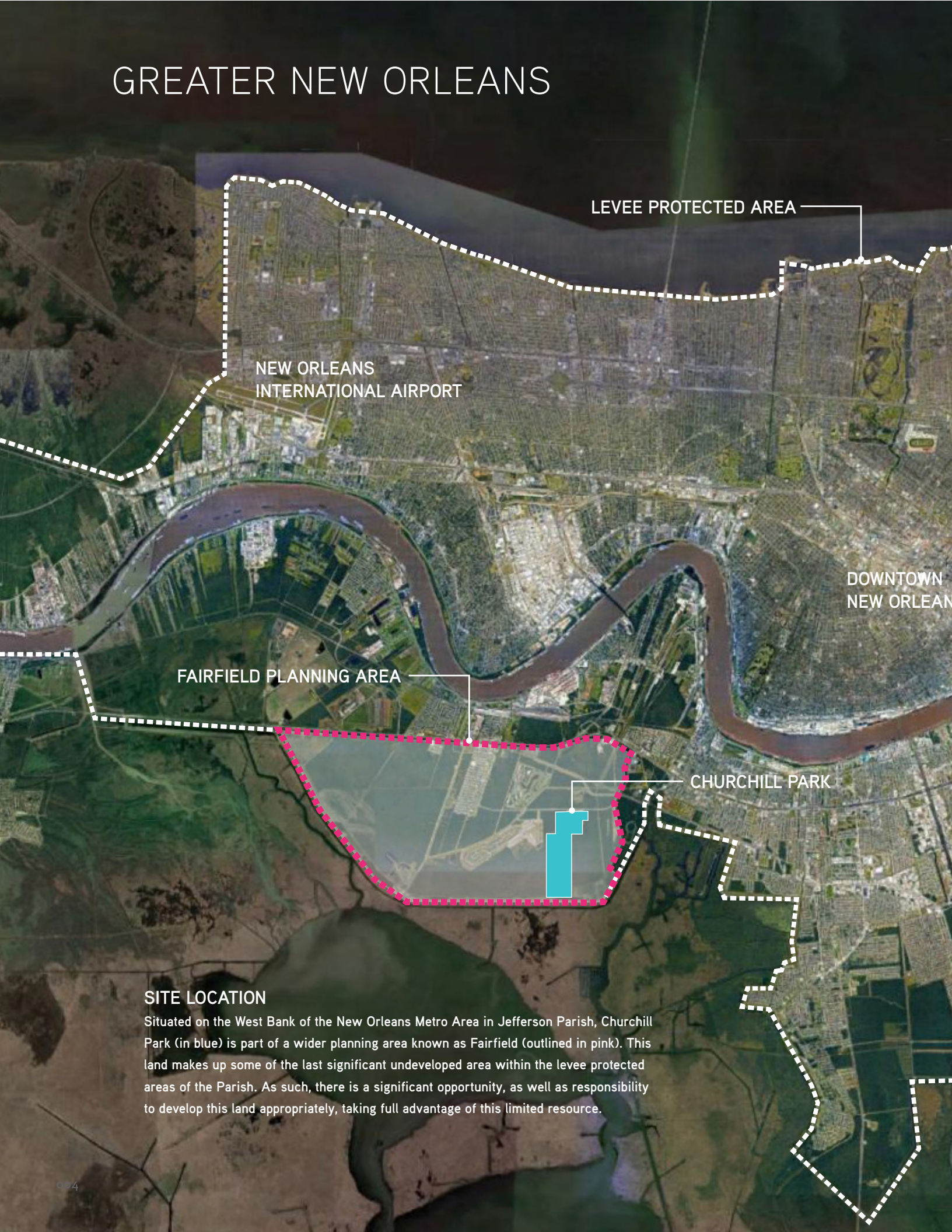
February, 2019

CONTENTS

01.

01. INTRODUCTION

GREATER NEW ORLEANS



SITE LOCATION

Situated on the West Bank of the New Orleans Metro Area in Jefferson Parish, Churchill Park (in blue) is part of a wider planning area known as Fairfield (outlined in pink). This land makes up some of the last significant undeveloped area within the levee protected areas of the Parish. As such, there is a significant opportunity, as well as responsibility to develop this land appropriately, taking full advantage of this limited resource.

BACKGROUND & CONTEXT

FAIRFIELD PLANNING AREA

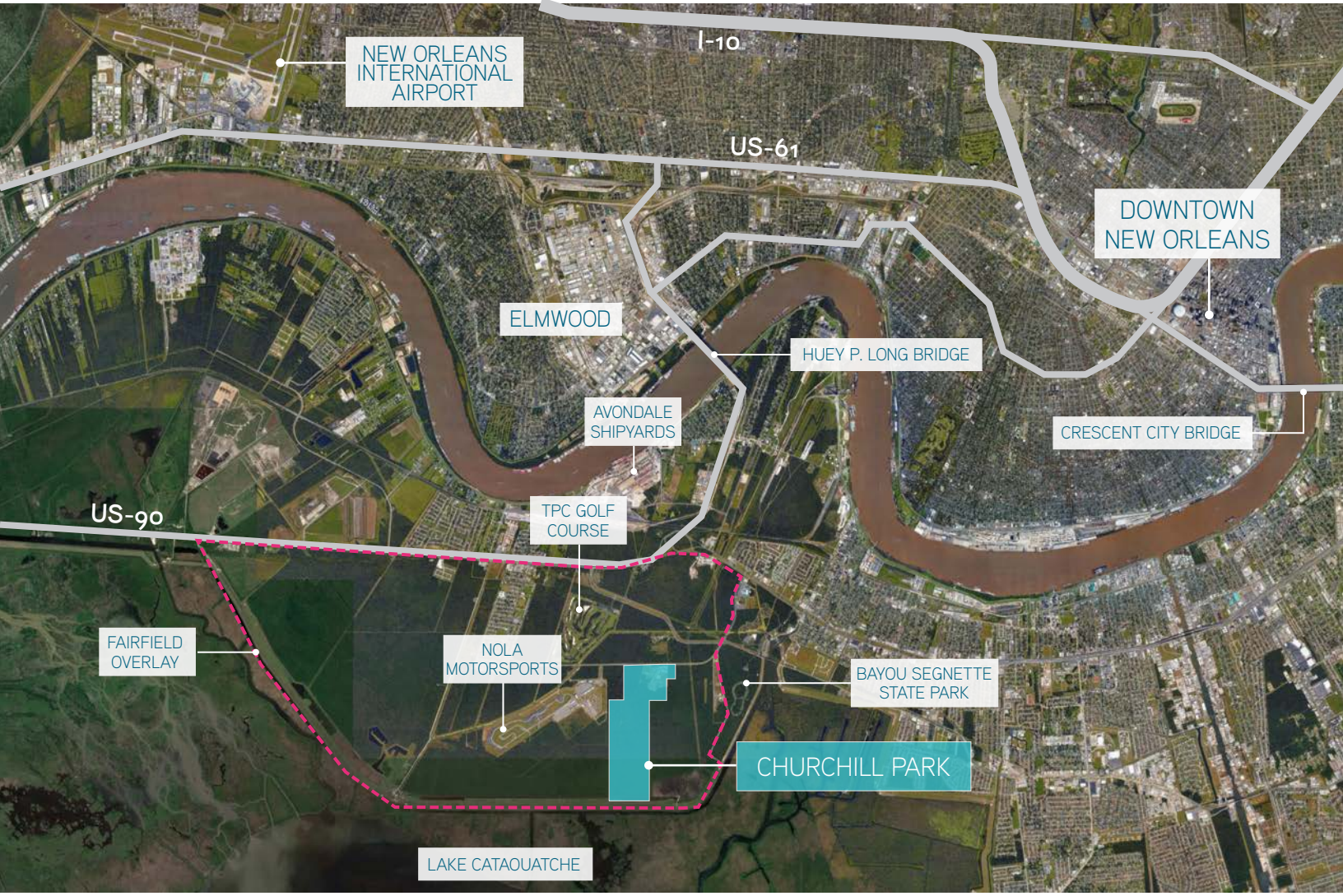
In August of 2015, the Regional Planning Commission and Jefferson Parish completed the Fairfield Strategic Plan, which developed a series of recommendations to manage expected growth through smart growth principles and best practices for the approximately 9,000 acre Fairfield Planning Area on the West Bank in Jefferson Parish. This represents the last large greenfield area remaining within the hurricane protection levee system. The boundaries of Fairfield mostly encompass undeveloped land, but there are also a number of existing assets, including Churchill Park, NOLA Motorsports, the TPC Louisiana golf course, a planned recreational sports complex by the Louisiana Stadium and Exposition District (LSED), and some general residential and commercial uses.

In particular, the vision for Fairfield outlined in the Strategic Plan was influential in shaping the master plan for Churchill Park. It includes the following elements:

- A distinctive area within Jefferson Parish that embraces smart growth principles;
- A vibrant economic engine that builds on existing recreational, business and educational amenities to attract tourists, businesses and residents;
- High-quality development that is more livable, resilient and sustainable through the integration of green infrastructure;
- A collection of stable mixed-use neighborhoods that accommodate a diverse residential base; Enhanced mobility through better integration of residential, institutional, recreational, commercial and other land uses; and
- A safe and attractive gateway to the natural resources of Jefferson Parish that lie outside the hurricane protection levee.

Population projections that resulted from the Fairfield Strategic Plan are significant, with a total daily population for the Fairfield area at more than 150,000 people, with over 50,000 residents and over 100,000 employees.

Fairfield represents the last large greenfield area remaining within the hurricane protection levee system.



Fairfield Area and New Orleans Context

BACKGROUND & CONTEXT

HUEY P. LONG BRIDGE

There are only two crossings of the Mississippi River in the New Orleans and Jefferson Parish Metro area: the Crescent City Bridge that connects downtown New Orleans to Algiers and the Huey P. Long Bridge that connects Elmwood to Avondale. Originally built in 1930, the Huey P. Long bridge opened an expansion in the summer of 2013, making the connection between the East and West Banks much faster, safer, and more convenient. This project is touted as an important step in allowing the West Bank to reach its full potential.

AVONDALE SHIPYARDS

The Avondale Shipyards, with nearly 8,000 feet of riverfront access on the West Bank of the Mississippi, was the long-time driver of economic activity on the West Bank of Jefferson Parish. At its peak, the shipyards employed an estimated 26,000 workers building barges, oil rigs, and warships. The shipyard's closing in 2014 was a big hit to the economy of the area. The land was purchased in October 2018 and the new owners have plans to revitalize the 206-acre site as a major player in the region's shipping and distribution sectors with a mix of both large and small employers.

ELMWOOD

Elmwood, which sits at the base of the Huey P. Long bridge on the East Bank, has become a major retail and commercial destination for Jefferson Parish. The area is looking at a repositioning, adding more mixed-use development and creating a "live-work-shop-dine" environment. The success of Elmwood and transition of land uses in the district, along with the expansion of the Huey P. Long Bridge, creates the opportunity for existing activity to spill over into the West Bank.

REGIONAL RECREATION

The area in and around Fairfield is full of recreational opportunities and regional destinations, including:

- TPC Louisiana, a championship golf course which draws national-level tournaments, including the PGA tour.
- NOLA Motorsports, a world-class track that hosts both spectator events and public driving programs as well as an events facility and the largest karting track in the U.S.
- Bayou Segnette State Park, a Louisiana State Park that offers outdoor activities such as boating, fishing, camping, and picnicking as well as a wave pool.
- Alario Center, a multi-purpose complex with both indoor and outdoor venues for major sporting events and expositions.
- A major sports complex by the Louisiana Stadium and Exposition District (LSED) is planned to be built across the street from Churchill Park and will offer league and tournament play for youth sports.
- Lake Cataouatche and the Jean Lafitte National Park and Preserve are natural areas that can be reached by boat from Bayou Segnette and are full of traditional Louisiana swampland with wildlife, recreational opportunities, and cultural sites.

CHURCHILL PARK

HISTORY

Churchill Farms is a 3,000 acre tract of land that first came to light in the 1920's and 1930's as reclaimed swampland and offered a prime place for farming. This land has played various roles throughout New Orleans history, and has been identified as a desirable place for economic development on the West Bank, as a part of the Fairfield Planning Area.

EXISTING DEVELOPMENT

An approximately 480-acre portion of Churchill Farms has been slated to become a commercial development known as Churchill Technology and Business Park, and 40 acres of land along Nicolle Boulevard was donated to the Jefferson Parish Economic Development Commission (JEDCO) to begin this work. JEDCO exercised its option to purchase an additional 50 acres two years later, and an additional ~17 acres has since been donated. Today, approximately 60 acres of this land has been graded and raised and has seen some institutional development, including:

- The JEDCO headquarters building
- The 8,000 square foot JEDCO Conference Center
- The Patrick F. Taylor Science & Technology Academy, a magnet school emphasizing STEAM education and serving grades six through 12
- The Delgado Community College River City Campus and Advanced Manufacturing Center of Excellence, the newest campus (opened in October of 2018) of the Louisiana Community and Technical College System (LCTCS) that offers both technical training and academic credit programs focusing on advanced manufacturing around the maritime and automotive industries. Delgado purchased their 10.5 acre site at Churchill Park from JEDCO.

REGIONAL CONNECTIONS

Churchill Park is located just twenty minutes from downtown New Orleans and 20-25 minutes from the Louis Armstrong New Orleans International Airport. This location and the recent upgrades to the Huey P. Long Bridge crossing the Mississippi, makes access convenient from most major destinations in Greater New Orleans.

THE FUTURE

Churchill Technology and Business Park, referred to throughout this document as "Churchill Park" or simply the "Park", has been identified as the initial step in an effort to position Jefferson Parish and the West Bank for future economic stability.

Churchill Park is home to JEDCO Offices and Conference Center, the Delgado Community College River City Campus Advanced Manufacturing Center of Excellence, and Patrick F. Taylor Science & Technology Academy.

Churchill Park Boundary and JEDCO Property Ownership

02.

02. THE CHURCHILL PARK STORY

A VISION FOR CHURCHILL PARK

This master plan is intended to serve as a guide to the effective development of the Churchill Park site so that it is done in a way that both utilizes the land in the most efficient way and also supports the goals and target industries of Jefferson EDGE 2020. In that light, it was imperative to establish clear expectations and a purpose for the master plan.

MISSION & GOALS

An important step in the process was the creation of a common mission statement and set of goals specifically for Churchill Park, presented on the following page. The design team created this mission and these goals based on what was 1) collected and analyzed of existing data, plans, and documents; 2) heard through stakeholder listening sessions; and 3) known through experience and researching a series of local, peer, and aspirational benchmarks chosen for this project.

THE MISSION OF CHURCHILL PARK

"To spark development in Fairfield by creating a unique identity that draws people and businesses to Churchill Park."

PROJECT GOALS:

- Create a Story for Churchill Park
- Catalyze Development
- Spark Job Creation
- Promote Organized & Efficient Development
- Showcase Opportunity & Identity of the West Bank
- Become the Heart & Soul of Fairfield

JEFFERSON EDGE 2020

OVERVIEW

Jefferson EDGE is a long-term economic development plan for Jefferson Parish, originally completed and adopted by JEDCO in 2000 as "The Jefferson EDGE" and subsequently updated in November 2005 (post-Katrina) as "The Jefferson EDGE 2010: Road to Recovery," then later in 2015 as "The Jefferson EDGE 2020." The 2015 update adjusts to local, national, and international markets and is focused on responding to current regional and industry trends.

TARGET INDUSTRIES

The Jefferson EDGE 2020 document identified five targeted industry clusters, noted on the opposite page, and outlines goals that both directly grow these industries as well as strengthen the cross-cutting services that are necessary to support them. The Fairfield Area and Churchill Park are noted as a physical place where both sets of goals could be addressed.

"Fairfield offers an opportunity for the parish to encourage a new type of residential and mixed-use development while preserving green space and connecting to the landscape." - The Jefferson EDGE 2020

The Jefferson EDGE 2020 report outlines two key action items related to Churchill Park and Fairfield:

- Update the Churchill Park master plan
- Push for the full development of Fairfield

THIS MASTER PLAN & TEAM

Based on the first action item above and through funds provided by Jefferson EDGE investors, JEDCO hired Perkins+Will in early 2018 to create this master plan and report. Perkins+Will was the design lead of a team that also included:

- Nelson\Nygaard, providing analysis and recommendations around transit and mobility
- Point A Consulting, providing review of existing CC&R's and programmatic recommendations
- Morphy Makofsky, providing civil engineering services and local knowledge

JEFFERSON EDGE 2020 TARGET INDUSTRIES

HEALTHCARE

FOOD, BEVERAGE, FISHING, AND SEAFOOD

WATER TRANSPORTATION, DISTRIBUTION & LOGISTICS

IT SYSTEMS AND PRODUCTS

WATER, COASTAL, AND ENVIRONMENTAL INDUSTRIES

APPROPRIATE USES

A critical task at the outset of the process was to align the goals of Jefferson EDGE 2020 with the mission and goals created by the Churchill Park stakeholders and design team. The Jefferson EDGE 2020 report discusses potential uses that relate to each target industry, not all of which fit with the vision of Churchill Park. Facilitated by the design team, the Steering and Advisory Committees participated in an exercise to identify what types of uses would both support the target industries and be appropriate for the Park. The summary of uses shown below are exemplary and demonstrative of the types of uses appropriate at Churchill Park; it is not intended to be an all-inclusive list of allowable uses.

SUMMARY OF POTENTIAL APPROPRIATE USES AT CHURCHILL PARK

FLEX SPACE

- Food Incubator
- Commercial/ Community Kitchen
- Brewery
- Distillery

EDUCATION & INSTITUTION

- Food & Agriculture Research
- Water Planning and Management
- Research Consortium
- Green Infrastructure Piloting & Demonstration

OFFICE

- Logistics & Customs
- Maritime R&D
- Architecture, Engineering, & Construction Firms
- Healthcare Service Providers
- Medical R&D
- Tech & IT

COMMERCIAL

- Health & Wellness
- Tech Product Sales
- Hospitality
- Grocery
- Restaurant

RESIDENTIAL

- Single-Family Attached / Townhomes
- Mixed-Use Multifamily

CIVIC

- Town Center
- Events Center
- Regional Recreation

THE DEVELOPMENT OF CHURCHILL PARK

AND SIGNIFICANT EVENTS AFFECTING THE REGION

IDENTIFIED CHURCHILL SITE IN AVONDALE
Summer 2003

HURRICANE KATRINA*
August 2005

JEDCO HEADQUARTERS COMPLETED
2011

1999 - 2000
JEFFERSON EDGE

July 2005
FILED DECLARATION OF COVENANTS, RESTRICTIONS AND RECIPROCAL SERVITUDES FOR NEARLY 480-ACRES OF LAND

2007
NATIONAL ECONOMIC RECESSION BEGINS

2010
DEEPWATER HORIZON OIL SPILL

*Churchill Park and the West Bank in general did not flood during the hurricane.

HUEY P. LONG BRIDGE EXPANSION OPENS
June 2013

JEDCO CONFERENCE CENTER COMPLETED
2014

DELGADO COMMUNITY COLLEGE RIVER CITY CAMPUS OPENS
2018

CLOSING OF AVONDALE SHIPYARD
October 2014

2014
PATRICK F. TAYLOR SCIENCE AND TECHNOLOGY ACADEMY COMPLETED

August 2015
JEFFERSON EDGE 2020 STRATEGY UPDATE

February 2019
UPDATED MASTER PLAN

WE ARE HERE

PROCESS & ENGAGEMENT

MASTER PLANNING PROCESS

The process for this master plan was executed in four phases and approached through a balance between data and design. The first two phases, nearly half of the process, focused on information gathering, analysis, and observations, ensuring the design team was fully immersed in the project and the site's physical and local context before proposing design solutions. The last two phases were an iterative process of exploring and refining design ideas until reaching a point where the goals of the project had been met.

1 INFORMATION GATHERING /

IMMERSING THE TEAM INTO THE PROJECT, ITS PLACE, & CULTURE.

Symposium 1
LISTENING WORKSHOPS + SITE VISITS

2 ANALYSIS + OBSERVATIONS /

BUILDING A GUIDING VISION, SETTING PRIORITIES, AND ANALYZING THE SITE.

Symposium 2
DISCUSS OPPORTUNITIES, VISION + STRATEGY

3 BIG IDEA + CONCEPT /

EXPLORING BIG IDEAS & CREATING THE BASE MASTER PLAN.

Symposium 3
DISCUSS ALTERNATIVES + SELECT PREFERRED DIRECTION

4 MASTER PLAN /

FINALIZING THE MASTER PLAN AND PRODUCING FINAL DOCUMENTATION

Symposium 4
PRESENT THE FINAL MASTER PLAN

PROJECT DELIVERABLES

DELIVERABLE
INITIAL MEETINGS & SITE VISIT

DELIVERABLE
ANALYSIS AND INITIAL CONCEPTS

DELIVERABLE
MASTER PLAN DEVELOPMENT

DELIVERABLE
FINAL REPORT

COMMITTEES

The project team also created two specific committees to assist in the master planning process. These included:

The Steering Committee served as the project's inner-circle, made up of people who are the strategic thinkers and convene at each symposium to review progress, discuss project vision and goals, and look at any issues or roadblocks. The Steering Committee provides final direction and are the ultimate decision makers for the project.

The Advisory Committee was made up of the most interested or involved stakeholders who have expert knowledge in a variety of related fields and can provide directed feedback to the design team regarding the physical location and project vision.






STAKEHOLDER ENGAGEMENT

Each phase of the project included an on-site symposium that brought together various stakeholders to participate in listening sessions, discuss ideas and opportunities, and review the design team's progress. Stakeholders involved in this process included:

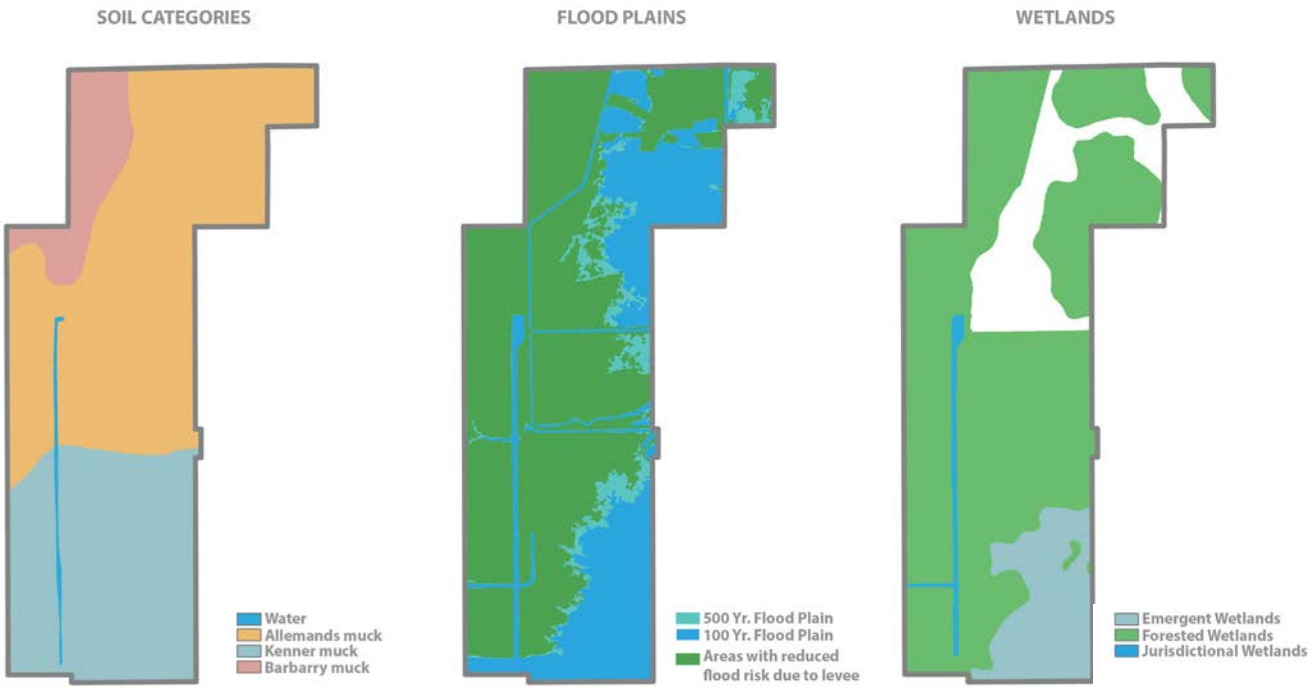
- JEDCO staff, leadership, and Board
- Jefferson EDGE 2020 Investors
- Representatives from existing Churchill Park tenants
- Adjacent property owners
- Elected officials
- Business community representatives
- Parish Planning and Public Works
- Local economic development professionals
- Representatives from Jefferson Parish Floodplain Management/Hazard Mitigation and the Southeast Louisiana Flood Protection Authority West
- Utility providers
- Local resiliency and water management experts
- Representatives from major employers
- Regional transit and mobility authorities
- Public Community Meeting

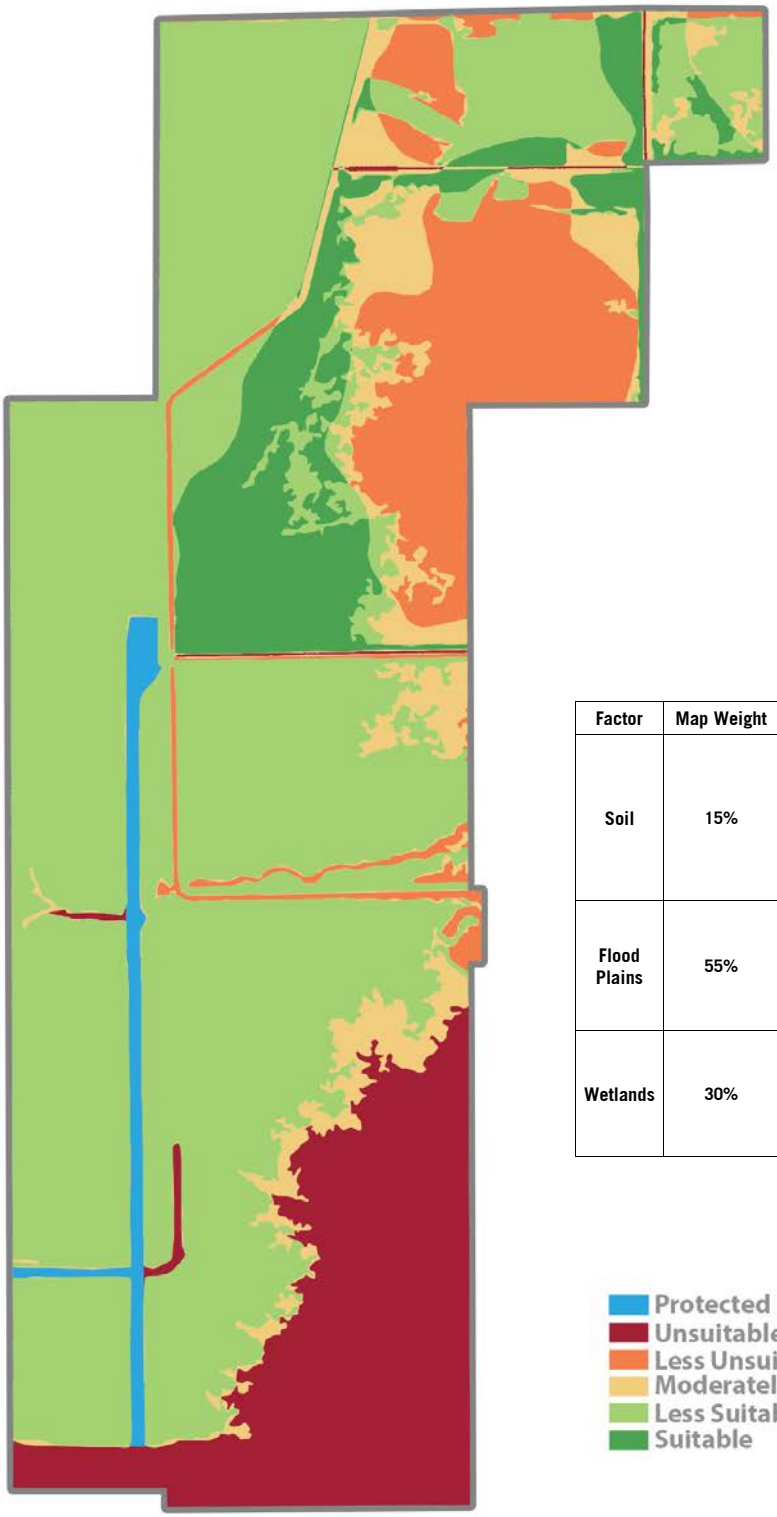
SUITABILITY ANALYSIS

In order to inform the design of the master plan, the planning team conducted a suitability assessment that looked at several interrelated environmental elements. This assessment considered existing floodplains, soil types, and wetlands to determine the suitability for development. Based on a weighted assessment of these factors, the master plan sought to locate development within the areas that received the highest suitability score, while locating parkland, preserve, and water management features on portions of the site that received lower suitability scores.

- Flood Plains: Considering the frequency of flooding and importance of flood protection in the area, avoiding development in flood plains and providing stormwater management infrastructure are the most important aspects of creating a resilient future. Based on LED (Louisiana Economic Development) criteria for site accreditation, which requires avoiding development in the 100 year floodplain, areas designated as the 100 year floodplain in FEMA maps are considered unsuitable for development. Areas within the 500 year floodplain are advised to be avoided due to their higher risk of flooding, therefore categorized as moderately suitable, and areas with reduced risk due to levees are considered the most suitable on site.

- Wetlands: Wetland designations in the Churchill park area are comprised of two layers of jurisdictional wetlands and National Wetlands Inventory designations. Jurisdictional wetlands are protected areas and plans must avoid development in these areas. Areas with National Wetland designation on site are Emergent Wetlands and Forested Wetlands which are not protected areas; however lower densities of development are advised in these areas and in particular Emergent Wetlands.





- Soil: The existing soil types on site, based on National Cooperative Soil Survey data, are three different categories of muck which are all unsuitable from a structural standpoint and any construction requires significant site work. However, these soil types have different water infiltration rates and flooding frequency, therefore, varying scores of unsuitability were assigned for each category of muck available.

Based on scores given to each environmental element and a weighted overlay of the three maps on the opposite page, with floodplain with the highest weight and soils the lowest, the land within the site was categorized with a range from suitable to unsuitable. The individual maps of each category are provided on the opposite page, while the overall weighted suitability map is at left/below.

Factor	Map Weight	Attribute	Score	Notes
Soil	15%	Water	1	All classifications of soil available on site are unsuitable for devekopment and needs suitable soil piled on top for construction. Variations of unsuitable scores assigned, are based on frequency of flooding associated with each soil type based on National Cooperative Soil Survey data.
		Allemands Muck	2	
		Kenner Muck	1	
		Barbarry Muck	3	
Flood Plains	55%	100 Yr. Flood Plain	1	Flooding hazard based on the natural landscape of the site derived from FEMA data. 100 Yr. flood plains need to be avoided for developments to become LED accredited sites (unless large site improvements are implemented). Avoiding the 500 Yr. flood plain is advised for development.
		500 Yr. Flood Plain	3	
		Areas with reduced risk due to levees	5	
Wetlands	30%	Emergent Wetlands	2	Jurisdictional wetlands are protected areas which development should not occur on. Lower development densities are advised on wetland areas based on the National Wetlands Inventory.
		Forested Wetlands	3	
		Jurisdictional Wetlands	Restricted	
		No wetland classification	5	

Protected Area
Unsuitable
Less Unsuitable
Moderately Suitable
Less Suitable
Suitable

Churchill Park Suitability Assessment

THE DESIGN CONCEPT

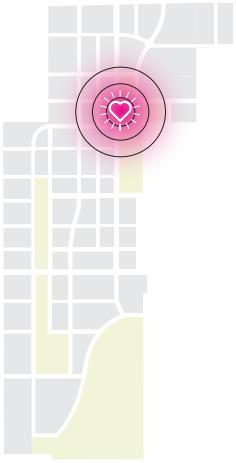
Informed by the vision for Churchill Park, master plan goals, the suitability assessment, and input gathered from the many stakeholders involved in the process, a design concept was developed to guide the design team in translating these inputs into a design for the Churchill Park Master Plan. This concept is based on three fundamental ideas:

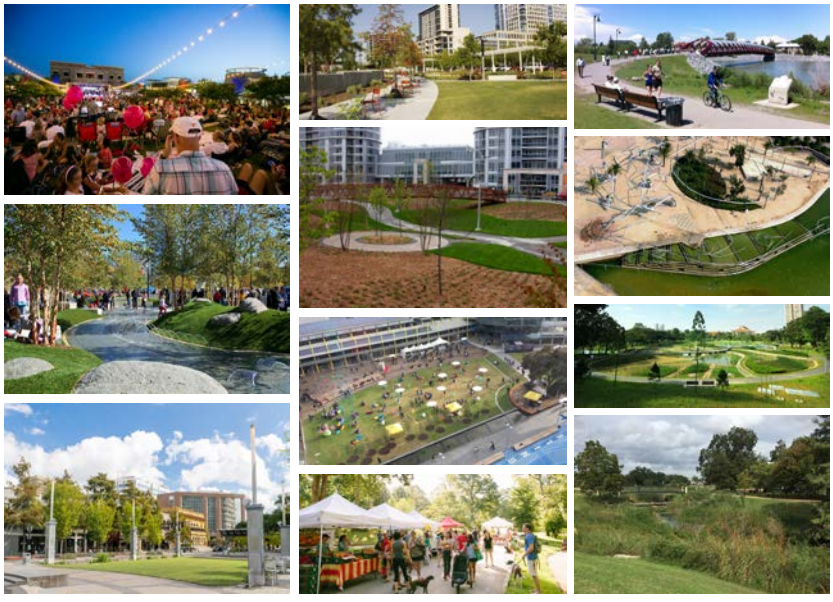
Create a central place that becomes the heart of Fairfield. Churchill Park will be the spark that catalyzes the development of Fairfield. This central place will function as a main point of gathering within the park and for adjacent properties, creating an iconic public space for the West Bank.

Embrace the environment and create a gateway to nature. The master plan seeks to embrace the natural elements of the site which make it unique and connect it to the many natural resources beyond the site. Churchill Park is intended to weave a fabric of green spaces and trail connections throughout the development, and provide for a variety of open spaces, from plazas and parks, to ponds and wetland preserves.

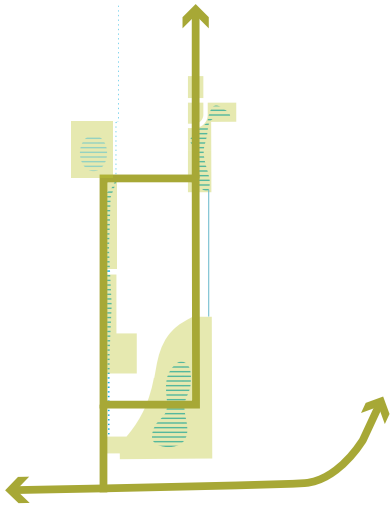
Create a flexible framework for development of the site. The framework for the master plan is based on a flexible grid that can accommodate a wide variety of potential development types. The street hierarchy informed by this framework creates a highly connected site and opportunity for varying character along different streets within the development. Primary streets have been designed to host the most highly visible building frontages and maintain continuity within and beyond the development, while secondary streets have a lower priority for key frontages, and can be interrupted to accommodate specific site uses if necessary. The entire framework is undergirded by the premise of providing a safe, comfortable, and complete pedestrian and bicycle network.

"THE HEART": CREATE A CENTRAL PLACE





EMBRACE THE ENVIRONMENT & CREATE A GATEWAY TO NATURE

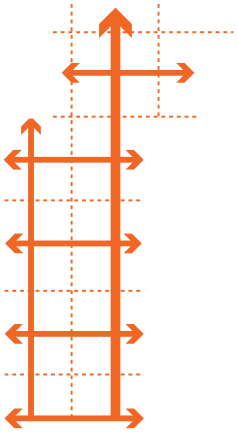








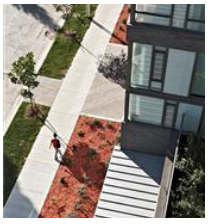

A FLEXIBLE FRAMEWORK FOR DEVELOPMENT











03.

03. MASTER PLAN

FRAMEWORK PLAN

The master plan is built on the fundamental objectives of the design concept: to become the heart and soul of Fairfield, to create a gateway to nature and connection to the environment, and to provide a flexible network for future development.

The design of the master plan works with the assets and investments already on the site—Churchill Parkway, JEDCO Offices and Conference Center, Patrick F. Taylor Science and Technology Academy, and Delgado Community College River City Campus & Advanced Manufacturing Center—to capitalize on this activity to build a sense of place and center of energy in the near term, while looking far down the road to plan for the potential of the 480 acres as a whole.

Several key open spaces anchor the development, providing opportunity for public events, informal gathering, and recreation for park users. Portions of these public spaces also function as key green infrastructure elements, providing stormwater treatment and storage while creating major public amenities. These open spaces are stitched together with a system of green streets and pedestrian connections that come together to form a greenspace network that traverses the district.

The master plan provides for a simple yet elegant grid system, which gives flexibility for tenants to develop within a logical and predictable framework. This roadway framework is critical to the success of the development; prioritizing the street grid ahead of unknown development will allow Churchill Park to evolve as a walkable, compact, connected, and efficient district.

Blocks and lots vary in their depth to provide for the needs of yet unforeseen tenants. While no one can predict the needs of future users entirely, the master plan can accommodate a variety of potential developments, from corporate campus to higher education, office, hotel, mixed-use, research, flex space, or medium density residential. Streets have been prioritized such that, if the needs arise from a major user, a segment of a lower priority street could be eliminated while maintaining the integrity of the circulation network for the wider district.

At nearly every point where it is possible on the plan, streets are shown extending beyond the boundaries of Churchill Park to connect with adjacent properties. Since Churchill Park is poised to spark the development of Fairfield as a whole, it is critical that this site be planned with connections to future development that will occur on adjacent land. If the Fairfield area is developed by individual property owners without regard to what is happening on neighboring land, the result will be a disconnected and fragmented district, and a major missed opportunity for the West Bank and Jefferson Parish.

Churchill Park Illustrative Framework Plan

PLANNING FOR RESILIENCE

As some of the last undeveloped land within the protected levee system, Churchill Park and the Fairfield area have the opportunity and responsibility to set a development precedent that is sustainable and resilient in its design. This means not only environmental resilience, as is so often the focus of this area which is prone to major storm and flooding events, but also economic and social resilience. The plan for Churchill Park seeks to achieve all three of these resilience elements, creating greater economic resilience by diversifying and expanding the economic base, creating greater social resilience by designing a development that provides space for interaction and recreation, and environmental resilience by integrating green infrastructure that helps mitigate flood risk.

Local and regional resilience planning efforts have informed the development of this plan, including Resilient New Orleans (which does not overlap in its geographic scope but overlaps in many issues addressed) as well as the Greater New Orleans Water Plan. While the Churchill Park site did not experience major flooding during Hurricane Katrina, the site shares many of the same threats as the rest of Greater New Orleans related to major storm events. With much of the Fairfield area still undeveloped, the area is also at risk for soil compaction and subsidence if development of this area attempts to exclude water rather than embracing it. The conventional approach to continually pumping water out of urbanized areas not only bears environmental risk, but risks the economic cost of an unsustainable development which will need continual repair in future years, at cost to the Parish and businesses located here.

The Fairfield Strategic Plan provided a strong signal as to how this area must develop more resiliently by incorporating broad strategies to manage stormwater within large rights of way. The master plan for Churchill Park takes this strategy further, creating more detailed concepts for how this portion of Fairfield can urbanize while maintaining or mimicking natural systems that mitigate and protect from climate related risks. The stormwater infrastructure designed for this site meets and exceeds the requirements of stormwater capture at an 80% assumed impervious cover for the entire long-term development. Large portions of the site have been dedicated to resilient, low impact design strategies through an integrated network of ponds, wetlands, preserve area, and "green & blue streets." These strategies to store and infiltrate stormwater help the master plan to mitigate some of the risks created by conventional development approaches that exclude water.

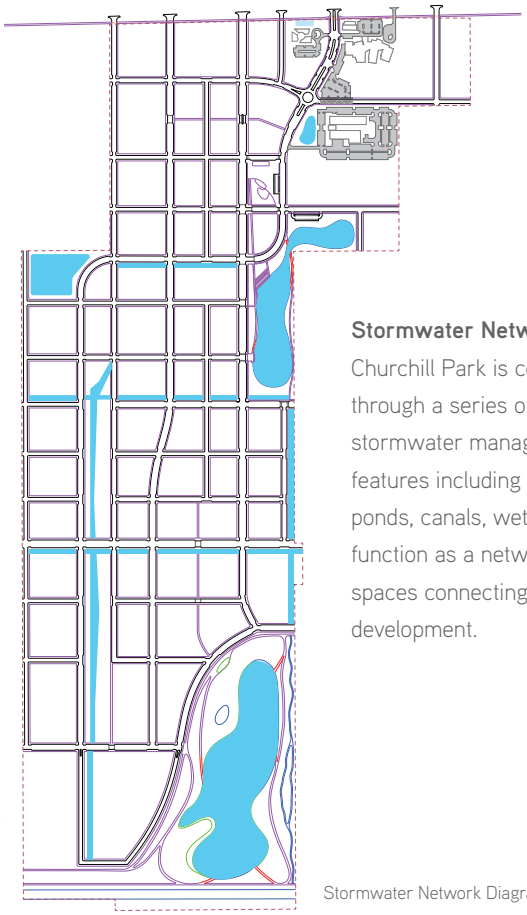
As a part of the master planning process for Churchill Park, several focused sessions were convened around the areas of resilience and stormwater in particular. Stakeholders were invited to participate from the Greater New Orleans Water Collaborative, local architecture and landscape architecture firms, GNO, Inc., GNO Foundation, and representatives from Jefferson Parish Departments of Planning, Public Works, Hazard Mitigation/Floodplain Management, Stormwater Management/Environmental Assessment, Coastal Management, and Engineering. Stakeholders shared their experience in ongoing planning and implementation efforts across the metro area, and identified potential strategies and roadblocks implementing similar strategies on the Churchill site.

Meeting with stakeholder groups helped not only inform specific strategies for master plan development, but identify opportunity for further demonstration, education, and outreach for the project. With JEDCO acting as a major conduit to the business community in Jefferson Parish, there is opportunity to use Churchill Park to demonstrate resilient design strategies as the site develops, prove concepts, and educate the local business community to gain support for implementing resilient design strategies more widely across the Parish, which will take major support from these stakeholders.

GREEN & BLUE STREETS

Throughout the development, several streets have been indicated to include additional space for Low Impact Development (LID) approaches and additional stormwater management elements. These "green and blue streets" are designed to slow down, treat, temporarily store and convey stormwater that falls on site. Each of these streets is envisioned to have LID infrastructure at the curb (bioretention and infiltration gardens) and inlets to a vegetated swale and canal located on one side of the street. An additional 50-foot area has been added to the anticipated right-of-way width along each of these streets to accommodate these elements.

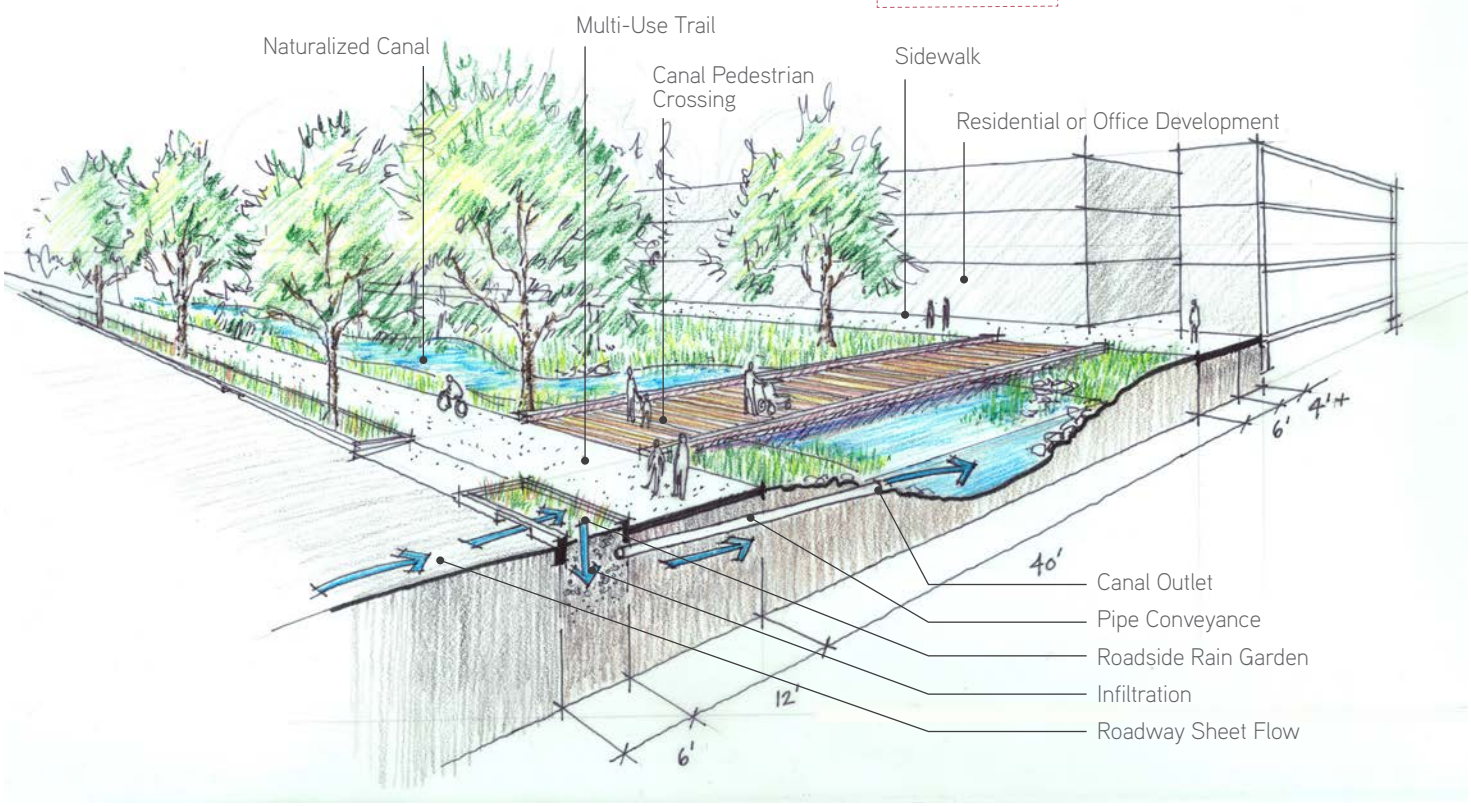
In addition to performing a stormwater management function, these green and blue streets will provide a unique amenity to Churchill Park and will be emblematic of the development approach envisioned for Fairfield. They are designed to connect major open spaces and stormwater management facilities on the site, creating a network of green fingers that allow people to traverse much of the development in a nearly uninterrupted series of open spaces and pathways.



Stormwater Network

Churchill Park is connected through a series of integrated stormwater management features including retention ponds, canals, wetlands that function as a network of open spaces connecting the entire development.

Stormwater Network Diagram

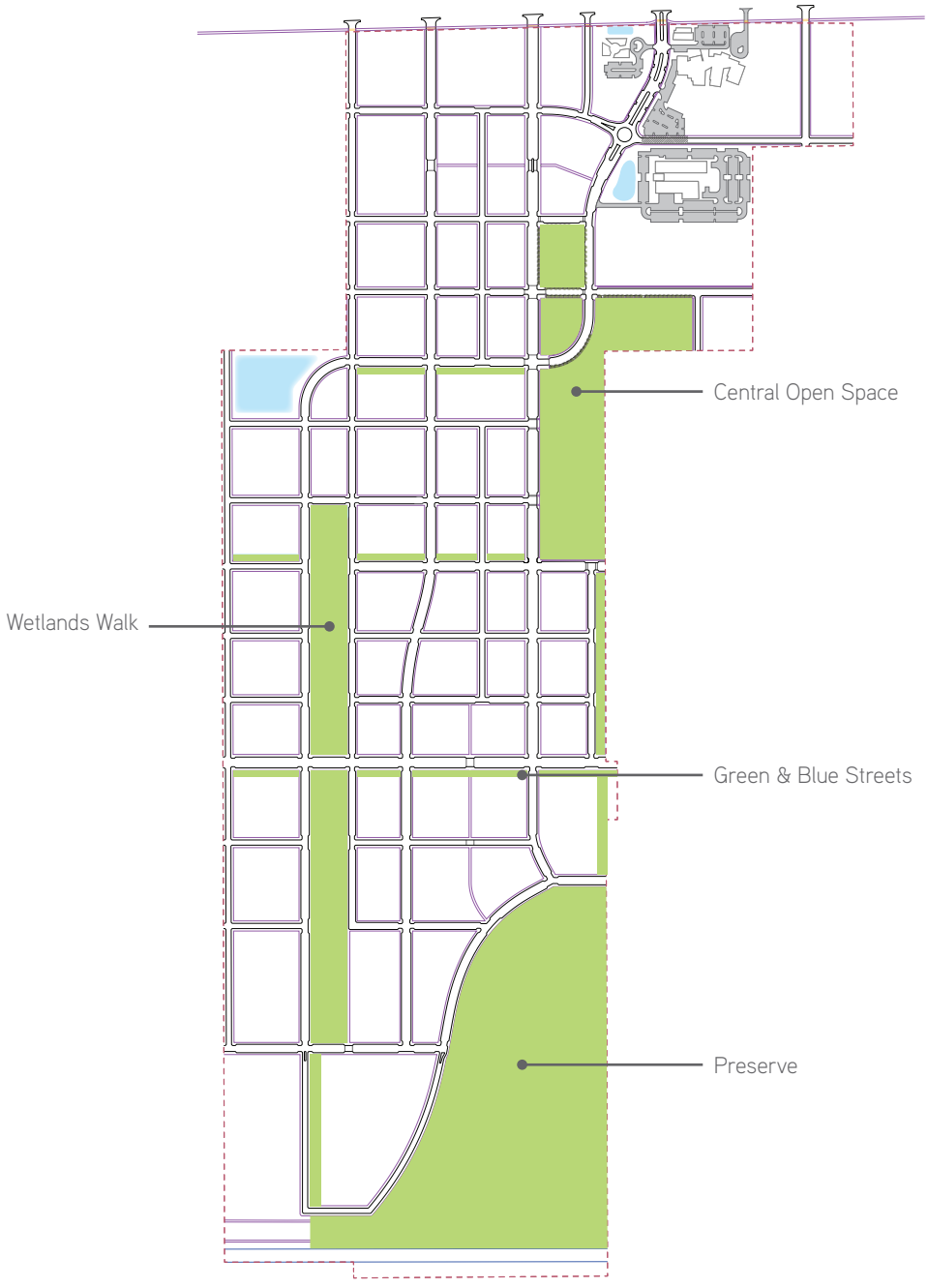


Green & Blue Street Illustrative Section & Perspective

GREEN & BLUE STREET

GREENSPACE NETWORK

Through the employment of a GIS-based suitability assessment, several areas of the site were identified as the least appropriate for development and were set aside as greenspace. These spaces identified will each have a different character, and are designed to provide space for recreation, stormwater management, and habitat. Some of these areas, will be more manicured and formal, while others will have a more natural feel. There are 3 main larger greenspaces intended in the master plan, connected by "green & blue streets" by on and off street pedestrian and bicycle links.



Greenspace Network Diagram

CENTRAL OPEN SPACE

The Central Open Space is designed to be the heart of activity within Churchill Park. This space itself can even be thought of as three separate areas—the plaza, the park, and the pond—that each performs a different function within the Central Open Space.

Central Open Space Illustrative Plan

PLAZA

The plaza occupies the northernmost block of the central open space, and is intended to be the most intensely developed, highly used, and therefore most heavily hardscaped space. On the north end of the plaza there is hardscaped area and space designed for food trucks or other vendors at events, spilling onto a generous hardscaped area with seating and tables. The plaza is designed to contain a pavilion that can serve as the centerpiece for events within the park, and act as a stage for the adjacent lawn. The pavilion creates a central point of interest and identifiable object that signifies this area of the development and becomes a symbol of Churchill Park as a whole. Adjacent to the pavilion is a playground space, as well as a small parking lot for plaza visitors. Both streets on the north and south ends of this space are designed to be closed off during events, creating a longer continuous open space without interference from vehicular traffic. An important element to the activation of this space, along with the physical context, is deliberate programming and community events.

PARK

Directly south of the plaza, the park is also intended to be a highly active space. It consists of a large open lawn area and an adjacent shaded grove of trees, with pathways traversing these spaces. The majority of the park is vegetated, with hardscaped areas limited to sidewalks, pathways, and small areas of seating. The allee of trees continues along the west edge of the block, creating shaded areas of seating and protection of the park from the street. An "art walk" of small public sculptures is proposed where the lawn meets the shaded area.

POND

Extending further south and east from the plaza and park is the pond. The wedge of open lawn extends from the park and plaza, creating visual continuity from the north and opens onto a series of terraces that provide seating along the edge of the pond. The pond itself serves as a stormwater management function, handling much of the necessary ponding for the Phase 1 development. The pond is ringed by a walking trail and traversed by a series of boardwalks and bridges, allowing users to interact with the water. Several wildlife islands are designed along the boardwalk as habitat elements and interpretive areas of interest.

Aerial Rendering showing the Central Open Space

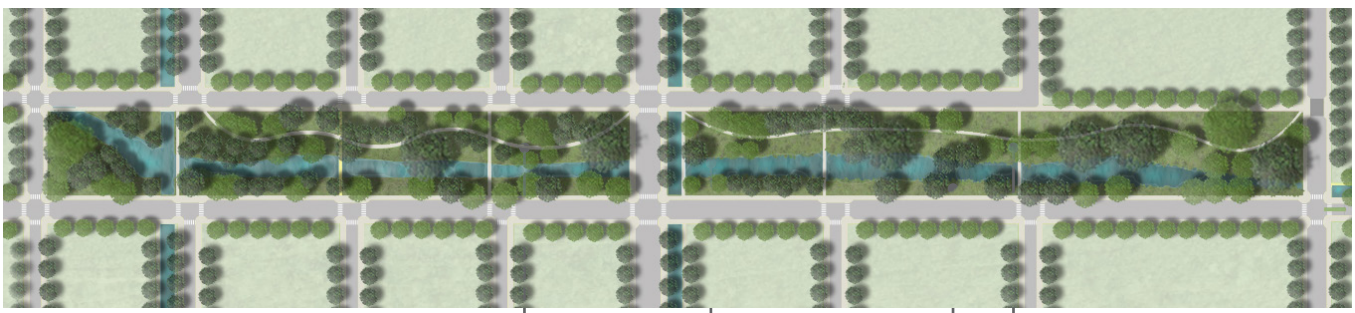
THE PRESERVE

Toward the far south end of the site, a large portion of property has been set aside for a preserve. This area is designed to be a much more natural open space, with wetlands, wildlife habitat, boardwalks and trails, as well as stormwater management facilities. The preserve will function much differently than the Central Open Space; it is not intended as a central gathering space, but more as an area where users can walk, bicycle, and enjoy the natural amenities of the preserve. The Preserve is also intended to provide a trailhead access to a future levee trail; the trail would continue east and west along the top of the levee, connecting to recreational assets beyond and allowing park users to have views to Lake Cataouatche and Jean Lafitte national Historical Park and Preserve from the top of this piece of infrastructure that now is inaccessible.

Preserve Illustrative Plan

WETLANDS WALK

One final area of the site that has been identified a major greenspace element is the Wetland Walk, going north south toward the west side of the site. This long strip of land contains a linear wetland, which has previously been designated as protected by the Corps of Engineers. This linear greenspace would buffer this area, while enhancing or perhaps expanding the wetland. This would function as another connecting piece of the greenspace and green infrastructure network, creating an amenity for development and another opportunity for park users to experience a natural environment outside of the roadway network.



Wetlands Walk Illustrative Plan (north is shifted to the left)

THE PRESERVE

URBAN DESIGN FRAMEWORK

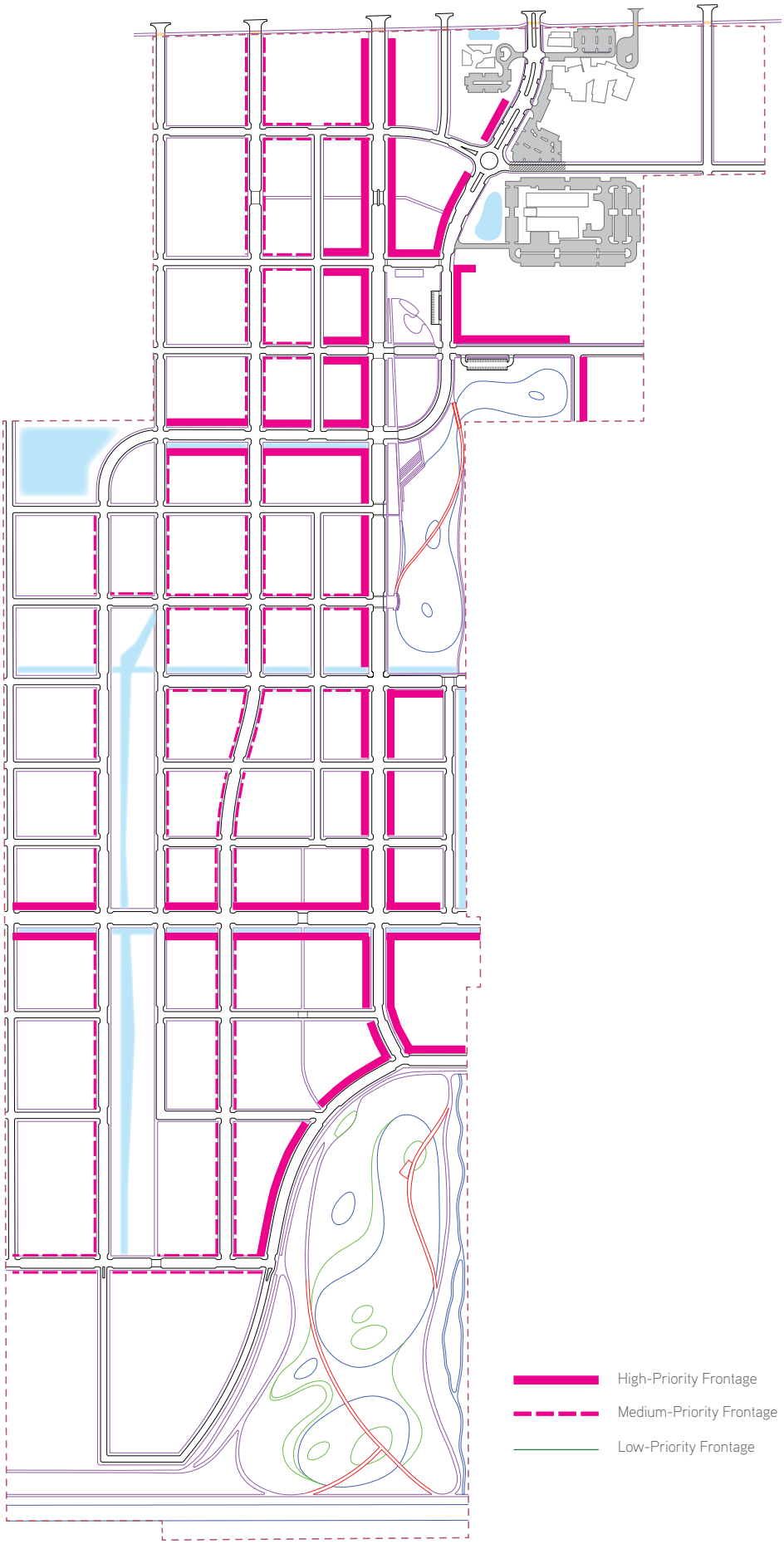
The framework plan is designed to prioritize building frontages and activity along major open spaces and high-priority streets, while leaving flexibility along secondary streets to accommodate less active uses and other building and site requirements. By creating these priorities, Churchill Park can encourage development that creates continuous block frontages along important streets and public spaces. The adjacent diagram indicates where the highest priorities for these building frontages are, where they are strongly encouraged, and where there is the lowest priority and most flexibility.

In all cases, buildings should be built to the edge of the sidewalk or with very minimal setbacks. Parking lots should be located behind the building and interior to the block and away from important frontages, with the exception of on street parking which has been indicated throughout the development. Where parking lots abut a street, appropriate landscaping and screening should be provided to create a comfortable and aesthetically pleasing experience for pedestrians.

- In the areas with the thickest pink lines, development should meet the edge of the sidewalk along the majority of the frontage and have the highest priority for active ground-floor uses. Buildings along these frontages should be a minimum of two stories.

- In the areas with dashed pink lines, development should front the street to the greatest extent possible, but more accommodation is made for limited setbacks (5-10' maximum suggested), driveways, and spaces between buildings.

- Along the remainder of the street frontages buildings should seek to front the street with limited setbacks (10' maximum suggested), but the most accommodation is made here for location of parking, servicing, driveways, and other building requirements in these portions of the block. With near-term building density, surface parking requirements, and higher-priority building frontages indicated elsewhere, it may not be possible to have building frontages along these lower-priority portions of the block in some areas of the development, particularly in early phases.

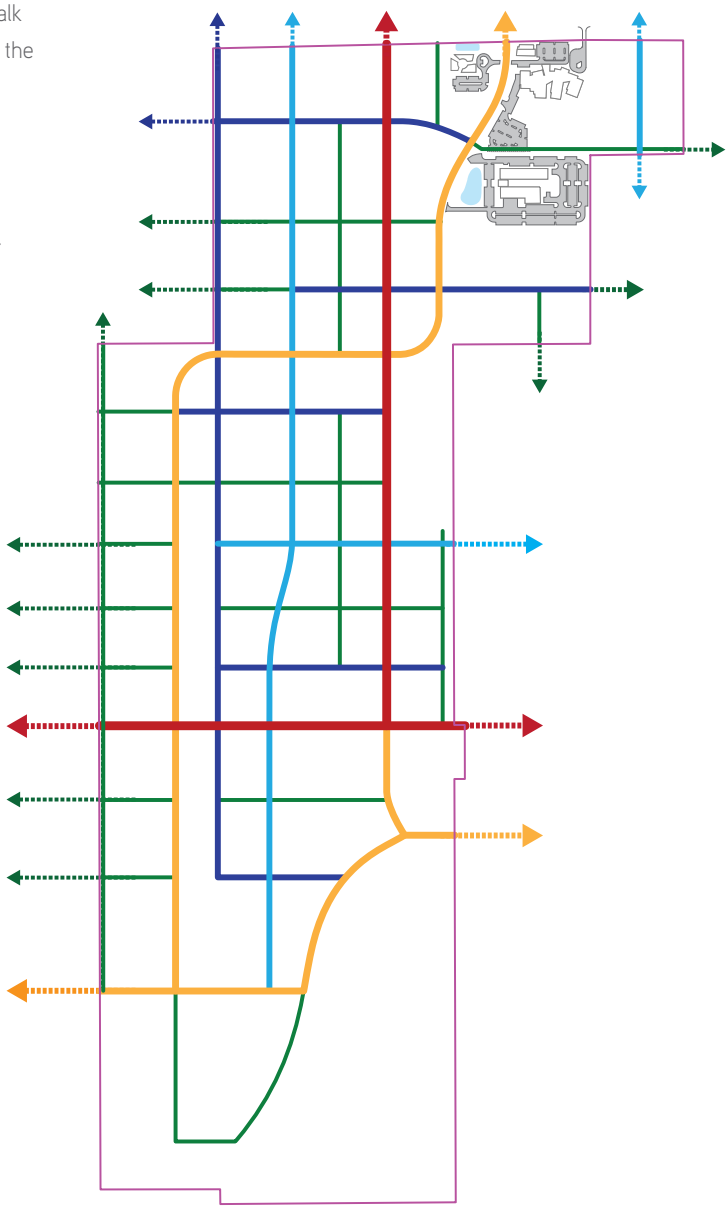

High-Priority Frontage
Medium-Priority Frontage
Low-Priority Frontage

ROADWAY HIERARCHY

The master plan framework is undergirded by a robust network of streets, each with its own character and function. The streets range from high-activity primary streets to lower-activity local access streets. While they vary in design, overall width of right-of-way, and the amount of right of way devoted to different elements (travel lanes, sidewalk, etc.), each street is designed as a complete street, providing for the safe and comfortable use of all modes. All streets are intended to have low to moderate design speeds within the park, typically a 25-30 mph recommended speed limit. The design of the streets themselves can help influence this safety factor; elements such as parallel parking, corner bulb-outs, street trees, and building frontages that meet the edge of the sidewalk can all contribute to a safer street and have been indicated in the master plan.

Higher-activity streets are intended to be the most important, carry the highest vehicle traffic, and therefore are the most continuous and uninterrupted streets within the development.

Where they meet a site boundary, they are also intended to continue beyond this into future development on adjacent land. The lower-activity streets provide more internal access, and may be interrupted by other site elements or future development, and have a lower priority to continue into adjacent property in the future. The street sections on the following pages represent the typical proposed layout for each of these street types, and indicate the key elements of each.



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

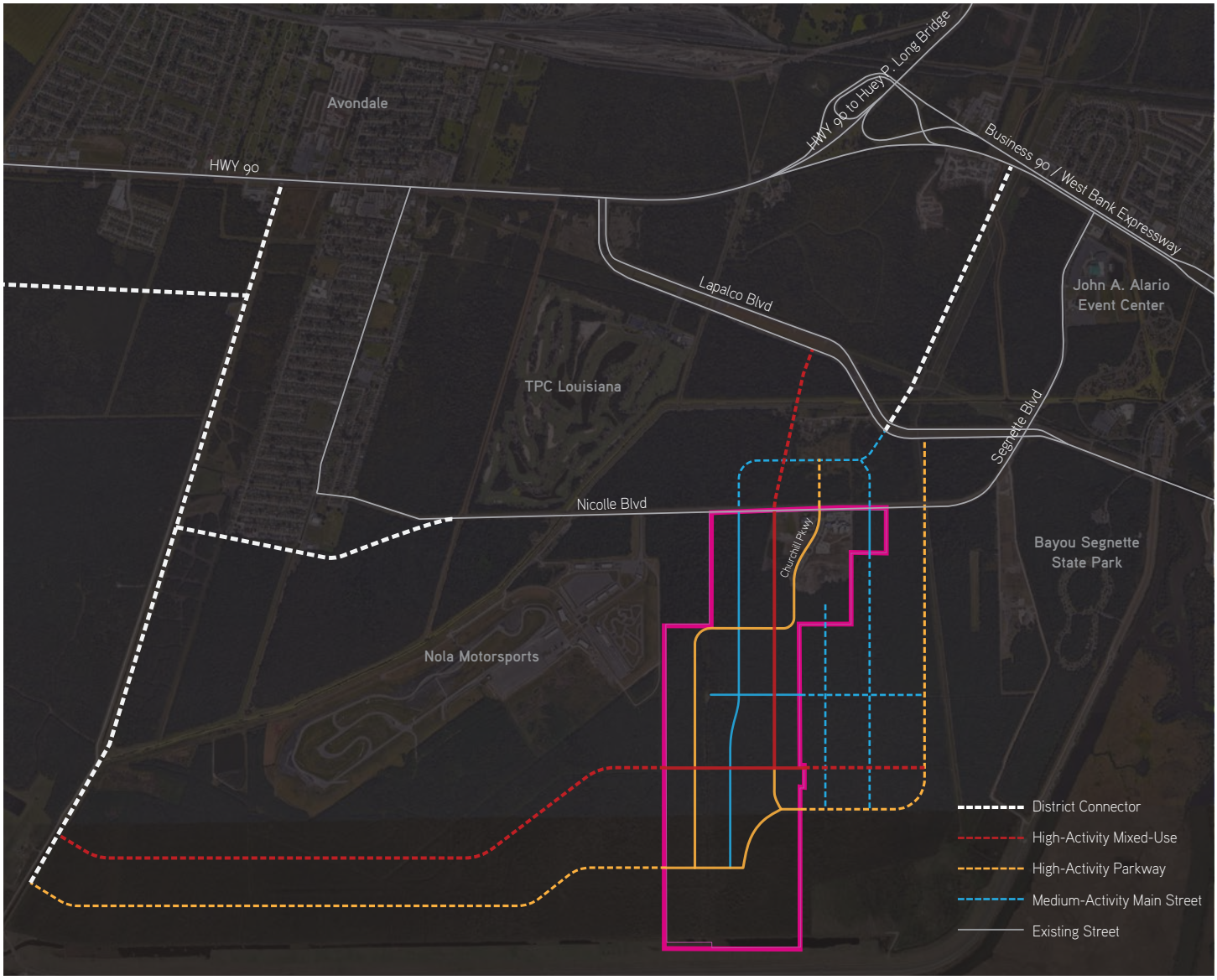
Road Hierarchy Diagram

SITE CONNECTIVITY

A number of the high-activity, high-priority streets are intended to continue from Churchill Park onto adjacent land. Consistent with the intention of the Fairfield Strategic Plan, these roads will help connect the entire area and will be critical in ensuring that there are not isolated islands of development within Fairfield.

The site connectivity diagram below demonstrates a potential approach to connecting Churchill Park to surrounding property. These alignments are purely conceptual and the scheme drawn here is presented as an indicative diagram only; it was beyond the scope of this master plan to explore feasibility or location of streets and intersections beyond the boundaries of Churchill Park itself. That said, the roadway network drawn takes into account preliminary plans for properties directly north of Churchill Park across Nicolle Boulevard, and presents a good starting point for approaching future connections, though specific alignments will undoubtedly change.

- Connections to the property north of Churchill Park, including Churchill Farms landholdings and the LSED sports complex should be pursued to create regular intersections and avoid offsetting entrances.
- Connections from Nicolle Boulevard to Lapalco Boulevard and further northward toward Business 90 / West Bank Expressway should be pursued to create more direct access to Churchill Park in the future.
- Connections to adjacent properties on the east and west sides will be critical to creating an integrated district in Fairfield and avoiding isolated islands of development.



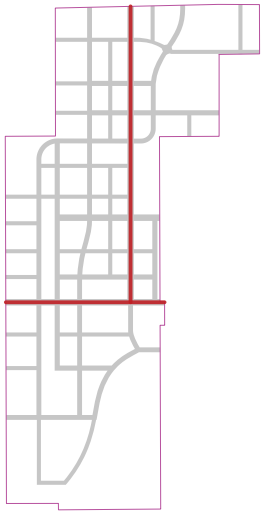
Site and Context Connectivity Diagram

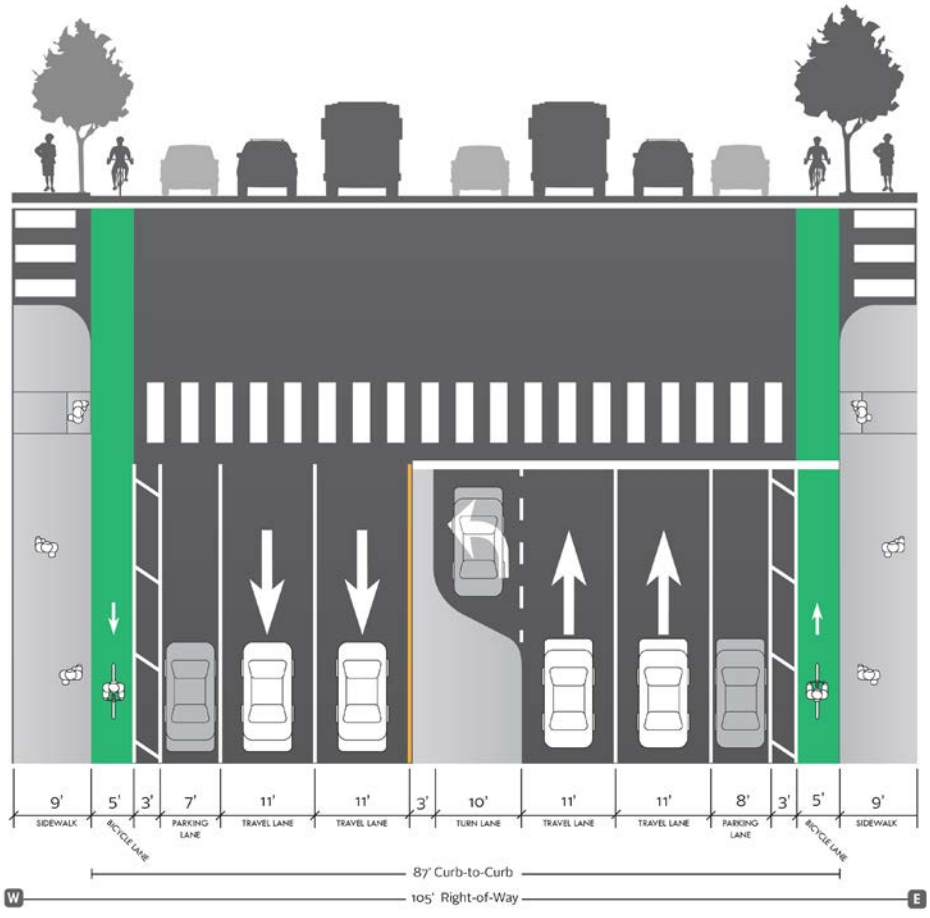
STREET SECTIONS

The street sections presented here represent the typical layout proposed for each street type within Churchill Park. While each layout is different, each provides for a high level of access, safety, and comfort for all users and modes of travel.

HIGH-ACTIVITY MIXED-USE

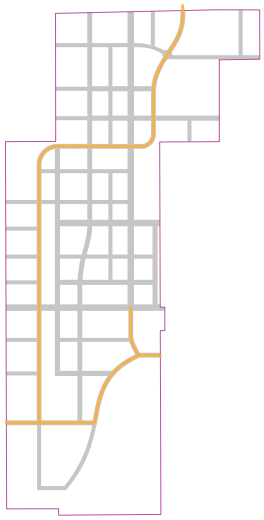
- Moderate speeds & volumes
- Four 11' travel lanes
- Left-turn lane/median
- Pedestrian crossing islands
- Protected bike lane
- On-street parking

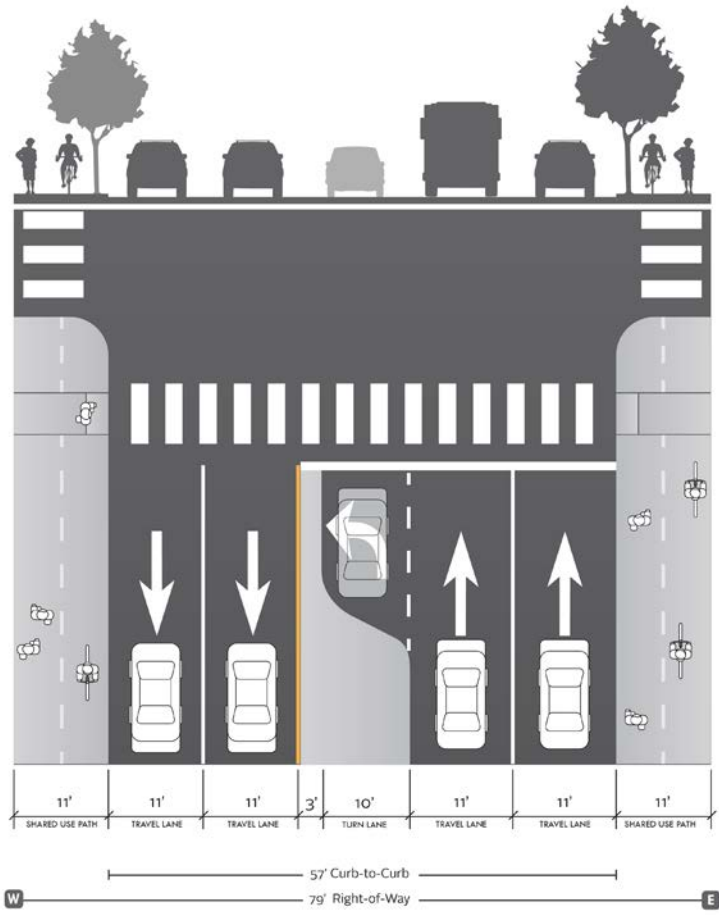




HIGH-ACTIVITY PARKWAY

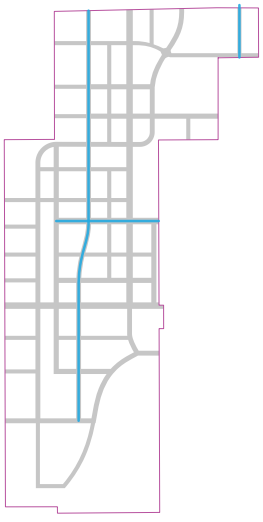
- Moderate speeds & volumes
- Left turn lane
- Four 11' travel lanes
- Shared-use paths

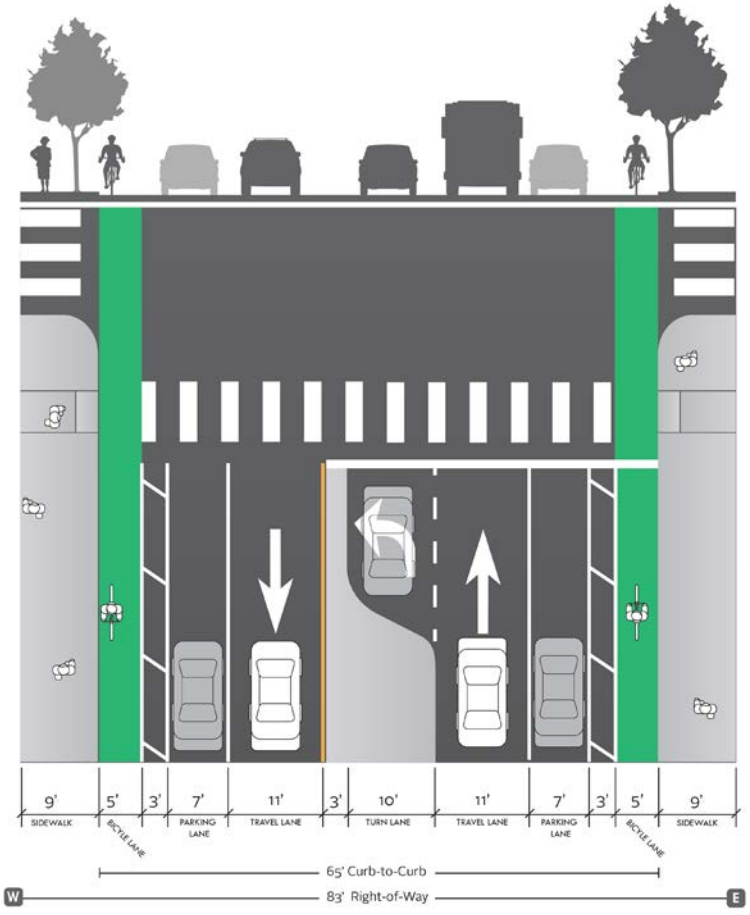




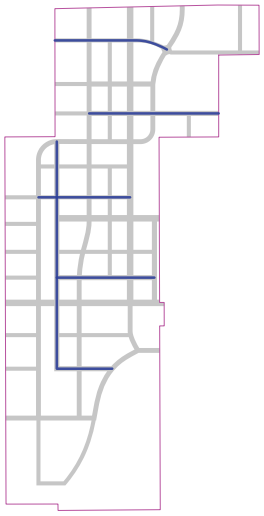
MEDIUM-ACTIVITY MAIN STREET

- Low-to-moderate speeds & volumes
- Two 11' travel lanes
- Left-turn lane/median
- Curb extensions
- Buffered bike lane
- On-street parking
- Planted furniture zone



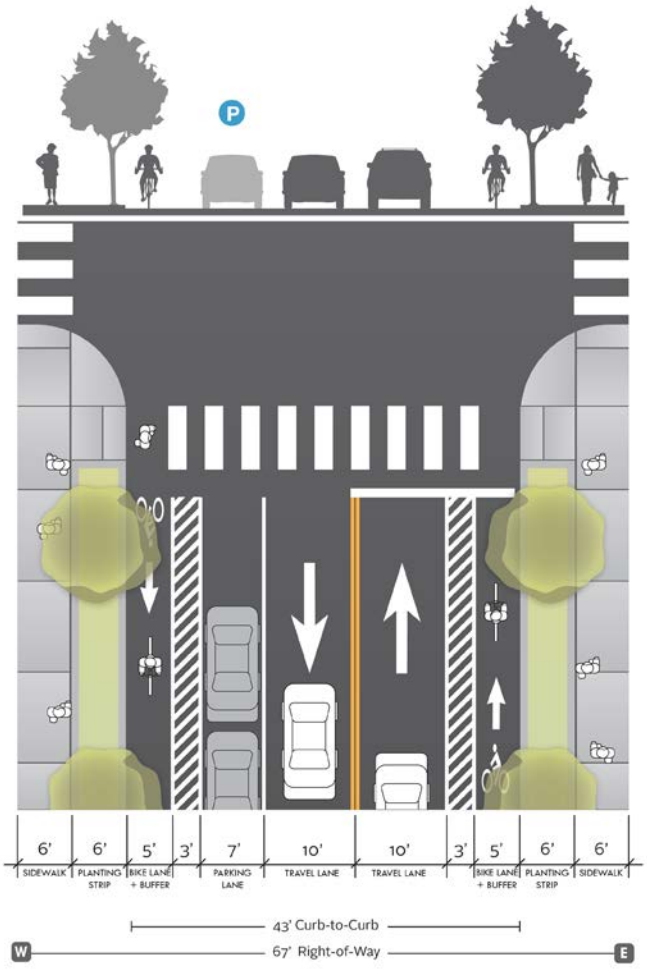


STREET SECTIONS (CONTINUED)



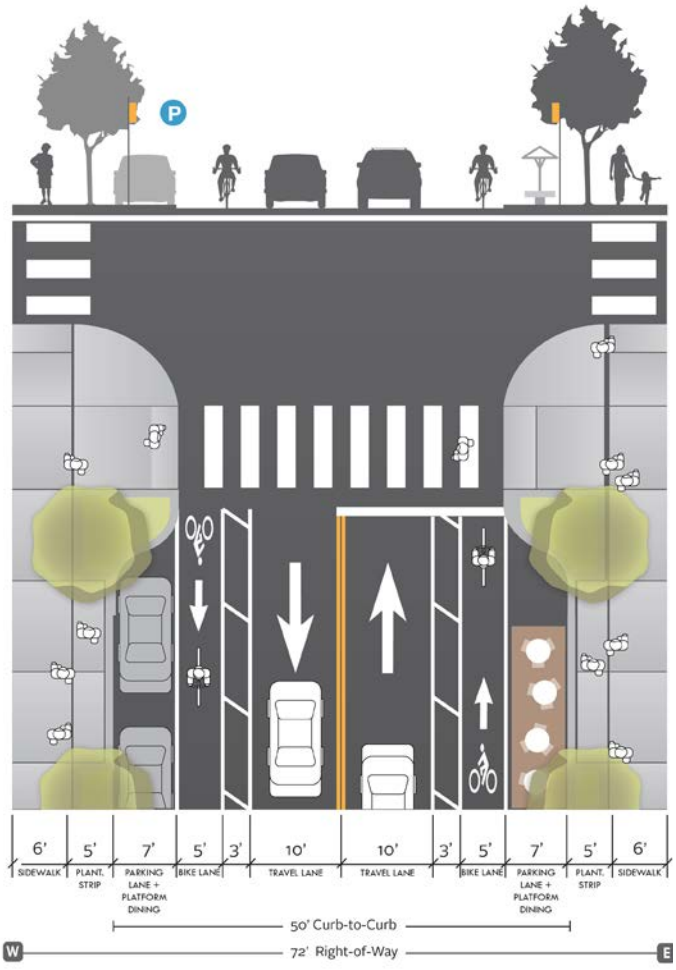
MEDIUM-ACTIVITY RESIDENTIAL

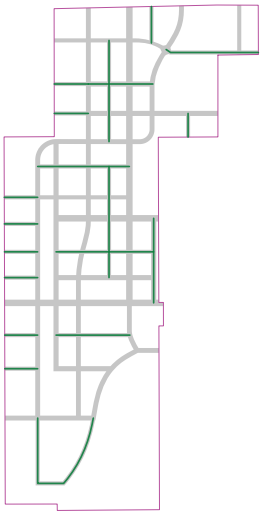
- Low-to-moderate speeds & volumes
- Two 10' travel lanes
- Conventional bike lane
- On-street parking



MEDIUM-ACTIVITY COMMERCIAL

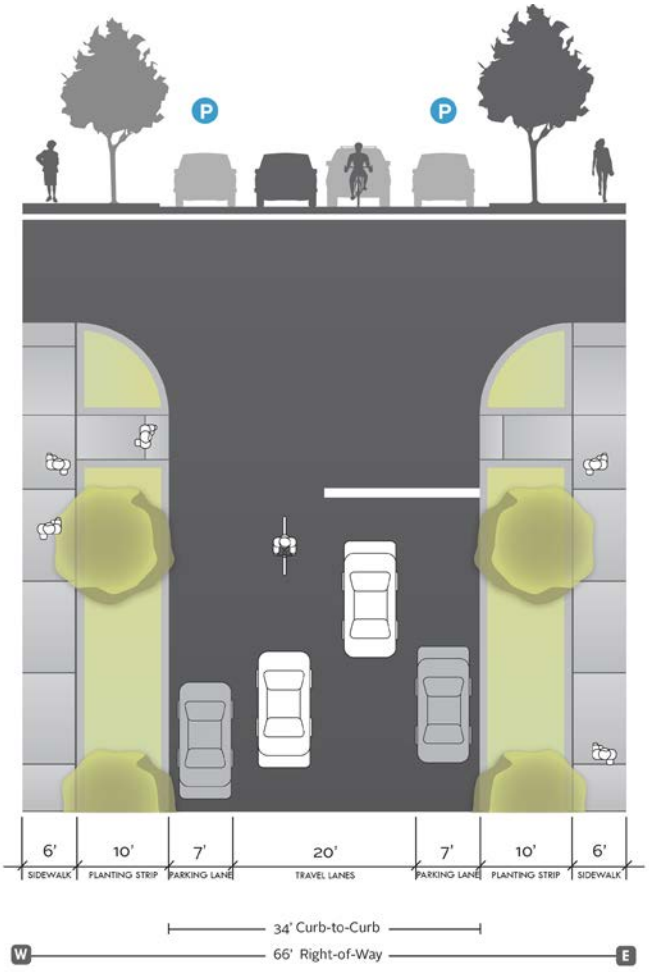
- Low speeds & volumes
- Two 9.5' travel lanes
- On-street parking
- Buffered or protected bike lane





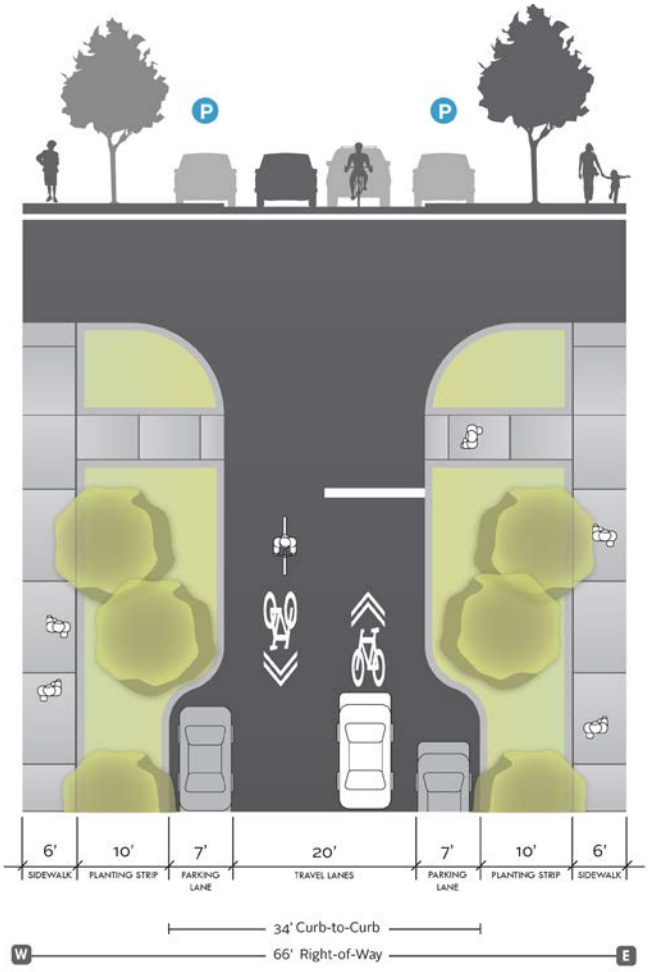
LOCAL ACCESS A

- Low speeds & volumes
- 18' travel lane (2 lanes, no centerline)
- On-street parking



LOCAL ACCESS B

- 18' travel lane (2 lanes,no centerline)
- On-street parking
- Sharrows
- Curb extensions



PHASE 1

For the purposes of the master plan, the overall 480-acre Churchill Park site has been broken down into a "Phase 1" and "Long Term" in order to better understand near-term priorities while planning for longer-term strategies. There is not a specific time duration that corresponds to what has been identified as Phase 1 and Long Term. Instead, Phase 1 is conceptualized as the portions of the site that can be most easily accessed for development by the construction of a small handful of roadways on land owned by JEDCO. These streets are identified in the corresponding diagram as well as the current JEDCO property ownership.

1. Churchill Parkway Extension – The existing Churchill Parkway should be extended southward through the central open space and continuing westward.

2. High-Activity Mixed-Use Street – a second entrance should be constructed from Nicolle Blvd. south into the site. This street will relieve pressure from the existing Churchill Parkway entrance, connecting with the Churchill Parkway extension. In the future, this will become a major corridor for the development as a whole.

3. Mixed-Use Main Street – a third entrance from Nicolle Boulevard is planned further west on land that is part of a donation contingent on the construction of a "Haul Road" in this location. By constructing a street to specifications outlined in a separate contract document, JEDCO acquires ownership of this right-of-way along with adjacent property totaling approximately 17 acres. This simple access road could be converted later to a more complete street imagined in the master plan document.

4. East-west connector streets should be constructed as development progresses to create a robust street network allowing for appropriate pedestrian, bicycle, and vehicular circulation within the development.

When all these streets are constructed, all of the parcels identified within the Phase 1 boundary will be accessible for development, regardless of current ownership. Development in Phase 1 but outside the existing JEDCO ownership will require additional stormwater management ponding (indicated outside of the Phase 1 boundary on plan), as these parcels are not designed to drain to the main pond (see Appendix B for drainage plan).

Phase 1 Development and JEDCO Ownership Boundary

*The 10.5-acre site of Delgado Community College River City Campus (within JEDCO boundary) is owned by the Louisiana Community and Technical College System (LCTCS).

PRIORITY SITES

Development clusters around the central open space, Churchill Parkway, and the second entry street into the site.

Near-Term Priority Development Areas

INCREMENTAL DEVELOPMENT

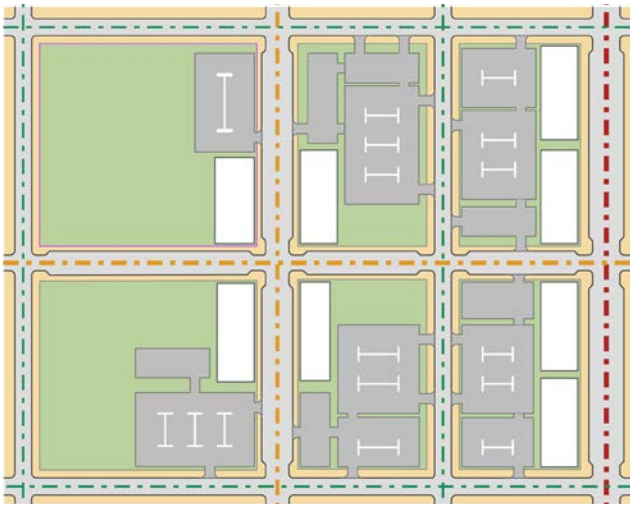
Development branches further out along east-west connector streets and a third entrance from Nicolle Boulevard.

Medium-Term Priority Development Areas

LONG TERM INFILL

Development expands further toward the edges of the site and infills into less densely developed areas.

Long-Term Development Scenario

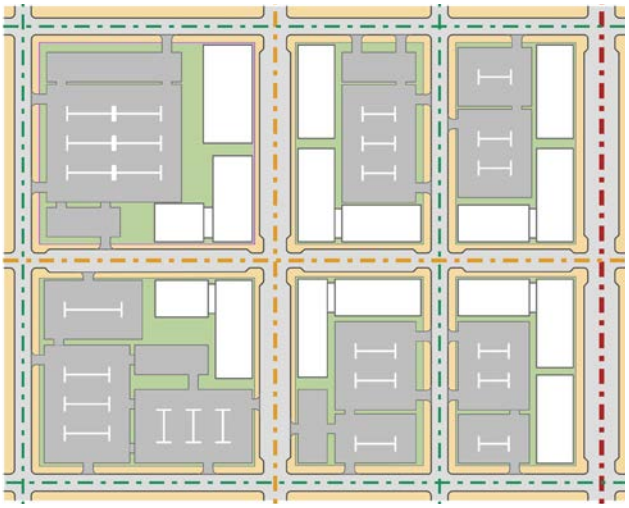


Near-Term Development Organization

NEAR TERM*

Near-term development should be clustered around nodes of activity to frame the most important public spaces and key street frontages identified in the urban design framework to the greatest extent possible. This will help create a continuous building edge and promote a walkable feel and sense of place to the development in the near term. Buildings and uses that are more utilitarian or "back of house" should be located away from the most prominent public spaces and streets. Parking should be situated behind the building and not fronting on these public spaces.

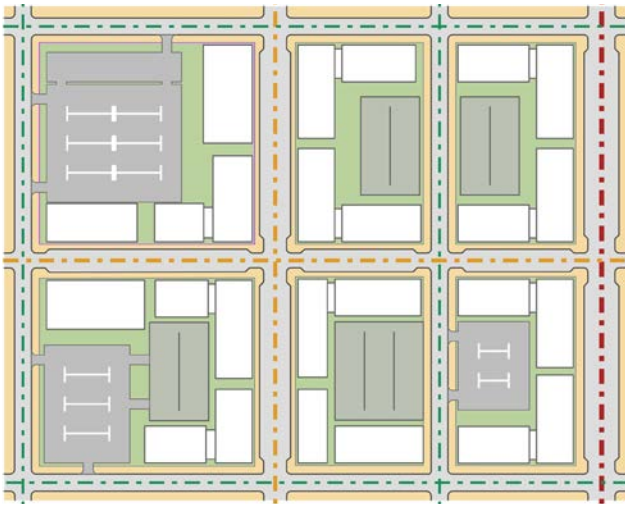
- High-Activity St.
- Medium-Activity St.
- Local Access St.



Medium-Term Development Organization

MEDIUM TERM*

In the medium term, development begins to align further with second priority streets, filling in areas of the development and making more complete blocks. Some existing portions of parking lots may begin to be filled in with new development or expansions, while larger shared parking begins to fill in previously undeveloped areas of parcels away from primary streets. The site gains more overall horizontal development, with buildings and parking covering more of the developable area.



Long-Term Development Organization

LONG TERM*

In the long term, as the land becomes scarcer with higher demand, vertical development with more density becomes more viable. Existing parking lots become potential building sites. As density builds, and land gains value, parking garages may become an option for the most desirable areas of the site or for institutional tenants. As the district gains a wider mix of uses, greater opportunity for shared parking and mobility options lower demand for overall parking and more land can be used for building development.

*Note: these scenarios are intended to exemplify how a typical block of development can be built-up over time to reach its full density potential, these do not depict an actual location on the master plan.

04.

04. IMPLEMENTATION

NEXT STEPS

The following items are recommendations for further implementation of the master plan. Not all of these are physical in nature and, in fact, many deal with issues of management, structure of documents, and further planning and strategy to be developed to take the vision for Churchill Park forward. These next steps are summarized and listed below in recommended order of implementation. This recommended order is based on the knowledge available at the time of publication and should be evaluated and altered as specific needs or timing issues arise. Additional information relating to each step is provided on the following pages.

- Identify, empower, and inform the right people
- Preliminary Marketing and PR
- Create a Strategic Business Plan (SBP) for Churchill Park
- Update Covenants, Codes, & Restrictions (CC&R's)
- Certification of Churchill Park as a LED Certified Business Site*
- Obtain necessary land entitlements for Churchill Park
- Provide basic infrastructure for Phase 1 development**
- Create an Access Authority to manage parking and mobility

*LED Certification may be done simultaneously as the SBP is being created and/or the CC&R's are being updated.

**One important note regarding infrastructure is the haul road that comes into the site off of Nicolle Blvd west of the existing Churchill Park entry. This land has some specific timing requirements for construction, and may necessitate the implementation of the Phase 1 roadways to happen sooner than is outlined here.

THE RIGHT PEOPLE

Prior to creation of an SBP, JEDCO should carefully consider the identification of a singular person to act as the keeper of the plan and manager for all items related to Churchill Park. This person must be intimately familiar with all aspects of this document and will be the champion of the overall vision. Vision and intent can easily get lost in the details of implementation, so it is important to have someone who is able to both direct details as well as step back and see the big picture. This person should be given proper authority for day-to-day decision making, which is imperative to ensuring JEDCO is moving at the speed of business with this development.

JEDCO must ensure that there is a proper on-boarding process for all future consultants who are brought in to work on the implementation of this plan. All persons who will be responsible for future implementation should be provided this document and familiarize themselves with the intent and contents, including

developers or any other entities building within the Park. This master plan should serve as the starting point upon which all future work builds.

Attention must be paid to not only getting this place built, but also activating it through deliberate and intentional programming. JEDCO should task someone to oversee programming of the open spaces, especially the central open space. This person may be JEDCO staff or a consulting expert and may be brought on later in the process as development begins. However, it may be beneficial to have this individual on board throughout the process, especially during the branding and identity piece discussed on the next page. Either way, programming and events should begin as soon as possible in an effort to drum-up early excitement and create a sense of there being something significant happening here.

Throughout the process of implementing this plan, JEDCO should make sure to continue conversations with stakeholders, particularly adjacent property owners or developers. Periodically checking in with adjacent owners and asking them to share any potential development plans will be important in creating a holistic place on the West Bank that includes Churchill Park, Fairfield, and other adjacent properties. For example, aligning roadways between developments can have a big impact on making the area feel cohesive and is something that can be easily adjusted during planning stages but is very difficult and costly to fix once built.

JEDCO should treat Parish Planning and Public Works as true partners in this effort. Representatives from these and other Parish Departments have been involved in the creation of this master plan and have proven to be progressive thinkers and have expressed great support for implementing the plan as presented in this document. Keeping these people as allies throughout the process will be instrumental in successful implementation of the vision.

PRELIMINARY MARKETING AND PR

Although a formal marketing strategy will be included in the SBP, JEDCO should not wait for this process before beginning to spread the word about what is happening at the Park. The completion of this master plan document provides an opportunity to start letting the community know about this new vision for Churchill Park, Fairfield, and the West Bank. This document includes many marketing quality renderings that could be included in press releases, provided to media outlets, and used in other similar communications to begin drumming up excitement. The goal is to not let the momentum of this master plan completion die while the official marketing strategy is being prepared with the SBP.

STRATEGIC BUSINESS PLANNING

The Strategic Business Plan (SBP) is a critical element of Best Practices for an endeavor as complex and multidimensional as the Churchill Technology and Business Park. The process of creating the SBP allows the owners and key stakeholders to bring all of the Park's necessary elements into clear, well thought-out alignment. This includes the physical Master Plan / Land Plan as the centerpiece of the Strategic Business Plan, but also these other essential, mutually-dependent, and interlocking elements:

- Confirmation of Vision, Mission, Goals, Objectives
- Assessment of Market, Key Drivers and Program Strategies
- Branding / Marketing / Sales Strategy
- Governance and Management
- Financing Strategy
- Implementation Roadmap/Action Items (including and in addition to the next steps outlined in this section of the document)

By treating all of these topics simultaneously, they become clearly related to the purpose and functioning of the physical placemaking elements (i.e. the open spaces defined by the Master Plan): operationally, administratively, financially, etc. Each of these elements has implications for the others, and the SBP allows for their integration into a coherent "plan of attack", including helping to define roles and responsibilities for implementation.

The Strategic Business Plan and the process of establishing it provides essential guidance to the structure and content of all documents necessary for the Park's operation, e.g. Land Tenure Documents, CC&Rs, and DOGs. See next section (Covenants, Codes, & Restrictions) for additional information.

BRANDING AND IDENTITY

An important part of the SBP will be creating a deliberate brand strategy for the Park. This will likely require a branding and marketing expert to be brought in for this portion of work. The brand strategy should focus on providing JEDCO with the tools they need to attract the type of tenants that will support the mission and goals outlined in this document. The marketing story should sell Churchill Park, but also the larger Fairfield area and the whole of the West Bank. This exercise should result in a cohesive brand that can manifest in both marketing collateral and environmental or place-branding elements. One specific item to consider is the naming of Churchill Technology and Business Park. The idea of a "business park" reflects an image of traditional office parks and may not properly convey what JEDCO is trying to do here. There is historic significance to the "Churchill" reference, so one consideration may be to simply refer to this place as Churchill Park or allow the main open space to be dubbed Churchill Park while the larger development is rebranded. The branding strategy may be a separate document from but included as an appendix to the SBP.

MARKET ASSESSMENT

Another notable aspect of the SBP is commissioning a market assessment. Similar to the branding strategy, this element will require an expert professional to be brought in to produce this work, it may be a stand alone document that is included as an appendix to the SBP, and it may want to look beyond the boundaries of this mater plan to include the larger Fairfield area. A market assessment will the instrumental in discussions with potential early adopters or first movers being targeted for recruitment to the Park.

(A memo has been prepared which begins to outline potential development and program drivers, found in Appendix D)

COVENANTS, CODES, & RESTRICTIONS

The purpose of CC&R documents is to promote future development and ongoing stewardship of the property in a manner that protects the interests of the initial property owner[s], as well as those of subsequent owners who may undertake development within the defined property, and to help induce others to invest in the property. They govern the land development process, effectively, in perpetuity, or however long the duration of the overall enterprise. They must be sufficiently specific, detailed and rigorous to protect property interests over a long period; yet simultaneously they must not be so complex or restrictive that they become an impediment to recruiting other parties who will buy or lease property within the development. CC&R's ideally should seek that "middle ground" so that they serve as a tool that supports the marketing and promotion of the property, over time. As such, it is recommended that JEDCO and Churchill Farms, Inc. should:

1. **Amend the current CC&Rs to:**

- Simplify wherever possible
- Shorten as much as possible
- Make the CC&Rs as user-friendly as possible
- Build in mechanisms to permit flexibility, for standards to change over time.

2. **Remove prescriptive content elements of the Design & Operating Guidelines (DOGs) from the CC&Rs document**. The CC&Rs should only reference the DOGs from a procedural standpoint, leaving the actual guidelines to be spelled out in the separate DOGs, which can in the future be modified through mechanisms spelled out in the CC&Rs. Separating the DOGs from the CC&Rs would in the future allow the provisions that they are meant to address to be referenced in the Land Tenure Documents in more discrete, flexible and appropriate ways.

(A memo has been prepared which catalogs these and other technical recommendations, found in Appendix C)

LED CERTIFIED BUSINESS SITES

JEDCO should seek to achieve certification by Louisiana Economic Development (LED) as a Certified Business Site for the proposed Phase 1 of development. Subsequent phases of the Park should be certified through this program as they come online for development.

Certified Business Sites can be marketed through LED as available and suitable for development as a business park, mixed-use development or Planned Unit Development, and must endure a rigorous review process to ensure compliance with a number of specific site details and criteria. In order to achieve this certification, a number of criteria must be met, including:

Eligibility Requirements

- 10-25 contiguous buildable acres
- Ownership and control of property
- Above 100-year flood plain or plans / estimates / funding source for elevating construction to meet FEMA standards
- The existence of utilities and access (Water / Sewer / Electricity / Natural Gas / Road Access) concurrent with specifications set forth in LED criteria, or cost estimates, conceptual design, and funding to provide within reasonable time-frame.

Certification Requirements / Due Diligence

- Phase 1 Environmental Assessment
- Wetland and Stream Delineation
- Topographic Survey and 100 year Floodplain Designations
- Preliminary Geotechnical Investigation
- Cultural Resources investigation
- Endangered Resources Investigation
- Utility, Oil/Gas Well, and Pipeline Easements / ROW
- Railroad Accessibility Determination
- Roadway Accessibility

More detailed criteria, procedures, and contacts are available through LED's Certified Business Sites program.

PROVIDING SHOVEL-READY SITES

"Shovel-ready" generally refers to sites that reduce costs, timeline, and risks for developers by doing a portion of the initial work prior to their involvement. In the case of Churchill Park, providing LED certification as well as having necessary development entitlements and basic infrastructure in place that allows for immediate movement of buildings on a site will likely be necessary to attract developers and businesses, especially in the beginning.

Entitlements

JEDCO will need to work with Parish Planning to identify best practices for adoption of this master plan and authorization of its uses and development standards via official planning channels, to ensure future adherence to and allowance for the vision. Channels include subdivision and zoning and/or future land use map or text amendments. Because lots, rights-of-way, and servitudes likely will need to be created, major subdivision may be necessary. For multi-phased projects, subdivision also entails approval of a concept plan, which could accomplish adoption of this master plan as could adoption of the master plan as a subarea plan under the Parish's Comprehensive Plan. If the uses, building setbacks, and other development standards suggested herein are consistent with the existing zoning, then rezoning may not be necessary; however, a development pattern zoning overlay may be created and mapped over the Churchill Park site to facilitate the plan's proposed uses, setbacks, and other standards. If the uses, setbacks, and other standards suggested are not consistent with the existing zoning or with the potential development pattern, the site may be rezoned as a Planned Development District (PDD), assuming the PDD is added to the Parish's Unified Development Code. The entitlements should expressly allow for district or development-wide approaches to infrastructure, including open space, detention, and parking requirements.

Other official documents that may be required to be provided to or updated with the Parish could include the Future Land Use Map (FLUM) and land use categories for this site, the thoroughfare plan within and beyond the boundaries of Churchill Park, a Traffic Impact Analysis for the proposed development, and a maintenance agreement for the public infrastructure within the Park.

Infrastructure

Building the basic infrastructure for Phase 1 is something JEDCO must do in order to jump start development at the park and can be used as a recruitment tool. This includes providing the basic elements of roadways and utilities as well as elements such as civic and open spaces, stormwater detention, and parking lots or structures. These latter items are usually required to be provided by each project individually, but doing them in a district or development-wide approach allows developers to utilize more of their parcel and allows these elements to have a greater positive benefit to the overall development. Parking for the initial phases of development may be implemented with specific projects, so long as it is built and located in such a way as to allow it to be separated from that building project in the future and transition into a district-wide asset.

Whether these elements are physically funded and built by JEDCO or a developer, they should be done with the oversight of JEDCO, as keepers of the master plan vision, and after construction should be controlled and maintained by a district-wide management entity, which should be outlined as a part of the DOGs.

A proper design and engineering process should be followed for the implementation of infrastructure. This master plan is intended to create a vision and overall framework, but should not be used as a basis to begin engineering. The party responsible for the design of these infrastructure elements should hire reputable landscape architecture and civil engineering firms to begin a process of schematic design (SD), design development (DD), and construction documentation (CD). These consultants should also have ongoing communications with Parish Planning, Public Works, Engineering, and Transportation departments.

CREATE AN ACCESS MANAGEMENT ASSOCIATION TO OVERSEE PARKING & MOBILITY

Churchill Park should seek to establish an Access Management Association to manage parking and mobility for the district. Doing so will facilitate the sharing of stakeholder resources and administrative functions necessary to implement parking and transportation demand management (TDM) programs. Access Management Associations are generally non-profit, member-controlled organizations that provide transportation and parking services for a particular area or group of tenants, such as an industrial park, corporate campus, or business district. The Access Management Association may be a standalone entity or may be a part of a wider Tenant or Owners Association. The exact formation and structure of this entity should be outlined in the SBP. The intent, authority, and expected participation in an Access Management Authority must be clearly spelled out in any lease or development agreements.

Early adoption of a model that creates shared resources around parking and mobility can help Churchill Park address traffic and parking challenges and implement programs to improve access for current and future users of the Park. Further information on the creation of a Access Management Association can be found in Appendix A.

FIRST PHASE INVESTMENTS & FUNDING

As noted above, there are several elements of the first phase of the master plan that will be critical to creating a successful kickoff to Churchill Park:

- Extension of Churchill Parkway
- Implementation of Phase 1 stormwater infrastructure
- Construction of the first phase of the central open space plaza/park/pond elements (those within the current JEDCO ownership).
- Create a second entrance west of Churchill Parkway
- Necessary site work to ready Phase 1 areas for development and achieve LED Certification

PUBLIC DOLLARS, GRANTS, AND FEES

Jefferson Parish Capital Improvement Projects (CIP) money may be requested to help pay for infrastructure, utilities, roads, water management elements, civic spaces, parking districts, or for raising the land out of the floodplain.

A tax bond could be issued to support infrastructure at the Park.

Federal and State grants may be available and should be researched and leveraged. There are a multitude of grants out there, including EDA or BUILD grants, with a range of applicability from funding planning efforts to design and engineering to infrastructure and implementation.

A Tax Increment Financing (TIF) district, or Economic Development District (EDD), currently exists over the Fairfield area. Funds generated through this TIF are dedicated to economic development projects within the Fairfield EDD and could be directed by Jefferson Parish to fund infrastructure investments and improvements in Churchill Park. As more development occurs and sales tax revenues increase in the Fairfield EDD, the TIF balance will also regenerate, potentially allowing for an ongoing funding source for improvements.

Fees collected through the Park's tenant or owners association(s) should be used to pay for common area maintenance and upgrades to infrastructure. In addition, with an integrated mobility plan for the Park, the Access Management Association could charge Transportation Impact or similar fees of tenants to subsidize mobility programs and related infrastructure in Churchill Park.

ECONOMIC IMPACT ANALYSIS

JEDCO should consider hiring an expert consultant to conduct an economic impact study of the proposed development. This could be helpful in supporting the funding strategies listed above through proof of long-term tax benefits and job creation of the Park.

LEVERAGING PRIVATE INVESTMENT

By providing quantifiable information, remaining flexible, and being open to innovative and creative deal structuring, JEDCO should be able to incentivize private sector investment. Some examples include:

Public/Private Partnerships would likely be successful here. Potentially a developer would be willing to build on 50% speculative if JEDCO can drum up leases for the other half of a building.

JEDCO could look into leasing out its existing office building and could then build a new speculative multi-tenant building that would house JEDCO as well as others.

> In either of the two previous scenarios, JEDCO could conglomerate a few of the requests that they get for 10,000 SF office, and get either a self-developed or developer led multi-tenant building to be 50% pre-leased.

JEDCO will need to look at whether they will lease or sell the land and weigh the benefits of keeping ownership of this land. Likely this will be a case by case basis, but JEDCO must be prepared to answer requests at the speed of business, so should implement a protocol for making these decisions and promptly responding to requests.

FUNDING AND RESPONSIBILITY MATRICES

On the following pages you will find matrices demonstrating the preferred sources of funding for the next steps and initial investments outlined in this section as well as who or what entity should be responsible for the implementation. These are meant to provide a preliminary strategy, knowing that situations can change rapidly, as such, the matrices provide both primary and alternative recommendations.

It should be noted that the matrices are meant to assist in implementation of the immediate next steps, initial investments, and Phase 1 infrastructure which is planned for the publicly owned land within Churchill Park. The strategies noted are likely not applicable to future phases of investment and development, as JEDCO funds and public dollars may not be appropriate or possible for capital expenditures on privately owned land. The privately owned land within the Park would therefore likely be largely the responsibility of Churchill Farms, Inc and/or private developers.

FUNDING MATRIX

The matrix on this page identifies the potential ways that JEDCO could establish funding for the Phase 1 projects identified in the previous pages, as well as some additional related items. Please refer to the introductory paragraph on the previous page for additional detail regarding intent for this matrix.

● Primary Funding Source

● Alternative Funding Source

	POTENTIAL FUNDING SOURCE							
PROJECT	JEDCO Operating Budget	Parish Money (CIP or other)	Tax Bond	Grants	Private Community Investors	EDD Money	Developer Investment	Fee Collections
Hiring the Right People	●							
Early Steps (1)	●				●			
Site Work (2)		●	●	●		●		
Roadways and Utilities		●	●	●		●		
Phase 1 Stormwater		●	●	●		●		
Phase 1 Open Space		●	●	●	●	●	●	
Initial Building Construction	●		●			●	●	
Initial Parking Infrastructure		●	●	●		●	●	
Roadway Maintenance		●				●		●
Open Space Maintenance						●		●
Parking Facility Maintenance						●		●

(1) Early steps include the preliminary marketing and PR, creation of the SBP, updating the CC&R's, LED certification, and entitlements.

(2) Such as the site work necessary for LED Certification.

RESPONSIBILITY MATRIX

The matrix on this page identifies the suggested party responsible for the items identified in this section, plus a few additional related items. Please refer to the introductory paragraph on the previous spread for additional detail regarding intent for this matrix.

● Primary Responsibility

● Alternative Responsibility

	PRIMARY RESPONSIBILITY			
PROJECT	JEDCO	Developer	Parish	Management Associations
Hiring the Right People	●			
Preliminary Marketing and PR	●			
Creating the SBP	●			
Updating the CC&R's	●			
LED Certification	●			
Entitlements	●		●	
Planning, Design, and Construction of Basic Infrastructure (1)	●	●	●	
Planning, Design, and Construction of Other Infrastructure (2)	●	●	●	
Initial Parking Infrastructure	●	●		
Creation of Management Associations	●			
Roadway Maintenance	●		●	
Open Space Maintenance	●			●
Parking Facility Maintenance	●			●

(1) Overall site work, main roadways and utility lines, phase 1 stormwater and central open space.

(2) Project specific site work, secondary roadways and access to project sites.

05.

05. Appendix

A. Transportation & Mobility

Existing Conditions Analysis
Shared Parking Approaches
Transportation Demand Management
Access Authority

NELSON
NYGAARD

MEMORANDUM

To: Churchill Park Master Plan Team
From: Nelson\Nygaard Project Team
Date: May 9, 2018
Subject: Existing Transportation Conditions

Introduction

This memorandum summarizes the transportation environment surrounding Churchill Park. Churchill Park is a 500-acre education, business, and technology campus in Avondale, on the west bank of the Mississippi River in Jefferson Parish, Louisiana.

An evaluation of existing transportation conditions is necessary to prepare for anticipated campus growth that will accompany implementation of the Churchill Park Master Plan. This evaluation of existing transportation conditions includes a review of current tenants at Churchill Park, roadway and public transit networks, parking, transportation demand management (TDM), and bike and pedestrian conditions.

Churchill Park Current Tenants

- Patrick F. Taylor Science & Technology Academy (701 Churchill Parkway) is a highly-ranked,[1] regional science-focused magnet secondary school with an enrollment of about 700 students, in grades 6-12.
- Delgado Community College, River City & Advanced Manufacturing Campus (701 Churchill Parkway) is one of the ten campuses of the Delgado Community College system, which has an enrollment of 19,000 students across the New Orleans region. The campus consists of a $65,000-square-foot facility that is currently under construction and expected to open in Fall 2018.[2] Degree and training programs at the College are likely to include transportation/logistics, marine engine, engineering, and automotive technology.
- Jefferson County Economic Development Corporation (JEDCO) has its headquarters at 700 Churchill Parkway and has a staff of about 15. JEDCO also operates the JEDCO Conference Center at 701A Churchill Parkway, which hosts regional events. The JEDCO Conference Center has 8,000 square feet of meeting space and the capacity to host 150 people.[3]

[1] The school is ranked #4 among Louisiana high schools and #366 nationally. https://www.usnews.com/education/best-high-schools/louisiana/districts/jefferson-parish-public-school-system/patrick-f-taylor-science-and-technology-academy-8642

[2] http://www.dcc.edu/about/locations/river-city.aspx

[3] Rojas, Scott. 2014. "JEDCO Conference Center Opens in the Churchill Technology and Business Park | Jefferson Parish Economic Development Commission." Accessed May 7, 2018. https://www.jedco.org/2014/06/jedco-conference-center-opens-in-the-churchill-technology-and-business-park/.

Figure 1 Churchill Park Aerial

Source: Google Maps

Roadway Network

- **Churchill Parkway** is the primary entry/exit facility to Churchill Park. It is a four-lane divided roadway with parallel parking adjacent to the outer travel lanes. The Churchill Parkway northbound approach to Nicolle Boulevard is a stop-controlled intersection. Churchill Parkway bisects the Churchill Park campus, shown in red in Figure 2.
- **Nicolle Boulevard** is a divided parish roadway that parallels U.S. 90, and the only roadway that connects Churchill Park to the neighboring communities of Avondale, Bridge City, and Westwego. Its posted speed limit is 40 mph, but reduces to 20 mph on the west side of Churchill Park, where it transitions to a two-lane divided boulevard as it approaches **S. Jamie Boulevard**. The intersection of **Nicolle Boulevard** and S. Jamie **Boulevard** is stop-controlled. On the east side of Churchill Park, **Nicolle Boulevard** widens into a four-lane divided roadway, and becomes **Segnette Boulevard** on the north side of signalized intersection with **Lapalco Boulevard**. In the northbound direction, **Nicolle Boulevard** also contains one right-turn and one left-turn at the intersection with **Lapalco Boulevard**.
- **S. Jamie Boulevard** is a two-lane divided parish roadway with parallel parking, with posted speed limits of 30 mph for general traffic and 20 mph for trucks. S. Jamie **Boulevard** connects Churchill Park with the community of Avondale, particularly between **Nicolle Boulevard** and U.S. 90. The intersection of **S. Jamie Boulevard** and **Nicolle Boulevard** is an all-way stop-controlled intersection with one lane approach in each direction.

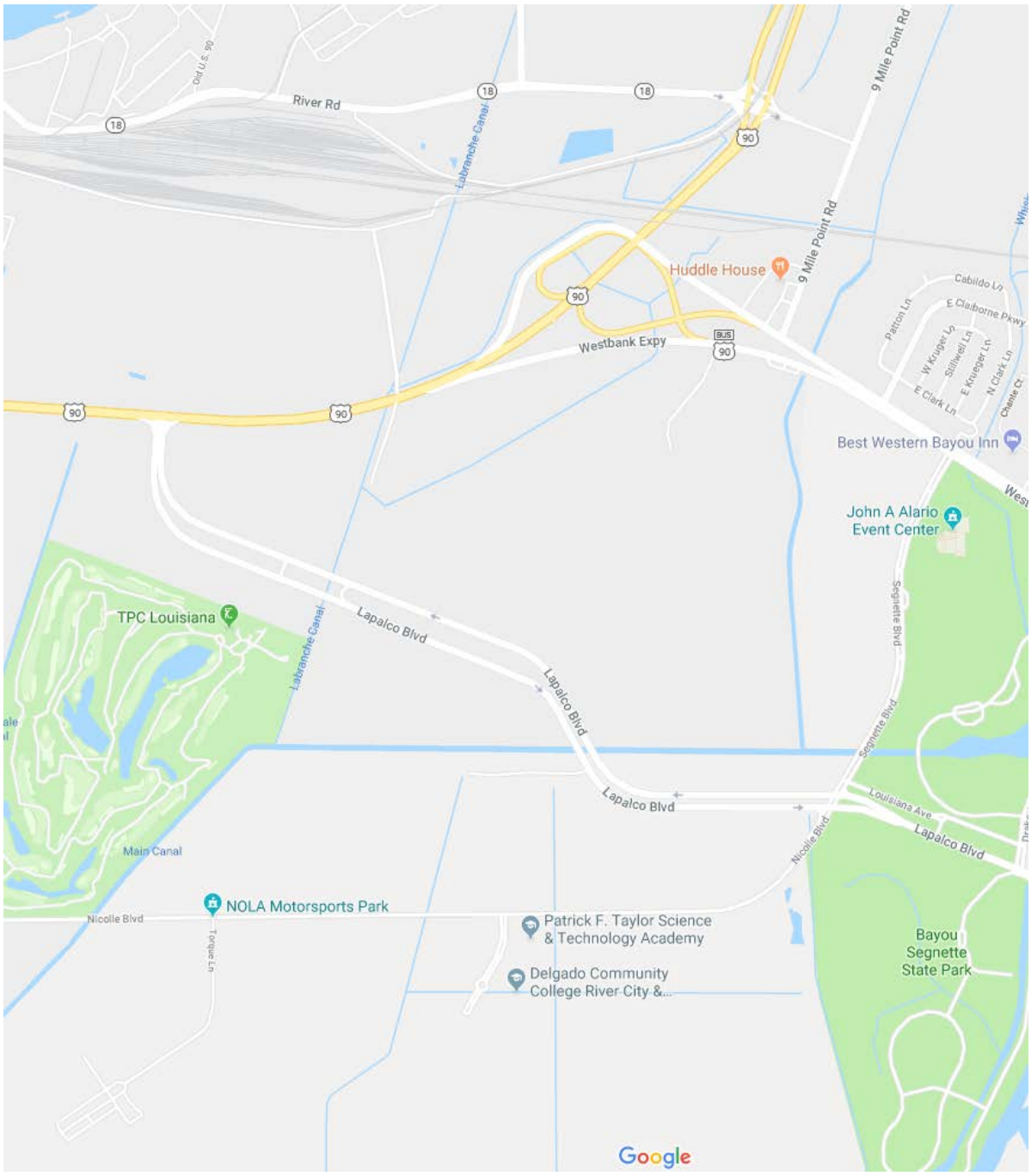
- **Lapalco Boulevard** is a four-lane divided parish roadway that parallels U.S. 90, between Churchill Park and Algiers, and intersects U.S. 90 between **Segnette Boulevard** and **S. Jamie Boulevard**. The intersection of **Lapalco Boulevard** and Nicolle **Boulevard** /**Segnette Boulevard** is signalized. Lapalco Boulevard has a posted speed limit of 40 mph.
- **U.S. 90** is a four-lane divided U.S. highway with two shoulder lanes and a posted speed limit of 45 mph. **U.S. 90** is the primary regional highway connecting Churchill Park with the rest of the New Orleans metropolitan area and other destinations in southern Louisiana. U.S. 90 is accessible from Churchill Park either via **Lapalco Boulevard** to the west, or **Segnette Boulevard**, to the east.

The Delgado Community College Traffic Impact Assessment (TIA),[4] completed for the River City & Advanced Manufacturing campus, at 701 Churchill Parkway, shows that under existing conditions, all intersections surrounding Churchill Park operates with minimal delay during the PM peak hour, at a Level of Service of "C" or better (Figure 3), and two individual approaches will operate at LOS "D": Lapalco Boulevard's northbound approach at U.S. 90 (AM peak) and U.S. 90 eastbound approach at Segnette Boulevard (PM peak).

The College's TIA shows that with 3,000 students enrolled, as projected, several intersection approaches are likely to experience increased delay during the AM peak (shown in Figure 4). During the AM peak, the following intersection approaches are expected to operate at LOS "D": eastbound Lapalco Boulevard at Nicolle Boulevard/Segnette Boulevard, both southbound and northbound approaches; westbound Lapalco Boulevard at Nicolle Boulevard/Segnette Boulevard, northbound approach; U.S. 90 at Lapalco Boulevard, U.S. 90 eastbound and Lapalco Boulevard northbound approaches. In addition, the northbound approach of Churchill Parkway at Nicolle Boulevard is expected to operate at LOS "F". However, conditions remain essentially unchanged during the PM peak: all intersections surrounding Churchill Park would operate with minimal delay during the PM peak hour, at a Level of Service of "C" or better, shown in Figure 5. The single intersection approach operating at LOS "D" during the PM peak continues to be the U.S. 90 eastbound approach at Segnette Boulevard.

[4] Urban Systems, Inc. 2015, June. "Delgado Community College: Traffic Impact Analysis." Jefferson Parish Economic Development Commission. USI Project # 15-026.

Figure 2 Churchill Park Roadway Network



Source: Google Maps

Figure 3 Existing Level of Service, 2015

Intersection/Approach	AM Peak		PM Peak	
	LOS	Delay (sec/veh)	LOS	Delay (sec/veh)
US 90 at Segnette	**C**	**21.4**	**C**	**28.9**
US 90 eastbound	C	27.9	D	40.4
US 90 westbound	B	14.4	B	19.7
Segnette Blvd. northbound	C	27.9	C	26.7
Eastbound Lapalco at Nicolle/Segnette	**C**	**30.0**	**C**	**31.8**
Lapalco eastbound	C	28.8	C	32.9
Nicolle/Segnette northbound	C	32.0	C	30.9
Nicolle/Segnette southbound	C	30.2	C	30.1
Westbound Lapalco at Nicolle/Segnette	**C**	**29.4**	**C**	**30.0**
Lapalco westbound	C	29.3	C	30.0
Nicolle/Segnette northbound	C	32.6	C	32.7
Nicolle/Segnette southbound	C	29.1	C	28.5
US 90 at Lapalco	**C**	**24.3**	**B**	**17.8**
US 90 eastbound	C	29.4	C	22.8
US 90 westbound	A	7.4	B	11.2
Lapalco northbound	D	39.9	C	31.9
Nicolle at S. Jamie	**A**	**7.68**	**A**	**7.76**
Nicolle eastbound	A	7.76	A	7.79
Nicolle westbound	A	7.16	A	7.56
S. Jamie northbound	A	7.27	A	7.26
S. Jamie southbound	A	8.05	A	8.06
Nicolle at Churchill	*	*	*	*
Nicolle westbound	A	8.4	A	7.5
Churchill northbound	B	11.8	A	9.0

*Overall LOS is not available for two-way stop controlled intersections.

Figure 4 Projected AM Peak Level of Service

Intersection/Approach	Existing		Projected	
	LOS	Delay (sec/veh)	LOS	Delay (sec/veh)
US 90 at Segnette	**C**	**21.4**	**C**	**22.7**
US 90 eastbound	C	27.9	C	27.9
US 90 westbound	B	14.4	B	14.9
Segnette Blvd. northbound	C	27.9	C	33.4
Eastbound Lapalco at Nicolle/Segnette	**C**	**30.0**	**D**	**38.5**
Lapalco eastbound	C	28.8	C	32.2
Nicolle/Segnette northbound	C	32.0	D	40.5
Nicolle/Segnette southbound	C	30.2	D	41.8
Westbound Lapalco at Nicolle/Segnette	**C**	**29.4**	**C**	**33.4**
Lapalco westbound	C	29.3	C	33.5
Nicolle/Segnette northbound	C	32.6	D	33.9
Nicolle/Segnette southbound	C	29.1	C	32.3
US 90 at Lapalco	**C**	**24.3**	**C**	**31.3**
US 90 eastbound	C	29.4	D	38.8
US 90 westbound	A	7.4	B	13.5
Lapalco northbound	D	39.9	D	40.1
Nicolle at S. Jamie	**A**	**7.7**	**A**	**8.0**
Nicolle eastbound	A	7.8	A	7.9
Nicolle westbound	A	7.2	A	7.4
S. Jamie northbound	A	7.3	A	7.4
S. Jamie southbound	A	8.1	A	7.5
Nicolle at Churchill	*	*	*	*
Nicolle westbound	A	8.4	C	17.1
Churchill northbound	B	11.8	F	618.2

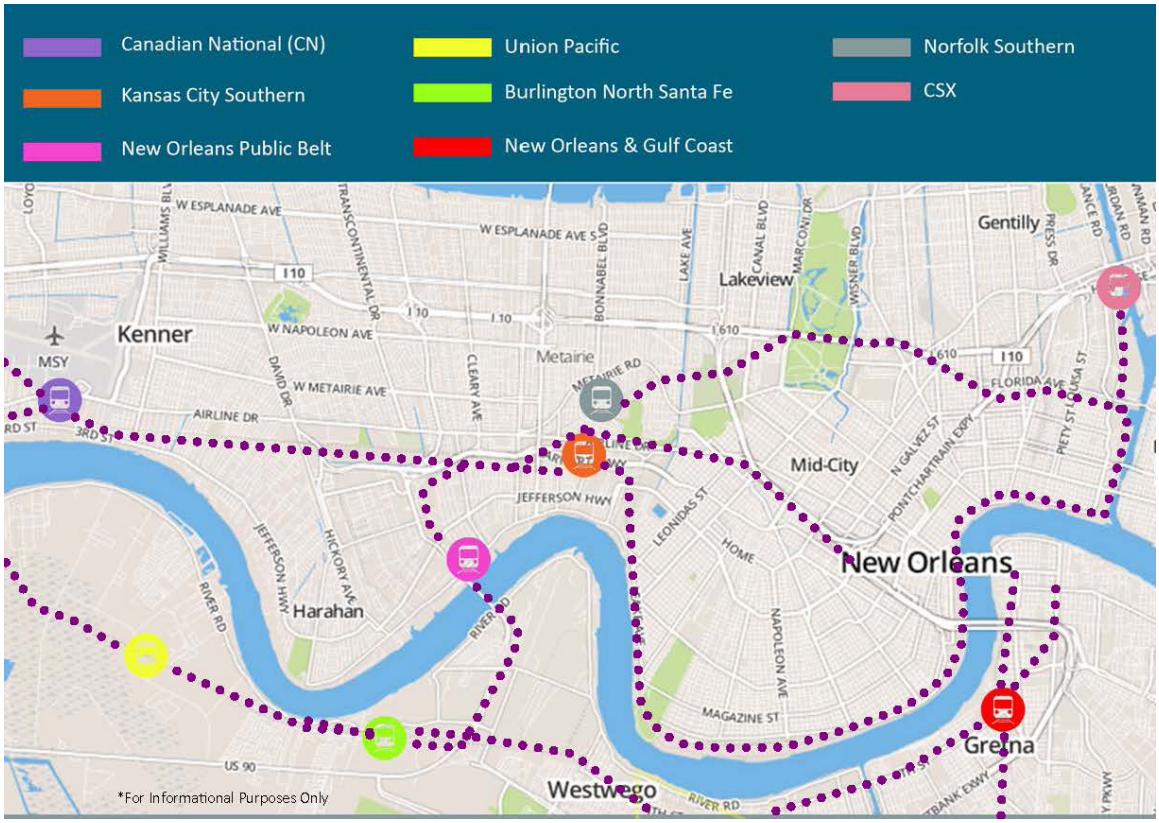
Figure 5 Projected PM Peak Level of Service

Intersection/Approach	Existing		Projected	
	LOS	Delay (sec/veh)	LOS	Delay (sec/veh)
US 90 at Segnette	**C**	**28.9**	**C**	**31.1**
US 90 eastbound	D	40.4	D	40.4
US 90 westbound	B	19.7	C	24.0
Segnette Blvd. northbound	C	26.7	C	27.3
Eastbound Lapalco at Nicolle/Segnette	**C**	**31.8**	**C**	**32.2**
Lapalco eastbound	C	32.9	C	32.4
Nicolle/Segnette northbound	C	30.9	C	31.2
Nicolle/Segnette southbound	C	30.1	C	32.3
Westbound Lapalco at Nicolle/Segnette	**C**	**30.0**	**C**	**29.7**
Lapalco westbound	C	30.0	C	29.4
Nicolle/Segnette northbound	C	32.7	C	32.8
Nicolle/Segnette e southbound	C	28.5	C	29.5
US 90 at Lapalco	**B**	**17.8**	**B**	**18.9**
US 90 eastbound	C	22.8	C	22.8
US 90 westbound	B	11.2	B	12.9
Lapalco northbound	C	31.9	C	32.4
Nicolle at S. Jamie	**A**	**7.76**	**A**	**7.91**
Nicolle eastbound	A	7.79	A	7.86
Nicolle westbound	A	7.56	A	7.66
S. Jamie northbound	A	7.26	A	7.31
S. Jamie southbound	A	8.06	A	8.27
Nicolle at Churchill	*	*	*	*
Nicolle westbound	A	7.5	A	8.1
Churchill northbound	A	9.0	B	10.2

Freight networks

While rail does not serve the Churchill Park site directly, Jefferson Parish is home to six Class1 railways and two Short Line Railways and east-west rail lines cross the Mississippi River in Jefferson Parish (see Figure 6). In addition, major package shippers and freight forwarders have distribution centers within the Parish. Major east-west rail lines cross the Mississippi River in Jefferson Parish.

Figure 6: Jefferson Parish Freight Rail



Source: JEDCO

Transit Networks

Jefferson Transit's (JeT) W-1 Avondale is the only transit route in the area, with the nearest stop at the intersection of Westbank Expressway and Segnette Boulevard, about ¼ mile to the northeast of Churchill Park. The W1 Avondale route provides service to parts of Waggaman, Avondale, and Westwego from Walkertown Terminal. The Walkertown Terminal provides connections to JeT's Huey P. Long and Westbank Expressway routes. The Avondale route operates Monday through Friday between 6:05 AM and 7:14 PM, with average service frequencies of about 70 minutes. On Saturdays and Sundays, the Avondale route operates between 7:14 AM and 6:34 PM, with typical service frequencies of about 65 minutes. Saturday and Sunday service were added to W1 Avondale as part of a JeT service improvement package in 2015.[5]

[5] http://www.jeffersontransit.org/transitimprovements.php

JeT offers fare discount programs for seniors 65+, half-fares (and half-fares for transfers), $0.75 regular fare or $1.00 for cross-river fare. The Wilty Terminal (Gretna) and the Walkertown Terminal (Marrero) serve as two hubs for the Westbank routes. Both terminals offer park and ride facilities, as does the Oakdale Park & Ride.

Paratransit service is available for people with disabilities through JeT's Mobility Impaired Transportation System (MITS). Human services transportation for people with disabilities also operated by the Jefferson Council on Aging and United Cerebral Palsy of Greater New Orleans.[6]

Bike/Pedestrian Facilities

Churchill Parkway has sidewalks on both sides of the street. Four ADA curb ramps are present at the intersection of Churchill Parkway and the driveway of 700 Churchill Parkway. Two crosswalks with patterned concrete are present at Churchill Parkway and the southern roundabout. Nicolle Boulevard has no sidewalk facilities or shoulder area safe for walking. Lapalco Boulevard and U.S. 90 each lack sidewalks, and while shoulder lanes are present, the high vehicle speeds on these roadways make walking unsafe. S. Jamie Boulevard has discontinuous sidewalks on both sides of the street between Nicolle Boulevard and U.S. 90. The nearest regional bike/pedestrian facility is the West Mississippi River Trail, which borders the riverfront throughout much of Jefferson Parish, with significant gaps in the communities of Bridge City, Marrero, and Harvey. No on-street bike facilities exist near Churchill Park.

Parking Management

On-street parking at Churchill Park consists of 30 spaces on Churchill Parkway. These spaces are not currently regulated. Off-street parking includes the totals shown in Figure 7.

Figure 7 Churchill Park Off-Street Parking Supplies

Tenant	General Spaces	Disabled Spaces
JEDCO Offices	50	4
JEDCO Conference Center	72	7
Patrick F. Taylor Academy	159	3
Delgado Community College – River City & Advanced Manufacturing Campus	TBD (under construction)	

Students at Patrick F. Taylor Academy are allowed to park only in the designated lot to the rear of the school. Parking passes are available for $10.00 per year.[7] Churchill Park has no capacity issues currently except in the case of special events, which occur once or twice a month. The Delgado Community College's rear parking lot under construction will be gated, with access controlled by security guard. Entry to this lot will be limited to parents, students, faculty, and vendors doing business at the College.

[6] http://wwwapps.dotd.la.gov/multimodal/publictransportation/transitresources/Providers.aspx?Parish=26

[7] http://www.pftsta.com/documents/Handbook16-17.pdf

According to school policies, student pickup and drop-off at Patrick F. Taylor Academy may not occur before 6:50 AM or after 3:00 PM. Due to safety concerns, parents may not park in the faculty lot during pickup/drop-off times.

The primary parking-related concern at Churchill Park relates to student pickup and drop-off activity at the Patrick F. Taylor Academy. Parents often arrive very early in the AM peak for student drop-offs and cause congestion that spills out onto Nicolle Boulevard. Additionally, during the afternoon pickup period many parents arrive early before classes are dismissed, causing extensive queues on Churchill Parkway. The JEDCO Facilities Director is working with the staff at Taylor academy to mitigate queuing activities.

Transportation Demand Management Programs

Existing Transportation Demand Management (TDM) programs at Churchill Park are limited. Currently, only carpooling and ride-hailing options are available as viable alternative modes for employees and visitors to access Churchill Park. School buses are available for students at Patrick F. Taylor Academy. As of October 2017, 308 carpoolers in the New Orleans region are signed up for the GeauxRide ride-matching program administered by the New Orleans Regional Planning Commission (NORPC). NORPC is actively looking to increase registration to reduce congestion and vehicle emissions.[8]

Uber has the following services available in Jefferson Parish: UberX, VIP, UberXL, UberBlack, UberSUV, and UberAssist. Lyft has the following services available in Jefferson Parish: Lyft, Lyft Plus, Lyft Premier, Lyft Lux, Lyft Lux SUV.

There are currently no programs available for other common TDM programs such as car-share, bike-share, vanpools, or transit pass subsidies.

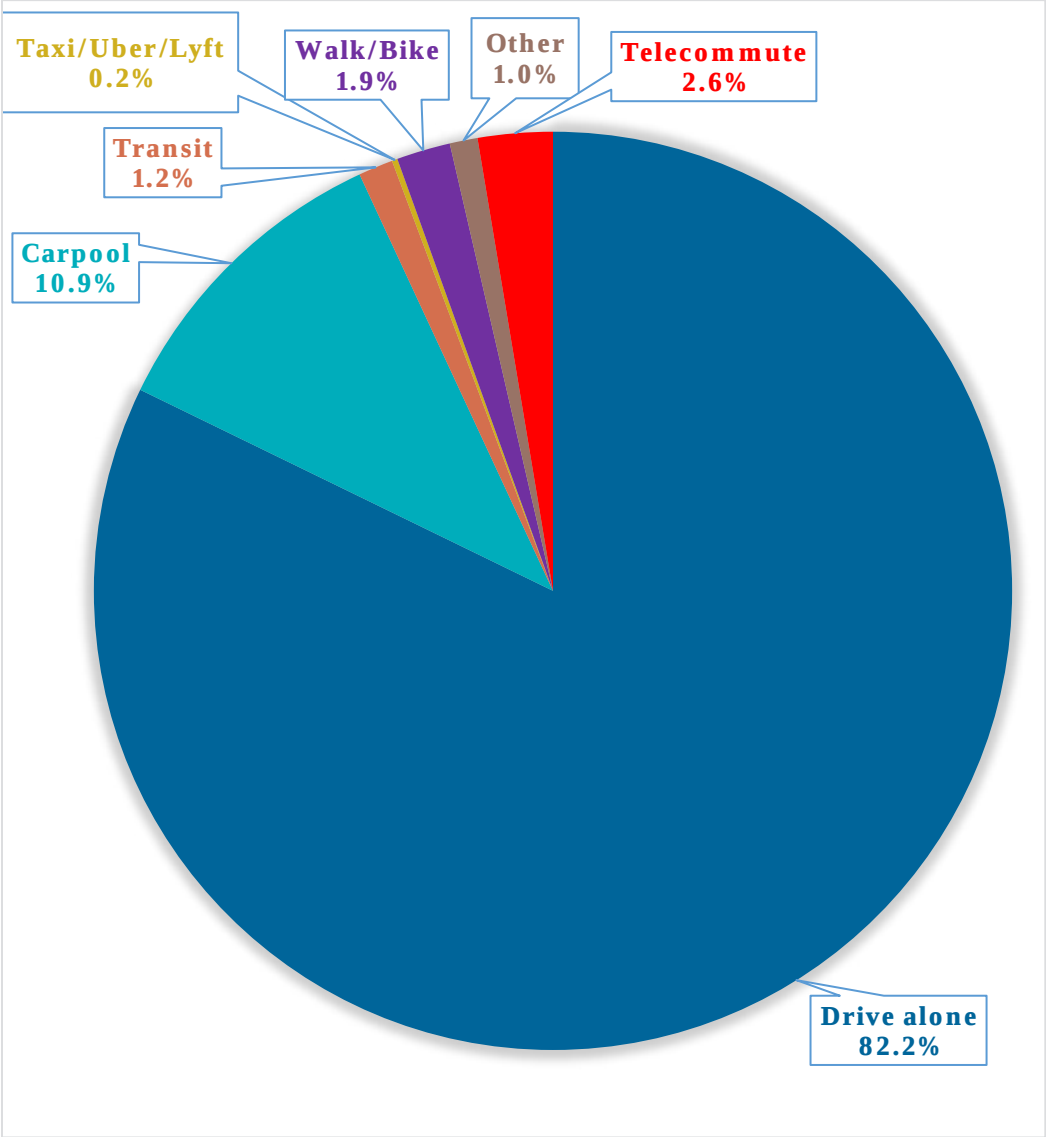
[8] Stromquist, Kat. 2017. "New Orleans' Free Rideshare Service Relaunches as 'GeauxRide NOLA.'" Gambit. October 3, 2017. https://www.bestofneworleans.com/thelatest/archives/2017/10/03/new-orleans-free-rideshare-service-relaunches-as-geauxride-nola.

Mode Share

Driving is the predominant commute mode in Jefferson Parish, with 82% of Jefferson Parish residents commuting by driving alone (Figure 8). Another 11% of commuters carpool, while 3% telecommute and 2% walk to work.

The Census Transportation Planning Package (2006 – 2010) recorded 95 commuters living in Jefferson and Orleans parishes and working in the Census Tract surrounding Churchill Park, and all 95 commuters travel to work by driving alone.[9]

Figure 8 Jefferson Parish Commute Mode Share

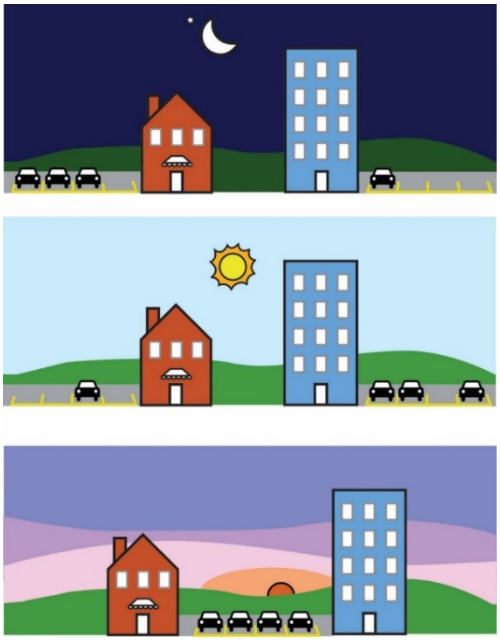


Source: American Community Survey Five-Year Estimates, 2012-2016. Table B08301

[9] Census Transportation Planning Package (2006 – 2010). Table A302103: Means of Transportation to Work, Workers 16 and Over. Retrieved from http://ctpp.transportation.org/Pages/5-Year-Data.aspx

SHARED PARKING

Shared parking is the concept of using the same parking spaces for two or more different land uses at different times, as often, peak parking demand hours differ among land uses, even in the same adjacent developments. As an example, when considering how residential and office uses have varying peaks, parking managers can reduce the total number of spaces required by both uses and effectively still accommodate both use's parking demands across the entire day (see the figure to the right)..



Allowing for shared parking can greatly reduce inefficiencies in parking supply and increase flexibility for parking requirements to be met through on-street parking or off-site facilities. Shared parking agreements typically permit the provision of less than the minimum parking normally required if two or more uses have peak demand at different times of day or day of week.

Two or more different land uses that share a single lot are typically required to account for the entirety of their individual parking requirements so that the total number of parking spaces within that lot is equal to the sum of spaces required for each individual use. This often results in a significant amount of unused parking spaces. Those municipalities that have adopted shared parking provisions in their ordinances experience relatively little additional regulatory procedure, yet gain significantly more efficiency in their parking supply.

Real parking demand is rarely constant; it changes over time, as demonstrated in the middle segment of the figure at right. While typical office parking demand is low during the night and peaks through the middle hours of the day, typical residential parking demand peaks outside of traditional working hours.

Shared parking, like traditional single-use parking minimums, also relies on established methodologies that have been employed by cities and towns of all sizes and types. The graphic on the following page presents the analysis of shared parking demand by time of day, illustrating that the amount of parking needed to meet demand is significantly less when calculated based on actual utilization patterns.

BEST PRACTICE – MONTGOMERY COUNTY, MD

The Montgomery County Zoning Ordinance allows for shared parking when any land or building is under the same ownership or under a joint use agreement and is used for 2 or more purposes. The uses being served by the shared parking arrangement must be within a 500 feet walking distance of the shared parking facility.

	Office Use			Retail Use			
	Minimum Parking Requirement	Percentage of Parking Requirement	Adjusted Parking Requirement	Minimum Parking Requirement	Percentage of Parking Requirement	Adjusted Parking Requirement	Parking Requirement by Time Period
Weekday Daytime	210	100%	210	500	60%	300	510
Weekday Evening	210	10%	21	500	90%	450	471
Weekend Daytime	210	10%	21	500	100%	500	521
Weekend Evening	210	5%	10.5	500	70%	350	360.5
Nighttime	210	5%	10.5	500	5%	25	35.5

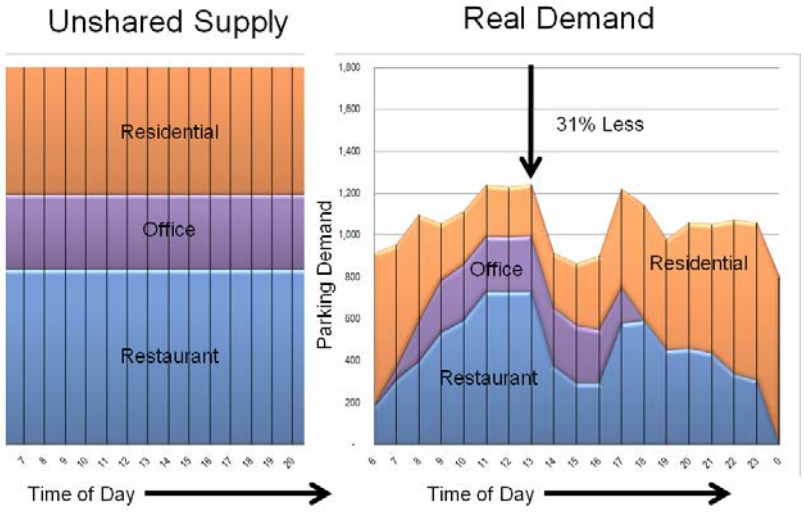
Source: Montgomery County, Maryland

The above graphic shows the breakdown of uses by time as stipulated by the zoning ordinance in Montgomery County, Maryland. In this example the minimum requirement for shared facility is 521 spaces, as that is the maximum number required at any one time period. This is significantly less than the 710 spaces that would have been required if shared parking was not allowed.

Shared Parking Approaches

There are generally two means of implementing shared parking: through the local zoning ordinance or through agreements between individual property owners. The first two items to consider when implementing shared parking are the metric for determining the time-needs of different uses and the limit on the distance shared off-site facilities can be from the use. One frequently used method to determine the amount of parking required by use is the following calculation: 1) determine the minimum amount of parking required for each land use by time period; 2) calculate the total parking required across uses for each time period; and 3) set the requirement at the maximum total across time periods.

Another method to determine shared parking is to let the parties involved decide the appropriate number of spaces. In these cases, the applicants must submit a similar analysis as the one above demonstrating the variation between peak parking times and the minimum requirement given the busiest time period of the day. When implementing shared parking, it is important to consider the long-term consequences of changes in ownership, operations, or use that may change parking demand in the future. Many ordinances require contingency plans to provide for additional parking should a change necessitate a new minimum requirement.



Implementation

Create a shared parking agreement between Taylor Academy and Delgado Community College. Delgado Community College currently has a significant parking surplus available. The college's student enrollment is currently below capacity and will remain so for the near future. To ease parking availability issues at Taylor Academy, Taylor and Delgado stakeholders should enter into a shared parking agreement. The efficiency of shared parking stems from the distinct demand patterns of each school. While Taylor's demand peaks during morning hours (7 AM – 9 AM) and during special events, Delgado's generally peaks in mid-afternoon, typically between 11 AM and 2 PM, with parking also utilized on evenings and weekends.

A shared parking agreement allows Taylor students, faculty, and staff to park in Delgado's facility if needed, and likewise allows Delgado affiliates to park in Taylor facilities when demand from Taylor affiliates is lower, in the mid-to-late afternoon. Shared parking enables the two schools' combined parking supplies to serve more students, faculty, and staff than would be possible with separate, exclusive facilities. However, shared parking agreements require negotiation between the two schools on matters such as:

- Compensation in the form of increased lot maintenance, lot improvements, added security, etc.
- Restricting access to the shared parking, via permits, to area employees to reduce risk and increase accountability.
- Defining any added security or enforcement measures necessary to ensure that the primary uses of the lot are prioritized. The Access Authority (see separate strategy sheet) will likely to play a leading role in resolving these matters.

Next Steps

Use the Master Plan to establish shared parking as the default approach to parking management across all future Churchill Park development.

TRANSPORTATION DEMAND MANAGEMENT (TDM)

Transportation Demand Management, or TDM, consists of strategies that optimize available services and infrastructure by encouraging travel by more space-efficient modes (mass transit, bicycling and walking), shifting car trips to non-peak hours of the day (flexible schedules), or avoiding vehicular trips altogether by mixing land uses and/or employing technology (telecommuting). TDM strategies are typically more cost-effective than capital investments in increased roadway or parking capacity. This is particularly true in campus environments, in which multiple uses must compete for shared parking facilities during peak periods.

TDM is not meant to be a one-size-fits-all solution. Rather, a variety of strategies specific to the context combined to reduce congestion. The most successful projects utilize a combination of bicycling, walking, transit, driving, parking, and programming strategies. By working together with public agencies in Jefferson Parish, Churchill Park can utilize existing resources and expertise to help them reach their TDM objectives. Some of the more common objectives of TDM programs may include:

- Reducing costs associated with providing parking on campus;
- Reducing the physical impact of parking facilities on campus design;
- Creating a more active campus;
- Reducing stakeholder concerns regarding campus growth; and
- Meeting campus sustainability goals.

The Access Authority (see separate strategy sheet) will be responsible for implementing and managing the following long-term TDM programs described below.

Carpooling Programs

- Set up Guaranteed Ride Home program for all campus employees and students. Churchill Park should set up a Guaranteed Ride Home program for registered employees and Delgado Community College students who carpool – or, in the long-term, who walk, bike, or take transit – to work or school. Guaranteed Ride Home programs provide transportation when typical means are not available to students or employees returning home off their normal schedule. This benefit allows for a set amount of free taxi/Uber/Lyft rides for unplanned trips home that cannot be accommodated by the employee's normal commute mode. Typical use cases include employees who carpool (as passengers) to campus and must work unplanned overtime or care for a sick child. Because most Guaranteed Ride Home programs are used infrequently, they provide a significant benefit to carpoolers at very low cost to employers.
- Register families on ride-matching platform: Drive-alone trips can be greatly reduced by organizing a ride-matching service within the community to help drivers identify potential driving companions. The New Orleans Regional Planning Commission (NORPC) maintains a regional ride-matching service, "GeauxRideNOLA," to match carpoolers who share similar origins and destinations. Taylor Academy should use targeted marketing, outreach, and promotions to encourage parents to register on GeauxRide to build a critical mass of Taylor families, making it more likely for families to find other Taylor ride matches. The Access Authority should engage with local stakeholder groups, such as the Taylor Academy Parent Teacher Organization, to demystify the carpool platforms available and offer targeted promotions or incentives to pair families together.
- Use incentives to reward carpoolers: In other regions, online school carpool platforms have failed because parents do not trust that their children will be safe in other parents' cars. As an alternative to GeauxRide NOLA, Taylor parents may prefer to create a private ride-matching network, so that matches are only available with other Taylor families. Transportation management platforms like Ride Amigos or Luum offer highly effective tools for campus affiliates to track their commutes, find carpool ride-matches, and win cash-based incentives for the non-drive-alone trips they log. Subsidies as small as $5 per week can be effective in persuading campus affiliates who currently drive alone to Churchill Park to carpool. There are "offline" alternatives to these platforms as well – many institutions hold regular raffles or prize drawings to reward registered carpools.
- Dedicate preferential carpool parking: Reserving the most desirable parking spaces for the most space-efficient car-commuters has proven effective in encouraging carpooling among employees, particularly where parking demand increases the chances of non-carpool commuters having to park far from their destination. Taylor Academy and Delgado Community College should reserve the spaces proximate to building entrances for registered carpools.

  Create "express drop-off" for carpooling families. Taylor families who carpool with two or more students in the vehicle should be rewarded with a shorter, more direct loop that minimizes time spent queuing. One possible approach is to create a carpool-only loop on the east side of Taylor. This one-way loop would enter Churchill Park from Nicolle Boulevard on the east side of the school, travel south towards Delgado and then west to intersect Churchill Parkway, where drivers would loop north back to Nicolle Boulevard. Taylor stakeholders should develop a verification process for carpool families to limit abuse of the policy. One approach

is to require families to register their vehicle with the school and display a carpool validation tag. Periodic enforcement of the carpool loop would be one of the responsibilities of the Access Authority.

- Explore options with school-oriented TNCs to operate student carpools. In recent years, several school transportation network companies such as CarpooltoSchool, Kango, Zum, and HopSkipDrive have begun offering ride-hailing and carpool ride-matching services geared specifically for student transportation needs. STNCs could help to reduce queuing at Taylor Academy by pooling students into higher-occupancy rides and replacing their parents' single-occupancy vehicle trips. These services employ professional, vetted caregivers as drivers, and have operated in markets such as the Bay Area, Los Angeles, San Diego, Washington D.C., and Denver. While none of these companies currently have a market presence in New Orleans, creative public/private partnerships may provide opportunities for growth to potentially serve Jefferson Parish Public Schools.

Transit Programs

- Explore transit service partnerships with Jefferson Transit. While Churchill Park does not currently have direct access to fixed-route services from Jefferson Transit, this is likely to change as the campus matures and its travel demand increases. The Access Authority should leverage funding from the Transportation Impact Fee (TIF) to offset Jefferson Transit's operating costs of a new or modified route with direct service to Churchill Park.
- Distribute Universal Transit Passes. Going beyond assisting employees with pre-tax purchases or even direct subsidies of transit passes; the concept of the universal transit pass offers transformational TDM potential by drastically reducing the cost of transit commuting. The principle of these bulk-purchased passes is similar to that of group insurance plans – transit agencies can offer deep bulk discounts when selling passes to a large group with universal enrollment because not all those offered the pass will actually use them regularly. In response to the potential revenue/ridership benefits offered by this TDM strategy, a growing number of transit agencies have teamed with cities, employers, university campuses and neighborhoods, and even entire commercial/mixed-use districts to provide transit pass programs. Studies have linked universal transit passes to reductions in car mode shares of between 4% and 22%, with an average reduction of 11%. Many of these reductions have occurred in areas with very limited transit service. Universal transit passes can be purchased from Jefferson Transit using TIF funding.

BEST PRACTICE – PALO ALTO, CA

The City of Palo Alto has a parking and congestion problem. Commuters who work in Palo Alto take up limited parking spots in the Downtown area and make it hard for visitors to find parking. The Palo Alto Transportation Management Association (TMA) was looking for a solution to reduce single-occupancy vehicle trips by Palo Alto commuters. To do so, the TMA is collaborating with Scoop and Waze Carpool to provide carpool services for trips into the downtown Palo Alto area. The TMA provided both marketing support and financial support to the program. Palo Alto TMA's partnership with Scoop and Waze Carpool to offer discounted carpool rides ($1 per ride) has about 250 regular carpoolers enrolled. The TMA also offers low-income Downtown employees transit pass subsidies on Caltrain and discounted Lyft rides for those who work late shifts. The combined operating costs of all these TDM programs is less than half the annualized cost of the equivalent number of spaces in a parking garage.

Source: Palo Alto TMA

Marketing/Outreach Programs

- Work with key tenants to conduct annual TDM education effort. Many employees, students, and parents may be unaware of their transportation options to access Churchill Park. The Access Authority should create annual marketing campaigns (such as through new student or employee orientations) to promote the Guaranteed Ride Home and carpool ride-matching programs and register new users. One effective component of this education effort is to install kiosks in the lobby or main office of all campus buildings with up-to-date information on TDM programs available.
- Conduct annual travel survey of all students, employees at Churchill Park, along with summary report showing changes over time. Another key responsibility of the Access Authority is to regularly collect data on how campus affiliates travel to, from, and within campus, typically through travel surveys. The Access Authority should also track additional data such as usage of carpool ride-matching platforms and the Guaranteed Ride Home program. These data collection efforts are essential to evaluating the success or failure of various TDM programs.

ACCESS MANAGEMENT ASSOCIATION

Access Management Associations are generally non-profit, member-controlled organizations that provide transportation and parking services for a particular area or group of tenants, such as an industrial park, corporate campus, or business district. In some cities, they are known as Transportation Management Associations (TMAs). They are often public-private partnerships, consisting primarily of area businesses and institutions, with local government support. The growth of these organizations in the last 25 years stems from the knowledge that businesses, developers, building owners, and government entities can be more effective when working together to address local transportation problems and developing solutions and strategies collaboratively.

The Churchill Park Master Plan's proposed balanced, multimodal transportation system depends on the combined efforts of Churchill Park stakeholders to invest in transportation demand management (TDM) programs in tandem with its investments in parking and roadway infrastructure. It is recommended that Churchill Park establish an Access Management Association to facilitate the sharing of stakeholder resources and administrative functions necessary to implement parking and TDM programs.

OPPORTUNITIES

As of September 2018, there are more than 145 Access Management Associations (or similar organizations) in the U.S., which range in size, scope, and structure. While they differ in services offered, funding mechanisms, and memberships and partnerships, the primary mission of most is to increase mobility, reduce the share of trips made by single-occupancy vehicle, and enhance access to major activity centers for those who work, reside, shop, and commute into and within the district's boundaries.

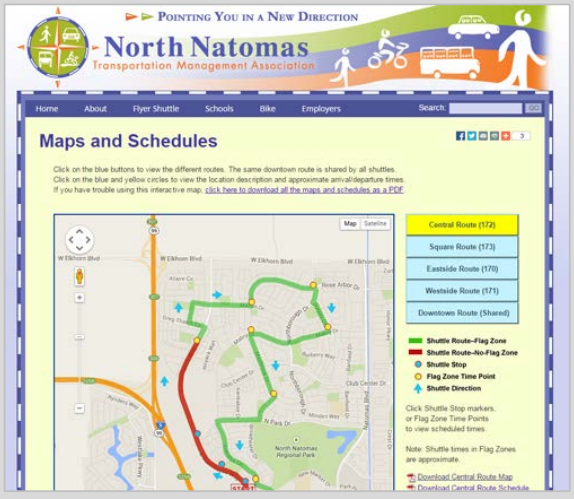
Collaborative organizations can implement programs and services to address traffic and parking challenges, such as those found on Churchill Park's campus, more effectively than any individual stakeholder. Access Management Associations provide a range of TDM programs and services to help maximize the effectiveness of the campus transportation network and reduce the impacts of that network to all stakeholders. Some of the most common campus-based TDM programs and services managed by Access Management Associations include:

- Parking management;
- Shuttle services (local circulators to and from park & rides);
- Carpool ride-matching and incentives;
- Guaranteed ride home programs;
- Sales of and discounts on transit tickets/passes;
- Bike parking, showers, and lockers;
- Marketing for alternative commute modes; and
- Employee transportation coordinator training.

BEST PRACTICE – SACRAMENTO, CA

The North Natomas Transportation Management Association (NNTMA) formed in December 1998 with a mission to "foster transportation behaviors that benefit the community through advocacy, programs, education and services" in the suburban North Natomas neighborhood of Sacramento. The TMA serves about 66,000 residents and 70,000 employees. The TMA is funded primarily through a Mello-Roos Community Facilities District (CFD), which utilizes local property taxes to pay for community benefits. The TMA registered as a tax exempt 501(c)(3) organization in early 2013.

The TMA provides a variety of services to residents and employees. It operates a shuttle service, called the Flyer, which provides weekday-only commuter service to downtown Sacramento. There are four routes, all open to the general public, with a base fare of $2. Flyer shuttles use 32-foot Compressed Natural Gas cut-away buses, which are branded and have on-board Wi-Fi. In 2016, the Flyer provided over 93,000 passenger trips, removing 625,000 pounds of CO_2 from the air. The TMA also coordinates employer programs, such as a Guaranteed-Ride-Home program, transit pass subsidies, and carpool services.



Source: North Natomas TMA

IMPLEMENTATION

Access Management Associations require a consistent stream of funding from their members to hire dedicated staff and operate parking and TDM programs. One means of ensuring funding for the Access Management Association, and other long-term transportation improvements, is for JEDCO to formalize a process to calculate and administer a Transportation Impact Fee (TIF) for all future development at Churchill Park. Revenues generated by a TIF are crucial to financing long-term TDM strategies as well as an Access Management Association to implement them.

TIFs are calculated by evaluating the anticipated vehicle trips generated by each development, according to land use and other factors. Other approaches calculate fees based on the vehicle miles traveled (VMT) of each new development, a more precise measure of the developments' relative contribution to campus congestion. Fees are typically expressed in terms of dollars per square foot of development and may vary according to land use categories, as land use categories typically generate vehicle trips at different rates. Revenues from the TIF should be used to finance and staff the Access Management Association; some federal and state funding sources may also be available to create and maintain Access Management Associations, though the absence of state or local legislation in the New Orleans region requiring TDM programs makes this pursuit less promising. Access Management Associations for campuses of Churchill Park's size and complexity typically employ one or two full-time staff, often a Transportation Coordinator and a support staff person.

B. Utilities Infrastructure

Stormwater & Drainage

Water

Wastewater

Cost Estimates

STORMWATER & DRAINAGE

The Churchill Park Master Plan has been broken down into three phases for the purposes of utilities planning. The utilities for the site are designed such that they can be expanded on without the impact to the existing installed infrastructure. The water and sewer services will connect to the Jefferson Parish services in Nicolle Boulevard. The proposed development will be mix of building types with on-site vehicular parking lots, some grassy areas and pedestrian walkways. The runoff will be intercepted by catch basins or some form of swale or culvert located in the right-of-way and routed to underground drainage system. Drainage of the developed site is designed to match pre-developed existing conditions to ensure peak runoff discharge does not exceed pre-development conditions.

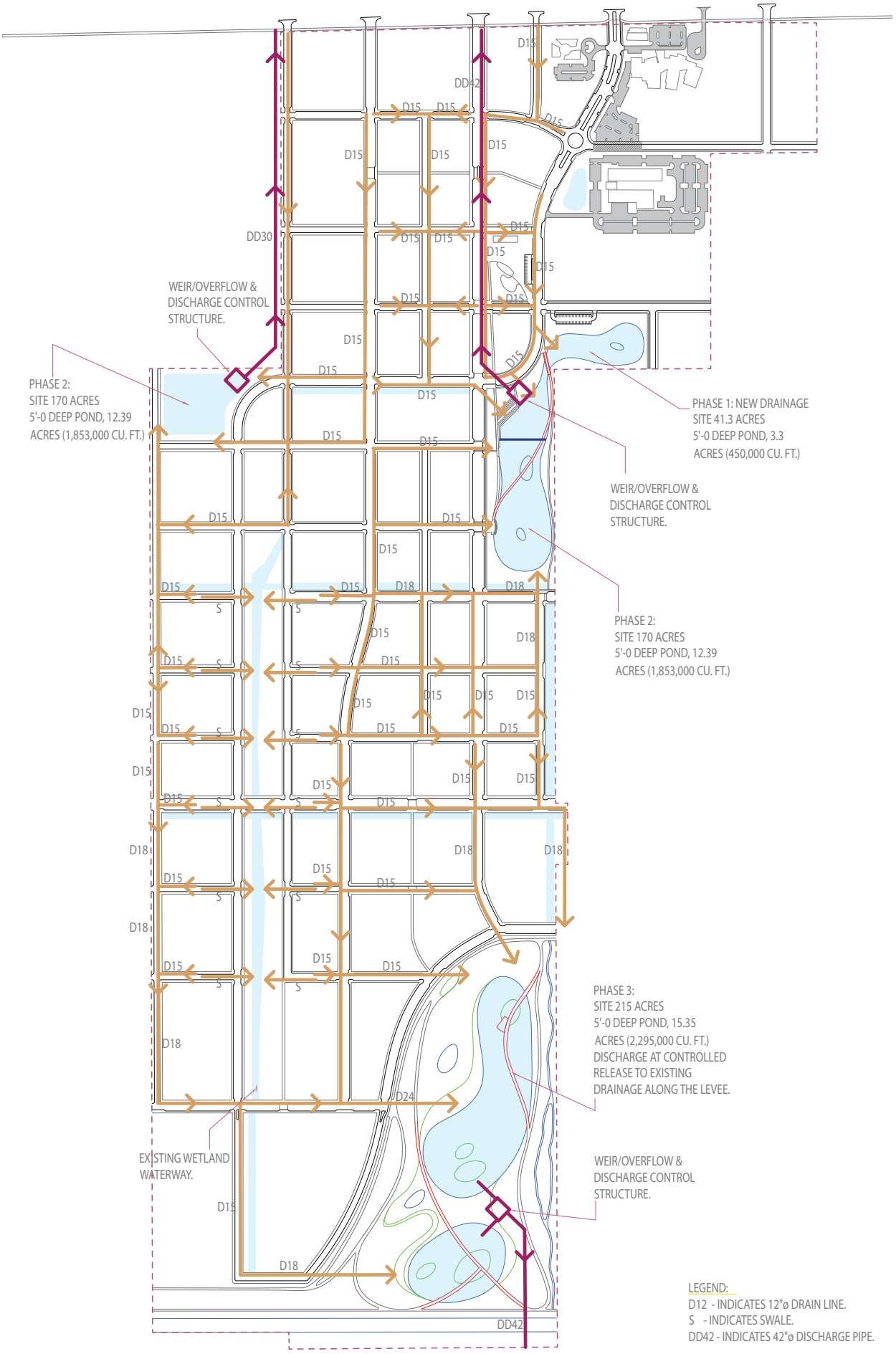
Rational Method calculations have been performed for the catchment contributing to flows within the site for the pre-developed and post-developed site conditions. These calculations have been completed in accordance with those parameters recommended in the State of Louisiana Department of Transportation and Development (LADOTD) Hydraulics Manual (2011). The 10-year Average Recurrence Interval (ARI) design storm was adopted for the purposes of the following hydrologic analysis.
A 60-minute conservative time of concentration with rainfall intensity of 3.4 inches/hour for 10-year design storm was adopted for both post-developed design and pre-developed conditions. Using the assumption that eighty percent of the site would be impervious, the calculations for the storage volumes in the detention areas control the peak runoff from the developed site does not exceed the pre-developed site conditions to the post-developed site conditions.

The existing site is currently vacant, except for the current developments in Phase 1 area, and the ground cover is a pervious surface. The site is generally wooded with some small canals and natural ponding areas. The design concept includes several master detention ponds that the developments can tie into for stormwater drainage, removing the need to create individual detention ponds with each building as the site develops.

The Phase 1 developed site includes approximately 90 acres requiring a detention pond of 5.85 acres with a depth of 5 feet. Water from the developed areas will be conveyed to the street and site via a network of underground drainage piping. These will gravity flow to the pond. The ponds themselves will have a water level control structure that will allow the water to flow out via a weir structure once a set elevation. The control structure will drain to the parish drainage culvert along Nicolle Boulevard.

The Phase 2 developed site includes approximately 190 acres requiring a detention pond of 9.9 acres with a depth of 5 feet. The pond from Phase 1 will be expanded, and an additional pond will also be created on the western edge. Water from the developed areas will be conveyed to the street and site via a network of underground drainage piping. In addition to the detention ponds, the existing drainage canal, part designated water way will have some drainage conveyed to it via bio-swales. These will gravity flow to the pond. The ponds themselves will have a water level control structure that will allow the water to flow out via a weir structure once a set elevation. The control structure will drain to the rear of the site to a required drainage canal to be constructed along the existing levee from the site to the nearest Parish drainage pump station.

The Phase 3 developed site will be approximately 194 acres requiring a detention pond of 13.8 acres with a depth of 5 feet. Water from the developed areas will be conveyed to the street and site via a network of underground drainage piping. In addition to the detention ponds, the existing drainage canal, part designated water way will have some drainage conveyed to it via bio-swales. These will gravity flow to the pond. The ponds themselves will have a water level control structure that will allow the water to flow out via a weir structure once a set elevation. The control structure will drain to the rear of the site to the parish drainage culvert along the existing levee.

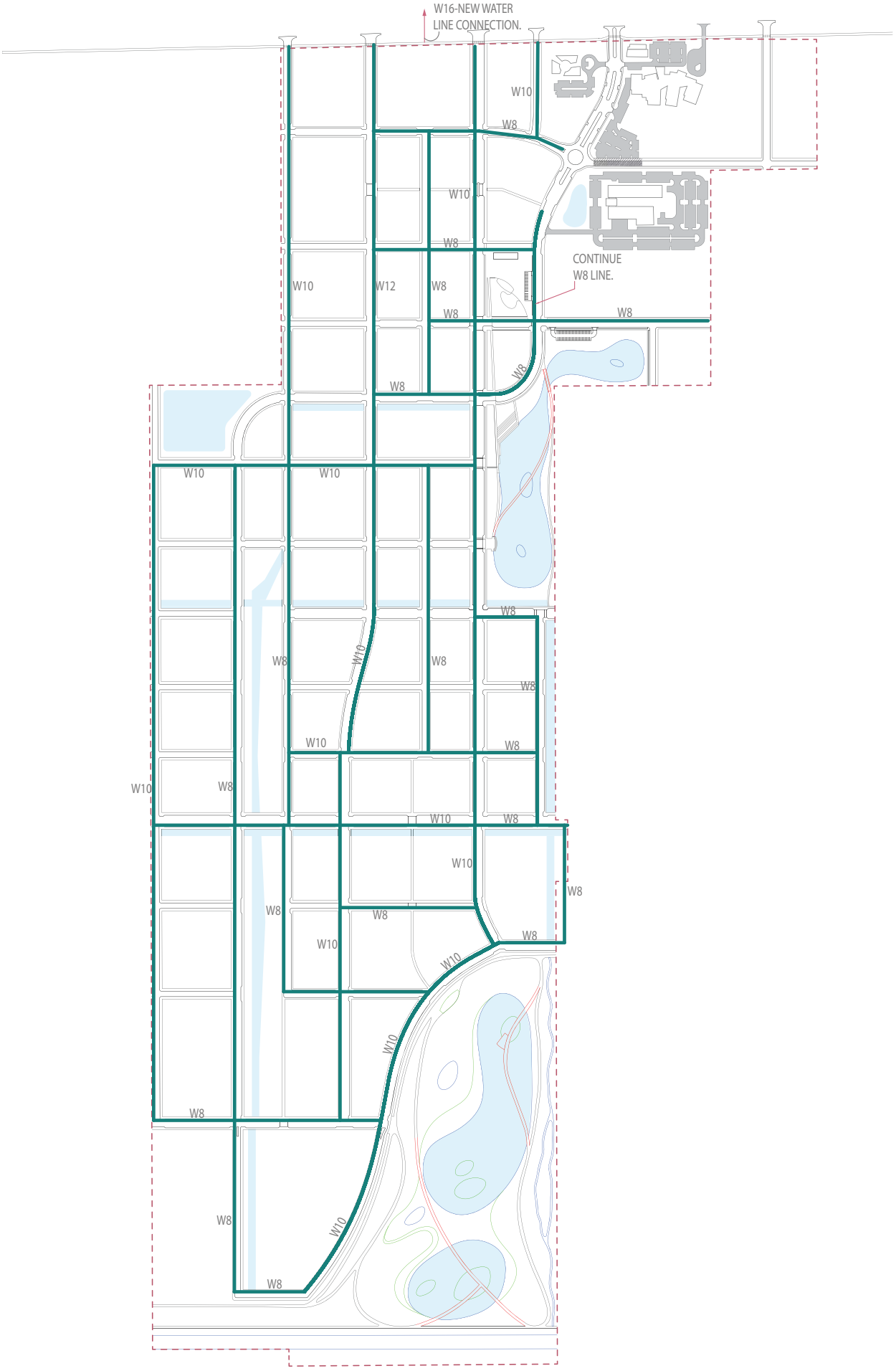

WEIR/OVERFLOW &
DISCHARGE CONTROL
STRUCTURE.
PHASE 2:
SITE 170 ACRES
5'-0 DEEP POND, 12.39
ACRES (1,853,000 CU. FT.)
PHASE 1: NEW DRAINAGE
SITE 41.3 ACRES
5'-0 DEEP POND, 3.3
ACRES (450,000 CU. FT.)
WEIR/OVERFLOW &
DISCHARGE CONTROL
STRUCTURE.
PHASE 2:
SITE 170 ACRES
5'-0 DEEP POND, 12.39
ACRES (1,853,000 CU. FT.)
PHASE 3:
SITE 215 ACRES
5'-0 DEEP POND, 15.35
ACRES (2,295,000 CU. FT.)
DISCHARGE AT CONTROLLED
RELEASE TO EXISTING
DRAINAGE ALONG THE LEVEE.
EXISTING WETLAND
WATERWAY.
WEIR/OVERFLOW &
DISCHARGE CONTROL
STRUCTURE.
LEGEND:
D12 - INDICATES 12"ø DRAIN LINE.
S - INDICATES SWALE.
DD42 - INDICATES 42"ø DISCHARGE PIPE.

WATER:

The main Jefferson Parish line in Nicolle Boulevard will be sufficient to support the entire development. The sixteen inch diameter main line will be more than adequate to supply 50,000 gallons of water to the site each day. We propose to extend the existing lines in the phase one development.

In Phases 2 and 3 additional water line tap will be required to supply the site and provide sufficient redundancy in the system network for the site. The water distribution network has been designed to have a line along the main road network adjacent to each side of the development site. The actual final subdivision of the blocks could necessitate additional lines required or changing the routing. The water network would also supply the fire hydrants located throughout the development.

Fire hydrant spacing shall not be greater than 400 feet in residential areas or 350 feet in commercial areas. Any facility that requires fire protection shall not be farther than 200 feet from a fire hydrant.

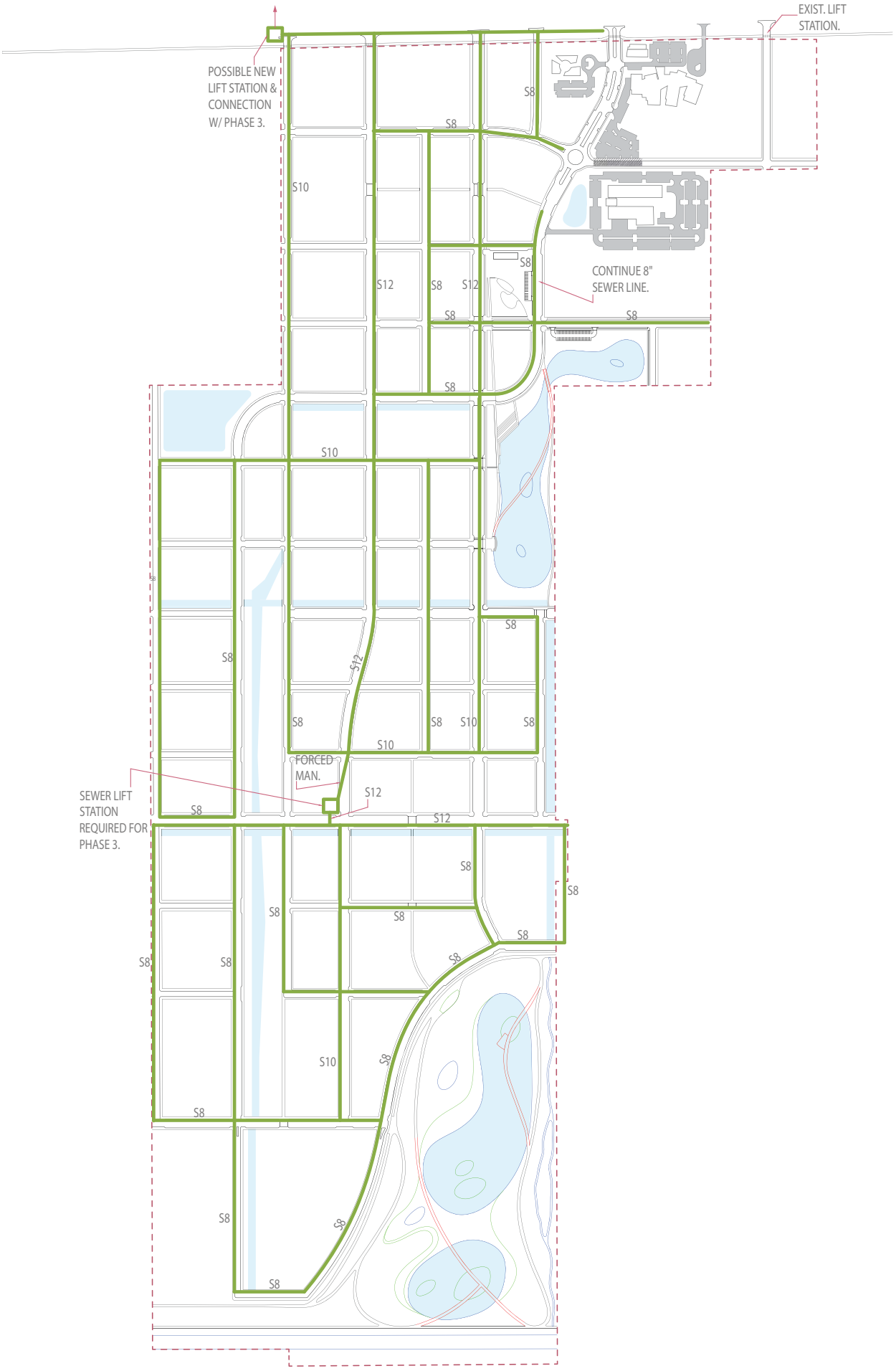

W16-NEW WATER
LINE CONNECTION.
CONTINUE
W8 LINE.
W10
W8
W12

SEWER:

The sewer will all connect into the existing parish network along Nicolle Boulevard. It is anticipated that Phase 1 will gravity feed to the existing line that connects to the existing lift station past Patrick F. Taylor Science & Technology Academy. The preliminary sizing is based on typical business occupancy and limited higher demand locations such as hotels or residential. The layout provides sewer line access to a minimum of two sides to each block. It is assumed that the developments will occupy most of the block area and this will provide sufficient access.

Phase 2 will likely also gravity feed to the same lift station through new additional piping network. Depending on the developments, a study on the increased demands during the development may result in the need for a new lift station along Nicolle to adequately address the demands.

When Phase 3 is developed it will need a lift station in order to convey the sewerage to Nicolle Boulevard. We also expect that a new lift station along Nicolle Boulevard will also be required due to the demands of the site with the development of Phase 3.


EXIST. LIFT STATION.
POSSIBLE NEW LIFT STATION & CONNECTION W/ PHASE 3.
CONTINUE 8" SEWER LINE.
FORCED MAN.
SEWER LIFT STATION REQUIRED FOR PHASE 3.
S8
S10
S12

Utility Cost Estimates

WATER DISTRIBUTION

Assumptions are that the trench will be dug and foundations installed and compacted backfill to Jefferson Parish standards. Assumed maximum depth 12'-0" for the excavation. Joint to be restrained type as required. Pipe type to be A-2000. All manholes to be precast concrete. Valves to be installed as intervals as required. Fire Hydrants to be at 300 Feet on center maximum.

Water - Phase 1	Unit	QTY	Cost / Unit	Extension
A-2000 pipe				
8" dia	LF	6,120	$75	$459,000
10" dia	LF	5,414	$80	$433,120
12" dia	LF	1,560	$85	$132,600
15" dia	LF	100	$100	$10,000
Valves				
8-12" dia	per	10	$8,000	$80,000
15"	per	1	$19,000	$19,000
Manholes	per	10	$1,000	$10,000
Fire Hydrant	per	50	$1,800	$90,000
Subtotal				**$1,233,720**

SEWER DISTRIBUTION

Pipe to be PVC SRD 26 with bell and gasket fittings. Assumptions are that the trench will be dug and foundations installed and compacted backfill to Jefferson parish standards. Assumed maximum depth 12'-0" for the excavation. Manholes required at all intersections and to be precast concrete type.

Sewer	Unit	QTY	Cost / Unit	Extension
Schedule 40				
8"	LF	6,058	$93	$563,394
10"	LF	2,201	$115	$253,115
12"	LF	7,225	$130	$939,250
Manholes	per	21	$980	$20,580
Lift station	per	-	$15,000	$0
Subtotal				**$1,776,339**

DRAINAGE

Pipe to be PVC or RCP for large concrete pipe. Assumptions are that the trench will be dug and foundations installed and compacted backfill to Jefferson parish standards. Assumed maximum depth 12'-0" for the excavation. Manholes required at all intersections and to be precast concrete type. Catch basins to be precast concrete type.

Drainage - Phase 1	Unit	QTY	Cost / Unit	Extension
15"	LF	13,152	$135	$1,775,520
18"	LF	-	$180	$0
24"	LF	-	$200	$0
30"	LF	-	$250	$0
42"	LF	1,800	$300	$540,000
Manholes	per	16	$1,000	$16,000
Catch Basin	per	80	$1,000	$80,000
Swale	LF	1,500	$35	$52,500
Subtotal				**$2,464,020**

RETENTION PONDS

Assumed ponds to be excavated after fill operations completed and settlement has reached assumed design levels. Ponds to be layered with clay materials to prevent seepage. Where sheet piles along edges in narrow locations a pz27 55 feet long has been used coated with coal tar epoxy.

Phase 1 Pond		**Unit**	**Unit Cost**	**Total Cost**
Pond volume	450,000	CuFt	$5.25	$2,362,500.00
Sheet Pile	300	LF	$1,925.00	$577,500.00
Clay Liner	143,748	SF	$6.00	$862,488.00
		Total		$3,802,488.00

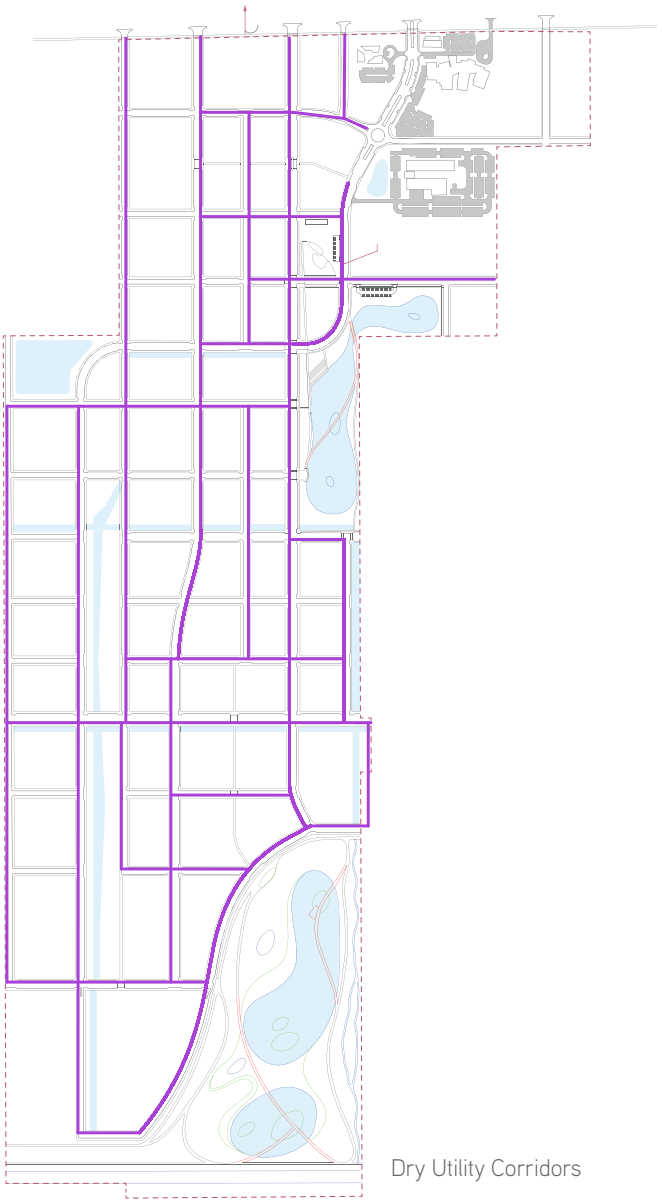
DRY UTILITIES

Dry Utilities	Unit	QTY	Cost / Unit	Extension
Telecom	LF	13,094	$ 35	$ 458,290
Electrical	LF	13,094	$ 35	$ 458,290
Fiber	LF	13,094	$ 40	$ 523,760
Gas	LF	13,094	$ 35	$ 458,290
Subtotal				**$1,898,630**

Space for dry utilities should be included withinin the street section indicated on the plan at right, with appropriate trenching, conduit, and pull stations provided per each utility providers specifications. These utility corridors should follow the same locations as the water lines in order to provide service to each development block. The cost for the utilities includes the trenching for the various lines and the necessary shoring should the excavation reach depths that will require protection for workers. It will include the bedding preparation and soil compaction as required by Jefferson Parish. The installation of the utility lines shall include connections for each, including thrust resistant connections and thrust blocks as required.

Backfill

Embedment material, soil type, and particle size, shall be in accordance with ASTM D 2774. Embedment shall be placed and compacted to at least 90% standard proctor density in 6" lifts to at least 6" above the pipe crown. During embedment placement and compaction, care shall be taken to ensure that the haunch areas below the pipe spring line are completely filled and free of voids.



Dry Utility Corridors

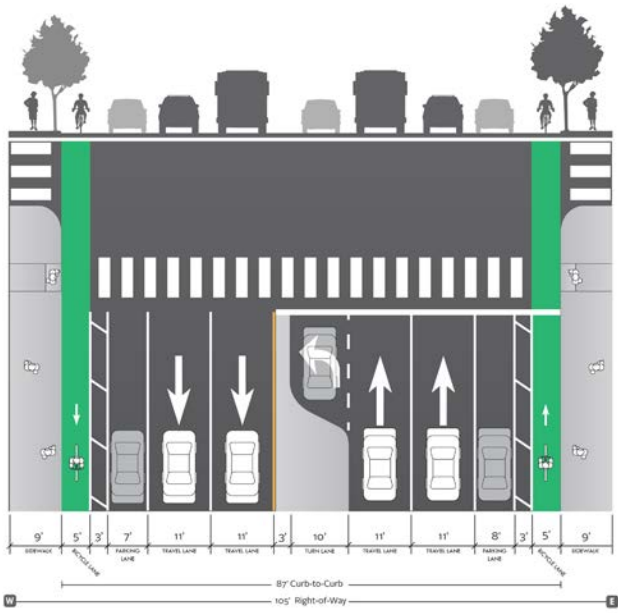
PHASE ONE UTILITIES ESTIMATE SUMMARY

		QUANTITY	UNIT OF MEASURE	TYPE	Utilities	
					UNIT PRICE	COST
7	Wastewater	See Estimate	LF	-	-	1,776,339.00
8	Water	See Estimate	LF	-	-	1,233,720.00
9	Drainage	See Estimate	LF	-	-	2,464,020.00
10	Ponding	See Estimate	Acres	-	-	3,802,488.00
11	Dry Utilities	See Estimate	LF	-	-	1,898,630.00
				Subtotal	***$***	***9,276,600.00***

Roadway Cost Estimates

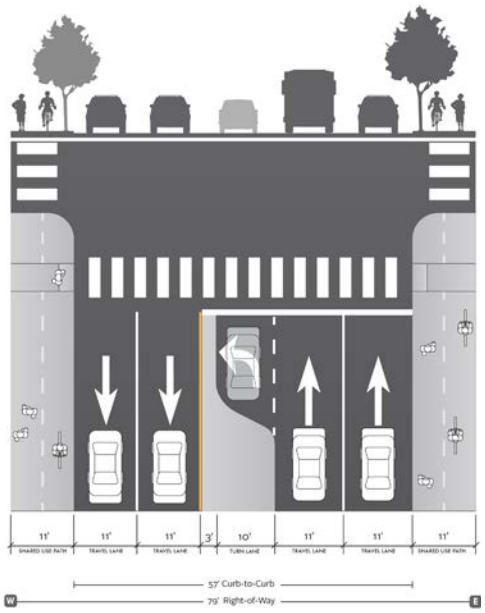
HIGH-ACTIVITY MIXED-USE

Type:	H1				
Total width	105				
Lane Type	Const. Type	Unit	Width	Unit Price	Price/LF
10' sidewalk	6" pavement	SF	20	$4.85	$97.00
5' bike lane	8" pavement	SF	10	$7.93	$79.30
10' parking	8" pavement	SF	20	$7.93	$158.60
11' Travel Lane	10" pavement	SF	55	$12.45	$684.75
Curb		LF	2	$16.50	$33.00
Geotextile fabric		SF	85	$0.42	$35.70
Geogrid		SF	85	$0.25	$21.25
Subbase	8" sand	SF	85	$0.80	$68.00
Base course	8" 610 stone	SF	85	$1.72	$146.20
subase 4"		SF	20	$0.40	$8.00
grading		SF	105	$0.65	$68.25
5'-0" surcharge		CYD	115	$17.00	$362.04
		Cost per linear Ft			$1,762.09



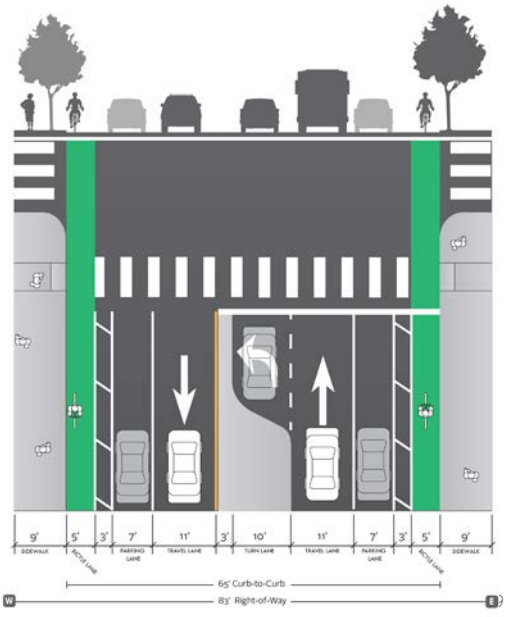
HIGH-ACTIVITY PARKWAY

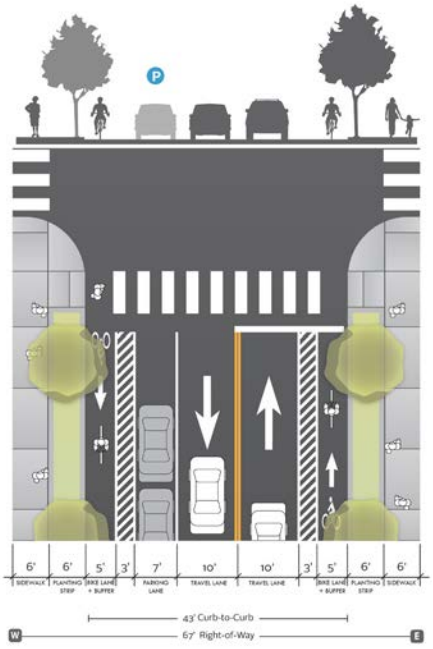
Type:	H2				
Total width	79				
Lane Type	Const. Type	Unit	Width	Unit Price	Price/LF
12' sidewalk	6" pavement	SF	12	$4.85	$58.20
12' bike lane	8" pavement	SF	12	$7.93	$95.16
10' parking	8" pavement	SF	0	$7.93	$0.00
11' Travel Lane	10" pavement	SF	55	$12.45	$684.75
Curb		LF	2	$16.50	$33.00
Geotextile fabric		SF	55	$0.42	$23.10
Geogrid		SF	55	$0.25	$13.75
Subbase	8" sand	SF	55	$0.80	$44.00
Base course	8" 610 stone	SF	55	$1.72	$94.60
subase 4"		SF	24	$0.40	$9.60
grading		SF	79	$0.65	$51.35
5'-0" surcharge		CYD	89	$17.00	$280.19
		Cost per linear Ft			$1,387.70



MEDIUM-ACTIVITY MAIN STREET

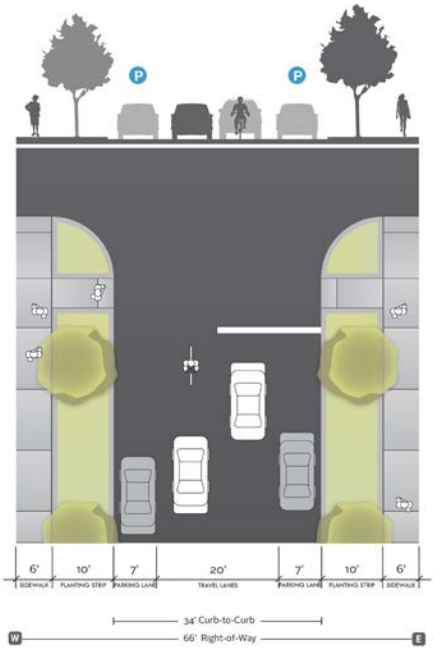
Type:	M1				
Total width	83				
Lane Type	Const. Type	Unit	Width	Unit Price	Price/LF
10' sidewalk	6" pavement	SF	20	$4.85	$97.00
5' bike lane	8" pavement	SF	10	$7.93	$79.30
10' parking	8" pavement	SF	20	$7.93	$158.60
11' Travel Lane	10" pavement	SF	33	$12.45	$410.85
Curb		LF	2	$16.50	$33.00
Geotextile fabric		SF	63	$0.42	$26.46
Geogrid		SF	63	$0.25	$15.75
Subbase	8" sand	SF	63	$0.80	$50.40
Base course	8" 610 stone	SF	63	$1.72	$108.36
subase 4"		SF	20	$0.40	$8.00
grading		SF	83	$0.65	$53.95
5'-0" surcharge		CYD	93	$17.00	$292.78
		Cost per linear Ft			$1,334.45





MEDIUM-ACTIVITY RESIDENTIAL / COMMERCIAL

Type:	M2				
Total width	66				
Lane Type	Const. Type	Unit	Width	Unit Price	Price/LF
10' sidewalk	6" pavement	SF	20	$4.85	$97.00
5' bike lane	8" pavement	SF	10	$7.93	$79.30
8' parking	8" pavement	SF	16	$7.93	$126.88
10' Travel Lane	10" pavement	SF	20	$12.45	$249.00
Curb		LF	2	$16.50	$33.00
Geotextile fabric		SF	46	$0.42	$19.32
Geogrid		SF	46	$0.25	$11.50
Subbase	8" sand	SF	46	$0.80	$36.80
Base course	8" 610 stone	SF	46	$1.72	$79.12
subase 4"		SF	20	$0.40	$8.00
grading		SF	66	$0.65	$42.90
5'-0" surcharge		CYD	76	$17.00	$239.26
		Cost per linear Ft			$1,022.08



LOCAL ACCESS A

Type:	L				
Total width	66				
Lane Type	Const. Type	Unit	Width	Unit Price	Price/LF
6' sidewalk	6" pavement	SF	12	$4.85	$58.20
5' bike lane	8" pavement	SF	0	$7.93	$0.00
8' parking	8" pavement	SF	16	$7.93	$126.88
18' Travel Lane	10" pavement	SF	18	$12.45	$224.10
Curb		LF	2	$16.50	$33.00
Landscape			20	$8.00	$160.00
Geotextile fabric		SF	34	$0.42	$14.28
Geogrid		SF	34	$0.25	$8.50
Subbase	8" sand	SF	34	$0.80	$27.20
Base course	8" 610 stone	SF	34	$1.72	$58.48
subase 4"		SF	20	$0.40	$8.00
grading		SF	66	$0.65	$42.90
5'-0" surcharge		CYD	76	$17.00	$239.26
		Cost per linear Ft			$942.60

PHASE ONE ROADWAY ESTIMATE SUMMARY

		QUANTITY	UNIT OF MEASURE	TYPE	ROADWAY NETWORK	
					UNIT PRICE	COST
	Phase 1					
1	105' ROW Road - High Activity Mixed Use	2,185	LF	H1	$ 1,762.09	3,850,160.18
2	83' ROW Road - Medium Activity Main Street	2,165	LF	M1	$ 1,387.70	3,004,360.08
3	79' ROW Road - High Activity Parkway	2,060	LF	H2	$ 1,334.45	2,748,962.42
4	66' ROW Road - Medium Activity Residential / Commercial	4,785	LF	M2	$ 1,022.08	4,890,649.26
5	66' ROW Road - Local Access	5,150	LF	L	$ 942.60	4,854,386.19
				Subtotal	***$***	***19,348,600.00***

C. CC&Rs Recommendations

Point A Consulting
From Point A to Point B and beyond

Economic Development
& Strategic Planning

2123 Douglass Blvd
Louisville, Kentucky 40205

502.744.8115

December 10, 2018 [updated 1-20-19]

TO: JEDCO Management Team
CC: Stephen Coulston & Caitlin Admire, Perkins+Will
FROM: Steven Spalding & Bill Morlok, Point A Consulting
RE: Recommendations + Companion Analysis for Amending Churchill Technology Park CC & Rs

This memo summarizes the Analysis, Findings, and Recommendations of Point A Consulting regarding the key document that currently governs development of the Churchill Technology Park, dated July 19, 2005, and titled as follows:

Declaration of Covenants, Restrictions, and Reciprocal Servitudes
of
Jefferson Parish Economic Development and Port District and Churchill Farms, Inc.
for
Churchill Technology and Business Park.

Throughout this memo we refer to the above document as the "Churchill CC & Rs" or simply CC & Rs. The narrative below addresses the principle tasks outlined in Point A's Scope of Services within the context of the Master Plan process being undertaken for Churchill Technology Park by Perkins+Will. Recommendations that follow have been prepared with the understanding that—with completion and adoption of the new Master Plan—certain amendments to the existing CC & Rs will be warranted, and that the parties to the CC & Rs intend to seek such amendments in the future.

Point A's recommendations may therefore be used as *part of the basis* for seeking such amendments, informing various priorities and options to improve the effectiveness of the CC & Rs; and taken in conjunction with the Master Plan itself, along with various other planning, zoning, and development policies and processes that form the regulatory context for real estate development within Jefferson Parish and the State of Louisiana.[1]

A WORD ON THE PURPOSE OF CC & Rs

Regardless of the community, as a matter of professional Best Practices we see the purpose of CC & R documents as *promoting future development and ongoing stewardship of the property* in a manner that protects the interests the initial property owner[s], as well as those of subsequent owners who may undertake development within the defined property, and to help induce others to invest in the property.

These interests clearly are economic in nature. That is, selling or leasing parcels within a larger tract to other parties, and having them build and occupy facilities *creates value* for the original owner (or in

[1] Point A Consulting is a specialized economic development and planning consultancy. Our perspective reflects national experience with Best Practices to promote real estate development that will be successful in advancing the goals of technology-based economic development, and promoting the growth of *Knowledge Communities*. Our observations on CC & Rs are intended broadly to advance the competitiveness of our clients in meeting their goals, not to provide legal guidance that requires detailed local knowledge and expertise.

this case, two owners). Equally important in this case, attracting users who subsequently build or occupy facilities on the property advances the community goal of ***economic development***.
In either case, there are benefits not only to *building* structures, but also to *maintaining* the infrastructure, common areas and shared amenities over a long time period in a manner that is consistent in terms of the original owners' vision and goals. Ideally, the CC & R provisions that promote this also are mutually beneficial to all the subsequent owners or tenants who are attracted to the site. Indeed, these provisions to protect the consistency of development and maintenance may became part of the "sell"—a reason that other parties want to locate there.

This is why the most salient aspect of all CC & R documents is that they "run with the land." They govern the land development process, effectively, in perpetuity, or however long the duration of the overall enterprise. And for this reason, while all CC & Rs contain provisions for amending and updating them, they are not designed to be changed frequently.

OVERARCHING RECOMMENDATION NUMBER ONE
CC & Rs thus embody a paradox: they must be sufficiently specific, detailed and rigorous to protect property interests over a long period; yet simultaneously they must not be so complex or restrictive that they become an impediment to recruiting other parties who will buy or lease property within the development. CC & R's ideally should seek that "middle ground" so that they serve as a tool that supports the marketing and promotion of the property, over time.

So while the property owners' goal is to create value and to maintain that value over time, the ultimate success of the development depends on its positioning in the market: selling it to others. To that end, **our overarching recommendation to JEDCO and Churchill Farms, Inc. with respect to amending the current CC & Rs is to:**

- Simplify wherever possible
- Shorten as much as possible
- Make the CC & Rs as user-friendly as possible
- Build in mechanisms to permit flexibility, for standards to change over time.

In the sections that follow we will identify at a high level key topics within the CC & R document where these principles can be applied, to the maximum benefit of the two initial property owners.

BACKGROUND AND COMMUNITY CONTEXT FOR THE CURRENT CC & Rs
Point A examined a number of other documents that helped inform our perspective on the context within which the CC & Rs originally were drafted, and that also point the way toward a rationale for amending them, so as to reflect more recent development regulations and the evolving development regulatory framework of Jefferson Parish. These documents included:

- Jefferson Parish Technology Park Site Selection Study (Phases I & II) by Deloitte & Touche / Fantus (2003)
- Sections of Chapter 33—Unified Development Code

- Fairfield Strategic Plan (August 2015)
- Jefferson Edge 2020 Economic Development Strategy (August 2015)

Additionally, Point A held in-depth discussions with the **Jefferson Parish Planning Department**, where we explored our preliminary observations on the CC & Rs. Planning Department staff provided extremely useful input regarding the history of changes to the Parish planning and regulatory framework that have occurred since the 1950s era Zoning Ordinance, and 1970s environmental and levee plans. They noted additional changes that are contemplated, and helped interpret technical aspects of the various zoning regulations and processes.

Implications of Original "U1" Zoning Classification for Churchill Farms and Surrounding Area

Following the Deloitte & Touche / Fantus study's recommendations, JEDCO and Churchill Farms, Inc. entered into a formal **Cooperative Endeavor Agreement** (original, 2004; as amended, 2005) as permitted by State statute. The Agreement established the joint understandings to "…develop and operate a leading state of the art park…" that would be named the *Churchill Technology & Business Park.* The park would be located on land at that time owned by Churchill Farms, Inc., portions of which would be conveyed to JEDCO over time (starting with an initial 40 acres).

Additionally, specific stipulations were made as to general categories of uses that would be developed on various portions of the site. These included the intent for there to be an "Office Park", a "Commercial Town Center", and "R & D Office and Warehouse Flex"—identified through both a "Phasing Strategy plat" and a "Land Use Strategy plat" prepared by the firm of Solomon Cordwell Buenz (Exhibits E-1, E-2 of the CC & Rs document).

At this time, e.g. 2004-2005, all of the approximately 500 acres contemplated for the Park were located within an area of the Parish that was governed by the U-1 zoning classification. As the 2015 *Fairfield Strategic Plan* notes:

> *"…U-1 zoning…allows buildings or property to be 'used for any purpose whatsoever not in conflict with any ordinance of the Parish of Jefferson, with the exception of hazardous, radioactive, or nuclear waste treatment, storage or disposal facilities, and uses described in section 40-612 (2)…'"*

It was within this context of a highly permissive zoning classification—and absent any other form of development regulations or definitive master plan—that the CC & Rs dated July 2005 were drafted. While Point A has not interviewed any of the parties who directly undertook the drafting, it is our assumption that the current form and level of detail contained in the CC & Rs reflected the somewhat urgent necessity by the parties to provide a first wave of directives and guidance to ensure that a high quality and orderly form of development would occur, consistent with their vision for a "state of the art" park.

We note that the timing of establishing this land development agreement between JEDCO and Churchill Farms, Inc. was contemporaneous with the launch by Parish leadership of the Jefferson EDGE economic development initiative, which focused on stimulating target industries and diversification of the Parish economy to include more technology-facing employment. In short, the bar for the Churchill Park was set high, ahead of a zoning and development regulatory framework to match, covering that area of the Parish.

The CC & Rs thus became the vehicle to carry a load—and with reason, a necessary one—that in other communities or circumstances might be supported by the framework of external zoning provisions, Comprehensive Plans, Planned Development Districts or PADs, overlay districts, or a more specific site master plan.

Parish Planning and Regulatory Framework Has [Almost] Caught Up with Churchill's Vision!
In the years since the Churchill Park CC & R's were drafted, Parish planning has taken enormous leaps forward, and is itself becoming a model for innovation and Best Practices.

According to Parish planning officials, in 2008 the Parish adopted a new "Unified Development Code"—a model that uses the concept of "**Development Patterns**" to guide development activity in a way that achieves the desired future uses.

Additionally, a commitment to "Smart Growth Planning"—coming on the heels of the Hurricane Katrina and Gulf Horizon disasters—resulted in 2015 in the ***Fairfield Strategic Plan***, covering some 9000 acres surrounding the Churchill Technology and Business Park site.

The Fairfield Plan amplifies and spells out in detail how the vision and direction provided by the Parish's **Comprehensive Plan** will be carried out via the form of a **Fairfield Overlay District** (FOD). The Plan identifies broad categories of Land Use, including specific designation of the "Churchill Technology and Business Park" as a use, which itself is broadly surrounded by areas that primarily are designated for "Community Mixed Use" activities.

This type of planning helps to define the specific characteristics for individual Development Patters; however, it remains a work-in-progress. The *Fairfield Strategic Plan* points out that, *"The Parish's zoning ordinance currently lacks the tools necessary to foster the development of internally compatible, walkable, mixed-use neighborhoods…*" All because of it's U-1 broad-brush and all-inclusive category that governs the bulk of the Fairfield area.

Or, paraphrasing the words of Terri Wilkinson, Parish Planning Director:

> *"We are in a transition from a Zoning Ordinance model, circa 1958, under 'Chapter 40,' to a Unified Development Code model that was established in 2008 ['Chapter 33']. This process has taken a long time. So right now, you have to deal with both Chapters… the U-1 designation and the Fairfield Overlay District [FOD] are kind of convoluted."*

She goes on to note that the **Churchill Master Plan,** when completed and adopted, should complete an extremely important step in this process, by shaping the characteristics of a Development Pattern for the "Business Park" land use designation.

(Or, in Point A Consulting's view, the Master Plan may help define in a more integrated fashion a model that can accommodate the Fairfield Mixed-Use"—highly related activities that represent a potential range of uses that may be flexibly accommodated as options within the Master Plan concepts currently under consideration.)

In summary: while incomplete and with steps yet-to-be-implemented, an innovative Parish-wide development framework now exists in the form of the 2008 Unified Development Code ("Chapter 33"), combined with the Land Use approach and recommendations for creating Planned Development Districts (PDD) and the use of Development Pattern Standards contained in the Fairfield Strategic Plan.

Parish Planning intends to use the Churchill Master Plan as the basis for business park/mixed use development pattern, rather than requiring the Master Plan to conform to current regulation (which they do view as a "place holder").

"UPSTAIRS, DOWNSTAIRS:" PATHWAYS TO STREAMLINING CHURCHILL CC & Rs

The Parish-level advances described above provide an external, high-level planning and development framework for policy guidance that did not exist in 2005. They address *land use* in contemporary ways, as well as development *density*; and will in the future allow for a streamlined Parish approval process to ensure that development proposals conform to the new framework. **Incorporating the new Master Plan into the Parish PDD as a Development Pattern will align Parish and Churchill Park objectives.** And these steps should, in various ways, set the stage for the Churchill Technology and Business Park CC & Rs to be amended and simplified.

As a result, the CC & Rs need no longer carry all of the water for defining excellence or establishing consistent development standards. Individual elements of the CC & Rs that at the time were deemed essential to implementing and maintaining the vision and standards for Churchill Park now may be accomplished in part by relying on the overlay of a sophisticated community planning and development framework.

In parallel, this opens the way to consider removing from the CC & Rs many of its important— yet secondary and operational—provisions, while recasting them as separate documents. The CC & Rs document itself can be simplified to make it more developer-friendly, and yet endure over time for the purposes for which it is intended—without limiting flexibility of the property owners to maintain high standards, while making day-to-day decisions that reflect current realities and opportunities.

USE OF DEVELOPMENT AND OPERATING GUIDELINES (DOGs)

Here we are defining a class of ongoing implementation issues related to construction of facilities and long-term maintenance of the park (its buildings, infrastructure, and common areas). We call these

collectively the **Design and Operating Guidelines**, or euphemistically, "DOGs". The DOGs should state *actual regulations and operating procedures*. They may be as detailed a necessary but also will become better defined *over time*, as practical operating experience with the Park and its particular marketplace dictates. The CC & Rs is the enabling document, while the DOGs are operational.

Individual locales, property owners, developers, and / or their legal counsel may have different terminology and ways to organize them but as a Best Practice convention, what we are collectively calling the DOGs most often are structured as follows:

<u>Development</u>

- Permitted Uses / Tenant Selection Criteria
- Design Guidelines (with Review and Approval process)
- Construction Guidelines

<u>Operations</u>

- Maintenance Guidelines
- Park Rules & Regulations
- Owner's Association
- Owner's Association By-laws

Each of the DOGs is created as a free standing document; and they may be prepared at different times as site development priorities evolve and circumstances warrant. (For example, a development in its early stages may not activate its Owner's Association until a certain threshold of development and occupancy has been achieved.)

Many of the documents and their specific requirements will be subject to *frequent revision*, as design and development practices evolve. **This is difficult in a recorded document such as the CC & Rs.** Revisions to the DOGs can be made easily under procedures and authorities established by the CC & Rs, e.g. Design Guidelines may be updated by an Architectural Review Committee, while Maintenance Guidelines may be updated by the Owner's Association.

By clarifying within the CC & Rs the *mechanisms* by which development of the real estate can be managed through a variety of independently articulated DOGs, we can move these regulations and all of their substantial policy and process detail *outside* of the CC & Rs, leaving the CC & Rs as a true governance and policy document that endures through the provision that it "Runs with the Land".

LAND TENURE DOCUMENTS AND THEIR USE

An Owner's full control and enforcement authority is achieved through the additional use of "Land Tenure Documents." These would under most circumstances include the following:

- Fee Title or Master Lease
- Sub-Land Lease (e.g. where an intermediary such as a research park entity is involved)
- Land Lease or Sales Agreement
- Facility Lease

What is relevant to this discussion of CC & Rs is the need for the Land Tenure Documents to specifically reference *either* the CC & R's *or* the DOGs, or both—depending on the issue to be addressed as well as the nature of the transaction. In other words a party buying or leasing a site within Churchill for self-development must meet the requirements of nearly all of the DOGS (as well as the CC & Rs); whereas a Tenant within a developer-owned building would need only to fit within the Permitted Uses criteria, as well as to adhere to Park Rules and Regulations.

This aspect of the use and application of the CC & Rs as well as of the DOGs represents a primary reason for separating the detailed DOG-related elements from the CC & Rs.

OVERARCHING RECOMMENDATION NUMBER TWO

Point A therefore recommends removing all the prescriptive content elements of the DOGs from the CC & Rs document. The CC & Rs should only reference the DOGs from a *procedural* standpoint, leaving the actual guidelines to be spelled out in the separate DOGs, which can in the future be modified through mechanisms spelled out in the CC & Rs.

(This recommendation is separate and stands apart from more specific Technical Recommendations for changes to the DOGs themselves, that follow, e.g. changes to the Design Guidelines or the design review process.)

The current CC & Rs contain virtually ALL the DOG provisions, which in part contribute to the length and complexity of the CC & Rs document. As land is leased or sold, and facility leases are entered into in future years, the full set of current CC & R requirements must of necessity be included in the underlying Land Tenure documents. Separating the DOGs from the CC & Rs would in the future allow the provisions that they are meant to address to be referenced in the Land Tenure Documents in more discrete, flexible and appropriate ways.

For Churchill Park at present, with only the Patrick Taylor High School and Delgado Community College as tenants (plus JEDCO itself)—all being governmental entities—this parsing between the provisions of the current CC & Rs and the DOGs that are contained within them presumably did not represent a significant complication. In the future, as Churchill Park's development takes off and future tenants are other building developers and/or private companies, separating the DOGs from the CC & Rs should represent a significant convenience and business advantage for all parties concerned.

So, What *Should* Be in the CC & Rs?

A Best Practice approach should treat the CC & Rs as an "enabling document" upon which the DOGs are based. The CC & Rs, rather than stating some or all requirements, should reference other documents, in particular the DOGs. The CC & Rs thus provide legal standing and adherence to a set of specific guidelines and processes as they are implemented over time, incorporating a broad array of development and operational issues that are external to the CC & R document itself.

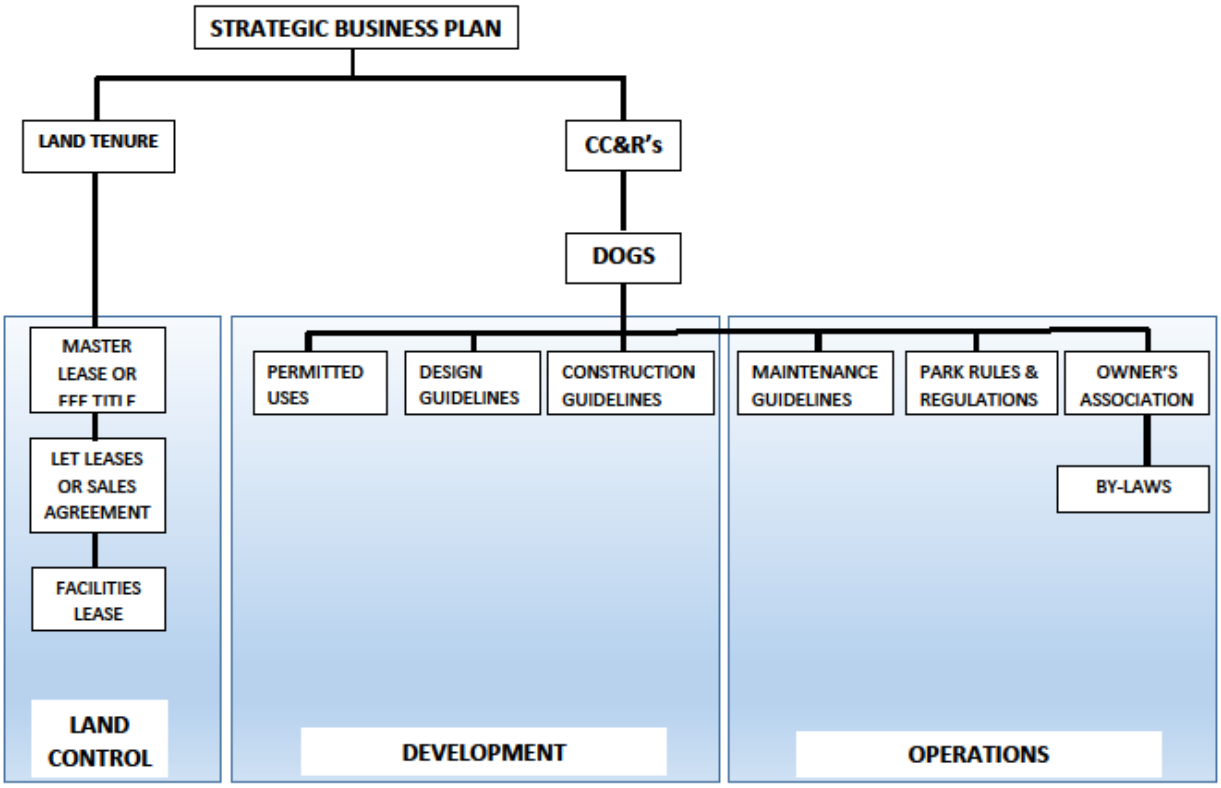
The DOGs should state actual regulations and operating procures. In contrast, the CC & Rs should focus on decisions that the property owners wish to (or must) permanently protect. **These are elements that are only changed with great effort**. For example:

- Permitted Uses Policy (at a broad level – not the details, which may change)
- Elements of the development that the private sector believes important in order to make an investment.
    - e.g. Design submission procedures and approval standards, control of an Owners Association (and with that, CAM fees, operating procedures, etc.)
- Reference to the various DOG documents, making them enforceable.

IN SUMMARY

The diagram below helps visualize how the various elements of Land Tenure Documents, CC & Rs and DOGs relate to one another within the framework of an overarching **Strategic Business Plan** (SBP). (The SBP *incorporates* the **Master Plan** as well.) Our recommendation for undertaking a Strategic Business Plan is detailed at the end of the Technical Recommendations that follow.

Viewed as an organizing framework, these elements create a unified package that provides comprehensive and coordinated guidance. This facilitates compliance and minimizes conflicts.



TECHNICAL RECOMMENDATIONS

Table of Contents

For convenience, we have replicated the CC & R's **Table of Contents** here as a guide to the discussion which follows. These topics in general comprise a standard menu of issues addressed by CC & Rs. In some cases, we see an opportunity to simplify by combining two topics into one: "Permitted Uses" and "Use Restrictions" certainly overlap, and may benefit from a coordinated approach.

1. Definitions
2. Purposes of declarations
3. Permitted uses
4. Restrictions on development and improvements – development guidelines
5. Use restrictions
6. Architectural review committees
7. Servitudes
8. Common areas and maintenance of common areas
9. Enforcement of declaration
10. Term of and amendment to declaration
11. Owner's association
12. Miscellaneous

    Exhibits

Definitions

While this section is a "Standard Operating Procedure" element the clients' attorneys will align with content of the overall document, they prompt us to make a few preliminary suggestions:

- Reference probably should be made to the ***Churchill Park Master Plan***, as it will provide a new level of guidance, e.g. on topics such as Design Guidelines, that will need to be cross-referenced. Given the Master Plan's importance to the overarching strategy and intent of the two parties to jointly develop and manage the Park, this also could be referenced in the *Preliminary Recitals*.

- If the principle of creating a separate set of Development and Operating Guidelines (DOGs) is adopted, a definition for this term and what it includes will be helpful.

Issue of Duplication Throughout the CC & Rs

The *Definitions* section (Items A. on page 6 through DDD. on page 13) calls attention to an underlying structural aspect of the CC & Rs that Point A believes could be addressed as a major step in streamlining and simplifying the CC & Rs—making the document itself more user-friendly, but also resulting in a more practical approach to developing individual projects within the park and maintaining it over time.

Areas of duplication we have identified include at a minimum, the following:

- Architectural Review Committees
- Common Areas
- Design Criteria
- Park Managers

Understandably, at the outset of the Park initiative in 2005, Churchill Farms, Inc. and JEDCO were embarking on an ambitious undertaking that was novel in its conception and approach. The relationship faced many unknowns as to how such a joint development process would work out. At that juncture—with Churchill Farms Inc. as owner of all the land, and preparing to transfer certain parcels to JEDCO for development according to a shared vision—the ability to provide protections to the parties for their respective property interests was made stronger by establishing what appears to be parallel structures and processes within the CC & Rs, covering many essential functions.

However, as previously noted, the Parish's planning framework has now evolved to treat the full 500 acre site as an integrated whole for purposes of zoning, land use and development regulations. And, of even greater importance, the two parties have jointly committed to producing a **Master Plan** that treats the 500-acre site as "one place", with a unified vision and approach to site access and circulation, infrastructure development, parcelization, public space amenities and a host of other defining features.

So while the underlying land ownership of the Park will continue to be held by two parties, after the Master Plan is completed and [presumably] adopted we assume that both will wish to adhere to the same set of Design Standards. Although the Master Plan may allow for a blending of building types and different zones of use (e.g. town center in one location, more offices in another, perhaps light industrial / flex space in another), we anticipate that the Design Guidelines will account for this and will provide a comprehensive approach to the entire site.

Therefore, to the extent that the parties are willing, and that their legal counsel agree this is prudent and maintains the level of control that is mutually desired and necessary for joint development of the Park to proceed, **we would encourage the parties to look for all areas where such duplicate structures or processes may be eliminated**.

With respect to the concept of two Park Managers (and an implied separation of marketing efforts), it would be worth exploring whether a device such as a ***Memorandum of Understanding*** or some other fairly straightforward contract mechanism might serve to keep the respective interests well aligned, coordinated, and yet protected.

Master Plan Will Alter Phasing Strategies as Defined

Both in the *Definitions* and elsewhere in the CC & Rs (Exhibits), reference is made to the "Phasing Strategy" developed by Solomon Cordwell Buenz ("SCB"). In 2005 at the time of its drafting, it made sense to provide this type of guidance within the CC & Rs document, indicating future

intentions of the parties and their agreement to proceed with development based on these assumptions.

Although though the Phasing Strategy is referred to as "illustrative," we no longer see its relevance to the CC & Rs going forward. Presumably the Phasing Strategy as originally envisioned has been made obsolete and is being redefined within the new Master Plan framework. For that reason, we think it would be appropriate to remove them from the CC & Rs document, substituting if desired or needed references to the new Master Plan's relevant recommendations.

Revisions to Article 3, "Permitted Uses" (pp. 14-18)

Section A. "All Property": Consistent with observations noted in the preceding section, we are not persuaded that this section is needed. Under any circumstance it is not clear to us how the discussion of Phasing relates to the topic of ***Permitted Uses***.

Section B. "Option Property": While we defer to the opinion of clients' counsel, we are similarly not clear that this provision is needed, or that it forms part of ***Permitted Uses***.

Section C. " Prohibited Uses": It is not uncommon for this type of provision to be included in a CC & Rs document. In some communities, the applicable zoning classification will block the more obvious cases of noxious or clearly undesirable or inappropriate uses. However, in the case of Churchill Park, given the U-1 all-permissive zoning that historically governed this geography, it made sense and indeed was necessary to provide explicit guidance within the CC & Rs document.

That said however, Point A encourages a potential reformulation of this section with the following considerations in mind:

- First, we advocate using a more positive terminology, e.g. focus on *Permitted Uses* rather than "prohibited" ones. Proper wording that only allows for Permitted Uses should be able to accomplish the same ends. By definition, if something is not Permitted, then it is Prohibited!

- Second, in another research park with which we worked, the thrust of these provisions was successfully shifted to its newly drafted and adopted DOGs, incorporating some aspects within the Design Standards, as well as through a free-standing ***Tenant Selection and Use Criteria*** document, that is "enabled" via reference in the CC & Rs. This allowed the CC & Rs to be more streamlined, while providing the equivalent needed protections. By treating these use criteria as part of the DOGs, the owner / Declarant retains greater flexibility to modify or update them as future circumstances warrant.

Our Recommendation: Write the Permitted Uses as a separate DOG, after this Master Plan is completed, with updates as needed.

Article 4, "Restrictions on Developments and Improvements—Development Guidelines"
In our view, virtually all the detail contained in this nine-age section belongs in the DOGs. The specific items spelled out in this section of the CC & Rs range from true Design Guidelines material, to construction-related, to Maintenance, and even Park Rules and Regulations.

In particular, aspects of this section dealing with Design Guidelines represent a level of detail and specificity that need not "Run with the Land." To the contrary, many of these provisions need to be flexibly administered and updateable, which is impractical for a recorded document. (And, a separate state-of-the-art Development Guidelines DOG would contain far more detail and guidance.)

We also recommend a change of title to this section. Borrowing from a recent (and successful) experience, we recast a similar section under the title: *"Conformance of Construction and Improvements with Design Guidelines."*

The focus of this section of the CC & Rs thus should assume a *procedural* cast. The CC & Rs should reference the DOGs as well as state the protocols for submitting development design proposals for review, and for their approval (a key consideration for private sector developers or companies that will be recruited to Churchill Park). Including these provisions in the CC & R's sends a signal to outside parties that the Park is business-like in its approach.

Subsections of Article 4. Dealing with Design Guidelines
Various subsections of Section 4. Address a wide variety of topics that broadly may be considered "Design Guidelines."

On the one hand, the specificity of the existing text exceeds what we recommend for including in CC & Rs (e.g. "Fencing"; "Parking Stalls" size and configuration). On the other, in the context of Best Practice for creating Design Standards in the form of DOGs, ***today's Design Guidelines are far more detailed, with diagrams and photographs to supplement the narrative text.***

Remember, the DOGs need to be subject to frequent revision as design and development practices—not to mention aesthetic tastes—evolve. This is difficult to achieve in a recorded document.

The overall objective for Churchill Park is to create a **leading, state-of-the-art business and technology park**, developed in a complimentary and harmonious manner as set forth in the new Master Plan. However, some elements of the design guidelines as articulated in the existing CC & Rs do not support the stated objectives in today's design world e.g. "fixed ratios" for parking and setbacks. Even the idea of a "park-like character" may not represent today's State of the Art.

Our Recommendation: Update the Design Guidelines as a separate DOG, after the Master Plan, PDD and Design Pattern are completed, so that the guidelines can be based on real design. The Parish should be included in the discussions leading to this. They plan on using these outputs as the basis of the zoning classification and Design Pattern for this category of District.

Article 5. Use Restrictions (pp. 27 – 30)

We likewise recommend that this material be shifted out of the CC & Rs and incorporated as appropriate in a future DOGs document.

The material as written ranges from Park Rules and Regulations (e.g. Section A, "Disposal of Waste and Rubbish") to Construction Guidelines (Section B, "Excavation"), Maintenance Guidelines (Section D., "Maintenance"). In our view, this all lends itself to treatment within the DOGs format.

Article 6. Architectural Review Committees

This is one of the more important elements of the CC & Rs, with particular implications for the "user-friendliness" of the document for prospective developers and/or park tenant prospects. Achieving an optimal set of policies and procedures for design review and approval bears directly on the future marketability of the Park.

We have addressed previously our view that the duplicate structure of Review Committees should be consolidated into a single body and process. The Master Plan, with its differentiation of zones within the Park, should provide a coherent basis for a single committee (with appointees who are trusted and respected by the Park's owners) to manage these critical path activities that ensure quality development consistent with the Master Plan vision.

If this recommendation is implemented, it will go a long way toward making the Churchill Technology and Business Park CC & Rs contemporary, efficient and user-friendly to prospective developers and tenants. It also should make the Architectural Review process more operationally practical to administer for the Churchill Farms, Inc. and JEDCO management teams.

Operations of the Architectural Review Committees (subsection D, p. 36): The level of operational detail for the Committees contained in the CC & Rs appears excessive, beyond that which is necessary and relevant to this document. The Committee[s] themselves may adopt additional internal governing and process documents that would address a needed level of detail and accountability.

Design Criteria (subsection E. p. 37): The issue of duplicative Design Criteria in the CC & R's already has been addressed, relative to the unifying intent and import of the new Master Plan. As stated previously, with the new Master Plan in place, we cannot envision separate Design Criteria for JEDCO and Churchill Farms, Inc. properties, with this added complexity to administer as Park implementation efforts proceed.

Design Submission and Review Schedules: Rather than fix a start-time and stoppage duration, why not require a schedule with the design submission so that it reflects the actual project in development?

Design submissions as the CC & Rs currently stipulate require significantly more information than is needed, or even wanted. Final approval of designs can be based on Design Development Documents rather than Construction Documents, which are far too detailed and expensive to

produce prior to approvals. The review process can begin with the submission of Schematic Drawings, to start, and it can be required that Construction Documents fully conform to the approved Design Development Documents.

Article 7. Servitudes

While granted that Servitudes ("easements") will exist on property owned either by one or the other of the respective land owners, the soon-to-be-completed Master Plan and establishment of a comprehensive, unified approach imbedded in the land plan framework, should permit this section of the CC & Rs to be considerably streamlined; some redundancy may be removed.

Similar, if not identical language providing a consistent set of rights and permissions is in the mutual interest of the parties, particularly as development of infrastructure and common areas serving the 500-acre site as a whole, progresses.

Article 8. Common Areas and Maintenance of Common Areas

Similar to prior comments, these provisions should seek to the greatest extent possible to be crafted as a unified set of instructions that address the Park as a whole. The current wording is very close to this ideal, already.

The provisions governing Common Areas tangentially address, but do not really seem to anticipate the inclusion of additional owners in the Association, and / or a role for them in paying for common area maintenance. Given the goals for the Park in terms of attracting multiple developers (investors!) and additional tenants, consideration should be given to making their participation in this function more explicit.

Article 11. Owner's Association

Our thinking here is consistent with the comments above concerning Common Areas. We have a sense that the existing provisions were developed from a perspective of maintaining the controlling position of two initial parties to the CC & Rs.

We would encourage the assumptions behind this provision to be revisited. For example, can there not be seats on the Owner's Association (or even on the Design Review Committee) for park tenants—perhaps based on some criterion of scale. Often, they would be included if they are making a significant investment.

The provision that an Owners Association is *only* mandatory if either Churchill Farms or JEDCO sells 100% of their land sets the bar very high for inclusion of other interests. An assessment mechanism and structure for fees to help cover common area expenses should be developed that anticipates the inclusion of additional owners, over time.

The role of an Owner's Association in research and business parks often takes a higher profile, and might benefit from earlier placement within the CC & R's document, as a prelude to how other aspects may be administered. Sometimes the Association also plays a role in oversight and implementation of the DOGs, and approving their modifications and amendments over time.

Exhibits

Exhibit E, the **Economic Benefit Study**, may not be germane to a future edition of the CC & Rs.

Exhibits E-1 and E-2, addressing the initial "**Phasing Plat**" and "**Land Use Strategy Plat**", may not be germane to a future edition of the CC & Rs.

Exhibit F, **Permitted Uses** is recommended to be shifted out of the CC & Rs into the DOGs, as previously cited.

Exhibit G, addressing **Plan Application** specific requirements and processes, should be removed and recast as part of the DOGs, as previously cited.

A FINAL OVERARCHING RECOMMENDATION: ***A STRATEGIC BUSINESS PLAN FOR CHURCHILL!***

Point A has previously noted in our comprehensive schema for managing the Park, the importance of fully detailing how all the pieces of Park strategy, design and planning, and management will be undertaken. (See Diagram.)

The Strategic Business Plan (SBP) is a critical element of Best Practices for an endeavor as complex and multidimensional as the Churchill Technology and Business Park. The process of creating the SBP allows the owners and key stakeholders to bring all of the Park's necessary elements into clear, well thought-out alignment.

This includes, as the centerpiece of the SBP the physical Master Plan / Land Plan, but also these other essential, mutually-dependent, and interlocking elements:

- Confirmation of Vision, Mission, Goals, Objectives
- Assessment of Market, Key Drivers and Program Strategies
- Branding / Marketing / Sales Strategy
- Governance and Management
- Financing Strategy
- Implementation Roadmap

By treating all of these topics simultaneously, they are become clearly related to the purpose and functioning of the physical "place-making" elements (i.e. as defined by the Master Plan): operationally, administratively, financially, etc. Each of these elements has implications for the others, and the SBP allows for their integration into a coherent "plan of attack," including helping to define roles and responsibilities for implementation.

Of particular importance to this treatment of ways to create a new set of CC & Rs for Churchill Park, the Strategic Business Plan and the process of establishing it provides essential guidance to the structure and content of all documents necessary for the Park's operation, e.g. Land Tenure Documents, CC & Rs, and DOGs.

Point A Consulting
From Point A to Point B and beyond

Economic Development
& Strategic Planning

2123 Douglass Blvd
Louisville, Kentucky 40205

502.744.8115

January 23, 2019

TO: **JEDCO TEAM**
FROM: **Point A Consulting**
CC: **Perkins+Will Team**
RE: **Implementing Changes to Churchill CC & Rs—A Suggested Approach**

In our recent conference call, we reviewed in detail various recommendations for changes to the existing *Churchill Technology and Business Park* CC & R's, as outlined in Point A Consulting's memo of 12/10/18. The recommendations are intended to guide JEDCO in creating a new set of CC & Rs that better conform with Best Practices for a property of this type. Doing so should contribute to the overall success of JEDCO in attracting new development to it—making the development process as business-friendly as possible.

At your request, we have prepared this additional memo to address how we would go about implementing the recommended changes: a) creating a new set of CC &Rs that will be fully effective in achieving the aims of the Master Plan; and b) preparing several critically important companion documents that Point A calls "Design and Operating Guidelines," or DOGs for short.

Recap of Key Recommendations
Point A made three "overarching" recommendations of which the first two were:

Recommendation One:

- Simplify wherever possible
- Shorten as much as possible
- Make the CC & Rs as user-friendly as possible
- Build in mechanisms to permit flexibility, for standards to change over time.

Recommendation Two

- Remove all prescriptive content elements of the DOGs from the CC & Rs document.
- The CC & Rs should only reference the DOGs from a *procedural* standpoint, leaving the actual guidelines to be spelled out in the separate DOGs, which can in the future be modified through *mechanisms* spelled out by the CC & Rs.

These broad principles are supported by a dozen or so "technical recommendations" that address individual provisions of the current CC & Rs, spelling out specific changes needed so that the CC & Rs will reflect the intent of the overarching recommendations.

Additionally, a conceptual diagram on page 8 of the memo illustrates how a new, streamlined CC & R document fits structurally within the framework of a *Strategic Business Plan* (with Master Plan), various Land Tenure Documents, and the supporting DOGs. The diagram captures the final outcome of a process for streamlining the CC & Rs: it is what JEDCO will be working *towards*.

Where To Go From Here? Divide and Conquer!
As a whole, we agree the task of deconstructing the old CC & Rs can appear daunting…overwhelming. Point A can support this process, helping to create draft templates, resolve key issues, and work with your team (plus your legal counsel, if desired) to finalize documents step by step.

As noted in the 12/10/18 memo, the most important thing to remember when beginning to transition from the current CC & Rs to a more streamlined document is the following:

> *A Best Practice approach should treat the CC & Rs as an "enabling document" upon which the DOGs are based. The CC & Rs, rather than stating some or all requirements, should reference other documents, in particular the DOGs. The CC & Rs thus provide legal standing and adherence to a set of specific guidelines and processes as they are implemented over time, incorporating a broad array of development and operational issues that are external to the CC & R document itself.*

The Starting Point
The Master Plan soon will be completed, and JEDCO will undertake a process of securing formal adoption or approvals from various entities, and buy-in from a number of other key stakeholders. This is the key milestone that triggers other actions, ranging from adoption by Jefferson Parish of Master Plan elements in the form of a "Development Pattern", to revision of the CC & Rs.

It is beyond obvious to say so, but for the sake of completeness we note that the conversation with Churchill Farms representatives—already is underway as part of the Master Plan process—becomes central to the process for revising the CC &Rs. The CC & Rs as written are an artifact of there being ***two*** *property owners*, for whom ***one*** set of CC & Rs has until now been the primary instrument to guide land development and property management protocols and activity.

Thus Churchill Farms must be an active participant in the re-drafting process. Their concurrence with the general thrust and intent of Point A's recommendations will be needed. But remember, it is a multi-step process: If they agree to the "overarching" recommendations, the work can proceed. Their agreement to all the subsequent, layered details is not needed to start the process (nor is yours!). Consensus on those items will come as each section of the CC & Rs—or the individual DOGs that are to assume the new regulatory framework—are reviewed, then their details hammered out.

A Word on Timing…Consider the "End in Mind"
We talked a bit on our call about "when do you start this" (re-writing the CC & Rs)? Granted that the Master Plan finalization and adoption will take place relatively soon, there is no reason to delay working on CC & R revisions, beyond your workload and the need to secure the agreement of Churchill Farms that this work should be undertaken.

Before a new set of CC & Rs are finalized and recorded as a public document, you will want to ensure that the documents as drafted (including at least the initial DOGs related to *Design Guidelines*) are supported by and consistent with the Final Master Plan. You also will want to know how they relate to any new Parish zoning overlay, planning regulations or policies. There may be cross-referencing of documents here and there, for example.

However, a pragmatic consideration is to seek to **have the new CC & R's in place before the next major land transaction occurs at Churchill Park.** This, after all, is the "main point" behind revising the current CC & Rs: not only so that they are updated consistent with the Master Plan (e.g. on issues such as Phasing), but so that they are in place as part of your tool kit, the next time that you sit with a developer or potential major tenant (whether buying or leasing) and make the case of "Why Churchill Park" as their next investment.

Without setting a hard timetable, for us the implication would be to have new CC & Rs "sooner, rather than later." No one knows when the next major prospect will appear, but as word about the new Master Plan and the exciting opportunities it opens up for the West Bank circulates through GNO Inc, LED, the others, *who knows*? So there is no reason to delay starting. The process of redrafting itself will take some time. Better to have the work underway.

Sequencing the Work
You can think of this as being achieved primarily through a dual approach:

1. Removing from the CC & Rs all subjects that are best suited to be treated independently, under the rubric of "Design and Operating Guidelines" (DOGs); and
2. Avoiding duplication of process steps between the two owners of the Churchill Park property that is subject to the CC & Rs.

Remember, not all DOGs are needed right away; nor do all DOGs need to be 100% completed in order to be useful. The revised CC & Rs themselves, however, will be *recorded*. So they must be well considered and definitive. In contrast, the DOGs can be worked on and continuously refined over time, subject to rules for revisions that will be spelled out in the CC & Rs.

Once these principles are applied, most remaining steps—though needing careful consideration of core issues—become relatively mechanical. The Technical Recommendations on pages 9 – 15 of Point A's December memo will serve as guide and punch list as you proceed.

Step One—CC & Rs

- Extract all DOGs-type material from the current CC & Rs
    - Organize extractions into appropriate DOGs. Point A identified the DOGs topics as:

      <u>Development</u>
        - Permitted Uses / Tenant Selection Criteria
        - Design Guidelines (with Review and Approval process)
        - Construction Guidelines

Operations
- Maintenance Guidelines
- Park Rules & Regulations
- Owner's Association
- Owner's Association By-laws

- Consider the remaining document as the ***enabling document***, reflecting how JEDCO and Churchill Farms want to work together over time to achieve the vision of the Master Plan.

- Work with Churchill Farms to combine duplicate aspects into a unified approach
  - Point A identified the most obvious areas of *unneeded* duplication as follows:
    - Architectural Review Committees
    - Common Areas
    - Design Criteria
    - Park Managers

- Work with Churchill Farms to create procedures for an Owners Association.
  - Consider how the Association will become activated, and whether or how other future property owners or leaseholders may be incorporated as members.
    - Consider drafting a set of By-laws that will be in place to guide activity of the Association

- Work with Churchill Farms to revise the design *submissions and approvals* process.
  - Make the process clear, practical and efficient for prospective developers or tenants.
  - Use an iterative approach for submissions and approvals.
  - Establish an interim basis for Design Guidelines until the full document is available.
    - Until then, set up an expert Design Review Committee (outsiders included), tasked with issuing design approvals and establishing the *initial* design basis as the foundation for the ongoing refinement into a permanent set of Design Guidelines

Step Two—Prioritize the DOGs

- Create a DOG for *Permitted Use*—starting with provisions from the extractions, modified by insights gained from JEDCO's early market assessment
- Go through Design Guidelines provisions from the extractions.
  - Modify based on the adopted Master Plan as providing general guidance to the initial Design Review Committee.
  - Then either do full Design Guidelines, or—more likely and preferable in our opinion—await an initial project…
- Operationalize the Owners Association and its By-laws
- Consider establishing a beginning set of Park Rules and Regulations
- For now other DOGS (Construction Guidelines; Maintenance Guidelines) can wait, unless…

D. Development Drivers

Point A Consulting
From Point A to Point B and beyond

Economic Development
& Strategic Planning

2123 Douglass Blvd
Louisville, Kentucky 40205

502.744.8115

January 14, 2019

TO: Perkins+Will Team
FROM: Point A Consulting
RE: Stakeholder Insights on Development Drivers for Churchill Park

Background
This memo presents observations arrived at by Point A Consulting based on a synthesis of stakeholder insights regarding ***development demand drivers*** for Churchill Park. The narrative below is intentionally informal, emphasizing stakeholder quotations as the lens through which we view the market drivers.

JEDCO TARGET INDUSTRIES
Consistent with P+W's December presentation, this is the logical starting point from which to consider "drivers" of Churchill Park's development.

- Water Transportation, Distribution & Logistics
- Water, Coastal and Environmental Industries
- Food, Beverage, Fishing and Seafood
- IT Systems and Products
- Health Care

This array has been validated for Jefferson Parish as a whole. At issue are two questions:

1. Which of the target industries may be most likely to establish activities at Churchill Park (and by extension in the wider 9000-acre Fairfield planning area?); and
2. Within each of the identified industry clusters, what exact type of business or corporate FUNCTIONS are most suitable for locating at Churchill Park?

The latter question is of particular significance for marketing of Churchill to early tenants, given the typology of buildings and sites recommended by the P+W master plan. In other words, taking "Food, Beverage, Fishing & Seafood" as an example:

- The R & D center for a food etc. company might be highly appropriate.
- Likewise the headquarters of a food-related company.
- A food processing plant or food warehouse would not.

Similarly for "Water Transportation, Distribution & Logistics":

- The headquarters for a marine transportation company would be highly desirable
- A repair shop for the same company would not (despite the curriculum at Delgado).
- A call center for a Distribution company might be desirable (though not on "premium" sites).
- A warehouse would not be acceptable (though it might be accommodated nearby).

In the case of "Healthcare:"

- A hospital *per se* is not a good fit for the Churchill plan, whereas a medical office building (MOB) could be desirable—particularly some residential development occurs either within Churchill or within the nearby Fairfield development district.
- Other types of healthcare-related functions might fit at Churchill, consistent with the JEDCO cluster subcategories, e.g. Medical Suppliers; service providers or contractors to regional hospitals; healthcare training or educational programs.
- The JEDCO cluster for "Healthcare" also includes "Hotels that support destination health care," which the P+W plan already provides for.

A similar triage can be applied to each of the five JEDCO-targeted industry clusters. The point to be made is that ***the established EDGE 2020 clusters all have validity for marketing and development of Churchill Park***. However, a further, more nuanced definition of business functions within each of these will be needed as JEDCO create its specific Implementation Roadmap or Business Plan for the Park.

AN ADDITIONAL *DE-FACTO* CLUSTER AS DRIVER: "Sports"

There are sound reasons why *Sports* does not surface through a formal cluster analysis, that uses standard economic data and techniques. Nonetheless, the case can be made that sports-related activities represent a sixth target industry and a potent *driver of activity*, specific to the Churchill Park geography.

The case is obvious: the combination of the existing PGA Golf facility, NOLA Motor Speedway, the Alario Center, and the very substantial amateur baseball facility now under development create a wonderful nexus of activity that should help drive traffic to the Churchill Park site—whether for hotel or other service / retail / food & beverage establishments.

Even if sports activities themselves are not directly accommodated on the Churchill site, JEDCO can promote the area surrounding Churchill Park as a sports-heavy and family-friendly district, helping to generate traffic and awareness for the Park as a hub for ancillary amenities. Interviews with stakeholders elicited responses that supported this idea:

> *"Build on the Sports theme too!!! All the connections to PGA; to Racing; to the Alero Center. Baseball. Aquatics. Soccer."*
>
> *"Think about the area as 'The Finest Sports Complex in the Region'"*
>
> *"Amenitize the hell out of [Churchill Park] to get people to come there; it will attract younger people."*

POSITIONING: A THEMATIC FOCUS ON WATER—RIVER, PORTS, THE COAST, THE SEA

As a way to get Stakeholders to think about potential uses for Churchill Park, Point A asked each of them a starting question:

> *What would you expect to see at Churchill Park if you came back in 10-15-20 years?*

While the question and its answers are highly subjective, the responses helped give added perspective to the JEDCO target industry framework. In framing their answers, Stakeholders drew not only on their professional experience but also on their deep understanding of community dynamics across greater NOLA and Southern Louisiana, as well as the West Bank. This provided us with a collective "lens" through which to look at key factors that can shape the competitive positioning of Churchill Park.

Taken together, these Stakeholder insights related to ***positioning*** of Churchill Park provide context can inform the Park's prospective branding and marketing, and that points to some of the most likely opportunities for attracting tenants. It helps address the question of "Whom are we building for?" that the Master Plan must address.

Here are some of the answers we got:

> *Stakeholder X: [LONG pause . . .] "That's a really good question . . . I'm not sure how to answer that… 60% of the jobs in the region have something to do with water…so it makes sense that that would be a major focus.*

> *"The River is our major resource; we don't use it enough. We're not taking advantage of it. The theme should be anything having to do with the River…Marine. Seafood. Coastal Restoration; Water management. Link directly to the people here."*

> *"A lot of the business and research activity in the area deals with water management, science and technology of water management…water management policy, etc. This would be ideal place for a center to develop there."*

Stakeholders approached the subject from diverse vantage points, including environmental concerns, a focus on the function of the port, and embracing the wider region's historic strength in Oil & Gas. But all roads essentially led back to "water" in some form:

> *"There could be issues related to the seafood industry: How it is harvested; processed; etc. This relates to environmental studies too, e.g. health of sea areas…the technologies supporting these industries."*

> *"Focus on the study of water risk, land subsidence—the science of Coastal Management."*

> *"The 'Collective Port System' is [one of this region's greatest] assets…make [Churchill] a place for the 'science arm' of the port industry to locate."*

Capitalize on Competitive Advantages of the Greater Region
Several Stakeholders emphasized that even if the Oil & Gas industries (and with them, Petrochemicals) were not *per se* target industries for Jefferson Parish, they remain an over-arching aspect of the greater region's competitive advantage. From these industries, sub-sets of businesses and specific business functions might be attracted to a location at Churchill. And, inextricable to this cluster of industries is the international shipping, on which they—along with agricultural and other bulk materials—depend.

This reasoning noted that the New Orleans region as a whole has engineering strengths, with development of computer-focused technologies for oil, gas and shipping. In the words of one respondent:

> *"Churchill could emerge as "The Place" for this industry sub-cluster . . . a place for engineering and design work to support the big players…Their service firms need to have space near by, but also with access to the airport. "*

One Stakeholder pointed out that major companies, such as **International Matex,** an industry leader in bulk liquid storage and transportation, are "just down the road". Another example cited was **Kinder Morgan**, a major terminal operator. In this Stakeholder's view, companies such as these could be prospects for collaborating to bring about development of some type of "industry partnership" facilities. Yet another Stakeholder pointed out **Cornerstone Chemical** as an interesting company to talk to, noting that they have "…lots of co-location with different companies on their site:"

> *"Land along the river is so valuable, but they need other things nearby . . . there is a lack of hotels, for instance."*

Still another suggestion was to consider the **Formosa Petrochemical Corp**. announcement [April, 2018] in St. James Parish on 2400 acre West Bank site…"a massive project" [$9.4 billion] promising 1200 jobs with salaries in the $84,000 range, in addition to 8000 construction jobs. This is the company's fourth site in the state, and it will draw employees from an extensive radius.

International Companies are Discovering Louisiana
Beyond these, similar examples were cited from the Food Processing industry, notably the recent [March 2018] attraction of **Fuji Oil** to a Jefferson Parish site near Avondale. As the Formosa and Fuji examples point out, there may also be unique opportunities for Churchill Park to be part of a package of sites that is marketed to international companies, including from Japan, China, France, and Germany.

Stakeholders report that there is a shortage of deep-water berthages with adjoining land for petrochemical or steel processing and the New Orleans area is seen as underserved. Like Fuji, these companies need dockage, plus road, buffers and setbacks for security.

What all these mega site and international projects have in common is that they spawn a need for many and diverse suppliers, who need to be nearby but not on-site. ***They also need access to service firms.*** With proper positioning, some of these related functions could come to Churchill instead of being located on the East Bank or in Elmwood.

Leverage Avondale: Crosscutting Industry Sectors with Geography

Stakeholders universally pointed to the pending Avondale Shipyards transaction (which has progressed significantly during the course of the Master Plan process) as fundamental to the broad strategy for Churchill Park.

Building on the observations noted above regarding demand for Port facilities in general, and functions that must locate near locate near them, the Avondale site also is serviced by six rail lines, making it an outstanding transshipment facility. Thus given Avondale's scale and its exceptional regional location based on the West Bank, the opportunities for cross-selling Avondale and Churchill should be fully explored as part of the park's Strategic Business Plan. In the words of two knowledgeable Stakeholders:

> *"Avondale Shipyards has to be part of this – it is big, even though still a question mark: how much activity would occur on-site versus could be spun off to Churchill…an unknown. Our hope is that it may become something on the scale of what it once was."*

> *"Find ways to tie [Churchill] to that, and it could create demand for office, even hotel."*

Beyond Avondale's potential to attract new companies and functions to Jefferson Parish, Stakeholders also called attention to the unique history of the University of New Orleans' at the former shipbuilding site. The *Avondale Maritime Technology Center of Excellence*, a specialized 200,000 square foot facility developed as a high tech software center for ship design, is operated through the UNO's School of Naval Architecture and Marine Engineering. A substantial core of employees and unique capabilities remain at the site, despite the relocation of all shipbuilding functions to Pascagoula, MS. This presents an opportunity to explore the potential for a three-way partnership that could benefit the University, Avondale's new owners, and JEDCO—perhaps leading to early prospects for attracting an anchor tenant to Churchill Park.

MARKET GAP: AN OPPORTUNITY FOR CHUCHILL PARK

"What kind of Product is needed?" as well as "Who are we building for?"

When taken together as the basis for a Churchill Park positioning strategy, the Stakeholder observations above point to a range of business functions that need to locate in the New Orleans region, and that cut across most of JEDCO's EDGE 2020 Target Industries. They share a thematic focus on "Water": river, ports, coast and ocean' as well as the unique environment and ecology of Southern Louisiana.

But more to the point, they represent a significant, potential market opportunity that currently is not being met in the New Orleans metro area. An official from Greater New Orleans, Inc., who works daily on the regional site location projects, summarized the situation as follows:

> *"No office space exists for industries along the river, e.g. regional US, HQ operations. . . companies related to Coastal Restoration; engineering companies. These companies have nowhere else to go for office.*
>
> *"We need more space for back office operations…entities with 400, 500 people, doing HR, Accounting, serving companies in New York or Atlanta. You see this in [other cities]…we lack that. There is a lack of office product generally, with parking. These are not sexy jobs but they provide good salaries; they would provide jobs to keep UNO and Tulane grads here."*
>
> *"What our market is missing? We don't have a traditional office park…we really don't. From a Business Retention and Attraction standpoint, we don't have the product to show:* ***A well done, Class A office park…****an environment that is well laid out, has an upscale image, etc. Everything we have has lots of concrete, no landscaping. We have lots of old product."*

In short, the region's lead economic development agency a confirmed the need to "…*provide class A office space an flex warehouse space in a contemporary, park-like environment."*

Responding again to the question, "If you came back in 20 years and Churchill were successful, what would we see?" one Stakeholder expressed their vision as:

> *"Tyson's Corner; an even better example would be Alpharetta outside Atlanta. An office park, with light manufacturing nearby."*

So, what about the demand for Light Manufacturing space? Again, the perspective from the professional economic developers, this time from Louisiana Economic Development (LED):

> *"We get requests for a building with 30 foot ceiling heights…and we have nothing to show them. Can part of the [Churchill] site be reserved for light manufacturing or "clean" manufacturing? We get a lot of RFPs looking for existing buildings. . . and have nothing to show [in the New Orleans area]."*

At issue for Churchill may not be how to accommodate all these uses directly on the designated 500-acre property. But the Master Plan can, and should, point to ways that uses such as light manufacturing, warehousing, or call centers can be accommodated in restricted development zones and/or on nearby properties within the wider Fairfield planning. Demand is demand, and each of these segments can contribute to the critical mass that over time can help to support "highest and best uses" on at Churchill Park site itself.

INTER-REGIONAL COMPETITION

Granted, *"the downtown area is super cheap…DXC is in a relatively inexpensive although high rise building. $17 / sq. ft is typical . . . $20 'all in', plus parking."* For a major new entrant to the New Orleans market like **DXC**, with a goal of creating a culture that is attractive to millennial workers, Downtown NOLA offers a great package. But congestion is a factor for many companies who favor a suburban location, nearer to where their employees live or more proximate to their business customers.

More to the point, we tested with Stakeholders the hypothesis of a higher end office center to serve major industries in the region. According to one experienced developer:

> *"We don't have anything like that. But it will be competing with the North Shore. Chevron moved out of downtown to the North Shore; they had lots of employees who were from Houston…very conservative, looking for traditional suburbs."*

An example of a potential significant competitor to Churchill Park and its vision is the **Tamanend** development in St. Tammany Parish, being undertaken by the Weyerhauser Corporation. It has strong corporate backing, presumably with the ability to be self-financed. And it too has a community college presence. But informed Stakeholders from the business community (who also live in St. Tammany Parish) say they don't see anything happening there for a considerable time:

> *"…it's still very remote, in the sticks. . . just woods. Maybe it will come on line in 25 years. The Churchill project has the potential to become a reality much earlier."*

Another established and successful North Shore development cited by Stakeholders included River Chase Shopping Center, described as a *"retail power center with an office component",* including the Chevron regional office. However, the North Shore location also makes it isolated and hard to reach for much of the regional workforce, with a long commute time to access these areas directly.

On balance, the perspective of LED and GNO officials and other real estate professionals whom we interviewed supports a focus on the West Bank and the Churchill site in particular. Churchill is seen as a highly competitive location within the regional geography, where the locational strengths are sufficient (now that the Bridge has been widened), and timing is right (with the immanent Avondale reopening) that a strategy to develop it in ways that address some significant market gaps in regional real estate product array have a good opportunity for success. In short, developing Churchill Park along the precepts envisioned by the current Master Plan would benefit the overall economic development competitiveness of the region as a whole.

> *"Churchill could be very attractive to a company that wants a suburban environment, with plenty of parking. Churchill could be ideal for them."*

Two Illustrative Competitors

James Office Park

Point A was encouraged to look at the James Business Park in St. Rose, located near the airport. It is a traditional office and warehouse park, presumably dating from the 1980's; attractively though not extravagantly landscaped, clearly with good development code requirements, e.g. appropriate signage, etc. Well-maintained infrastructure and common areas.

Most buildings are one-story and it includes a mix of multi-tenant and single-user facilities. It is reported to be moderately priced and well run by the developer, who is said to be "patient", e.g. taking a long-term view on its development; a number of development sites remain available. It includes a major Federal Express facility that backs into the airport property (though is not connected).

It is located along a major highway, with some hotel properties and chain restaurants near the frontage, however has no observable amenities internal to the park. Clearly, employees would need to drive to reach any services or food.

While it is convenient to the airport and major transportation arteries, with it's large number of distribution facilities and linear, one-story multi-tenant buildings it overall does not convey a "technology" image, and few of the buildings would be seen as "Class A" or suitable as headquarter locations. It is successful and fills an important market niche for the region, but in our view does not represent a significant competitor to the Churchill vision and location.

UNO Research Park

Several stakeholders pointed to the UNO Research Park as a good comparable for Churchill, noting, "…it has a great view of the Lake, although it is an older product and there are no amenities around there." In other words there is a lack of retail or services.

The strengths of the UNO Research Park, beyond its location and facilities, are its direct relationship to faculty and students of the University. In the words of a University official:

> *"For us, it's all about the relationship to the university – our direct proximity. We focus on opportunities for faculty to engage with the research park; there are opportunities for students to work at the companies."*

The ability to access other university resources, such as laboratories and equipment, as well as amenities such as libraries and on-campus sports facilities, are among the other traditional research park offerings that make the UNO Research Park attractive for a variety of companies.

While many of the six or so buildings and their tenants originally were related to U.S. Navy contracts, the Park also has been successful at diversifying, including filling some of those spaces with regional back-office functions, e.g. in the financial services industry. It also has had recent success in attracting a laboratory company focused on food safety analyses. A number of University departments and offices also are located in the Park.

The Park is effectively landlocked, although it was reported to be undertaking an update to its master plan, that would bring on line greater amenities to help promote tenant interactions and a greater sense of community. In general, we understand that the Park currently is more or less at capacity, and Point A envisions the UNO Park as a complementary resource for the New Orleans region, not as a direct collaborator.

The opportunities at UNO hinge primarily around the potential for a company to have a direct relationship to the University. In contrast, we envision Churchill Park's competitive advantage will be based on other factors, notably the positioning strategy suggested by the Stakeholder interviews as reported in this memo, in addition to the intrinsic advantages that its location creates for major new development opportunities on the West Bank, including leveraging the Avondale site's reopening.

The two Parks should be thought of as highly complementary from a regional standpoint, and Churchill Park will benefit from exploring its long-term partnership opportunities with UNO.

BUILDING A *KNOWLEDGE COMMUNITY* @ CHURCHILL PARK

A Campus with Special Facilities for Higher Ed, Training and Non-Profit Organizations

The presence of Delgado Community College and the Patrick F. Taylor Science and Technology Academy as initial anchor tenants is clearly one of Churchill Park's defining characteristics. A key aim of the Stakeholder interview process was to explore how this base of institutional commitments could be built on, to foster a *Knowledge Community* ecosystem as the key differentiator of Churchill from traditional business or industrial parks, and hence contribute to its competitive advantage.

In addition to the Perkins+Will team interviews with officials from Delgado and Patrick Taylor, Point A met with Stakeholders from the University of New Orleans, Tulane University, and Louisiana State University. We also asked non-academic Stakeholders, particularly those involved with economic development, their view on the potential for bringing additional research or educational activities to Churchill.

Our goal across all of these conversations was to assess what opportunities may exist broadly, and over a longer time period, to attract additional educational and related activities to cluster at Churchill Park. The synthesis of these viewpoints points out several avenues to consider.

In the near term, the potential to attract university tenants may be limited. UNO and Tulane both experienced considerable damage to facilities from Hurricane Katrina, and a loss of students. (UNO's initial decline was reported to be in the range of 50%, so there is excess capacity on campus.) Tulane officials note they are not big on expanding their footprint outside of real estate they already own. And in general, they are not expecting big growth in either faculty or students.

> *"It is a difficult time to consider any kind of new ventures."*

Given expenditures they have been forced to make on facility repair, coupled with the need to rebuild their student base, neither institution is in an expansion mode. Tulane's life science / healthcare interests are all focused around the downtown hospital complex, where the New Orleans Bio Innovation Center also is located. LSU's medical campus also is located downtown.

Balancing this, geography and location could be an advantage. The institutions all are interested in drawing from the population base of Jefferson Parish, and want to serve the needs of businesses, wherever they are located across Greater New Orleans.

- UNO previously had a branch campus in Metairie, which a prior administration sold to generate revenue. There has been a change of leadership at UNO since the sale, and the current administration recognizes that attracting students from Jefferson Parish to the UNO campus poses difficulties of distance. With time and growth of the UNO student base, we are told there could be interest in exploring a satellite operation of some kind.

- Tulane already operate some satellite operations, including in Mississippi; its Business School runs programs in Houston for the Oil and Gas industry.

- Tulane's interest in the West Bank / Fairfield area would depend on what other partners are there. While Undergraduates will always stay on the main campus, new Graduate programs can be created if they are tied to the needs of industry. Examples cited included Homeland Security; Cyber Security; IT; or Management Programs.

  "These can expand if there were a specific demand, user or partner. We are always looking for a place to invest our capital but don't do speculative investing…We run a lean operation, but we look for targets of opportunity.

Specializing in an area such as water, coastal restoration, marine or environmental programs may create interest for other higher education institutions to come to Churchill. Non-degree and other type of training and community engagement activities also may be the more likely candidates for a satellite operation.

> *"Water and Maritime are very strong – LSU's "Water Institute" in Baton Rouge is a huge deal, it is well-funded. Maybe it could also have satellite programming [at Churchill]."*
>
> *"[Focus on] …environmental as a field. Tulane has a very strong environmental studies program…If they could bring part of that here, they would be closer to nature."*

Tulane's *School of Professional Studies* was cited as offering the greatest opportunity for Churchill Park, provided there were specific companies needing its services. The School is very Information Technology and B to B driven; it does customized programming for clients.

While there are no indications that LSU has the appetite or the financial means *today* to undertake any new satellite activities, an LSU official with whom we spoke was open to "*brainstorming some possibilities."* Looking to a different industry sector, but that nonetheless aligns with JEDCO Target Industries, he noted that LSU's Food Incubator has been a big success:

> *"We draw people from New Orleans—restaurants, chefs, people who want to develop their mom and pop recipe for various products. There could be a creative opportunity to develop something at Churchill related to organic farming, the food processing that goes with that…A satellite food incubator could be a possibility."*

He went on to note that specialty programs could be developed around other cluster areas:

> *"LSU is operating strong automotive programs, we have a training school in a very poor area of Baton Rouge that is very successful. Maybe something could develop in relationship to Delgado's programs [at Churchill]."*

LSU also had been contacted by a Veterans group that wanted to establish a program for career development. The program didn't get off the ground due to lack of funding for a facility, but the LSU Stakeholder felt that maybe something could be done to revive this idea, run in partnership with Delgado.

Finally, a Tulane official noted that its Medical School is expanding by collaborating with other partners, such as HCA, who provide the space. Looking down the road to a day when a residential base might grow in the Fairfield district, Tulane could have an interest in being part of any future medical / healthcare operations that might locate at Churchill to serve that population.

In concluding the feedback from high education Stakeholders, an overriding message related to ***timing*** for bringing any activities there:

> *"The Churchill project may be [coming on line] a couple of years early . . . things may begin to pick up but we are still realigning and concerned about [our funding]…In general, people and students want to be where there is a Starbucks, e.g. a cultural or activity center. For this reason Churchill as it stands today doesn't hold a lot of interest."*

The message from these Stakeholders is that—despite the presence of Delgado and Patrick Taylor as anchors—the Higher Ed sector in general is probably not the "low hanging fruit" that will jumpstart the early stages of Churchill Park's development (with the possible exception of UNO's Avondale-based Maritime Technology Center of Excellence).

Rather, this points to a longer-term view: a strategy of recruiting anchor tenants from the business sector, preferably concentrated around the Port, River, Marine, Environmental sectors; and creating a critical mass of tenants around which to leverage some specialized Higher Ed academic and training offerings. A key element of the Master Plan, therefore, will be to reserve space for these prospective

education and training functions, whose timing is uncertain but can follow the initial phases of Churchill's development.

Churchill as a center for non-profits that support Coastal and River-related issues.
Related to a strategy to create a "Knowledge Community," several stakeholders noted that in addition to higher education, a wide range of non-profit organizations might also align with the positioning of Churchill Park as a center for "water-Etc." related businesses (broadly defined).

Some non-profits have established robust operations, in the wake of both Katrina and the Gulf Horizon disasters. (One among many examples is called **Restore the Mississippi River Delta:** http://mississippiriverdelta.org/) Creating physical space, within a "river and water-themed" technology park, where organizations such as this might establish a critical mass of activity and network with related business and academic organizations, presents a significant opportunity for Churchill Park.

Many such organizations exist; assessing the opportunity to attract some of them to Churchill, or to create demand for a multi-tenant building dedicated to non-profits should be a priority for JEDCO as it creates a complete ***Strategic Business Plan*** for Churchill. Assuming they are viable rent-payers, they can help create a critical mass of expertise around water, river, and coastal environment management technologies.

ADDITIONAL DEMAND DRIVERS: A RESIDENTIAL, MIXED-USE COMMUNITY
At the time the Perkins+Will engagement began, the identity of the study site was linked to it's designated name of "Churchill Technology and Business Park," shaped by the visible presence of two institutions devoted to education and workforce training.

Throughout the Stakeholder engagement process, we were struck by the degree to which Stakeholders surfaced their vision for establishing a residential community at Churchill. Without any prompts, Stakeholders consistently spoke of the Park as a residential center—inclusive of mixed-use community functions. Based on these Stakeholder observations, Point A sees additional potential drivers for the Churchill site.

Supporting this viewpoint, one Stakeholder observed, "*The [housing stock] scarcity issue is huge in this city."* Another said, "…the City has such old housing…it is hard to find a place to live:"

> *"When I moved back I was looking for a place that was safe to live. There were crime problems in NOLA; schools were in disarray; taxes were too high. You can't tell where the flood zone is. Cute housing is too expensive. Parts of the city are…so outdated. We need new, functional kinds of housing / neighborhoods."*

Another Stakeholder pointed out:

> *"Jefferson Parish has a problem with housing diversity—there is a lack of upper end housing options. The East Bank is landlocked and we need more housing opportunities, different kinds of [housing] product, in order to keep our base—we need to be able to keep our more successful people here in the community."*

Still another person expressed the issue as follows:

> *"The proximity between work place and residential will be important for developing Churchill. I really would like to see the Fairfield area developed along the lines of the River Ranch development in Lafayette."*

Again, responding to the question, "What do you see at Churchill Park, the Fairfield area 10 or 20 years from now?" we elicited responses such as the following:

> *"I envision a multi-use development like River Ranch in Lafayette. Not on the Churchill site 500 acres, but next to, close to."*

When we asked: "What has to come first, the jobs or the lifestyle development?" Stakeholders responded:

> *"Start with the jobs. People want to live near to where they work. This is a chicken and egg problem—redevelopment of Avondale may need to come first, or something else that is big, that brings a critical mass of jobs to the area – the first 2500 jobs. From that other things will spin out. The land has been vacant for so long."*

> *"The [Churchill] area needs a lot of town homes; condos; cluster houses. . . for all age groups. Bottom floor retail and restaurants…[make it] a very walkable place. . . People in NOLA crave a walkable environment."*

As captured in the statements above, various examples of successful housing and mixed-use developments were pointed to, both in the metro area ("Bella Ridge") and in other communities (Lafayette), including some in other states (Texas, Georgia, Maryland). While recognizing that some housing and mixed-use development can be developed within Churchill Park and add to its momentum, we caution that the true marketplace for residential development extends well beyond the boundaries of Churchill's 500-acre site, and will get located in designated areas of the Fairfield planning district.

Indeed, part of the "chicken and egg" issue for residential development is whether—to be successful—some projects must be underway *outside* of the Churchill site first, or whether an initial, appropriately scaled and designed housing development *within* Churchill might trigger others to develop complementary housing product nearby. Churchill might be the catalyst, with its backing by JEDCO

and community leaders, to show that "it can be done." This is a subject needing much greater analysis to determine how the market place will respond to these options, but they form a building block within the Master Plan framework.

ADDITIONAL DRIVERS: CHANGES IN ELMWOOD, OTHER PARTS OF NOLA

The review of Stakeholder input would not be complete without noting the many references to the changing market dynamics in Elmwood. Real estate developers with whom Point A spoke want to build "a whole new community in Elmwood…a "24/7 environment" with a different kind of residential product and higher end retail than currently exists in Jefferson Parish.

As individual property owners there seek to reposition their land or facilities to obtain a higher return from new or more intensive uses, some of the business functions that traditionally located there—notably warehouses and light manufacturing—may find it advantageous to move their operations to the West Bank.

While the Perkins+Will planning team and JEDCO are like-minded that warehousing *per se* does not reflect the vision for Churchill Park, the ability to capture the benefit of these natural regional market dynamics is something that JEDCO can factor into its long-term strategy for how other portions of the Fairfield District can be planned, to create momentum for Churchill's development as a more intensively used location, with higher end real estate and business or educational functions.

As one Stakeholder noted:

> *"There's a transformation going on at Elmwood…that may impact Churchill. We need to be able to strike a match that will ignite something. We need something big to break the chicken and egg problem. Beyond Avondale, maybe it's what's going on in Elmwood."*

Indeed, the real estate dynamics of the entire metro area are changing and likely to continue changing, in ways that can drive business functions in the direction of a West Bank location. A long-term observer of these trends pointed this out as follows:

> *"The growth is all around the center of NOLA… before Katrina it used to be all in downtown. Now downtown is becoming the focus for **tourism**. Other activity is moving further out."*

At issue: A Matter of Timing, Sequencing of Development Implementation

Universally, the Stakeholder interviews showed strong, even enthusiastic support for the vision of Churchill Park's development, regardless of nuances expressed as to its thrust, direction or timing. The caution of one Stakeholder expressed as *"Maybe not right now,"* was tempered by his observations on the potential for the Avondale project to shift the market dynamics:

> *"The missing piece of the puzzle is the 3000 to 5000 jobs that may be recreated at Avondale. It WAS the engine. People used to commute 60 miles, round trip, to jobs there…from the North*

JEDCO