



ProsperityNOLA

A Plan to Drive Economic Growth for 2018

JUNE 2013



ProsperityNOLA

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ProsperityNOLA

A Plan to Drive Economic Growth for 2018

Since taking office, my administration has been committed to growing the local economy and creating jobs. In the last three years, we've welcomed 4,000 new jobs in new and returning businesses like GE Capital, Folgers, Gameloft and Lockheed Martin. We launched innovative programs like the Fresh Food Retailer Initiative and Small Business Assistance Fund. We've put a focus on attracting new retail and have seen Costco, Walmart and other shopping centers begin development. We've worked to make City Hall more business friendly with new customer service programs and standards. And we established the New Orleans Business Alliance, a first ever public-private partnership to work on growing the economy in Orleans Parish.



Part of my charge to the New Orleans Business Alliance was to create an economic development strategic plan for New Orleans, one that is thoughtful, action-oriented and adaptable to changes that may come our way. That plan is ProsperityNOLA, which identifies five industry clusters poised for growth – Advanced Manufacturing, BioInnovation and Health Services, Creative Digital Media, Sustainable Industries and Transportation, Trade & Logistics – and lays out recommendations and strategies to achieve our desired outcomes.

As we move towards our 300th anniversary in 2018, ProsperityNOLA will serve as a roadmap to diversify and strengthen our economy to create economic opportunity for all citizens of New Orleans.

I commend the New Orleans Business Alliance for facilitating the planning process and thank the more than 200 individuals who participated in this landmark effort. I look forward to working with you all as we continue to create jobs and prosperity in New Orleans.

Sincerely,

A handwritten signature in black ink that reads "Mitch". The signature is stylized and cursive.

Mayor Mitch Landrieu
City of New Orleans

ProsperityNOLA

A Plan to Drive Economic Growth for 2018

In August of 2010, Mayor Mitch Landrieu formally established the New Orleans Business Alliance (NOLABA) in an effort to ensure the business community stood together as one team focused on growing our city's economy.

New Orleans has seen tremendous progress in creating jobs and wealth as a result of this public-private partnership. Mayor Landrieu charged NOLABA with leading and implementing a five year strategic plan for economic growth – the next step towards his vision of a transformed New Orleans on the eve of our Tricentennial in 2018. NOLABA formed a Strategic Advisory Council, which united business, civic, and economic development leaders, to identify five industry clusters of focus that provide the greatest potential to catalyze the city's economy. Advanced Manufacturing, BioInnovation and Health Services, Creative Digital Media, Sustainable Industries, and Transportation, Trade and Logistics are the clusters that showcase our strengths, opportunities, and trajectory for growth.

NOLABA and the City of New Orleans are proud to announce the launch of **ProsperityNOLA: A Plan to Drive Economic Growth for 2018**. ProsperityNOLA is a living, actionable plan, created through months of data-driven planning, that will foster Mayor Landrieu's vision of a diverse, sustainable and prosperous economy for all citizens.

ProsperityNOLA envisions New Orleans as a city where businesses are eager to invest and grow, but it doesn't just paint a picture; the plan provides action steps for realizing this vision. While New Orleans' growth trajectory is strong, there are significant barriers to overcome, as well as fierce competition from a globalized world. This plan aligns proactive efforts to make New Orleans more competitive. Our opportunities, however, are greater than our challenges. On the cusp of the Tricentennial, New Orleans will be known around the world as the next great city for business growth and opportunity.

Developing ProsperityNOLA was just the beginning; now the real work of implementation begins. Mayor Landrieu's call to action has been heard; business, civic, and economic development leaders have responded. The answer is ProsperityNOLA. The City, NOLABA, and a host of partners are aligned to ensure the plan's success. We hope you will join us in continuing this exciting effort to grow New Orleans' economy, and that you will stand with us five years from now, on the world stage, as a city transformed.

Sincerely,

Henry Coaxum, *Chair, NOLABA Board of Directors*

Rodrick T. Miller, *President & CEO, NOLABA*

Leslie Jacobs, *ProsperityNOLA Co-Chair*

Honorable Ronald Sholes, *ProsperityNOLA Co-Chair*



Henry Coaxum



Rodrick T. Miller



Leslie Jacobs



Honorable Ronald Sholes



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A Plan to Drive Economic Growth for 2018

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GREATER NEW ORLEANS
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For a vibrant region.



CITY OF NEW ORLEANS
Mitchell J. Landrieu, Mayor



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*New Orleans Business Alliance Board Member

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Baker Ready Mix
VSO 2020
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Port of New Orleans
Google
QCS Logistics
Good Work Network
US Department of Veterans Affairs
New Orleans Public Belt Railroad
Coaxum Enterprises
NOLA Brewing Company
City of New Orleans
Tulane University
Xavier University
Foundation for Louisiana
GE Capital
Fowler Rodriguez
Circular Consulting LLC
Louisiana Economic Development
Stay Local
Surdna Foundation
Downtown Development District
Industrial Development Board
Fowler Rodriguez
Fowler Rodriguez
Baker Donelson
FFC Capital
Jacobs Technology
Port of New Orleans
Guico Industries
Gameloft
Jacobs Technology
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Capital One
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Perez APC
New Orleans Business Alliance
BioInnovation Center
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Mary Queen of Vietnam
Mary Queen of Vietnam
Perez APC
Greater New Orleans Community Data Center
Consultant
iSeat
City of New Orleans
JP Morgan Chase
Seedco
Regional Planning Commission
US Department of Veterans Affairs
Multicultural Tourism Network
Urban League
Rubenstein Brothers
Greater New Orleans Foundation
Transoceanic Trading & Development
Company
Broad Community Connections
Regional Planning Commission
Adams and Reese
Entergy
Louisiana Cultural Economy Foundation
Royal Engineering
Shell
Delgado
Joule Energy
Mary Queen of Vietnam CDC
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Baker Donelson
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LSU Health Sciences Center
Veterans Administration
Tulane University
City of New Orleans
Nanofex
Xavier University
City of New Orleans
The Louisiana Fund
New Orleans BioInnovation Center
Downtown Development District
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Delgado Community College
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LSU System & LSU Health Sciences Center
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Second Line Stages
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Crescent City Live
Tulane University
Msf Global
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Gameloft
Mardi Gras Indians
Seven Arts Post
City of New Orleans
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Delgado Community College
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McConnell Consultants
Sweet Home New Orleans
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*Denotes New Orleans Business Alliance Board Member

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Bond Public Relations
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ORX Resources
Port of New Orleans
New Orleans Board of Trade
New Orleans Public Belt Railroad
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Kutchins Grob
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Downtown Development District
Downtown Development District
Greater New Orleans, Inc.
US Department of Veterans Affairs
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Nadiyah Coleman
Liza Cowan
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Flozell Daniels
September Hargrove
D'Juan Hernandez
Patricia Hightower
Chad Kennedy
Louis Livers
Brittany Major
Arkebia Matthews
Rodrick T. Miller
Allison Plyer
Linda Pompa
Terrence Rice
Bonita Robertson
Hasting Stewart
Jonathan Wilson
Matt Wisdom

VSO 2020
Harrah's
Morgan Keegan
Good Work Network
City of New Orleans
JP Morgan Chase
Metro-Source, LLC
Foundation for Louisiana
City of New Orleans
Chaffe McCall
Bayou Equity
Kennedy Financial Group
Livers Construction
City of New Orleans
City of New Orleans
New Orleans Business Alliance
Greater New Orleans Community Data Center
Consultant
Fulcrum Enterprises
Greater New Orleans Foundation
Shell
Liberty Bank
Turbosquid

Brief History and Role of the New Orleans Business Alliance

The New Orleans Business Alliance (NOLABA) is the official non-profit organization tasked with leading economic development initiatives for Orleans Parish. NOLABA was formed in 2010 as a public-private partnership between the City of New Orleans and private investors from the local community. The 17-member Board is composed of a cross-section of New Orleans leaders including the Mayor and a diverse group of business professionals.

The vision of NOLABA is to reposition New Orleans as the next great American city for business investment, quality of life and economic opportunity. With a mission to unite a diverse community of stakeholders to catalyze job growth, create wealth, and build an equitable and sustainable economic future for New Orleans, NOLABA's goal is to unify partners and stakeholders to design and build a solid economic foundation for New Orleans.



**NEW ORLEANS
BUSINESS ALLIANCE**

Introduction

New Orleans is experiencing an exciting transformation. The city has rebounded from its darkest days following Hurricane Katrina, and has proven resilient and innovative in the face of devastation. New Orleans has a growing economy, brought about by low operating costs compared to rival cities, aggressive state tax credits, an attractive quality of life for professionals and families, and strong cooperation among city, state and federal leaders. Over the past eight years, New Orleans and the federal government invested tens of billions of dollars to upgrade storm protection systems, rebuild the health care system, and enrich the public schools. City leaders focused on building and attracting a vibrant pool of highly-skilled and talented workers while revitalizing the city's physical infrastructure. The city continues to celebrate its unique cultural history while cultivating innovation and change. Today's New Orleans is firmly committed to preserving and nurturing its human, economic, and natural resources.

This transformation is seen in the increased spirit of collaboration among the city's political, business, and civic leadership. Katrina changed the way companies, organizations, and institutions work together in New Orleans. Where before groups worked in silos and often at cross-purposes, post-Katrina funding and recovery opportunities forced them to work together to efficiently utilize resources to impact the greatest number of people. This spirit of cooperation has extended to the economic development world as well. Economic development and business leaders from the state, region, and city are focused on positioning Louisiana and New Orleans as a great place to do business.

ProsperityNOLA was borne out of a recommendation from the Economic Development Task Force, which was established as part of the transition team for the Landrieu administration. The task force called for the creation of a public-private partnership to assist the City's economic development efforts. Mayor Mitch Landrieu established this new entity, the New Orleans Business Alliance (NOLABA), as the official economic development agency for the City, in 2010. In 2011, the City charged NOLABA with the mandate to create a citywide economic development strategic plan to increase wealth and quality job opportunities for its citizens.

In 2012, NOLABA convened a group of 75 business and civic leaders to conduct the planning process with facilitation support from GCR Inc.

ProsperityNOLA

A Plan to Drive Economic Growth for 2018

Clusters:

An economic cluster refers to a geographically proximate group of interconnected companies and associated institutions, including product producers, service providers, suppliers, educational institutions, and trade associations. It is a way of categorizing all the components of an industry that make it successful and help it grow.

ProsperityNOLA is not just a plan for NOLABA; it is a plan for the City of New Orleans to propel this transformation as the first comprehensive economic development plan in New Orleans' history. This roadmap to prosperity and economic growth will prepare New Orleans for its tricentennial in 2018 and beyond.

More than 200 stakeholders from business, government, education and philanthropy, as well as the broader economic development community, came together to create ProsperityNOLA in 2012. Through a data-driven process, the plan's Strategic Advisory Council selected five key economic clusters where New Orleans has strengths, opportunities, and a trajectory for growth.

ProsperityNOLA is rooted in the belief that for New Orleans to be successful, all citizens must have an equal opportunity to participate in the resulting economic growth. The plan builds on the city's inherent economic strengths – its people, innate culture, and locational advantages – while recognizing challenges that must be addressed to create wealth and jobs for all New Orleanians.

Over the past two years, New Orleans has gained recognition as a great place to live and work:

- › Top 10 Metro for Corporate Facility Location – *Site Selection Magazine*
- › 8th on Top Cities for Relocation – *Forbes*
- › 5th on World's Best Cities 2012 (USA and Canada) – *Travel + Leisure*
- › #1 City for Young Entrepreneurs in America – *Under30CEO.com*
- › #3 Metro for IT Job Growth – *Forbes*
- › #1 America's Biggest Brain Magnets – *Forbes*
- › #1 Metro Area in the U.S. in Economic Recovery – *Brookings Institution*
- › #2 Big City for Jobs – *Forbes*
- › #3 City for Wage Growth – *CareerBuilder.com*
- › #2 "Boomtown" in the Nation – *Bloomberg News*

Why ProsperityNOLA?

New Orleans is on a growth trajectory. Fueled by post-Katrina recovery activity and investments, the city's population stands at 369,250 as of July 1, 2012. The city has not only rebounded since 2005, but is now one of the fastest growing cities in the country¹. The New Orleans metro area had the second-highest GDP growth rate of U.S. large metros from 2008-2010, with an average annual growth rate of 3.95%, surpassed only by San Jose, California².

The city's economy was also more resilient than most of the country during the recent national recession. Boosted by the influx of recovery funding, the city's unemployment rate throughout much of the recession was lower than the national average. In April 2013, the New Orleans area's unemployment rate stood at 6 percent while the national average was 7.1 percent³.

While its economic growth trajectory is strong, New Orleans still faces some significant challenges. There is an urgent need to reconstruct or replace critical infrastructure to increase the city's competitive advantage. The gap between rich and poor is widening and poverty rates are still relatively high. Further, while educational attainment is improving, there is still a gap between the skills employers are looking for and the skills of the potential workforce. Despite the successes of recovery, concerns about flood protection, crime and education prevent potential companies and employees from relocating to the city.

As the recovery funding comes to an end and other cities climb out of the recent recession, New Orleans needs to maximize the impact of its investments and create a sustainable future of diversified economic growth that benefits all New Orleanians. The city is positioned for success, but cannot rest on its laurels. The competition is too fierce.

POPULATION CHANGES OVER TIME

	1980	1990	2000	2010	2017 Projection (Claritas)
New Orleans	557,515	496,938	484,674	343,829	427,748
New Orleans Region (Orleans, Jefferson, St. Bernard, St. Tammany)	1,223,246	1,120,210	1,198,637	1,046,018	1,135,556
New Orleans' Share of Region	46%	44%	40%	33%	38%
Louisiana	4,205,900	4,219,973	4,468,976	4,533,372	4,671,627

Source: US Census, Nielson Claritas 2012

What is ProsperityNOLA?

ProsperityNOLA is a five-year plan for economic development for the City of New Orleans. This goal of the plan is to:

- Create an innovative and sustainable business climate
- Design a roadmap to optimize job growth and investment
- Build on the city's strengths to attract, retain, and grow businesses
- Focus on industry clusters based on competitive position and market trajectory
- Address cross-cutting issues that impact the competitiveness of all clusters
- Identify high-impact action items implementable by the city, state, and business community to propel economic growth

¹U.S. Census Bureau, 2012 Population Estimates, March 2013.

²Bureau of Labor Statistics, Local Area Unemployment Statistics, May 2013.

³U.S. Department of Commerce, Bureau of Economic Analysis, 2012.

ProsperityNOLA

A Plan to Drive Economic Growth for 2018

This project has taken place in three phases. In the first phase, NOLABA commissioned the Initiative for a Competitive Inner City (ICIC), the Harvard-based nonprofit research and strategy organization and leading authority on inner city economies, to develop a body of data to serve as the baseline for the planning process. NOLABA then partnered with GCR Inc., to facilitate Phase II— an eight month strategic planning process that took place from October 2012 to May 2013. NOLABA convened a Strategic Advisory Council of 75 stakeholders from a diverse cross-section of New Orleans to outline a strategic focus for the city, focusing on five industry clusters. The third phase, which is starting now, is implementation.

The baseline research from the first phase identified thirteen industry clusters in New Orleans. Over the course of three meetings, the Strategic Advisory Council was informed by presentations of the baseline research and commentary from industry experts for each cluster. The Strategic Advisory Council then pared the thirteen clusters down to five, based on which of the clusters would generate the most quality jobs and have the greatest potential to impact the city's competitiveness. The selected clusters are a combination of historic clusters that have served as the foundation of New Orleans' economy and emerging clusters that represent a strong potential for growth. The Strategic Advisory Council selected this mix of clusters to emphasize the need to leverage the city's strengths while diversifying the economy. The prioritized clusters are:

FOUNDATIONAL

- » Advanced Manufacturing
- » Transportation, Trade and Logistics

EMERGING

- » BioInnovation and Health Services
- » Creative Digital Media
- » Sustainable Industries

The Strategic Advisory Council recognized that many of the other clusters play important roles within the city's economy, but determined that to diversify New Orleans' economy, the five selected were the best candidates to catalyze growth. For instance, while the Energy cluster has a historic foundation of the city's economy, the Strategic Advisory Council recognized that much of the activity for the cluster was in the region and state and not necessarily New Orleans-based. The Strategic Advisory Council also recognized that some of the other clusters that have a significant impact on New Orleans' bottom line, such as Hospitality & Tourism and Retail, are being handled by other entities and did not require another planning effort. Once the selection of the clusters was made, cluster-specific subcommittees were formed to develop and prioritize actions for each of the five clusters to grow jobs and wealth for the citizens of New Orleans.

Branding and equity were determined by the Strategic Advisory Council and subcommittees to be essential components of a successful plan. Since these issues cut across all of the clusters, two working groups were brought together and asked to develop recommendations for each of these cross-cutting issues.

ProsperityNOLA identifies implementation strategies and specific action steps. This includes a list of individuals and organizations responsible for implementing and monitoring progress and timelines for tracking progress. Numerous individuals and partners have signed on, agreeing to hold themselves accountable for contributing to the success and implementation of this plan.

Data Clarification

Most of the data for this planning process were compiled by ICIC from standard sources and primary research. Additional data were gathered and analyzed by GCR and NOLABA to draw a picture of the post-Katrina New Orleans economy and the key industry clusters in the city. For this process, clusters were analyzed along several dimensions, including size, projected growth, strength and share of the economy, or location quotient, among other factors to provide the basic indicators from which to measure potential economic growth.

There are some limitations to the data gathering process. Census data is somewhat limited, especially for analyzing small and emerging clusters post-Katrina. To get a granular picture of the industries specific to a locality, aggregations of the North American Industry Classification System, known as NAICS, are used. When publishing employment data at the most detailed six-digit NAICS code level for a small geographic area, the Census Bureau often suppresses the data to protect the identity of an employer. Other issues contributing to undercounting include misclassification of businesses under a different NAICS code, companies headquartered elsewhere but working on location in the city, and employees classified by employer, rather than job function. Further, the data do not capture self-employed and those in the underground economy. Because of these challenges, employment in clusters such as Creative Digital Media and Sustainable Industries is likely undercounted. Recognizing the data has limitations, this plan uses the best data available.



New Orleans

POP: 369,250

2012 Census Data

New Orleans

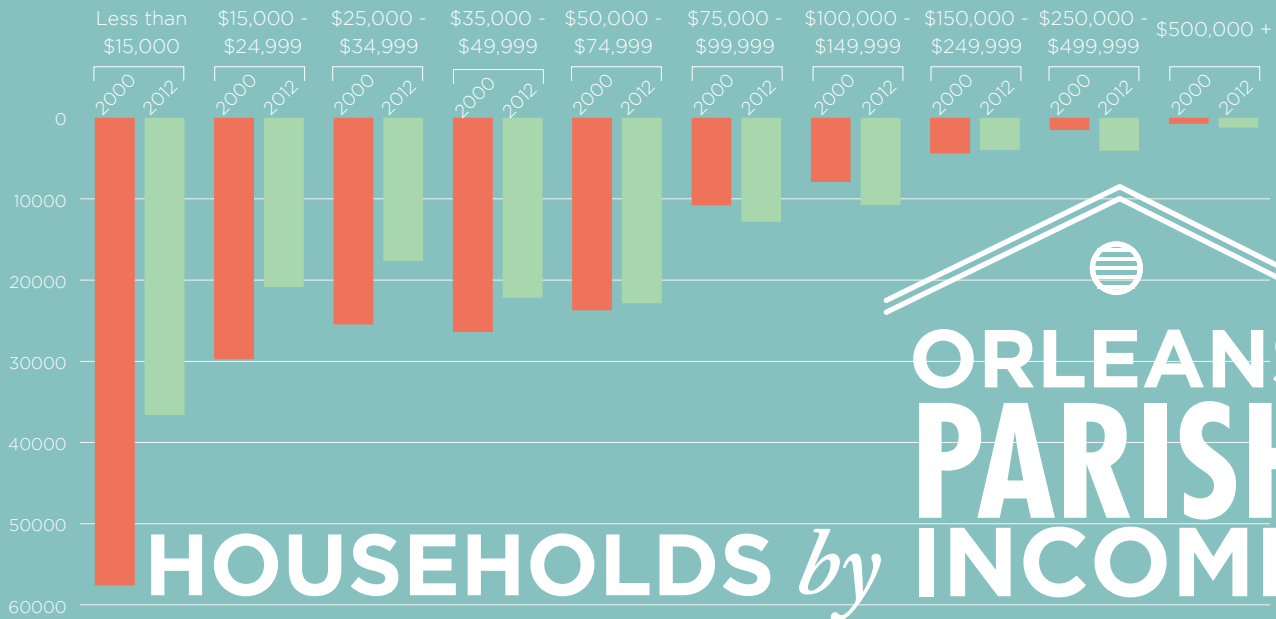
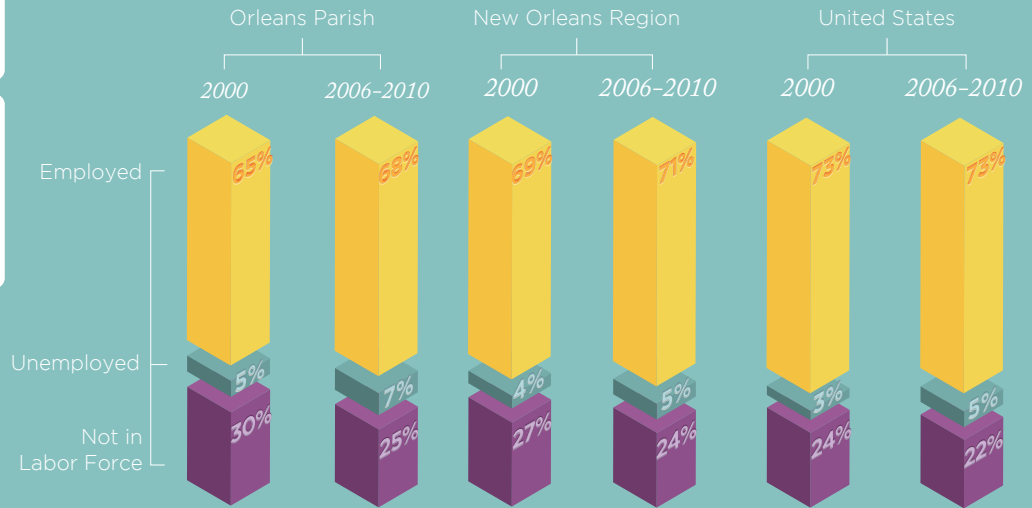
POP: 427,728
and growing

Projected by 2017

New Orleans has seen its regional share of population decline since 1980, but is expected to increase over the next five years.

NEW ORLEANS EMPLOYMENT STATUS *by* GEOGRAPHY

(2000 & 2006-2010)



ORLEANS PARISH HOUSEHOLDS *by* INCOME

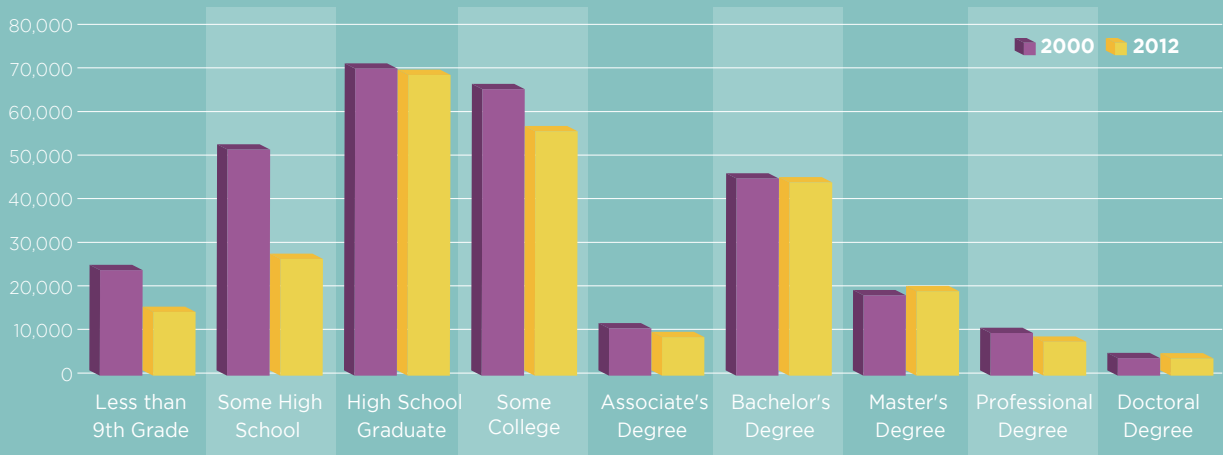
ORLEANS PARISH EDUCATIONAL ATTAINMENT (AGES 25+)



The percentage of the city's population with college degrees has increased.



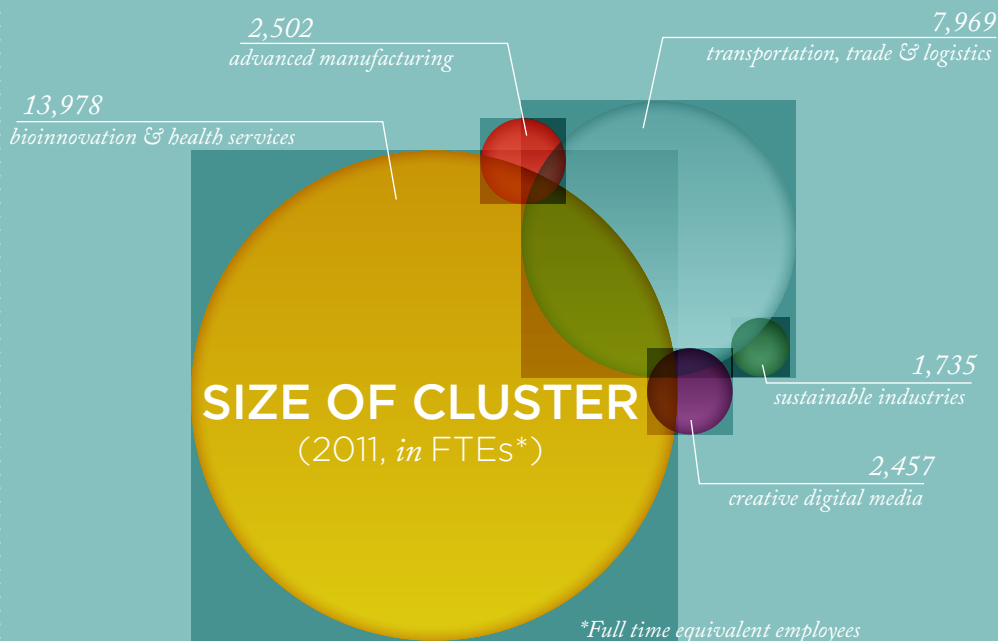
The city has far fewer people without a high school diploma than in 2000.



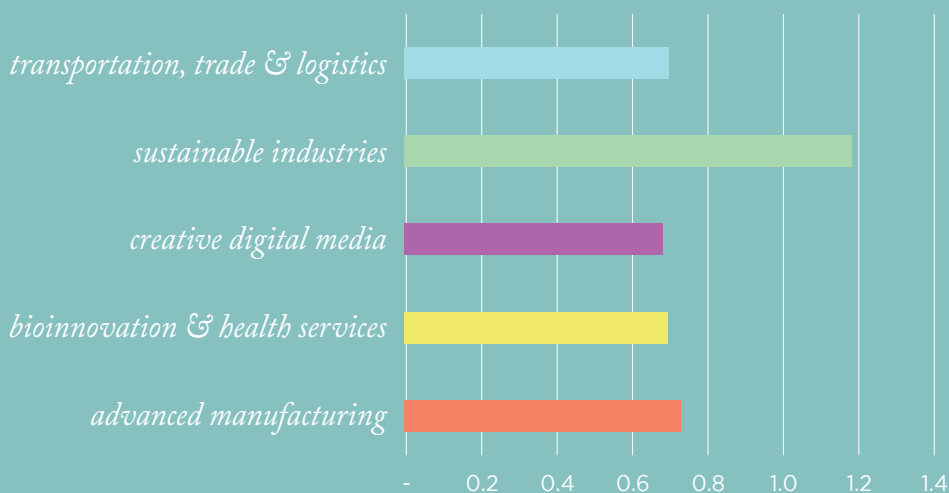
new ORLEANS has many more **HIGH EARNERS** THAN BEFORE *katrina*

& ALSO

far fewer **LOW INCOME HOUSEHOLDS**

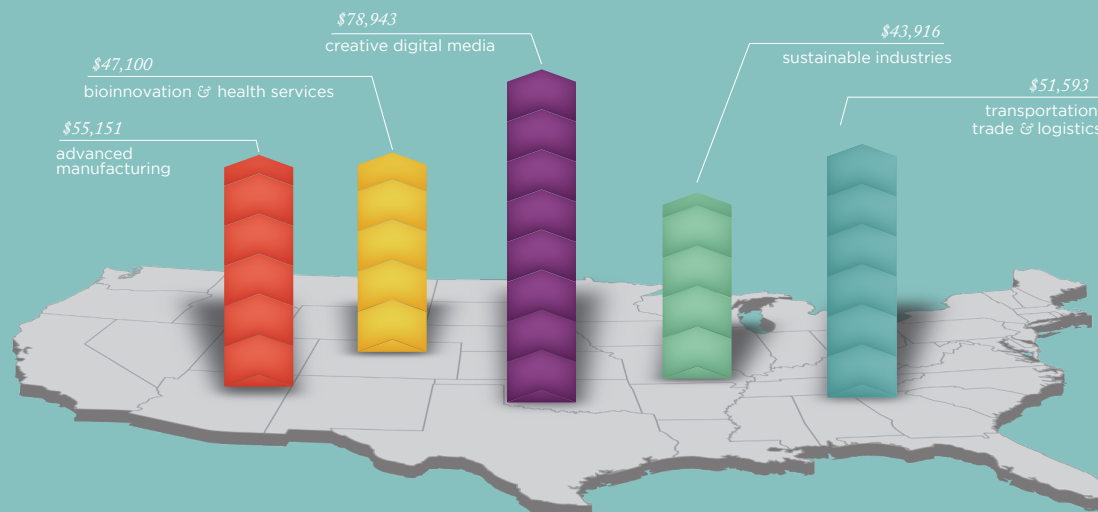


LOCATION QUOTIENT (2011)



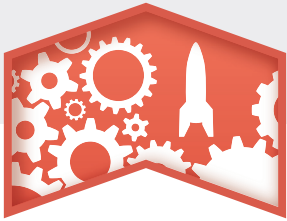
A LQ above 1 indicates a strong concentration of employment in the cluster compared to the nation.

NATIONAL AVERAGE ANNUAL WAGE

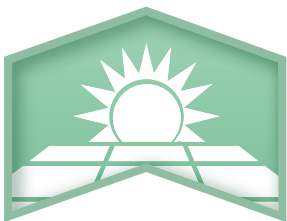
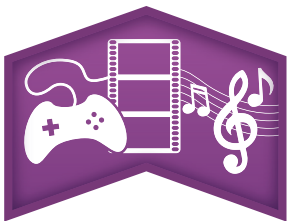


THE CITY'S
AVERAGE ANNUAL WAGE
in 2011
WAS
\$49,999

Sources: US Census, Initiative for a Competitive Inner City (ICIC) Analysis



Why CLUSTERS?



Clusters are groupings of interrelated businesses and institutions. A cluster includes the creators and producers of products, the service providers up and down the supply chain, as well as the higher education, training institutions, and associations that support the businesses in the cluster. The rationale for clusters is that the interplay within industry helps build strength (think workforce), focus effort, and create synergy. This synergy of businesses and related support systems within a cluster makes efforts to grow the cluster more efficient. Because clusters are comprised of disparate entities with common strengths and needs, developing policies that support clusters is more efficient than developing policies that support individual firms or types of entities.

A cluster-based strategy helps to strengthen business retention and attraction strategies because it allows policy makers to align limited resources to address common needs. Businesses make decisions to grow in place or relocate based on a number of factors, such as access to capital, a strong supply chain, a growth-oriented regulatory environment, or a well-trained workforce. One of the key decision factors is the availability of like businesses and a viable supply chain. Well-developed clusters provide this mix of business entities and supports that drives relocation and investment decisions.

While clusters are a widely used economic development framework, the structure of a cluster is local, based on the specific mix of industries in a certain city or region. New Orleans' specific clusters were developed based upon initial analysis and qualitative findings by Initiative for a Competitive Inner City, the organization that compiled the majority of the data used for this strategic planning process.

NOLABA chose this framework for this strategic planning process because cluster-based growth has several advantages over economic development activities that focus solely on attracting or growing single companies. This cluster-based process is also in alignment with recent efforts at the state and regional levels, which have developed focused strategies based on a set of foundational and emerging clusters with potential for growth.

OVERVIEW *of* CLUSTERS

The planning process, facilitated by GCR Inc., started with the presentation of thirteen clusters which represented the top clusters by business size in the data compiled by ICIC. The clusters ranged from foundational to emerging and represented clusters with fast growth rates and those that are in decline. The initial clusters included:

- » Advanced Business Services
- » Advanced Manufacturing
- » BioInnovation and Health Sciences
- » Creative Digital Media
- » Education and Knowledge Creation
- » Energy
- » Finance and Insurance
- » Food Manufacturing
- » Health Services
- » Hospitality & Tourism
- » Retail
- » Sustainable Industries
- » Transportation, Trade & Logistics

To select the clusters, the Strategic Advisory Council chose five key criteria based around a central framing question: ‘Can we have impact?’ The criteria included:

- » Quality of jobs
- » Ability to increase competitiveness
- » Assets to leverage (physical, talent, money)
- » Growth trends
- » Opportunities for small business growth

The five selected clusters include a mix of foundational and emerging industries that were determined to have the greatest potential for impact. The prioritized clusters that form the basis of this planning process are:

FOUNDATIONAL

- » Advanced Manufacturing
- » Transportation, Trade and Logistics

EMERGING

- » BioInnovation and Health Services
- » Creative Digital Media
- » Sustainable Industries

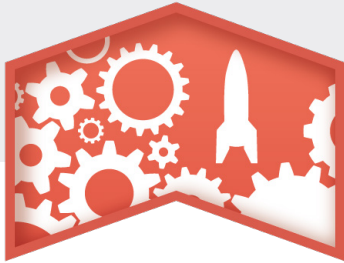
The Strategic Advisory Council decided to combine the BioInnovation and the Health Services clusters because of the natural synergies in research commercialization and academic medical centers.

The Strategic Advisory Council recognized that many of the other clusters play important roles within the city's economy, but determined that to diversify New Orleans' economy, the five selected were the best candidates to catalyze growth. For instance, while the Energy cluster is a historic foundation of the city's economy, the Strategic Advisory Council recognized that the majority of jobs for the cluster were in the region and state and not necessarily New Orleans-based. The Strategic Advisory Council also recognized that some of the other clusters that have a significant impact on New Orleans' bottom line, such as Hospitality & Tourism and Retail, are being handled by other entities and did not require another planning effort. Others such as Advanced Business Services and Higher Education were seen as supporting the growth of all of the clusters, not as stand-alone clusters in need of their own plan.

It is also worth noting that New Orleans cultural economy has a presence in at least two of the initial clusters – Hospitality & Tourism as well as Creative Digital Media. The cultural economy consists of workers and enterprises that cut across multiple industries including culinary arts, design, entertainment, literary arts and humanities, historic preservation, and visual arts and crafts. While the Hospitality & Tourism cluster was not chosen as a part of this planning process for reasons described above, representatives from the cultural economy participated in the Creative Digital Media cluster. The Creative Digital Media cluster does not include all of the industries considered part of the cultural economy, but the subcommittee's definition of its cluster, consisting of the content creators and producers specific to the creation of digital products, does have considerable overlap with the cultural economy.

Again, this effort is not about picking winners or losers. A strong economy relies on its diversity. However, to accelerate growth with limited resources, there must be a strategy and areas of focus.

This is an in-depth look at the five key economic clusters selected by the Strategic Advisory Council to form the foundation of this plan. The overview provides a snapshot of the strengths and challenges of each of the prioritized clusters as well as opportunities for growth.



ADVANCED MANUFACTURING

Background

Focused on military and defense, transportation, and aerospace, Advanced Manufacturing has long been a foundational driver of New Orleans' economy. This cluster includes aerospace manufacturing, ship and boat building, chemical manufacturing, mineral production, plastics manufacturing, and other kinds of manufacturing. New Orleans has a location quotient of 0.7 in this cluster, but aerospace (2.3) and shipbuilding (3.6) are significantly higher and indicate a strong specialization. There are approximately 2,500 jobs in this cluster in the city.

At \$55,200, the average wage is higher than the New Orleans average wage of \$49,999 in 2011. The benefit of quality jobs with above average wages and relatively lower skill requirements for entry in this cluster make it an important opportunity for the local workforce.

Strengths

Advanced Manufacturing boasts a number of strengths that have made it a driver of the local economy. The city's location and investments in physical infrastructure are unique to the region and nation.

One of this cluster's greatest opportunities is the state-of-the-art technology capacity at Michoud Assembly Facility (MAF), one of the world's largest indoor manufacturing facilities. Post-war, the facility was transformed from a manufacturer of wartime equipment to a NASA production facility for major space projects. NASA is now in the process of transforming Michoud from a single tenant into a multi-tenant facility to bring in a more diversified base of companies. Michoud is a nationally unique asset. With Jacobs Technology managing the site, the facility is now a multi-tenant facility similar to Marshall Space Flight Center's business park. Global firms like Boeing and Blade Dynamics are tenants at Michoud.

Michoud is also home to the National Center for Advanced Manufacturing (NCAM), a partnership between NASA, the State of Louisiana, the University of New Orleans (UNO), and Louisiana State University (LSU) that provides research and technology developed for aerospace and commercial markets, provides expertise and specialized equipment for friction stir welding, fiber

composite manufacturing and placement, and gantry machining. Nearby sites along the Almonaster Corridor and New Orleans Regional Business Park, and regional facilities such as Stennis Space Center, Avondale Shipyard, Textron Manufacturing operations, and Bollinger shipbuilding and repair facilities, make New Orleans even more competitive.

New Orleans also has a strong workforce training system for this cluster. Delgado Community College offers training programs, including certified manufacturing specialist, welding, pipe fitting, electrical, maintenance, mechanics, press process and CAD/CAM. Further strengthening the workforce training options, Delgado, in partnership with GNO, Inc., is in the process of opening a Center of Excellence for Advanced Manufacturing in nearby Jefferson Parish.

Challenges

One of the greatest challenges facing the cluster is that while New Orleans has a strong pool of skilled workers, this pool is not very deep. Many advanced manufacturing companies cannot fill open positions, and many of their existing employees are nearing retirement. Further exacerbating the problem, is that the opportunities and high wages in manufacturing are not well-marketed to young people and underemployed jobseekers, which limits the number of people pursuing these careers. Creating a culture of manufacturing that entices youth and underemployed jobseekers to pursue these jobs supported by high quality training is an urgent need to continue employment growth in this cluster.

Though Michoud is a world-class asset, New Orleans and the region have witnessed the loss of at least two major advanced manufacturing projects in the last five years. NASA announced the end of the space shuttle program in 2011, and Northrup Grumman announced the closure of its facility at the Avondale Shipyard in 2010. While the federal government has located the development of more key projects for the space program at Michoud, including the Space Launch System, the loss of these two major employers is significant.

Another significant challenge to growing jobs and attracting companies within the cluster is the lack of maintenance and beautification along the main access road to the Michoud facility, or “Front Door,” which undermines the business development potential of this world-class facility. A common anecdote from site selectors and economic development leaders is that the poor appearance of the roads and landscaping outside the facility have caused company executives and investors to refuse to bring other top-level executives out to Michoud for a follow-up visit.

New Orleans has a deep-seated reputation as an attractive tourist destination, but the city is not as well-known for its advanced manufacturing capacities, its world-class facilities, or its highly skilled workforce opportunities in technical manufacturing.

Opportunities

Despite these challenges, opportunities exist to continue the trajectory of growth in the Advanced Manufacturing cluster. Based on NASA's commitment to the region and the unique strengths of the Michoud facility, the federal government has located the development of more key projects for the space program at Michoud, including the Space Launch System. Blade Dynamics' location choice has greatly increased site selectors' interest in Michoud.

There are also signs of strong support for the cluster from federal and state governments. The National Science and Technology Council, part of the Executive Office of the President, has made clear its dedication to 'on-shoring' manufacturing jobs from international locations and increasing opportunities for investments in advanced manufacturing R&D. To take advantage of this refocusing on onshore production, a consortium of entities (including Michoud and its regional partners – the Stennis and Marshall Space Centers – along with LSU, UNO, and other educational institutions and private industry) are developing a proposal for the President's National Network of Manufacturing Innovation (NNMI) to create an Institute for Manufacturing Innovation (IMI). If accepted, it would provide \$70 million to \$120 million to the region over five to seven years.

The State has recently taken great strides to increase its commitment to advanced manufacturing through strategic attraction efforts and the development of competitive incentive packages to attract new firms and expand existing firms.

There are also opportunities to increase participation in the national and regional supply chains, specifically with manufacturers such as Boeing, Lockheed, and Airbus's recently announced \$600 million manufacturing facility in Mobile, Alabama. Developing products for regional industries such as the liquefied natural gas industry, which requires the production of ceramic proppants used in fracking – a component that passes through the Port of New Orleans, is another potential opportunity. Value-added manufacturing of port commodities, such as the processing of imported coffees, can become realities through enhanced coordination of this cluster with the Port of New Orleans and the World Trade Center.

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BIOINNOVATION & HEALTH SERVICES

Background

The BioInnovation and Health Services cluster is actually two separate industry segments combined here because of the significant overlaps around clinical trials and bench research, medical training and talent, and commercialization opportunities, that require similar inputs to achieve economic growth. This cluster includes traditional health service delivery (hospitals, doctors' offices, etc.) as well as health manufacturing, wholesale, supply, research and development, devices, and pharmaceuticals. New Orleans' location quotient in BioInnovation is 0.3 and in Health Services is 0.7. Health Services is the larger employer with more than 13,200 employees compared to BioInnovation's approximately 700. However, the opportunity for expansion of commercialized scientific products relies on the synergy between the two segments of the cluster.

BioInnovation, which includes research, development, and commercialization of scientific efforts, is a relatively small cluster in New Orleans, but one with strong opportunities if given the right supports. As mentioned above, BioInnovation accounts for only 700 jobs, but most of these are high-paying jobs in an entrepreneurial environment. While biosciences and research commercialization require significant investments, the potential payoffs can be substantial. That said, there is stiff competition across the country. For at least two decades, states, regions, and cities across the nation have pursued the biosciences as an avenue for economic development. According to a number of research projects conducted over the last eight years, potential niche areas for New Orleans include neuroscience, orthopedics and rehabilitative wellness, infectious diseases, cancer, and translational medicine.

Health Services is the third largest employer in the city and provides a wide spectrum of jobs with attractive career opportunities. The average annual wage is approximately \$78,700 in BioInnovation and approximately \$45,400 in Health Services. While many research and medical positions require advanced education and training, workers in ancillary positions in institutions like hospitals need only high school diplomas or the equivalent.

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Strengths

Major investments in rebuilding physical assets have invigorated the BioInnovation and Health Services cluster, including a combined \$149 million investment to develop the New Orleans BioInnovation Center and the Louisiana Cancer Research Center, and more than \$2 billion to redevelop the University Medical Center and the Veterans Administration Hospital. As the anchors of the BioDistrict, these institutions have the potential to make New Orleans a center for both bioscience and specialized destination health care. Another \$130 million is being invested to rebuild the New Orleans East Hospital, a much-needed medical center in the New Orleans East neighborhoods.

The State has developed strong incentives such as the research and development tax credit to support business growth and attraction. Further, there has been growth in start-up and venture capital assets since Hurricane Katrina, such as Louisiana Fund II, the New Orleans Startup Fund, and the BIO Fund, all of which fund various stages of turning scientific research into viable products.

Given that most bioscience clusters develop near academic institutions, the city's concentration of higher education institutions provides another natural asset to this cluster, not only producing a deep labor pool, but also providing a home to researchers who create technologies that can evolve into commercial products.

Additionally, a wealth of research and planning has been completed in preparation for the BioDistrict, the state-enabled economic development district in downtown New Orleans that is home to a hub of major medical, training, and research facilities. The preparatory work has focused on the physical development as well as the steps to ensure economic benefits from the massive redevelopment and investments in capital and talent.

Challenges

New Orleans is well-positioned to become known as a center of academic research and medicine, but it must clear a number of hurdles. The cluster's biggest challenges are recruiting, training and retaining talent as well as making sure that there is enough capital available to provide state-of-the art healthcare, conduct research, and bring products from the lab to market.



The cluster faces a serious talent retention and attraction challenge. With the redevelopment of the health care facilities throughout the city, there will be a need to recruit and hire an estimated 4,000 to 6,000 employees to fill existing and new healthcare related jobs. The city's medical institutions identified negative perceptions of New Orleans as one of the main issues impacting talent attraction and retention. In addition, although there have been strides made, there is a need for greater coordination among the workforce training community and hospitals to link workers with job opportunities at the medical centers currently under construction.

In BioInnovation, the main workforce shortage is that of management-level expertise necessary to spur research into commercial products. The negative perception issue mentioned above is one reason for management talent staying away from New Orleans, but the main reason is that the city does not have enough tools to compete with other cities with strong biosciences clusters. Companies seeded in New Orleans are being recruited away by cities and universities that have greater capital and the ability to develop more state-of-the-art facilities. The departure of companies from the city once they reach a critical mass means that the seeds of the city's labor are being sown and reaped elsewhere. As these companies leave, the city not only loses the income from the tax revenues of new product development, but a wealth of entrepreneurial talent that often goes on to create new firms.

Key to the growth of this cluster is the availability of capital. For BioInnovation, capital sources are needed at all stages of a project, from proof-of-concept to product launch. Health Services depends on funding from two main services – patient care and clinical trials. Unfortunately, there is a shortage of funding in all areas. Long-term commitments to BioInnovation at the state, regional and local levels – including recent capital investments, tax credits for research and development, and other financial tools and incentives – have positioned New Orleans to be highly competitive in this cluster. However, many of these investments have been threatened in recent years due to budget constraints. Recent cuts at the federal level to prominent research funding at the National Institutes of Health and National Science Foundation put in jeopardy many of the research projects currently underway. Despite a growth in new funding streams at the local level, there are not enough resources to secure proof-of-concept funding or raise venture capital for growing companies. This leaves both the research field and medical centers vulnerable to losing talent. New Orleans cannot currently compete with other locales that offer significant infrastructure and capital packages to attract or retain the city's research and medical talent.

Further, the financial future of the Health Services cluster is uncertain at best. The funding for the infrastructure is in place, but other capital commitments are not. Changes in federal and state health care policy, Medicaid cuts, and major cuts in state funding have placed extreme pressure on the cluster to serve more with less, leaving fewer resources available for clinical trials, research and product development, and quality healthcare for the most vulnerable⁴.

This cluster is primed to increase demand for health services and grow New Orleans as a center for specialized health care. However, the perception of disagreement among the cluster's institutions as to how to make this growth happen hinders the city's efforts to become a world-class center of academic medicine.

Opportunities

Successful academic medical centers, including the centers under construction in New Orleans, must have the "trifecta: diverse and complex clinical research, teaching capacity, and state-of-the-art facilities."⁵ The trifecta helps to attract both medical professionals and patients. New Orleans has this trifecta in place. The redevelopment of the Veterans Administration Hospital, University Medical Center, and New Orleans East Hospital, combined with the research and clinical talent in these and other partner institutions, creates an exciting opportunity to offer exceptional quality health care to residents of New Orleans as well as destination health care to patients who travel from all over the country or internationally for medical treatment.

New Orleans has the trifecta as mentioned above, but it must address gaps in talent and capital within medical research as well as commercialization.



CREATIVE DIGITAL MEDIA

Background

New Orleans has received increasing national recognition as an entrepreneurial hub of creative digital media over the last few years. New Orleanians have returned home to start and grow companies. National and global firms have located here based on the city's solid foundation of creative talent. Louisiana's competitive film incentives have positioned the state and New Orleans as the third top film production location after Los Angeles and New York. State, regional, and local economic development entities have all targeted this cluster for economic development through organizations such as Louisiana Economic Development (LED), Greater New Orleans Inc., the Regional Planning Commission and the New Orleans Business Alliance.

Creative Digital Media is the collective industries, businesses and workforce skills that add value to creative content through digital production and global distribution. The Creative Digital Media cluster captures the written, spoken, musical, theatrical, visual, design, entertainment and technological talent and creativity in digital formats, creating products that are in-demand and marketable in today's global economy. New Orleans' location quotient is 0.7 in this cluster, but the city has specializations in film, television, and radio (1.4). This cluster has nearly 2,500 jobs.

With average wages at \$78,900 for some parts of the cluster, far exceeding the city average, the maturation and growth of this cluster would boost the City's revenue and further stabilize its neighborhoods.

New Orleans' cultural assets, a wealth of creative talent, the low cost of doing business and significant investments through incentives have provided a good foundation for this cluster. To maintain momentum and create sustainable growth, this cluster needs continued efforts to bring local creative products to market effectively. New Orleans has a locational advantage as a center of creativity that helps to attract the creative workforce that is critical to this cluster.

Louisiana's growth rate in digital media (i.e. software and video game development) has outpaced national growth rates. In Louisiana, this part of the Creative Digital Media cluster has grown an average of 9% annually between 2001 and 2007, supported by the State's strong incentive program, which has successfully encouraged employers such as Gameloft and GE

Capital's Technology Center to open offices in New Orleans. As this cluster expands within the Central Business District and Lower Garden District, the New Orleans Business Alliance has launched an initiative to foster that growth. The New Orleans Digital Entertainment initiative (NODE) seeks to brand the city's digital media industry and attract, retain, and expand digital media businesses in New Orleans.

The film and television industry has grown rapidly in New Orleans and average wages for local industry workers have risen faster than inflation, reflecting stabilization in employment and less reliance on contract workers.

Strengths

- » Cluster is attracted to New Orleans' cultural assets and creative talent
- » Low cost of doing business made more competitive with significant incentives; low capital investment so companies can relocate or expand here more easily
- » Most companies are small to medium in size but highly entrepreneurial
- » Availability of high quality jobs
- » Some parts of cluster are more risk tolerant and natural disaster threats not as detrimental
- » Recent investments to infrastructure within subclusters to make them more permanent. For example, film industry built local soundstages and post-production facilities; digital media's IP building, Entrepreneurs Row, Advanced Technology Center at UNO and Beta's co-working space provide hubs for digital businesses and entrepreneurs

Music and Sound Recording are strengthened by local educational assets and support the other activity in the cluster (i.e. sound for film production) - national recording artists are increasingly choosing New Orleans as a location for recording and tour production.

Film and television production still depends heavily on incentives, even as studio production facilities such as Second Line Stages are creating a more robust infrastructure of sound stages and locally-owned service companies. This infrastructure will allow film and television to stabilize and

become independent of the incentives. This process is not quick, but it has definitely gained traction. New Orleans has a strong sound recording tax incentive that combines affordable recording space and a cost of living lower than other sound recording hubs, which should assist in both the attraction of musicians and other sound recording professionals from other locales and in supporting local musicians. The state has also instituted a live performance incentive program that is aimed at both attracting large theater productions and also supporting the presence of musical entertainers. This can add a catalyst for the sound recording industry if entertainers and theater performances select New Orleans as the place to develop their production recordings.

Challenges

As a new and growing cluster, Creative Digital Media faces some obstacles in New Orleans. The primary challenge is workforce. Industry leaders, particularly from the software development and gaming companies, stressed that their number one challenge was finding qualified workers, especially software programmers. Leaders cited a disconnect between the skills needed to fill available jobs and the curriculum at higher education and training institutions. Coordination with K-12, higher education institutions, and training entities around workforce education and training has been slow to take hold.

The lack of venture capital above the \$1 million level, as well as smaller amounts for emerging businesses, also threatens to impede growth. Companies must find alternative financing, due to the shallow capital markets. Though companies can raise money, the city lacks venture capitalists who can lead deals. Certain segments of this cluster also remain heavily dependent on incentives, which are vulnerable to policy decisions at the state level and from competitor states. Further, the current incentives were developed to focus on recruiting new businesses to avoid subsidizing existing industries – but that limits the growth of indigenous content creators and distributors.

While a strong support infrastructure exists for the cluster, there is a need for more incubators. Mentors are also needed to increase marketing and distribution opportunities for content creators.

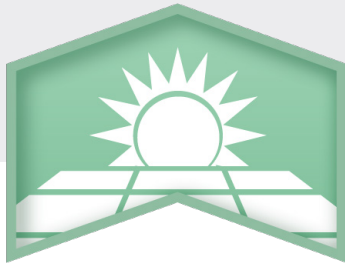
Getting to market is also a serious challenge for many segments of the Creative Digital Media cluster. New Orleans suffers from the ‘leaky bucket’ syndrome, where content creators leave for other cities because they cannot produce or distribute from here as well as they can from larger cities.

One example of the 'leaky bucket' is in the sound recording industry. New Orleans has its roots firmly grounded in music, but has struggled to establish a sound recording industry to rival cities such as Nashville and Austin. In an era of increasing digital distribution, a record label-centric model of music industry growth is not necessarily a path to prosperity. Some new record labels like Basin Street Records have been successful, especially with multimedia stars like Kermit Ruffins. More often, New Orleans' musicians, like bounce star Big Freedia, use digital media like YouTube and Twitter to promote their music – activity which is not easily monetized. Despite this activity, the tax incentives given by the State have not yet sparked as much growth in sound recording as the film incentives have produced.

Finally, businesses in this sector are relatively new, and few can boast recognizable brand names. This is changing, as additional investments by well-known brands will attract other companies to locate in New Orleans, since companies in Creative Digital Media want to be located in proximity to one another.

Opportunities

There are opportunities and momentum to continue New Orleans' growth trajectory in this cluster. The city's increased national recognition as a creative digital hub and the recent relocation of large firms like Gameloft and GE Capital gives other firms considering relocation a stronger rationale. Through this planning process, there is a shared vision to build a permanent Creative Digital Media cluster by supporting local creation and production as well as increasing distribution outlets for the cluster's products. There is renewed commitment to collaboration among the cluster leadership, higher education and training institutions to create curriculum and programs that will develop the pipeline locally as well as assist in talent attraction efforts.



SUSTAINABLE INDUSTRIES

Background

Sustainable Industries is an emerging cluster in New Orleans. At its most basic level, this cluster encompasses companies that can profitably manage and solve environmental issues and challenges. The baseline data included companies that handle water, waste, building efficiency and remodeling, and environmental administration. As defined, New Orleans' location quotient in this cluster is 1.2 and it has a total of 1,735 jobs. However, other opportunities and industries fit in this cluster, such as solar energy, coastal restoration, and disaster recovery.

Hurricane Katrina illustrated the fragility of our coast and the importance of rebuilding sustainably in the face of increasing flood risks and other environmental hazards. Through the city's rebuilding process, new companies moved to New Orleans and existing companies refocused towards sustainable industries. New Orleans is also home to a large number of engineers, scientists, and professionals with deep expertise in Southeast Louisiana ecology and geography, water management, coastal restoration, and catastrophic event resilience. Given that much of the growth of this cluster is driven by customer preference, natural resource scarcity, and regulatory changes, businesses in this cluster respond to the public sector leading the way.

Strengths

New Orleans is competitive in a number of segments within the cluster including: component manufacturing (nuclear, wind), advanced biofuels, coastal restoration and protection, disaster mitigation and management, wastewater treatment, water management, and solar.

Other strengths include:

- » A number of support organizations which have developed post-Katrina, such as Propeller, an incubator and investor for social purpose businesses
- » Logistical access to foreign and domestic markets

- » Strong incentives like solar tax credits
- » Businesses that may work regionally while placing headquarters or subsidiaries in New Orleans, i.e. coastal restoration engineering firms
- » Potentially significant resources in coastal restoration (RESTORE Act, National Resources Defense Act, Revenue Sharing)

Challenges

The primary challenge facing the cluster is the lack of a clear definition. This makes coordination and growth planning difficult. One of the first actions needed to drive potential growth in the cluster is to develop the business case that would include a true cost accounting model to make the case for using sustainable products and processes in major infrastructure products, clarifying longer term cost savings that can be realized.

Because this cluster is emerging, and offers major opportunities for growth in the near future, there is also a need for increased coordination among industry, educational institutions, government and economic development organizations.

Knowledge management and transfer is also a challenge. Local companies that have significant expertise in disaster management, water management and coastal restoration struggle to package and market their knowledge to effectively respond to environmental issues elsewhere.

Other areas of the country may be growing faster, based on investments being made, at the same time that incentives for solar and other sustainable products are vulnerable to state budget cuts. The uncertainty of the timing of coastal restoration funding, especially from RESTORE Act, leaves local businesses unable to plan and identify their workforce needs.

In addition to coordination and institutional development efforts, there is a need to focus on both the supply and demand sides of growing businesses: nurturing entrepreneurship and developing businesses to serve gaps in the cluster, and adjusting policies, programs, and incentives to encourage the use of sustainable products and processes.

Opportunities

Despite the challenges, there are great opportunities, as environmental hazards become more prominent locally as well as across the world. One of these most immediate opportunities is the funding for coastal restoration

that is heading to Louisiana, including the penalties from the 2010 Deepwater Horizon oil spill through the RESTORE Act.

In addition, the development of two institutions, Tulane University's Riverfront Campus and the proposed International Resilience Center at the former Naval Support Activity in the Bywater neighborhood, can position New Orleans as a center of excellence in water management, coastal restoration, and catastrophic event resilience. These developments will nurture and house companies that work in these areas who can benefit from the city's knowledge and expertise. From the International Resilience Center, companies will be able to transform our city's extraordinary knowledge about responding to and recovering from disasters into exportable products and processes that aid communities around the world.

Catalyzing sustainable actions through policy is important not only for growing local companies, but also for attracting innovative, forward-looking firms and professionals who make location decisions based on sustainability priorities. New Orleans can continue to become more sustainable in practice through innovative policies developed in conjunction with local enterprises.

With proper planning and business development, rebuilding Louisiana's coast, implementing comprehensive water management strategies, and transferring expertise in catastrophic event, among other sustainable opportunities, will be the work of New Orleans' businesses.

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TRANSPORTATION, TRADE & LOGISTICS

Background

Transportation, Trade and Logistics is a foundational cluster in New Orleans that includes multimodal transportation (rail, air, truck, barge, and ship), warehousing, storage, third-party logistics handlers, facilities, railroads, port and harbor operations, ground and air freight, wholesalers, and airports. The baseline data did not include the Louis Armstrong Airport (MSY) because it is in Jefferson Parish; however, this city-owned asset will be considered as part of this cluster. As defined, New Orleans' location quotient in this cluster is 0.7, with strengths in freight (1.0) and freight support (1.3), and includes nearly 8,000 jobs.

At \$51,600, wages are slightly above the city average, but many require minimal training and pay more than jobs in other high-employment clusters. With competition growing, especially from peer cities along the Gulf Coast, the transportation and trade community is keenly focused on improving New Orleans' competitive position in this cluster. Growing in this way requires coordination and focus on key strengths and opportunities.

Strengths

The Port of New Orleans and associated infrastructure, including six Class 1 railroads, makes this cluster one of the most prominent in New Orleans. Members of the subcommittee opted not to form a new industry council, citing the ongoing work of the state's International Commerce Board, as well as other trade-focused committees and organizations in New Orleans. However, the subcommittee did agree to form working groups dedicated to specific tasks, such as preparing for a major coffee industry convention in New Orleans next year and attracting a fracking component facility that capitalizes on the huge boom in natural gas production. Other strengths include:

- » Transportation infrastructure (port system, railroads, access to water, airport)
- » Cost competitiveness on bulk per ton basis
- » Lack of congestion compared to other ports

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- » Intellectual capital of universities
- » Good labor relations and high skill relative to cost of labor force
- » Airport leadership and future capital improvements
- » Variety and quantity of Mississippi River cargo
- » Ability to access and work with all government agencies
- » Ability of industry leaders to organize and respond rapidly to opportunities and threats

Challenges

The two greatest challenges for this cluster are needed improvements in infrastructure and marketing. While the city's port infrastructure is strong, a result of both geographic positioning and the comparatively compact layout of transportation-related assets, improvements at specific choke points, along with operational adjustments, could greatly increase the capacity of existing infrastructure in the short term.

In addition, the brand of New Orleans is limited to tourism, and New Orleans does not do enough to promote itself as an international business destination. There is also a lack of direct and international flights, which limits competitive opportunities for cargo trade.

There is also a lack of value-added manufacturing of commodities that travel through the port, limiting the amount of wealth that can be generated through goods movement. The manufacturing opportunities represent some of the lowest-hanging fruit for growth in this cluster.

Opportunities

While competitor ports have grown dramatically in recent decades, New Orleans still has many opportunities to improve its competitive position. Recent studies reveal potential gains from focusing on value-added manufacturing as well as examining specific trade lanes and associated commodities in a regional trade strategy. Further coordination to promote the city's foreign trade zone (FTZ) is also needed to increase its use as a corporate attraction tool.



STRATEGIES



This plan's strategies and actions are organized around seven themes, or "strands," that emerged from the Strategic Advisory Council and the work of the subcommittees. The strategies are also organized by cluster, and the Industry Councils or Working Groups will provide oversight of the cluster-specific strategies.



The strands are:



STRAND 1. COORDINATE & COLLABORATE



Hurricane Katrina changed the way that companies, organizations, and institutions work together in New Orleans. Where before groups worked in silos and often at cross-purposes, post-Katrina funding and recovery opportunities forced them to work together to efficiently utilize resources to impact the greatest number of people. This spirit of cooperation has extended to economic development partners as well. Economic development and business leaders from the state, region, and city are focused on positioning Louisiana and New Orleans as a great place to do business and this enthusiasm has extended to this strategic planning process.



Throughout this process, members of both the Strategic Advisory Council and subcommittees consistently expressed a desire to continue coordination efforts and to drill deeper into actions that will grow jobs in this city. Collaboration efforts, at times, may extend to regional efforts within the state, or as in the case of Advanced Manufacturing's space development activities, the efforts include nearby states.



Not every question was able to be resolved during the planning process; not every expert could be consulted, nor every best practice uncovered. Recognizing that this is a five year plan that will live and change, the subcommittees decided to form Industry Councils that will continue to provide high-level coordination efforts for the plan's recommendations, offer industry expertise to training and education partners, identify and promote areas within their industry for small and disadvantaged business growth, and drive other industry-specific initiatives outlined in this plan.

The Transportation, Trade and Logistics and BioInnovation and Health Services cluster subcommittees will establish working groups to address specific tasks such as marketing and capital access. Both groups are committed to collaborating with the other cluster groups around these and other issues.

The New Orleans Business Alliance, as the first task of the implementation process, will establish the Industry Councils and Working Groups that will conduct the actions within the plan. NOLABA will staff these Industry Councils and Working Groups. GNO, Inc., will support the Sustainable Industries Industry Council, in coordination with NOLABA.

Strategies

1 A FORM INDUSTRY COUNCILS TO PROVIDE HIGH-LEVEL COORDINATION, ENCOURAGE COOPERATIVE EFFORTS FOR BUSINESS GROWTH AND ATTRACTION, AND EFFECTIVELY COMMUNICATE CLUSTER NEEDS

1 NOLABA will form Industry Councils as follows:

- **Advanced Manufacturing**

- » Develop an Advanced Manufacturing Industry Council with financial stake in building initiatives to support manufacturing in New Orleans, and coordinate with the Trade community
- » Invite representatives from the Transportation, Trade and Logistics cluster to sit on the Industry Council to develop opportunities for value-added manufacturing of Port commodities like aluminum, copper, and rubber
- » Port of New Orleans and World Trade Center will host a series of seminars and create supporting reports on opportunities to increase value-added manufacturing using commodities that are handled at the port

- **Creative Digital Media**

- » Establish an Industry Council to implement the actions and strategies prioritized by this plan
- » Industry Council to create a workforce pipeline aligned with cluster's needs by analyzing gaps in K-16 curriculum and developing solutions

- » Industry Council to increase technological focus in schools by training school leaders in new and emergent technologies, supporting students' learning of technologies
- » Convene forum with policymakers to share how industry subclusters work and what legal support could be provided through legislation

• Sustainable Industries

- » Establish an Industry Council to continue to make the business case for sustainable industries, increase business creation, coordinate workforce and equity initiatives, connect potential partners, and assist educational institutions in research, development and training for the cluster
- » Industry Council to develop a new cost accounting model to better articulate the long-term savings potential, and other potential benefits, of sustainable products and processes
- » Industry Council to develop list of current, planned, and potential pilot programs for sustainable products, and the research outcomes needed from those pilots to bring the products to market
- » Industry Council to develop business cases for additional projects, such as an Integrated Water Management Strategy, comprehensive waste management model (using consumer and industrial waste as a resource), and food hub infrastructure, and subsequently to advocate for implementation

1 B

FORM WORKING GROUPS TO CAPITALIZE ON NEW OPPORTUNITIES WITHIN ECONOMIC CLUSTERS

1

Transportation, Trade and Logistics and the BioInnovation and Health Services subcommittees will develop working groups to address key issues within their respective clusters:

• Transportation, Trade and Logistics cluster will:

- » Coordinate with the Advanced Manufacturing cluster to capitalize on opportunities for value-added manufacturing of popular Port commodities
- » Form a working group to develop a strategy to attract a ceramic proppant manufacturing plant, capitalizing on the natural gas boom

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- » Form a Coffee/Tea working group to prepare for the 2014 major industry convention, attract a decaffeinated coffee plant, and better develop the tea supply chain

- **BioInnovation and Health Services will:**

- » Form a working group to coordinate a capital development strategy with the Creative Digital Media cluster
- » Coordinate with higher education, City and workforce development community on workforce development needs

1 C LEVERAGE THE EFFORTS OF REGIONAL GROUPS BY COORDINATING WITH NASA, ALABAMA, AND MISSISSIPPI THROUGH THE STENNIS-MICHOUD AEROSPACE CORRIDOR ALLIANCE AND THE GULF COAST AEROSPACE ALLIANCE TO ENSURE A PROMINENT ROLE FOR MICHOUD ASSEMBLY FACILITY IN FUTURE PLANS FOR REGIONAL MANUFACTURING

1 Encourage advocacy efforts that secure continued funding for NASA and private industrial projects with the potential to create jobs for New Orleans residents

2 Support efforts of consortium to obtain federal grant funding for an Institute of Manufacturing Innovation (IMI) as part of the White House's National Network for Manufacturing Innovation initiative



STRAND 2. INVEST to COMPETE

New Orleans' industry clusters must make strategic investments that increase our competitiveness on a global scale. Strategic investments will differ from cluster to cluster. Not every industry is dependent to the same degree upon physical or digital infrastructure. Some industries are having trouble accessing the needed investment capital because venture capital is limited in this region. Other industries, recognizing that the current fiscal climate precludes large-scale investments, will benefit from operational changes to make existing infrastructure more efficient. More than ever, business leaders in New Orleans must recognize that, by working cooperatively and investing strategically, they can create broad-based growth that benefits multiple industries.

Specifically, the BioInnovation and Creative Digital Media members expressed a shared need for venture capital and expressed a desire to meet cross-cluster to discuss strategies to increase the overall availability

of venture capital resources. Further, changes in the nature of healthcare funding at the national and state levels is a serious issue facing the city, but one over which it has little control.

While improvements to infrastructure can help existing businesses grow, they are also an important business attraction tool. The Michoud Assembly Facility is a world-class manufacturing facility with uniquely attractive assets; however, the surrounding area suffers from deferred maintenance, blight, and drainage problems. The Front Door Project, a set of improvements to the surrounding area currently in the design phase, is sorely needed to showcase Michoud as a competitive asset.

Emerging clusters, like BioInnovation and Creative Digital Media, are more dependent on venture capital to effectively commercialize research and bring product ideas to market. And while tax credits have helped expand the digital media industry in Louisiana and New Orleans, questions remain about the credits' effectiveness in increasing local talent and creating a permanent, indigenous industry. The newly formed Industry Councils will be charged with examining gaps in financing to determine which interventions will have the most potential to increase investment and growth.

Investing in a constrained fiscal climate is not easy, but it must be done to improve New Orleans' competitive position and set a new baseline for equitable growth.

Strategies

2 A INCREASE ACCESS TO CAPITAL BY STRENGTHENING THE LOCAL RISK CAPITAL MARKET AND IMPROVING TAX INCENTIVES



1 Develop new sources of funding to support the BioInnovation and Health Services cluster

- » BioInnovation working group to create innovative funding sources for attracting and retaining top research and management talent for biotech start-ups such as GNO Inc.'s proposed MediFund which would support biomedical "centers of excellence" across the state
- » The City should continue to advocate for increased healthcare funding (recognizing that this is a State and Federal issue and not one the City controls)

2

The Creative Digital Media Industry Council will:

- » Identify gaps in capital that hinder business growth of software and digital media firms as well as individual content creators
- » Convene funders including angel investors, venture capital firms and local financial groups to educate them on funding needs, gaps, and challenges, then work with funders to develop solutions
- » Convene tax credit stakeholders within the cluster to focus on the deficiencies of the current tax incentives and develop solutions
- » Develop a plan to modify digital media tax policies to support local talent and local content creation

3

The City of New Orleans and New Orleans Business Alliance will work with the local financial community to develop tools to improve access to capital for small and disadvantaged businesses.

2 B

TARGET INFRASTRUCTURE IMPROVEMENTS TO INCREASE ECONOMIC GROWTH WITHIN THE TARGETED CLUSTERS

1

Improve public perception of New Orleans as a center for advanced manufacturing by revitalizing the access corridors to the state-of-the-art Michoud Assembly Facility.

- » City to implement the Michoud Front Door project
- » Advanced Manufacturing Industry Council to begin planning and fundraising for additional aesthetic improvements for the area, such as promotional signage

2

Address the immediate infrastructure needs of the Trade community to increase capacity and reduce congestion; plan for and develop new infrastructure to increase competitiveness

- » The Port, Regional Planning Commission (RPC) and Louisiana Department of Transportation and Development (LADOTD) will explore all options to alleviate bottlenecks at Tchoupitoulas, US-90, and the Truckway including operational fixes, such as Saturday and weeknight hours or additional truck routes through the city, as well as larger, more long-term efforts such as a highway expansion planning study
- » Regional Planning Commission will form a working group to address congestion issues with the Almonaster Bridge and other connections between the river, Industrial Canal, and New Orleans East

- » GNO, Inc., and the Aviation Board will pursue funding to support an incentive for more international flights at the soon-to-be redeveloped Louis Armstrong International Airport
- » Engage the railroads regarding the highest and best use of their existing assets in New Orleans
- » Develop a long-term infrastructure needs list to prepare for future federal funding opportunities such as the Transportation Investment Generating Economic Recovery (TIGER) program
- » Maintain a policy position from the City of New Orleans to ensure that no new container terminals will be built along the lower Mississippi River until capacity is maximized at the Port of New Orleans
- » Support the development of the new cruise terminal at Poland Avenue

2 C LEVERAGE THE INVESTMENTS FROM COASTAL RESTORATION FUNDING INCLUDING THE RESTORE ACT

- 1** Utilize RESTORE Act and other coastal restoration funding funding to support the development of a Center of Excellence for Water Management and Coastal Restoration

- » Sustainable Industries Council and JOB1 will develop cooperative programs between two and four year institutions that coordinate and connect with the K-12 system to increase the science, technology, engineering and math (STEM) skills development
- » Leverage Tulane's new Riverfront campus, the BioInnovation Center (NOBIC), and other institutions to strengthen research and development of products to advance water management, coastal restoration, and urban hydrology and to grow small and emerging businesses into successful companies that can profitably export their knowledge and products

- 2** » As the project progresses, the Port and City will expedite land transfer and permitting to support rapid campus development to capitalize on RESTORE Act and other coastal restoration funding

The Industry Council will examine additional economic development opportunities from the coastal restoration funding, such as the RESTORE Act, available to individually affected parishes, particularly if there are opportunities to leverage this funding for small business growth

- 3** Support the development of International Resilience Center (see strategy 7.D.)



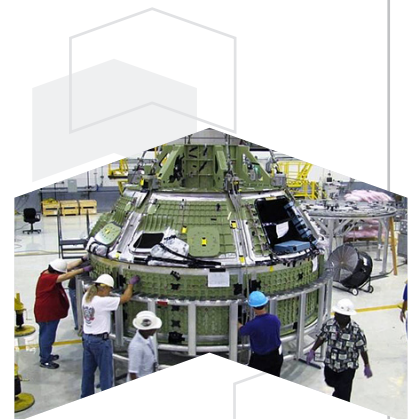
STRAND 3. PREPARE *our* WORKFORCE

Shifts in the global marketplace have placed a premium on knowledge-based industries, which require higher levels of technological skills. To compete, the city must be able to provide employers a workforce with skills well-matched to the work at hand. The presence of a highly-skilled workforce not only impacts an existing business' ability to compete, it also influences corporate relocation decisions.

In certain industries such as manufacturing and trade, New Orleans has a strong labor force, but not a very deep labor pool. However, as industries become more technology-based, New Orleans faces a severe shortage of workers with skill sets that match employer demand. While the growth of knowledge-based industries is a positive trend, a widening skills gap means that workers cannot take advantage of career opportunities and companies cannot grow.

The situation is a cause for alarm. According to a recent study by the Greater New Orleans Community Data Center, New Orleans does not have enough qualified workers to fill all currently available jobs. More startling is that two-thirds of the labor force in 2025 will be filled by people already in the labor force or of working-age as of 2010⁶. New Orleans has a large population of underprepared individuals that have the educational background required for higher-skilled work, but often do not have the skills training or career pathways knowledge, and thus get stuck in lower skilled jobs. Many out-of-work residents have some basic skills and could enter the workplace today with proper training and guidance. Other New Orleanians who lack workforce readiness and entry-level skills, including basic literacy, will require even more intensive training. The city also faces an aging workforce readying themselves for retirement, further underscoring the need for training of existing underprepared and out-of-work citizens.

Another challenge the city faces is a large number of youth who are not connected to opportunity. These youth, as defined by GNOCDC, are between the ages of 16 and 24 years old, not enrolled in school and fall below the federal poverty rate. To be clear, this is not solely a New Orleans issue. Nationally, an average of 7.5 percent of youth are deemed disconnected, but the percentage is much greater in New Orleans. An estimated 10.2 percent of young people in the New Orleans metro area are considered disconnected. Of this group, more than 9,500, or 67.9 percent, are African American⁷. Most of these youth will not enter the workforce without significant intervention⁸.



While the actual workforce needs in specific clusters vary, business leaders from each of the clusters who participated in the planning process identified workforce as one of the most important issues to be remedied in order to achieve economic growth. Many of these business leaders indicated that they could grow their business almost immediately if they could find employees with the appropriate training. In most cases, employers were willing to provide on the job training if a person had basic work-readiness skills. However, this is not always feasible – smaller businesses often do not have the capacity to provide on-the-job training. Cluster-specific challenges include:

- » The Creative Digital Media and BioInnovation clusters face a lack of coordination between industry and the higher education and workforce training institutions, and a disconnect between the curriculum offered and the actual skills needed for successful job performance.
- » The Advanced Manufacturing cluster struggles with a limited pipeline of skilled workers, which results in smaller companies absorbing the training costs for employees that are quickly recruited to larger firms.
- » Both Health Services and Advanced Manufacturing expressed the need for incumbent worker training, so existing employees can train for more advanced positions without having to leave their current job. Not only does incumbent worker training help companies grow and lead to higher wages and opportunities for existing workers, it also opens up new positions for entry-level workers.
- » Not every business is looking for entry- or mid-level positions. BioInnovation and Health Services as well as Creative Digital Media identified a lack of experienced, executive-level talent as the largest challenge of growing their businesses in New Orleans.

Despite the challenges, there is a renewed energy and commitment among industry, the City, higher education and workforce training providers to collaborate effectively to meet employers' workforce needs and to increase opportunities for New Orleans' residents. JOB1 and the City's Workforce Investment Board, have targeted programs that dovetail with this plan's strategic clusters. The Workforce Investment Board, which is undergoing its own strategic planning, has committed to coordinate its plan with the findings and recommendations articulated through this process.

Increasing the pipeline of trained workers will help businesses of all sizes, as well as their employees, succeed. But without a laser-like focus on pairing industry with the education and workforce training to train underprepared, low-skilled individuals to fill the current and future workforce demand,

New Orleans will not be able to compete. Solving the workforce challenges in New Orleans cannot be done through a one-size-fits-all strategy.

Strategies

3 A DEVELOP DEMAND-DRIVEN WORKFORCE TRAINING WITH JOB1 AND DELGADO COMMUNITY COLLEGE THAT ALIGNS EXISTING EDUCATION AND TRAINING PROGRAMS WITH INDUSTRY'S WORKFORCE NEEDS TO DEVELOP ROBUST CAREER PATHS FOR WORKERS

1 NOLABA to support Greater New Orleans Foundation's New Orleans Works project in the health care field, currently partnering with Ochsner, Delgado and JOB1 to reduce turnover among medical assistants

2 Expand efforts to develop a demand-driven workforce training and placement collaborative for each of the five prioritized clusters to better meet employers' immediate and long-term hiring needs of employers. Advanced Manufacturing, BioInnovation and Health Services, and Creative Digital Media have additional action items for their industry councils including:

• The Advanced Manufacturing Industry Council will:

- » Use industry expertise and resources to work with regional training entities, such as Delgado Community College, to match technical training to specific workforce needs
- » Support efforts by the City and JOB1 to connect Orleans Parish residents, including underemployed and out-of-work residents, with training opportunities at Delgado Community College's Manufacturing Training Center of Excellence currently under development at Avondale
- » Work with Delgado Community College to inform New Orleans' manufacturing businesses of the opportunities for hiring trained workers from the new Avondale training facility
- » Work with LSU and UNO to increase training opportunities at the National Center for Advanced Manufacturing (NCAM), housed at Michoud Assembly Facility, for student and workforce development

- **The BioInnovation and Health Services cluster will:**

- » Support expansion of New Orleans Works' pilot program to meet other workforce needs within the health care and biotech businesses
- » Support JOB1's summer training efforts introducing middle schoolers to careers in the biosciences

- **The Creative Digital Media Industry Council will:**

- » Work with higher education and the workforce training system to identify gaps in the curricula of higher education programs within the Creative Digital Media fields, and develop solutions to address the available workforce pipeline
- » Conduct a similar inventory and outreach to K-12 schools, in coordination with higher education and training partners, to address curriculum that aligns with workforce needs, with an ongoing and long-term focus on aligning curricula at various institutions and an emphasis on low-income and minority youth
- » Support investments in technology training for all K-12 teachers and students to increase technical skills and opportunities for innovation

3 B IMPROVE CONTINUING EDUCATION OPPORTUNITIES FOR EXISTING WORKERS THROUGH INCUMBENT WORKER TRAINING

- 1 Industry Councils will explore a partnership with LED FastStart and higher education partners to address training opportunities for current skilled workers in who want to advance to the next level
- 2 JOB1 and Industry Councils will create an incumbent worker training program for middle-level employees to secure certifications in hard-to-fill positions

3 C BETTER PREPARE STUDENTS IN MIDDLE- AND HIGH SCHOOL BY INFORMING THEM OF AVAILABLE CAREER OPTIONS, AND ENSURING THEY GRADUATE WITH BASIC SKILLS TO PURSUE A TECHNICAL CAREER

- 1 All clusters stressed the importance of effective marketing to students and teachers about available careers within the key clusters:
 - » The BioInnovation and Health Services industry will support JOB1's efforts to introduce middle school and high school students to research professions within the life sciences

- » The Advanced Manufacturing Industry Council and Delgado Community College are committed to developing an outreach program, starting with middle schools, to inform in-school and disconnected youth about what a career in manufacturing looks like
- » The Creative Digital Media cluster is committed to increasing technology training opportunities for students and teachers within all K-12 schools

3 D DEVELOP PRE-APPRENTICESHIP PROGRAMS, ESPECIALLY IN TRANSPORTATION, TRADE AND LOGISTICS AS WELL AS ADVANCED MANUFACTURING

- 1 The Transportation, Trade and Logistics and Advanced Manufacturing Industry Councils and JOB1 will work with the International Longshoremen's Association Local of the AFL-CIO to create a pre-apprenticeship program that connects underprepared youth for entry-level jobs in the maritime and transportation industries



STRAND 4. PROMOTE ENTREPRENEURSHIP & SMALL BUSINESS DEVELOPMENT

Economic growth is a balance of local and attraction-based business development. Providing opportunities for local small business growth was in the Strategic Advisory Council's top criteria for determining priority industry clusters. More than 90 percent of New Orleans businesses have twenty-five employees or less⁹. These small businesses are the backbone of the city's economy. The Strategic Advisory Council recognized the value of attracting larger and new companies, but put an emphasis on support for existing and new small businesses.

Most often, the support that small businesses and entrepreneurs need is similar across clusters. Small businesses and entrepreneurs depend on access to capital, human resources, technical assistance - including business planning, credit counseling, mentorship, networking, and market access and business development opportunities. All are critical to growing and sustaining a successful enterprise. Strong business communities also benefit from clear guidelines and processes when dealing with government. The elimination of red tape is one of the primary ways that government can ensure strong business growth.



Since 2010, the Landrieu administration has made great strides in streamlining its business services into the One-Stop Shop where businesses can access the government services they require. New Orleans also has a strong network of technical assistance providers to help businesses navigate government processes, as well as provide access to capital, business training and other services to strengthen businesses. Organizations providing these kinds of technical assistance have increased. NewCorp, Kiva/ASI, Capital One, Goldman Sachs 10,000 Small Businesses, the City's Small Business Assistance Fund, Hope Enterprise Corporation (Hope), Seedco, and other organizations all combine to help provide financial resources for small business growth. The City has also developed an innovative training and capacity building program for small businesses with funds from the US Department of Housing and Urban Development. The Mayor's Office of Economic Development conducts business information sessions designed to connect local entrepreneurs and business owners to useful tools and resources offered by the City and community providers. These sessions occur on a quarterly basis and are hosted in each of the five council districts.

In 2010, New Orleans was selected as the third location for the 10,000 Small Businesses Initiative from Goldman Sachs. This small business education program offers MBA-like courses in accounting, human services, negotiation, and marketing as well as one-on-one mentoring to small business owners. To date, over 125 local, small, minority and women owned businesses have graduated from the program at Delgado Community College. On average, six months after graduating from the program, 81.8% of participants have increased their revenues and 50.9% have added new jobs. Additionally, Goldman Sachs partnered with Hope as a separate prong of the initiative to provided \$20 million in loans. So far Hope has aided 29 New Orleans area businesses with \$7.5 million in loans¹⁰.

Other organizations are contributing to a healthy small business climate in the city, such as Stay Local!, which campaigns for consumer consumption of locally made and sold products, and incubators that help entrepreneurs bring their product to market.

Since Hurricane Katrina, do-it-yourself innovations have sprung up with a renewed entrepreneurial spirit in all facets of business. Organizations like Idea Village Propeller, Good Work Network, Urban League, Launchpad and the BioInnovation Center have raised the profile of entrepreneurship in the city by teaching entrepreneurs the ropes to success. Each of these organizations serves different types of entrepreneurs, from the microbusiness to the life sciences researcher to high tech startups.

¹⁰http://www.nola.com/business/index.ssf/2013/05/new_orleans_graduates_of_goldm.html

Entrepreneurial Ecosystem

Idea Village has brought national attention to the burgeoning start-up spirit in New Orleans. Founded in 2000, the organization has supported more than 3,000 entrepreneurs by creating a network of professional development and raising more than \$3.45 million in seed capital to support emerging high-yield businesses. Through its annual Entrepreneur Week, held each March, Idea Village plays host to hundreds of entrepreneurs from across the country for a week of business development sessions and networking with the likes of Google and venture capitalists. The event culminates in a series of business pitches, which have significant award amounts attached to them, that have catalyzed business start-ups developing products as varied as chocolate toothpaste to the use of local crawfish shells to clean contaminated water.

The success of the Idea Village has spurred entrepreneurship even among organizations that assist and promote entrepreneurs. Propeller, a more recent addition to the ecosystem, focuses on social mission entrepreneurs. Most recently, InNOLAvation has entered the mix to support minority entrepreneurs in a number of sectors. The ecosystem is also supported by a number of co-working spaces that support burgeoning businesses by offering sole-proprietors the option of working in a professional space among other solo workers. Spaces like the IP Building, Dojo, Beta and Propeller assist innovators in bringing their ideas to market. Local higher education institutions play an integral role in developing businesses through incubators as well as business leadership training that contribute to the ecosystem.

While New Orleans has a strong business assistance climate, challenges remain.

- » More technical assistance is often needed by emerging businesses to grow, including business planning, credit counseling, mentorship, networking, and market access
- » New Orleans' strong network of technical assistance providers and community-based lenders are too often competing for the same scarce funding resources
- » Start-ups, especially those in more technology-based fields, often require skilled executive management, which is in short supply, to take product to market
- » A capital shortage exists at all stages of a business. Small businesses, especially minority- and women-owned firms, often have an especially difficult time raising adequate capital

- » Like the city's workforce, leaders at small and large companies are aging, but few company owners at small firms have succession plans to ensure a stable business transition.

While the need for support for small businesses and entrepreneurs is an issue that cuts across the clusters, each cluster identified some unique barriers to growth as well as unique opportunities for small businesses.

- **Advanced Manufacturing**

- » Because projects are often large-scale, federally funded, and highly technical, contractors are generally very large creating a barrier to entry for smaller firms.
- » Large contractors are not connected to small and disadvantaged businesses that could provide services or products to the supply chain.
- » Opportunities are available in supply chain coordination.

- **Transportation, Trade and Logistics**

- » Independent truckers is an area of opportunity for small business development.

- **BioInnovation/Health Services**

- » Biotech is highly entrepreneurial and faces a lack of capital, especially for growing companies.
- » Executive-level entrepreneurs that can grow start-ups into growth companies are difficult to find. Companies have a space issues as they grow out of current incubators.
- » Small businesses in health services have opportunities in both health care provision and also in supplying services/products.
- » The Veterans Administration has a federal mandate to use local suppliers and businesses. Other hospitals have similar mandates for construction.
- » There is a need to plan beyond construction stage for inclusion of small and disadvantaged businesses.

- **Creative Digital Media**

- » The top three issues in this cluster continue to be workforce, access to capital, and access to markets.
- » There are a number of incubators, but there are still gaps in teaching businesses within the cluster how to successfully get to market.

- **Sustainable Industries**

- » The many new entrepreneurial businesses in this cluster are uncoordinated.
- » Small business and entrepreneurs could benefit from analysis and adjustment of public policies to leverage future investments such as the Sewerage and Water Board program as small business opportunities.

Strategies

4 A USE NOLABA BUSINESS RETENTION VISITS TO IDENTIFY OPPORTUNITY FOR IMPROVEMENTS IN BUSINESS SERVICES

- 1 NOLABA will use DeltaPLUS, its business expansion and retention program, to serve as a feedback loop on improvements to permitting and other business services
- 2 NOLABA will continue to collaborate with the City on improving the One Stop Shop

4 B USE INCUBATOR MODELS TO GROW SMALL BUSINESSES, FROM PRODUCT IDEA TO MARKET, BY IDENTIFYING GAPS IN SUPPLY CHAINS WITHIN PRIORITIZED CLUSTERS

- **Creative Digital Media Industry Council to:**

- » Develop an inventory and gap analysis of support infrastructure: business incubators, non-institutional educational supports, co-located facilities and other business support functions within each segment of the cluster
- » Based on identified gaps, develop mechanisms to create, improve, strengthen and grow incubators in Creative Digital Media to support growth of content creators and increase marketing and distribution opportunities

- **Advanced Manufacturing Industry Council to:**

- » Support Jacobs Technology's efforts to develop an incubator to grow small advanced manufacturing businesses
- » Explore the development of a manufacturing business incubator for students at a local higher education institution

4 C INCREASE BUSINESS DEVELOPMENT OPPORTUNITIES FOR SMALL BUSINESSES AND ENTREPRENEURS

- **Advanced Manufacturing Industry Council to:**

- » Set up a cooperative task force to support NOLABA in identifying, expanding, and recruiting suppliers of firms with an existing regional presence, such as Boeing, Lockheed Martin, and others
- » Assist prime contractors in identifying small manufacturing businesses to partner on contracts to build the necessary 'past performance' requirements for obtaining future work

- **Creative Digital Media cluster to:**

- » Convene policymakers to share how cluster operates and how legislation could enhance local product creation and distribution

- **Sustainable Industries Council to:**

- » Conduct an inventory of gaps in products and services within the various segments of the cluster, such as ongoing coastal restoration work, recycling, energy and waste water, to identify opportunities for New Orleans' businesses to enter cluster
- » Support entrepreneur organizations efforts to incubate new businesses to develop and export sustainable materials and processes

4 D INCREASE COORDINATION ACROSS PUBLIC AND PRIVATE ENTITIES TO INCORPORATE SUSTAINABLE PRACTICES, PARTICULARLY IN WATER MANAGEMENT

1

Sustainable Industries Council to work with the City to identify and adopt policies to increase sustainability measures, using the improved business case for sustainable products and processes

2 Sustainable Industries Council to work with GNO, Inc., to raise funds to hire a Sustainability Fellow, potentially to be housed in City Hall, who could assist in coordination of conservation and sustainability efforts in the public sector with a special emphasis on water management

3 Sustainable Industries Council to advocate for implementation of the Greater New Orleans Water Management Strategy



5. EQUITY IS A GROWTH STRATEGY

New Orleans has long been a predominantly minority city with significant disparities in wealth, business ownership, access to capital, and business market share. In 2009, CNN Money reported the under-representation of businesses owned by people of color in New Orleans, noting that while African-Americans made up over 60 percent of the total population, they owned less than a third of the city's businesses. Minority-owned businesses are more likely to hire minorities, so increasing the viability and opportunity for these businesses also has effects on employment. Increasing business ownership and employment for minority households is crucial - in the region, African-American and Hispanic households earn 50 and 30 percent less than white households, respectively¹¹.

The issues faced by small minority businesses generally fall into three categories: capital, opportunity, and capacity. While all the clusters face challenges in accessing capital, small minority businesses are more likely to face entrenched inequities in the lending process.

- » Minority businesses, especially those with annual gross receipts less than \$500,000, are less likely to receive loans than non-minority businesses. When they do receive loans, the dollar value is often less, while the interest rate is higher¹².
- » The average loan amount for minority businesses with more than \$500,000 in annual gross receipts was \$149,000, while the average loan amount for similar non-minority businesses was more than twice that, at \$310,000¹³.

The City of New Orleans has put in place targeted efforts to support equity and inclusion of diverse small businesses.

- » In 2012, the City launched the \$2million Small Business Assistance Fund in partnership with NewCorp, Inc.

- » The Office of Supplier Diversity runs the City's Disadvantaged Business Enterprise (DBE) program. The program has an overall goal of 35% DBE utilization for all contracts, and since 2010, the program has doubled participation on city contracts to its 2012 average of 34%. The number of certified DBE firms has increased by 70%. The Office of Supplier Diversity also expands access to private sector procurement opportunities, such as the Super Bowl and NBA All-Star Game, and will announce this year a complete reform of the DBE ordinance, policies and procedures to streamline and strengthen compliance.
- » In 2012, the Office of Supplier Diversity launched the Contractor's College program, graduating 30 firms after training them in areas like banking, insurance, and bonding.

The strong role of government in opening up opportunity for minority businesses can also be accompanied by an increase in access to the city's anchor institutions, like universities and hospitals. Anchor institutions are notable for their stability, expenditures, projected job growth, and amount of jobs accessible to those with an associate's degree or less. The competitiveness of anchor institutions is linked to the vitality of their surrounding communities. Anchor institutions can create shared value with the surrounding community through several strategies: purchasing of goods and services, employment, developing real estate, creating business incubators, advising businesses and building networks, and workforce development¹⁴. The most prominent example of an anchor institution's enduring relationship with its neighborhood is the University of Pennsylvania and the West Philadelphia neighborhood. Once unsafe and blighted, Penn began a comprehensive decade-long strategy to enhance the university by improving the social and economic health of West Philadelphia. Penn is now known as one of the preeminent urban research universities in the world, and West Philadelphia is a safe and thriving neighborhood. In purchasing alone, Penn spent \$100 million (12% of their total procurement) with local suppliers in 2010. One strategy they used was to transition a national office supply firm from a prime vendor to a subcontractor, persuading them to mentor a neighborhood firm as the new prime. The neighborhood firm's contract increased from \$300,000 to \$50 million over ten years¹⁵.

These mentoring relationships that improve equity and access for small and minority businesses can also be a role for private industry. Industry clusters grow and make cities more competitive when there are more successful businesses all along the supply chain, including small businesses. New Orleans has room to improve in this regard: in 2007, there were only 942 minority firms with paid employees in the city, compared to 4,328 non-minority firms. The annual payroll of minority firms was \$177 million

¹⁴ <https://www.nettercenter.upenn.edu/anchortoolkit/picking-right-tools>

¹⁵ *Anchor Institutions and Urban Economic Development: From Community Benefit to Shared Value*. ICIC presentation. October 26, 2010. Accessed at http://www.isc.hbs.edu/pdf/2010-1026_ICEF_ANCHORS_MEP.pdf

compared to an annual payroll of \$1.8 billion of non-minority firms¹⁶. These disparities do not make New Orleans more competitive. They point to a staggering need for increasing capacity and access to opportunity for minority businesses.

New Orleans must be proactive and develop capacity and opportunity for small minority businesses. These equity strategies are a starting point for a larger conversation across the New Orleans business community about access, opportunity, and inclusion.

Strategies

5 A INCREASE THE CAPACITY OF MINORITY BUSINESSES

- 1** NOLABA will work with the City's Office of Supplier Diversity and the Industry Councils to connect emerging minority businesses with established businesses in a mentor-protégé program. NOLABA will facilitate this process and request that businesses participating in the industry councils commit to mentoring one minority business in their industry
- 2** The City of New Orleans will add a mentor/protégé program as a strategy for prime contractors to build capacity of disadvantaged businesses and demonstrate good-faith efforts when they are unable to meet a DBE goal
- 3** Good Work Network will establish a matching database to connect small minority businesses that have the proper certifications and qualifications with larger firms seeking to partner
- 4** The City of New Orleans will work with technical assistance providers to encourage coordination and prevent overlap of services
- 5** NOLABA will enhance their communications process by using minority media outlets and professional organizations to ensure equitable access to public information for citizens of color

5 B INCREASE THE MARKET SHARE OF MINORITY BUSINESSES

- 1** The City and NOLABA will work with anchor Institutions to develop a strategy to increase the diversity of suppliers and to shift procurement spending to minority-owned businesses, increasing market share and enhancing job and wealth creation for local citizens of color

- 2 NOLABA will compile best practices for private enterprises in supplier diversity and shifting procurement spending, and will work with the Industry Councils to obtain commitments to retain a certain percentage of their spending for minority businesses
- 3 NOLABA will approach other businesses not in a cluster of focus (such as Energy or Hospitality) to obtain additional procurement commitments and facilitate matching an unmet need with a market opportunity for a minority business
- 4 NOLABA to implement a minority business retention program through their DeltaPLUS program, and develop a minority business attraction strategy for medium- and large-scale enterprises
- 5 Industry Councils and Working Groups will identify three to five business development or expansion opportunities for small minority businesses to grow in their cluster
- 6 Technical assistance and entrepreneurship development organizations will work with interested minorities in starting businesses to capitalize on these market opportunities



6. REPOSITION THE CITY'S BRAND

New Orleans enjoys a globally-loved brand; however, this brand is narrowly defined, and not necessarily conducive to recruiting new residents and businesses. Every subcommittee expressed problems with marketing and branding. Whether a business is looking to recruit and hire employees, connect with domestic and international markets, or do business with larger companies from outside the region, there are challenges in communicating the business and residential opportunities here. From concerns about spousal employment, reluctance to move for a single offer without many competitor firms, or questions about affordable quality of life, persistent misperceptions of New Orleans are hampering business growth and talent attraction.

For the businesses that do relocate or establish a new office here, the city needs those new employees to live in Orleans Parish for the full benefit of business development wins to be realized. Population growth is a driver of competitiveness, and a key indicator for a healthy economy. Again, New Orleans has a strong association with visiting and vacationing, but not with living and raising a family. Polling and surveys have shown a strong identification around cultural richness, but a weaker perception around job

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opportunity and quality of life. While New Orleans has made great strides in addressing flooding, crime and education, these issues are not solved – but they are being tackled proactively. New Orleans has seen recent major investments in flood protection, crime prevention and education, and is showing the world that it is a city willing to confront its challenges.

If the New Orleans brand is not broadened and corrected, it will remain a constraint to future business development and residential growth. Research yields consistent insights about New Orleans brand positives, as well as the perception gap that remains¹⁷. According to a recent study by GNO, Inc., a strong majority of national residents have positive perceptions about New Orleans, and people see New Orleans as culturally rich and resilient. Four out of ten would consider moving here – a figure that increases to six out of ten if they have visited the city within the prior two years.

The two most influential factors in improving and correcting perception are visits to the city and positive press – so any branding efforts undertaken should specifically include visitors as a target group to maximize impact. This proposed branding campaign will work with the targeted clusters to develop messaging specific to their recruiting needs.

The regional brand is only as strong as the New Orleans brand. While ProsperityNOLA and this branding campaign focus on the City of New Orleans, any improvements to the city's image as a place to live and work will improve perceptions about the region as well.

6 A IMPLEMENT A BRANDING CAMPAIGN TO IMPROVE PERCEPTION OF NEW ORLEANS AS A PLACE TO LIVE AND WORK AND A PLACE TO DO BUSINESS

1 NOLABA will establish a branding campaign focused on promoting New Orleans as a place to live and work and a place to do business

- » Engage Industry Councils to develop vertical marketing points specific to each industry
- » Engage the Mayor, who will be the lead campaign spokesperson, and his office, who will integrate the branding campaign's key themes into daily talking points and social media strategies
- » Identify and coordinate message development and dissemination with other key partners
- » Campaign will leverage social media and other lower-cost strategies



- » Campaign will encompass the local market and targeted geographical areas of opportunity, contingent on funding

2

NOLABA will develop a fundraising strategy for the campaign's formation and maintenance, without using city funding

3

NOLABA will lead the daily management of the campaign

4

NOLABA will establish a website to serve as the primary communication tool for locals, a regional audience, and prospective movers to the city

- » Website will include curated content that targets the five industry clusters

- » Website will crowdsource content from new New Orleanians who are satisfied with their relocation decision

- » Partner organizations could use the site to aggregate content of interest to people or businesses considering relocation to New Orleans

6 B

COMPLEMENT THE STATE AND REGIONAL BRANDING EFFORTS FOR CORPORATE ATTRACTION WITH A LOCALIZED EFFORT

1

NOLABA will continue to partner with other economic development organizations to promote New Orleans as a place to do business through opportunities such as trade shows, sales missions, and lead generation contracts



STRAND 7. THINK INTERNATIONALLY

New Orleans' international influences are well-known. Since the founding of the city by Jean-Baptiste Le Moyne de Bienville in 1718, the city has attracted people from all over the world. The city's port and geographic position at the mouth of the Mississippi River, plus its comprehensive rail access, have made the city a center of trade for nearly three centuries.

In today's globally interconnected economy, the importance of thinking internationally has never been greater. Multiple studies of New Orleans' competitive positioning for trade reveal a clear competitive advantage in north-south routes. Many of the commodities that come through the Port of New Orleans are stored here, then shipped elsewhere for manufacturing or processing. The city could capture this value-added manufacturing, representing the low-hanging fruit of New Orleans' international position to grow jobs and wealth.



Thinking internationally does not just mean trade; however, New Orleans' experiences with flooding and coastal restoration, and partnerships with the Netherlands, have positioned the city as global water management experts. New Orleans has the knowledge base and expertise to assist coastal cities around the world with living safely around natural waters. Utilizing the city's experts to build a world-class industry of water management, coastal restoration, and disaster resilience is vital not just for the future, but for the future of billions of people living in areas vulnerable to waterway floods and sea level rise.

New Orleans must also be open to investment from foreign companies. South Louisiana's bountiful energy reserves and welcoming business climate have resulted in some of the largest foreign direct investment (FDI) projects in state history, from companies such as Sasol, Cheniere Sabine Pass, and Nucor. FDI represents one of the best ways to see large-scale increases in jobs, construction, research and development, local purchasing, and reinvestment. To be most attractive to foreign firms, regional alliances such as the Super Region Committee, uniting New Orleans and Baton Rouge, must competitively position the region's assets and workforce. In New Orleans, foreign firms like Gameloft are tapping into creative talent while Blade Dynamics is manufacturing high-value components at Michoud Assembly Facility, drawn to the readily available manufacturing space as well as the deepwater port right next door. In manufacturing alone, US subsidiaries of foreign manufacturing firms have created 18,600 jobs in Louisiana¹⁸.

Opportunities for FDI exist beyond manufacturing, as well. Several of the world's biggest digital media industries are headquartered in countries like Canada and France. With the proper positioning, New Orleans can be an attractive place for digital media companies to open subsidiary offices or base their American operations.

With \$2 billion invested in the city's new downtown medical centers, another great place to think internationally is in health care. New Orleans was once a center for destination health care, with people traveling from all over Latin America to seek care in the city. Those relationships have lain fallow, but they can and should be revived with the construction of new world-class facilities.

New Orleans cannot limit its growth to regional peers. It must seek global opportunities for growth. Thinking internationally will translate into widespread increases in investment, jobs, wealth, and business development.

Strategies

7 A DEVELOP A TRADE AND COMMODITY STRATEGY THAT FOCUSES ON NEW ORLEANS' MOST COMPETITIVE OPPORTUNITIES

- 1** Form a joint working team between the World Trade Center and the Port of New Orleans to develop a commodity and trade lane strategy that analyzes products, geographic areas, rates, logistics, and opportunities for foreign direct investment
- 2** Prioritize cities and regions (trade lanes) to target, along with the corresponding commodity targets, using commodity data and previous research
- 3** Hold business events to inform trade community of trade lane and commodity strategy

7 B MARKET NEW ORLEANS AS AN INTERNATIONAL BUSINESS DESTINATION

- 1** NOLABA and GNO, Inc. coordinate with Industry Councils on cluster-specific business and residential marketing strategies
- 2** NOLABA to coordinate with industry leaders to market New Orleans to Latin America as a trade and tourism partner through a pilot program based at the Miami airport

7 C CAPITALIZE ON THE NEW ORLEANS-BATON ROUGE SUPER REGION COMMITTEE TO DEVELOP MUTUALLY BENEFICIAL RELATIONSHIPS THAT ENCOURAGE FOREIGN DIRECT INVESTMENT IN MANUFACTURING AND DIGITAL MEDIA

- 1** The committee will evaluate countries with close ties to the New Orleans-Baton Rouge region and assess whether it would be beneficial to organize trade missions or to engage lead generation services and/or individual consultants
- 2** The committee will also evaluate countries in which large manufacturing and creative digital media clusters currently exist and whether the partnership can continue to attract business and talent to the region

7 D USE THE FUTURE INTERNATIONAL RESILIENCE CENTER (IRC) TO EXPAND THE CAPACITY OF EVACUATION MANAGEMENT, DEBRIS MANAGEMENT, HAZARD MITIGATION AND DISASTER RECOVERY BUSINESSES TO EXPORT INTELLECTUAL CAPITAL TO OTHER REGIONS PRE- AND POST-DISASTER

- 1 City and NOLABA to develop and implement a corporate attraction strategy for the future office space at the International Resilience Center
- 2 IRC to support Convention and Visitors' Bureau hosting of a follow-up Disaster Response Conference to attract businesses and market the region's knowledge products for catastrophic event resilience
- 3 Connect existing disaster management businesses with Tulane's disaster management curriculum and UNO's Hazard Mitigation and Disaster Transportation curriculum

7 E DEVELOP NEW ORLEANS AS A CENTER FOR DESTINATION HEALTH CARE

- 1 City to support the Veterans Administration's continued efforts to be recognized as a regional referral center for specialized health care
- 2 Colleges and universities, research institutions, and hospitals to focus on identified areas of specialization including regenerative medicine, neuroscience, and others to be determined, and coordinate with City and NOLABA to promote research successes to further promote the brand of New Orleans as a center of academic medicine
- 3 GNO, Inc., and New Orleans Aviation Board (NOAB) to increase international flights to support patient travel

7 F LEVERAGE THE CITY'S FOREIGN TRADE ZONE (FTZ) TO ATTRACT NEW COMPANIES

- 1 NOLABA and the Port of New Orleans will partner to promote FTZs within New Orleans, educate the external business community about the benefits of FTZs, and explore options to further strengthen FTZs to make them a more potent corporate attraction tool

NEXT STEPS: IMPLEMENTATION

While the planning process has come to a close, the next phase – implementation – has just begun. ProsperityNOLA is intended to be a living document that details the next five years of economic growth in the city. The Strategic Advisory Council made it clear that they expect that NOLABA, as the economic development arm of the City, will own this plan going forward.

NOLABA will provide the strategic guidance and oversight of the implementation process, while partners through industry councils and working groups will implement many of the recommendations. As this is the City's plan, it was also clearly stated that the Mayor will remain on top of the organizational chart. Strategic Advisory Council members and the organizations they represent will give time and resources to this process. Businesses throughout the city will need to engage in the pieces of the plan that are most important to them.

The Strategic Advisory Council members outlined the essential steps for successful implementation:

- » Clear ownership structure and chain of command
- » Concrete action steps
- » Articulation of funding needed and potential resources
- » Cooperation
- » A coordinated message about the necessity of the plan for economic growth
- » Evaluation and benchmarking

The President/CEO of NOLABA will oversee the plan's implementation. NOLABA will form a Steering Committee dedicated to implementation. The Steering Committee will adjust the plan's priorities according to achievements and changing landscapes. As discussed above, Industry Councils and Working Groups will be developed. These groups will provide industry expertise, implement industry-led actions and goals of ProsperityNOLA within a specific cluster, support implementation of other actions and goals and report progress back to steering committee.

These groups will be task-driven, following the cluster-specific and cross-cluster action plan in the appendix. Each strategy and action item proposed by the subcommittees identifies the entity responsible for the action as well as potential partner organizations. Partner organizations have agreed to own their action items and will coordinate with NOLABA and the Industry Councils in implementation.

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NOLABA will require a dedicated staff and resources sufficient to achieve the goals set out in the plan. The Director of Strategy, Policy & Research, along with designated staff, will manage the day-to-day oversight of implementation including:

» **Promotion**

- Develop messaging on plan's objectives, strategies and actions and share messaging with all implementation partners
- Promote quick wins and successes

» **Coordination**

- With City leadership, align goals and actions with City priorities
- Facilitation of Implementation Steering Committee and Industry Councils; work with implementation partners to implement goals and actions

» **Research**

- Research best practices, collect and analyze data, and perform other related tasks as determined by industry councils and steering committee
- Develop the report card process to measure progress

» **Secure Resources**

- Raise funds for staffing, marketing and other program funding to ensure implementation

Organizations identified as partners in this plan, such as the City of New Orleans, Greater New Orleans, Inc., Louisiana Economic Development, Regional Planning Commission, JOB1, education and training partners, and others, will lead implementation components as well.

Implementation will be measured on a consistent basis, likely through annual report cards. ProsperityNOLA is a living plan that will grow and adapt to market conditions, so there will be changes and adaptations as implementation moves forward. NOLABA will work with partners to develop the report card template to accurately measure the outcomes of ProsperityNOLA.

Below are some possible ways that the report card could measure the success of implementation:



Coordinate and Collaborate

How will we measure success?

Industry Councils form and meet; agendas are developed, inventories and other agenda items are completed; collaborations with educational institutions are formed



Invest to Compete

More capital at all life cycle stages; infrastructure improvements committed or completed; coastal restoration projects are employing New Orleans businesses



Prepare our Workforce

Number of partnerships between industry and educational institutions; decline in average age of workforce (representing the effective replacement of retiring workers with newly trained employees)



Promote Entrepreneurship and Small Business Development

More and larger businesses; reduction in the small business failure rate; volume of startups increases



Equity is a Growth Strategy

More minority businesses; increase in partnerships with anchor institutions, percentage of anchor institution procurement spend shifted to local minority businesses



Reposition the City's Brand

Population growth; earned media metrics; companies and workers successfully recruited



Think Internationally

FDI projects successfully completed; increase in international flights; International Resilience Center opened and tenants in place; increase in commodity volumes from north-south trade routes

The report card will also seek to measure increases in location quotient, employment, number of businesses, GDP, and export capability for each identified industry cluster.

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Conclusion

ProsperityNOLA comes at an important time for New Orleans. After years of hard work and investments in recovery, the city is stronger and more resilient. ProsperityNOLA builds on these efforts and provides a timeline and a roadmap for partnerships to build a stronger economy.

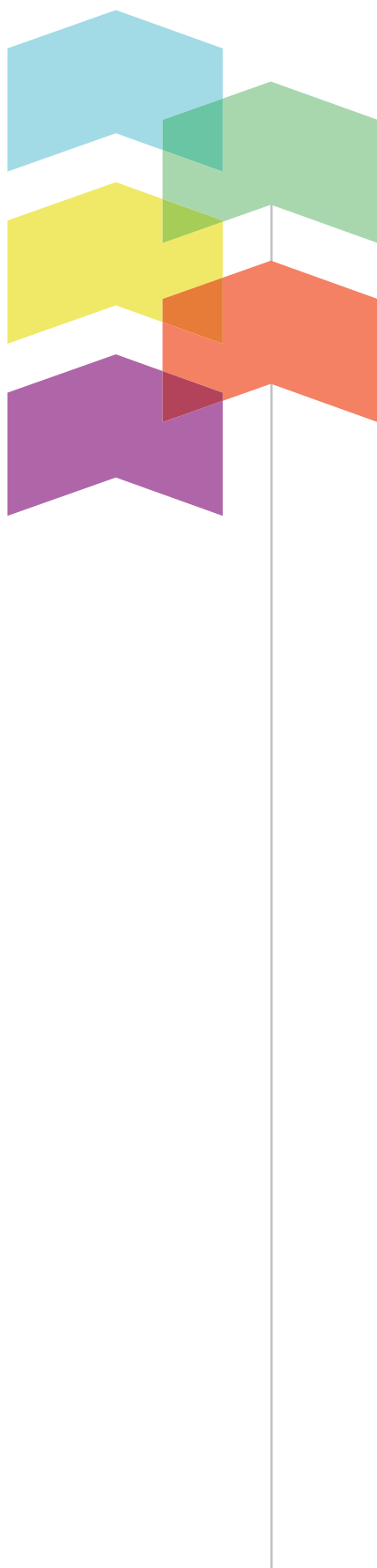
ProsperityNOLA is the result of months of hard work and commitment from across the community. The planning process brought many people together to take a hard look at the roadblocks to business growth and the many opportunities to catalyze the economy. The business community, along with government, philanthropic and economic development leaders engaged in the process, and attendance and participation was strong with positive feedback. However, the plan cannot sit on a shelf. ProsperityNOLA is a realistic response to the challenges that face the city's economic growth, and will be a living document that continues to engage the community that formed its contents.

In 2018, in time for the city's 300th anniversary, ProsperityNOLA will have been implemented, under the leadership from the Mayor, the City of New Orleans, and the New Orleans Business Alliance. New Orleans will be a place where businesses are eager to invest and grow. The national and international understanding of New Orleans will be not only as the best place to visit, but as the place to build a life, career, and thriving business.

The vision in ProsperityNOLA is, on the Tricentennial, to have a more inclusive and diverse economy that is equitable, with more opportunities to participate in multiple industries. ProsperityNOLA provides the path for New Orleans to become an international thought leader in water management and coastal restoration. The city's workers will build innovative products and engineer new manufacturing processes. New medical centers will provide world-class care to not only the city's residents, but to the nation's veterans, and patients around the world who seek specialized care. With the continued engagement of the business community, companies will be able to access the capital they need – not only when they're just starting out, but when they are ready to grow.

The city is ready for ProsperityNOLA. Leadership from the Mayor and the economic development community is at an all-time high. In five years, New Orleans can be recognized as a transformative economy where there are opportunities for economic participation, where the public and private sectors are aligned to tackle issues and create opportunity, and where businesses and residents prosper.

Please reach out to NOLABA at www.nolaba.org to find out more about how you can be a part of ProsperityNOLA. Whether as an entrepreneur, a business owner or member of the community, you have a role in ensuring successful implementation of this plan.



APPENDIX

Advanced Manufacturing				Short Term – First Year; Medium Term – Years Two and Three; Long Term – Years Four and Five		
Strategies	Actions	Success Metric(s)	Lead Agency	Potential Agency Partners	Timeline	Inputs Needed for Success
Develop an industry council with financial stake in building initiatives to support manufacturing in New Orleans	Convene an industry council and develop the charge based on these recommendations	Quarterly meetings	NOLABA	Private and public sector partners, NORBP	Immediate	Staff time
Continue coordination efforts with NASA, Alabama, and Mississippi through the Stennis-Michoud Aerospace Corridor Alliance and the Gulf Coast Aerospace Alliance to ensure a prominent role for Michoud Assembly Facility in future plans for regional manufacturing	Encourage advocacy efforts that secure continued funding for NASA and private industrial projects that create jobs for New Orleans residents	Continued projects at Michoud	GNO, Inc.	LED, Jacobs	Long Term	Coordination and agency staff time
	Support efforts of consortium to obtain federal grant funding for an Institute of Manufacturing Innovation (IMI) as part of the White House's National Network for Manufacturing Innovation initiative	Grant awarded	NOLABA	NASA, Jacobs, Geocent, University partners, Stennis, States of Louisiana, Alabama, Mississippi	Short Term	Staff time to apply for the grant; organizational lead/ champion; local match?
Coordinate with the Trade community to develop opportunities for value-added manufacturing of Port commodities, like aluminium, copper, and rubber	Invite representatives from Trade, Transportation & Logistics industry to sit on Industry Council	Semi-Annual Meetings	NOLABA	Private and public sector partners, NORBP	Medium Term	Staff time
	Create a series of reports or host a series of lunches around value-add manufacturing opportunities	Creation of deliverables	Port of New Orleans/World Trade Center	NOLABA and industry	Medium Term	Agency funding and staff time
Improve the public perception of New Orleans as a center for advanced manufacturing	Implement the Front Door project immediately and begin planning and fundraising for additional aesthetic improvements for the area, such as promotional signage	Completed project	City of New Orleans	NASA, Jacobs, NORBP, NOLABA (Future improvements)	Medium Term	Staff time
	Increase marketing of New Orleans' manufacturing opportunities to potential businesses and employees	Manufacturing included in Branding campaign	NOLABA	Industry Council, GNO, Inc., LED, City, NASA, NORBP	Long Term	Private funding
Develop a supplier attraction strategy for existing regional manufacturers	Set up a cooperative task force to identify, expand, and recruit suppliers of existing regional firms like Boeing, Lockheed Martin, and Airbus	Task force meetings held, suppliers recruited or employment expanded	Industry Council	Jacobs, NOLABA, GNO, Inc., LED	Long Term	Staff time
Develop an analysis of the region's ability to attract foreign investment and the strength of relationships with other countries	Super Region Committee to evaluate countries with close ties to the region and assess whether it would be beneficial to organize trade missions or to engage lead generation services and/or individual consultants.	FDI strategy implemented	NOLABA, BRAC	NASA, Jacobs, Geocent, University partners, Stennis, State of Louisiana, LED, GNO, Inc.	Short to Medium Term	Agency funding and staff time

Advanced Manufacturing				Short Term – First Year; Medium Term – Years Two and Three; Long Term – Years Four and Five		
Strategies	Actions	Success Metric(s)	Lead Agency	Potential Agency Partners	Timeline	Inputs Needed for Success
Improve workforce training programs that address advanced engineering technology as well as entry-level skills	Utilize industry expertise and resources to improve the technical training available in the region to specific workforce needs	Increased placement of DCC graduates in local companies with reduced on-the-job training time	Industry Council, Delgado Community College	City of New Orleans, WIB, NASA, UNO, LSU, GNO, Inc.	Long Term	Private funding, workforce funding
	Increase training opportunities at NCAM for student and workforce development	Increased numbers of DCC, UNO, LSU students training at NCAM	NCAM (currently LSU-UNO collaboration, executive director will be hired soon)	NASA, Jacobs, University Partners, Industry Council	Medium Term	University funding, private funding, staff time
	Develop an outreach program to inform middle school and high school youths about manufacturing jobs	Program established	Industry Council	School System Partners, University Partners, NCAM	Medium Term	Staff time, school resources, coordination
Support the development of the Center of Excellence for Advanced Manufacturing Workforce Training at Avondale	Connect Orleans Parish residents with training opportunities at Avondale	Number of Orleans Parish residents trained at Avondale	City of New Orleans	GNO, Inc., LED FastStart, Delgado	Medium Term	
	Inform New Orleans manufacturing businesses of the opportunities for hiring trained workers from the new Avondale training facility	Number of trained employees hired by New Orleans businesses	Industry Council, Delgado Community College	NOLABA, GNO, Inc., LED FastStart, City of New Orleans, private industry	Long Term	
Improve continuing education opportunities for existing workers (Incumbent worker training)	Explore a partnership with FastStart and higher education partners to address training opportunities for current skilled workers in manufacturing who want to advance to the next level	Partnership established	LED, Higher education partners	Industry Council, City of New Orleans	Long Term	
Use public procurement opportunities to grow participation from small businesses on large contracts	Ensure that local, state, and federal SME and minority- and women-owned business procurement goals are achieved	Number of SME and minority- and women-owned businesses utilized in public contracts	Public contracting entities	Industry Council, City of New Orleans	Short Term	Staff time
	Assist prime contractors in identifying small manufacturing businesses to partner with on contracts to build 'past performance' requirements for obtaining future work	Number of small manufacturing businesses included in larger contracts	Industry Council	Small business support group (TBD)	Medium Term	Staff time
Use incubator models to grow small businesses, from product idea to market	Develop an incubator to support small business growth	Number of small business start-ups supported	Jacobs	NORBP, Industry Council	Long Term	
	Explore the development of a manufacturing business incubator for students ("Student Incubator"), modeled on LSU's program	Incubator program established	Jacobs/NORBP	LSU	Long Term	

BioInnovation and Health Services				Short Term – First Year; Medium Term – Years Two and Three; Long Term – Years Four and Five		
Strategies	Actions	Success Metric(s)	Lead Agency	Potential Agency Partners	Timeline	Inputs Needed for Success
Establish a BioInnovation working group to identify new mechanisms of funding for research and commercialization	Work with City and State to develop new sources of capital, such as the MediFund, to develop Centers of Excellence and to attract and retain top research and management talent to biotech start-ups	Capitalization of the MediFund	BioInnovation Working Group and GNO, Inc.	NOLABA	Short term	Staff time, funding
	Coordinate with Creative Digital Media cluster to discuss ways to increase pool of interested venture capital lenders	Strategy Developed	BioInnovation Working Group	Creative Digital Media Industry Cluster, NOLABA, GNO, Inc.	Short term	Staff time
Support measures to stabilize health care funding overall	Recognizing this is a State and Federal issue and not one the City controls, City to advocate for healthcare funding	Coordinated lobbying campaign to advocate for healthcare funding in New Orleans	City of New Orleans, GNO, Inc.	NOLABA, GNO, Inc., Industry	Short term	Staff time
Increase New Orleans as a center of academic medicine	Veterans Administration to continue efforts to be a regional referral center for specialized health care for veterans	Increased patients from region	Veterans Administration	City, NOLABA, GNO, Inc., Industry	Medium term	Staff time
	Coordinate higher education, research institutions, and hospitals to focus on identified areas of specialization including regenerative medicine, neuroscience, and other areas to develop Centers of Excellence	Establishment of a Center of Excellence	BioInnovation Working Group	City, NOLABA, GNO, Inc., Industry	Short and medium term	Staff time, funding
	Airport to increase international flights to support patient travel for destination healthcare specialties	An additional international flight	Aviation Board	City, NOLABA, GNO, Inc., Industry	Medium term	Recruitment funding
Coordinate industry, training providers, education and City to develop demand-driven workforce training efforts	Support New Orleans Works, JOB1, Oschner and Delgado's employer-led collaborative to train incumbent and jobseekers in medical assistant positions	Workers trained and placed	BioInnovation Working Group	City, NOLABA, GNOF	Short term	Staff time, training funds
	Support JOB1's efforts to introduce middle school and high school students to life sciences research professions	Program implemented	NOLABA	Higher education, RSD/OPSB	Short term	Staff time, program funds
	Develop a strategy to increase lab capacity in higher education institutions to better prepare students for work in private labs	Increased lab capacity	BioInnovation Working Group	Higher education	Medium term	Funding for lab buildout
Develop an Anchor institution strategy at hospitals to increase purchasing and contracting opportunities for local small and disadvantaged businesses	Identify hospital(s) to create pilot anchor institution purchasing program	Purchasing agreement in place	NOLABA	City, Industry, Anchor institutions	Medium term	Staff time

Creative Digital Media

Short Term – First Year; Medium Term – Years Two and Three; Long Term – Years Four and Five

Strategies	Actions	Success Metric(s)	Lead Agency	Potential Agency Partners	Timeline	Inputs Needed for Success
Establish the Creative Digital Media Industry Council	Implement actions and strategies prioritized by the Strategic Plan	Action plans and implementation steps executed on the priorities	NOLABA	Industry, Education partners, Funding community	Immediate	Staff time
Increase access to sources of funding for all industries in the cluster	Conduct inventory of capital and operating needs for funding and identify where gaps remain in funding by subcluster.	Inventory completed	Industry Council	NOLABA	Short Term	Staff time
	Convene funders to educate on funding needs, gaps and challenges and work with funders to develop solutions.	Meeting held	NOLABA	Private industry, funding community	Short Term	Staff time
Reform tax incentives relevant to the digital media cluster to support the development of content and digital products that are created, produced and/or owned locally in addition to incentives that attract companies from outside of the state	Convene tax credit stakeholders within the cluster to focus on the deficiencies of the current tax incentives and develop solutions.	Convening held and strategy developed	GNO, Inc.	Industry, support businesses, NOLABA	Short Term	Staff time
	Develop a plan over the next two years to incentivize strategic tax policies that support local talent and local content creation.	Plan developed	GNO, Inc.	Industry, support businesses, NOLABA	Medium Term	Staff time
Plug into local higher education and K-12 systems to create a workforce pipeline aligned with cluster's needs	Industry Council to work with higher education and the workforce training system to address the intersection of skills needed and available workforce pipeline.	Group established and meeting held	Industry Council	NOLABA, private industry, education partners	Short Term	Staff time
	Analyze where gaps in higher education curriculum are and develop solutions	Inventory completed	Industry Council	NOLABA	Medium Term	Staff time
	Industry Council to conduct similar inventory and outreach to K-12 schools, in coordination with higher education and training partners, to address curriculum development that aligns with workforce needs, with an emphasis on low-income and minority youth	Partnerships with K-12 institutions established	Industry Council	NOLABA, private Industry, education Partners	Long Term	Staff time
Increase technological focus in every school to ensure that every child has opportunity to flourish in the cluster	Train school leaders in new and emergent technologies to help keep them current and be able to support students' learning of technologies	Training developed and deployed	Industry Council	NOLABA	Long Term	Staff time

Creative Digital Media

Short Term – First Year; Medium Term – Years Two and Three; Long Term – Years Four and Five

Strategies	Actions	Success Metric(s)	Lead Agency	Potential Agency Partners	Timeline	Inputs Needed for Success
Strengthen and stabilize incubator system to support growth of content creators and increase marketing and distribution opportunities	Industry Council to develop an inventory and gap analysis of support infrastructure: business incubators, non-insitutional educational supports; co-located facilities and other business support functions within each subcluster.	Inventory completed	Industry Council	NOLABA	Short Term	Staff time
	Based on identified gap, develop mechanisms to create, improve, strengthen and grow incubators	Incubator and mentorship programs developed	Industry Council	NOLABA	Long Term	Funding
Educate policymakers on the needs and impact of the Creative Digital Media cluster.	Convene forum with policymakers to share how industry subclusters work and what legal support could be provided through legislation.	List of policy solutions	Industry Council	GNO, Inc.	Medium Term	Staff time
Utilize the Super Region Committee to develop mutually beneficial relationships, measuring the strength of relationships with other countries, that encourage foreign direct investment in digital media	Evaluate countries in which large creative and digital media clusters currently exist and if the partnership can establish meaningful ties to the region	Countries selected	NOLABA, BRAC	NODE, Louisiana Entertainment, Delgado, LED, GNO, Inc.	Short to Medium Term	Agency funding and staff time

Sustainable Industries				Short Term – First Year; Medium Term – Years Two and Three; Long Term – Years Four and Five		
Strategies	Actions	Success Metric(s)	Lead Agency	Potential Agency Partners	Timeline	Inputs Needed for Success
Provide high-level coordination between growing businesses in the Sustainable Industries cluster	Establish an Industry Council to continue to make business case for sustainable industries, increase business creation, coordinate workforce and equity initiatives, connect potential partners, and assist educational institutions in research, development and training for the cluster	Industry Council formed	GNO, Inc.	Industry, EDOs, educational partners, and public	Immediate	Staff time
Enhance the business case for sustainable industries product and services development and utilization	Develop a new cost accounting model to better articulate the long-term savings potential, and other benefits, of sustainable products and processes	Assessment of costs and benefits conducted	Industry Council	Higher education partners	Short Term	Staff time and Industry Council time & expertise
	Develop list of current, planned, and potential pilot programs for sustainable products, and the research outcomes needed from those pilots to bring the products to market	List of projects and research outcomes	Industry Council	UNO, City of New Orleans, Make It Right	Medium Term	University and DPW staff and resources
	Develop business cases for additional projects, such as an integrated waste management model (using consumer and industrial waste as a resource) or food hub infrastructure, and advocate for implementation	Business case(s) developed	Industry Council	City of New Orleans, business and nonprofit partners, NOLABA	Long Term	Additional research and coordination
Identify, connect, and nurture the entrepreneurship and business development ecosystem for sustainable products and services	Conduct an inventory of gaps in products and services within the various subclusters, such as ongoing coastal restoration work, recycling, energy, and the Sewerage and Water Board upcoming program of projects, to identify opportunities for New Orleans' businesses to enter cluster	Inventory created	Industry Council	GNO, Inc., Idea Village, Propeller, Urban Conservancy, BioInnovation Center, higher education research faculty	Short Term	Staff time
	Incubate new businesses to develop and export sustainable materials and processes	New businesses supported	Propeller	Idea Village, BioInnovation Center, higher education research faculty	Medium Term	Staff time
	Work with Anchor Institutions to develop a food procurement strategy that shifts a certain percentage to local providers	Percentage of food procurement shifted locally	Industry Council, Propeller	NOLABA, Anchor Institutions (hospitals, educational facilities, and others)	Medium Term	Staff time
Leverage coastal restoration funding, including the RESTORE Act, to develop a Center of Excellence for Coastal Restoration as well as grow the capacity of cluster businesses	Expedite any outstanding land transfer or permitting issues to ensure that Tulane's Riverfront Campus can develop as quickly as possible to capitalize on opportunities from the RESTORE Act and other coastal restoration funding	Riverfront Campus construction begins as soon as possible	Tulane, City of New Orleans, Port of New Orleans	Industry partners and Tulane funders	Short Term	Cooperative agreements in place

Sustainable Industries				Short Term – First Year; Medium Term – Years Two and Three; Long Term – Years Four and Five		
Strategies	Actions	Success Metric(s)	Lead Agency	Potential Agency Partners	Timeline	Inputs Needed for Success
	Leverage Tulane's new Riverfront campus, NOBIC and other institutions to guide the development of the Riverfront Campus and strengthen research and development of products to advance water management, urban hydrology, and coastal restoration	R&D levels increase	Industry Council	Tulane, NOBIC, Private Industry Partners	Short Term	Staff time
	Develop cooperative programs between the Riverfront Campus and other two and four year institutions that coordinate and connect with the K-12 system to increase STEM skills development	Students participating in educational programs at Riverfront Campus	Tulane	Higher education partners, K-12 education partners	Long Term	University resources
	Use Tulane and industry expertise at the River Campus to grow small and emerging businesses into successful companies that can export their knowledge and products	Business support systems developed	Tulane	Industry Council	Medium Term	University resources, outreach
	Examine additional RESTORE Act funding for economic development opportunities for small businesses, and conduct an inventory of nascent, but disconnected, businesses in this cluster to promote coordinated messaging and growth	Inventory conducted	Industry Council	Technical assistance partners	Short to Medium Term	Outreach, staff time
Utilize the future International Resilience Center (IRC) to expand the capacity of evacuation management, debris management, hazard mitigation and disaster recovery businesses to export intellectual capital to other regions pre- and post-disaster	Develop and implement a corporate attraction strategy for the future office space at the International Resilience Center	Target list created and strategy implemented	NOLABA and City of New Orleans	Others as needed	Medium Term	Funding, public collaboration
	IRC to partner with CVB to host follow-up International Disaster Conference and Expo and support events at IRC to attract businesses and market our region's knowledge products for catastrophic event resilience	Conference held	Industry Council	City of New Orleans, CVB	Medium Term	Staff time, funding
	IRC to connect existing disaster management businesses with Tulane's disaster management curriculum and UNO's Hazard Mitigation and Disaster Transportation Logistics programs	Businesses obtaining training and certification through Tulane	Tulane	Industry Council	Medium Term	Staff time, funding
Increase coordination across public and private entities to incorporate sustainable practices, particularly in water management	Work with the City to identify and adopt policies to increase sustainability measures, using the improved business case for sustainable products and processes	Measures adopted	Industry Council	City of New Orleans	Medium Term	Staff time

Sustainable Industries				Short Term – First Year; Medium Term – Years Two and Three; Long Term – Years Four and Five		
Strategies	Actions	Success Metric(s)	Lead Agency	Potential Agency Partners	Timeline	Inputs Needed for Success
	Work with GNO, Inc. on fundraising for a Sustainability Fellow to potentially be housed in City Hall, who could coordinate conservation and sustainability efforts with a special emphasis on water management	Fellow hired	Industry Council	GNO, Inc., City of New Orleans	Medium Term	Funding
Build on existing plans to restore the Louisiana coast and export knowledge and products for coastal restoration and water management	Advocate for the implementation of the Greater New Orleans Water Management Strategy	Water Management Strategy progresses towards full implementation	GNO, Inc.	City of New Orleans, Industry Council, Urban Conservancy, other partners as defined by Water Management Strategy	Long Term	Funding

Transportation, Trade & Logistics				Short Term – First Year; Medium Term – Years Two and Three; Long Term – Years Four and Five		
Strategies	Actions	Success Metric(s)	Lead Agency	Potential Agency Partners	Timeline	Inputs Needed for Success
Galvanize the trade and transportation community to focus on New Orleans' most competitive opportunities	Form a joint working team between the World Trade Center and the Port of New Orleans to develop a commodity & trade lane strategy that examines products, geographic areas, rates, logistics, and opportunities for foreign direct investment	Working team formed	Port of New Orleans, World Trade Center	NOLABA, GNO, Inc., New Orleans Board of Trade, Super Region Committee	Short Term	Staff time
	Prioritize cities and regions (trade lanes) to target, along with the corresponding commodity targets, using commodity data and previous research	Target list of cities for future trade missions	Joint Working Team (PONO/ WTC)	NOLABA, GNO, Inc., Board of Trade, Super Region Committee	Short Term	Staff time
	Hold business event to inform trade community of trade lane and commodity strategy	Event held	Joint Working Team (PONO/ WTC)	NOLABA, GNO, Inc., Board of Trade, Super Region Committee	Short Term	Staff time, organization funding
Capitalize on New Opportunities within Foundational Trade Areas	Coordinate with the Advanced Manufacturing cluster to capitalize on opportunities for value-added manufacturing of popular Port commodities. For example, metals like aluminium that are stored in New Orleans on the London Metal Exchange could be used at Michoud Assembly Facility.	Trade representatives serve on Advanced Manufacturing Industry Council	Advanced Manufacturing Industry Council and Trade representatives	Port, WTCNO, EDOs	Short Term	Staff time
	Form a working group to develop a strategy to attract a ceramic proppant manufacturing plant, capitalizing on the natural gas boom occurring in North Louisiana. (Proppants are an essential component of hydraulic fracturing fluid, used to extract natural gas.)	Working group meets	NOLABA, GNO, Inc.	Private sector partners, LED	Medium Term	Staff time
	Form a Coffee/Tea working group to prepare for the 2014 major industry convention, attract a decaf plant, and better develop the tea supply chain	Working group meets, strategy created for convention	NOLABA, GNO, Inc.	Private sector partners, LED	Medium Term	Staff time
Market New Orleans as an International Business Destination	Coordinate business and residential marketing campaigns	Resources provided to marketing campaigns	NOLABA, GNO, Inc.	Private sector partners, Port of New Orleans	Medium Term	Staff time, funding
	Market New Orleans to Latin America as a priority trade and tourism partner through a pilot program based at the Miami airport	Advertising	Fowler Rodriguez	NOLABA, NOTMC, World Trade Center	Medium Term	Funding

Transportation, Trade & Logistics				Short Term – First Year; Medium Term – Years Two and Three; Long Term – Years Four and Five		
Strategies	Actions	Success Metric(s)	Lead Agency	Potential Agency Partners	Timeline	Inputs Needed for Success
Address the Immediate Infrastructure Needs to Increase Capacity and Reduce Congestion	Explore all options to alleviate bottlenecks at Tchoupitoulas, US-90, and the Truckway over the short and long term. Examine operational fixes (such as Saturday and night hours) and additional truck routes as short-term improvements, and support a larger transportation planning study that would look at capital improvements.	Congestion measures improve	Regional Planning Commission and LADOTD	Port of New Orleans, Public Belt Railroad, Board of Trade (Advocacy role)	Short Term and Long Term	Staff time, agency coordination, state and federal transportation funding
	Form a working group to address congestion issues with the Almonaster Bridge and other connections between the river, Industrial Canal, and New Orleans East	Infrastructure solutions identified	Regional Planning Commission	Railroads, Port of New Orleans, Public Belt Railroad, City of New Orleans, World Trade Center, GNO, Inc., NOLABA, NO Regional Business Park	Long Term	Staff time
	Pursue funding to support an incentive for more international flights at Louis Armstrong International Airport	International flights begin	New Orleans Aviation Board, GNO, Inc.	Trade community	Medium Term	Funding
Plan for and Develop New Infrastructure to Increase Competitiveness	Engage the railroads regarding the highest and best use of their existing assets in New Orleans	Railroad representatives meet	Regional Planning Commission	Railroads, Port of New Orleans, Public Belt Railroad, City of New Orleans, World Trade Center, GNO, Inc., NOLABA	Long Term	Staff time
	Develop a long-term infrastructure needs list to prepare for future federal funding opportunities like the TIGER program	List created	Regional Planning Commission	Railroads, Port of New Orleans, Public Belt Railroad, City of New Orleans, World Trade Center, GNO, Inc., NOLABA	Medium Term	Staff time
	Maintain a policy position from the City of New Orleans as well as the new International Commerce Board that no new container terminals should be build along the lower Mississippi River until capacity is maximized at the Port of New Orleans.	Included in legislative agenda, additional development occurs at Napoleon Avenue Terminal	City of New Orleans, International Commerce Board	Port of New Orleans, Trade community	Short Term and Long Term	
	Support the development of the new cruise terminal at Poland Avenue	Cruise terminal opens	Port of New Orleans	City of New Orleans	Long Term	Private funding

Transportation, Trade & Logistics				Short Term - First Year; Medium Term - Years Two and Three; Long Term - Years Four and Five		
Strategies	Actions	Success Metric(s)	Lead Agency	Potential Agency Partners	Timeline	Inputs Needed for Success
Improve Workforce Opportunities	Work with the International Longshoremen's Association Local of the AFL-CIO to create a pre-apprenticeship program that connects underprepared youth for entry-level jobs in the maritime and transportation industries	Program created	Unions, JOB1	Port, WTCNO, EDOs	Medium Term	Staff time and training funding
Collaborate with Higher Education Institutions	Develop a certification program in maritime/ transportation management with contributions to the curriculum from private industry to encourage immediate hiring post-graduation	Higher education partner identified, program created	Working Group	Port, WTCNO, Board of Trade, EDOs, Higher education partners	Long Term	Staff time and training funding
Partner with Anchor Institutions to increase participation of minority businesses	Leverage anchor purchasing by developing an Anchor Institution strategy to increase purchasing and contracting opportunities for minority businesses	Strategy developed and more minority firm participation in contracting opportunities with anchor institutions	NOLABA	Industry, City, Anchor Institutions	Medium term	
Leverage the City's Foreign Trade Zone (FTZ) to attract new companies	NOLABA and the Port of New Orleans will partner to promote FTZs within New Orleans, educate the external business community about the benefits of FTZs, and explore options to further strengthen FTZs to make them a more potent corporate attraction tool	FTZ utilization increases	NOLABA, Port of New Orleans	Trade Organizations	Medium Term	Staff time

Cross-Cutting Issues

Short Term – First Year; Medium Term – Years Two and Three; Long Term – Years Four and Five

Strategies	Actions	Success Metric(s)	Lead Agency	Potential Agency Partners	Timeline	Inputs Needed for Success
Increase Access to Capital	The City of New Orleans and NOLABA will work with the local financial community to develop tools to improve access to capital for small and disadvantaged businesses	More capital at all life cycle stages for businesses	NOLABA	Industry Councils, City of New Orleans, financial community	Short Term	Staff time, possibly seed funding
Use Business Retention Visits to Identify Improvements to Business Permitting Processes	NOLABA will use DeltaPLUS, its business expansion and retention program, to serve as a feedback loop on improvements to permitting and other business services	Fewer complaints in DeltaPLUS surveys of permitting problems	NOLABA	City of New Orleans	Ongoing	Staff time
	NOLABA will continue to collaborate with the City on improving the One Stop Shop	Less time between application and approval of permits	City of New Orleans	NOLABA	Ongoing	Staff time
Increase the Capacity of Minority Businesses	NOLABA will work with the Industry Councils to connect emerging minority businesses with established businesses in a mentor-protégé program. NOLABA will facilitate this process and request that businesses participating in the industry councils commit to mentoring one minority-owned business in their industry	Mentor-protégé program established	NOLABA, Industry Councils	City of New Orleans	Short Term	Staff time
	The City of New Orleans will add a mentor/protégé program as a strategy for prime contractors to build capacity of disadvantaged businesses and demonstrate good-faith efforts when they are unable to meet a DBE goal	Mentor-protégé program established	City of New Orleans	NOLABA	Short Term	Staff time
	Good Work Network will establish a matching database to connect small minority businesses that have the proper certifications and qualifications with larger firms seeking to partner	Database established and utilized	Good Work Network	Other partners as necessary	Short Term	Staff time, maintenance funding
	The City of New Orleans will work with technical assistance providers to encourage coordination and prevent overlap of services	Capacity of assistance providers increases	City of New Orleans	Technical assistance providers	Medium Term	Staff time
	NOLABA will enhance their communications process by using minority media outlets and professional organizations to ensure equitable access to public information for citizens of color	Project announcements carried in minority media outlets	NOLABA	Media partners	Medium Term	Staff time

Cross-Cutting Issues

Short Term – First Year; Medium Term – Years Two and Three; Long Term – Years Four and Five

Strategies	Actions	Success Metric(s)	Lead Agency	Potential Agency Partners	Timeline	Inputs Needed for Success
Increase the Market Share of Minority Businesses	The City and NOLABA will work with Anchor Institutions to develop a strategy to increase the diversity of suppliers and to shift procurement spending to minority-owned businesses, increasing market share and enhancing job and wealth creation for local citizens of color	Commitments from anchor institutions	City of New Orleans, NOLABA, Anchor Institutions	Minority businesses	Medium Term	Staff time
	NOLABA will compile best practices for private enterprises in supplier diversity and shifting procurement spending, and will work with the Industry Councils to obtain commitments to retain a certain percentage of their spending for minority businesses	Practices compiled, commitments obtained	NOLABA	Industry Councils	Medium Term	Staff time
	NOLABA will approach other businesses not in a cluster of focus (such as Energy or Hospitality) to obtain additional procurement commitments and facilitate matching an unmet need with a market opportunity for a minority business	Commitments obtained	NOLABA	Private businesses	Long term	Staff time
Increase the Market Share of Minority Businesses (continued)	NOLABA to implement a minority business retention program through their DeltaPLUS program, and develop a minority business attraction strategy for medium- and large-scale enterprises	Business attraction wins	NOLABA		Ongoing	Staff time, funding to implement attraction strategy
	Industry Councils and Working Groups will identify three to five business development or expansion opportunities for small minority businesses to grow in their cluster.	Opportunities identified	Industry Councils	NOLABA	Short Term	Staff time
	Technical assistance and entrepreneurship development organizations will work with interested minorities in starting businesses to capitalize on these market opportunities	Opportunities matched with appropriate entrepreneurs	Technical Assistance partners and entrepreneurship development organizations	NOLABA, Other partners as necessary	Medium Term	Capital for new business formation
Implement a Branding Campaign to Improve Perception of New Orleans as a Place to Live and Work and as a Place to Do Business	NOLABA will establish a branding campaign focused on promoting New Orleans as a place to live and work and a place to do business, will engage the Industry Councils to develop vertical marketing points, utilize the Mayor as a lead spokesman, and leverage social media and other strategies to target the local market and other geographical areas of opportunity	Campaign established	NOLABA	Other partners to be identified, including City of New Orleans, DDD, CVB, RTA, Convention Center, Airport, and more	Short Term	Funding (see next action)

Cross-Cutting Issues				Short Term – First Year; Medium Term – Years Two and Three; Long Term – Years Four and Five		
Strategies	Actions	Success Metric(s)	Lead Agency	Potential Agency Partners	Timeline	Inputs Needed for Success
	NOLABA will develop a fundraising strategy for the campaign's formation and maintenance, without city funding, and will lead the daily management of the campaign	Campaign is funded and managed	NOLABA	Funding partners	Short Term	Staff time to raise funds
	NOLABA will establish a website to serve as the primary communication tool for locals, a regional audience, and prospective movers to the city; will include curated content targeting the key clusters and other content of interest to potential new residents	Website developed and curated	NOLABA	Marketing partners	Short to Medium Term	Funding, Content



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