



OFFICE OF ECONOMIC DEVELOPMENT
CITY OF NEW ORLEANS

Plan for Generational Economic Transformation

// Foreword

To My Fellow New Orleanians,

When people talk about the economy in New Orleans, they may think about our prominent industries, our world-class events, or our natural resources. But when I think about our economy from that lens, at the forefront of it all is our greatest and most underutilized asset: our people – who this plan is for. The COVID-19 pandemic and recent storm have claimed the lives and livelihoods of our people and have revealed weaknesses in our local economy. We must improve. Workers we now know are “essential” have been treated as expendable. Small businesses that make our neighborhoods unique and employ the majority of our workers, have not been afforded the same resources as large corporations that have received ample federal support. The time to act is now; we need a targeted strategy that emphasizes investing in our people, not just surviving but thriving, and making sure we have more jobs, better jobs, for us.

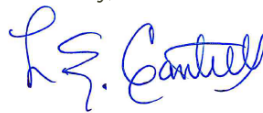
The Plan for Generational Economic Transformation is a bold plan for New Orleans that first and foremost is people centric. There are five pillars that form the foundation of this plan. (1) Place-Based Economic Development: We have to meet people where they are, and that means in the neighborhoods in which they live. All New Orleanians deserve to live in a vibrant neighborhood with amenities and jobs. (2) Catalytic Redevelopment: We must use all the tools in the City’s toolbox to redevelop publicly-controlled property and spur revitalization in the surrounding areas. (3) Innovation and Entrepreneurship in Priority Industries: New Orleans needs to continue to support our legacy industries like manufacturing and logistics while also nurturing new opportunity industries like technology and the water industry. Diversifying our economy is the single most important step we can take to create a more resilient city. (4) Human Capital and Workforce Development: We need to invest in our

people through education and training opportunities for the jobs of the future, especially for our young people. Our goal is to ensure we provide opportunities to retain local workers and are raising the bar for the job opportunities that are available. (5) Systems for Economic Development: We have to acknowledge that issues like transportation, affordable housing, and health are all connected. We must take a holistic approach and address all of the factors.

Change starts internally and our approach to how we implement economic development as a city, must change as well. We have to look at the way we have done economic development in the past, take lessons learned from that and move forward with new ways of getting things done – focusing on rolling up our sleeves and getting to work. The resources and the talent exist in our community already, we as a city simply need to find better ways of utilizing those assets and bringing them to the forefront.

I truly believe that we are stronger together. During COVID-19, we’ve shown that despite our challenges and weaknesses we can work together, flatten the curve, and save lives. Throughout Hurricane Ida, we rose above very difficult circumstances and are rebuilding with a spirit of togetherness and community. Improving our economy and the quality of life of all New Orleanians will require a similar effort. I want to thank everyone in advance for your partnership in this generational, transformational work.

Sincerely,



LaToya Cantrell

Mayor, City of New Orleans

// Foreword

My Fellow New Orleanians:

Just as we saw in the aftermath of Katrina and again as we emerge from the COVID-19 pandemic, the best time to plan for a vibrant future is yesterday—and the next best time is today. We have an opportunity to rebuild a New Orleans economy that is thriving, diversified, and equitable, but we must start now. The Plan for Generational Economic Transformation is just that: a strategy for a New Orleans economy that works for all New Orleanians in every neighborhood at every stage of their life.

“Meeting people where they are” has been one of the abiding themes of Mayor Cantrell’s administration. Through this plan, the City of New Orleans is assuming the mantle of leadership in our city’s economic development—creating the vision as well as the tools and programs needed to modernize and diversify our economy to work and build wealth for more of our people. We have many challenges in this city, including staggering income inequality and racial and economic disparities, but we also have an awesome array of opportunities to create jobs, support our businesses, and drive investment. Creating a growing and thriving economy is how we will also build one that is more equitable, with more economic opportunity and mobility for all New Orleanians.

The Plan for Generational Economic Transformation is the City of New Orleans putting a stake in the ground. We are laying out a framework for our economic priorities and being transparent and accountable about our progress towards those goals. This is a living and breathing strategy that leverages the best thinking across all of our partners, from the small businesses that make up the backbone of our city, to the culture bearers who are the essence of our culture, to the entrepreneurs

fueling new growth, to our economic development partners doing this work every day. The City of New Orleans is here to lead and to support all of you.

Through this plan, we will prioritize investments that support our businesses and entrepreneurs where they are located, particularly those that build wealth in previously marginalized communities. We will be proactive visionaries about utilizing public assets to further investment across our city—creating jobs, galvanizing investment in our businesses, and promoting affordable housing. We will prioritize smart investments and strategies in both our core industries as well as our opportunity industries, where we have a chance to equitably grow our City’s economy and create more opportunities for our small businesses, entrepreneurs, and workers. We will insist on taking a generational timeline, focusing on cradle to career supports for our workforce and talent pipeline—truly looking with a human capital lens, where our people are our greatest asset. And we explicitly recognize that economic development doesn’t happen in a vacuum—it is integrally tied to many systems spanning transit, affordable housing, access to quality healthcare, infrastructure, and the City’s own systems of serving businesses and residents.

One generation plants the oak and cypress trees, and the next enjoys the shade. This plan is “generational” because it takes this singular opportunity to set our city on a path to create wealth. There is a lifetime of work to do—and the time to get started is today. I’m eager to roll up my sleeves and get to work with you.

Jeffrey Schwartz

Director, Office of Economic Development

// Executive Summary

What is generational about this economic development plan? This strategy is about investing in people as much as it is about investing in companies. The Plan for Generational Economic Transformation is a plan for all New Orleanians, in every neighborhood of the city—creating opportunity for businesses, entrepreneurs, and workers to thrive, from New Orleans East to Algiers, from Tremé to the Lower Ninth Ward, from Downtown to Uptown.

The City of New Orleans has all of the assets to drive equitable and inclusive economic development, and achieving this vision will require the collaboration of public, private, philanthropic, and community partners. The Plan for Generational Economic Transformation highlights the strategies that the City of New Orleans can lead. There are five major areas of work contemplated in this plan.

GOALS

- A. **Jobs:** Grow the number of quality jobs, especially higher-wage jobs with substantive career pathways and fewer barriers to entry.
- B. **Industries:** Diversify the city’s economic base by prioritizing growth in high wage, high growth industries.
- C. **Entrepreneurship:** Support entrepreneurship, particularly BIPOC entrepreneurs and those working in priority industries.
- D. **Local Investment:** Increase wealth-building opportunities and promote, invest, buy, and hire locally, particularly from BIPOC businesses.
- E. **Community Hubs:** Drive investment into specific geographies, including industry clusters and hubs, neighborhood commercial corridors, and historically marginalized communities.
- F. **Workers:** Create the workforce of the future by reducing barriers and increasing access to career pathways in high-wage, high-growth industries for youth and workers.

STRATEGIES



Place-Based Economic Development:

Place-based economic development will become a cornerstone of the City’s economic development work. Through this work area, the Office of Economic Development (OED) and the other departments that make up the Office of Business and External Services will lead the launch of a commercial corridor revitalization program, create and implement proactive Economic Development Districts (including tax increment financing) in commercial and other districts, and invest in the capacity of community economic development and technical assistance organizations throughout the city.



Catalytic Redevelopment:

OED will manage all economic development projects on behalf of the City, including transformative public private partnerships and real estate transactions. OED will craft the vision and lead the implementation of catalytic economic development projects that advance the City’s economic development agenda, particularly in priority industries. This work also includes the finalization and implementation of a Redevelopment Framework for utilizing City-controlled assets and empowering the New Orleans Redevelopment Authority (NORA) to fully realize its role as the City’s redevelopment partner.



Innovation and Entrepreneurship in Priority Industries:

For decades, the City of New Orleans has failed to truly align and build capacity around its economic development priority industries. Under the Plan for Generational Economic Transformation, OED and the Office of Business and External Services (OBES) will ensure that the city's core and future industries will be prioritized, and that the City stays engaged with priority industry leadership to continue to cultivate these sectors into the future.



Human Capital and Workforce Development:

Economic and workforce development are two sides of the same coin, and the success of this plan is inextricably tied to the success of the Office of Workforce Development (OWD). The Plan for Generational Economic Transformation presents a range of recommendations to ensure that the work of OED, OWD, the Office of Youth and Families (OYF), and others are tightly aligned, both in terms of the industries that are prioritized for job creation and the development of the local talent pipeline in each of those industries.



Systems for Economic Development:

Generational economic transformation requires making institutional systems and culture changes that are foundational to creating a more equitable, vibrant, and diverse economic base for the City of New Orleans. This work will invest in the creation of a new, accessible digital footprint for land use and entitlement agencies and departments, and the creation of a new Business Services Office, OBES, that will provide free case management to every business that walks through the City's door. This work will also create alignment with other agencies whose services and programs deeply impact the City's economic development work, including transportation, affordable housing, infrastructure, and others.



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// Introduction

A thriving and equitable city is within New Orleans' grasp. The City of New Orleans has a wealth of riches when it comes to its natural, economic, and cultural resources. From the Mississippi River and six Class I railroads, to its institutions of higher education and centers for advanced research and manufacturing, to its indigenous culture and world-class music, food, and architecture, New Orleans has assets and an authenticity that few other major metropolitan areas can match.

The Plan for Generational Economic Transformation outlines a series of actions that the City of New Orleans and its economic development partners can take within the next five years that will position New Orleans to become a vibrant, equitable, and inclusive city for generations to come.

However, we cannot get from here to there without acknowledging where we've been and where we are as a city today. In the same city that has built almost every rocket that has taken an American to space from US soil, too few New Orleanians have access to economic opportunity.

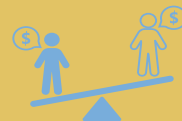
Where are we now?

- ▶ Our current economic base of tourism, oil and gas, and transportation is **no longer adequately supporting** the city, and the city has seen increasing inequality since Hurricane Katrina.



- ▶ New Orleans is the **second-most income unequal** city in the country, with incomes **33% below** the national average, and over half of the City's households making less than **\$38,600** annually.

- ▶ **Black households in New Orleans earn 54% less than white households**, and 47% of Black households earn less than \$23,200.



- ▶ Our struggle with centuries of **institutional inequalities** has caught up to us, and **we are not keeping pace** with peer cities.
- ▶ We face unique **structural challenges** that are also opportunities.
- ▶ New Orleans has not placed enough emphasis on equitable and inclusive growth that benefits all New Orleanians.

THE NEW ORLEANS CONTEXT

- ▶ People should choose New Orleans to **build families and put down roots** because of our comprehensive economic development approach and high quality of life.
- ▶ **New Orleans needs to be strategic**—we don't have the luxury of not having a vision and a plan.
- ▶ We need to do the basics of economic development better to **build the conditions** for companies and jobs to **grow, relocate, and stay here**.
- ▶ People follow jobs; **job and wealth creation** are primary focal points of the strategy.
- ▶ Procurement, business attraction, and incentives are necessary but not sufficient to create a more **inclusive economy**; we need to make **strategic investments** in economic development.
- ▶ We need to capitalize on the assets that we currently have and on the areas where we have a competitive or comparative advantage. We should take advantage of the innovations that are **uniquely New Orleans**.

What is Generational about this plan?

Once-In-A-Generation: Particularly in light of the COVID-19 Pandemic, we have a singular opportunity to remake the New Orleans economy, and make it work for everyone. What we do in the next five years will shape our city for the next generation, and beyond. **Specifically, this is a plan designed to shape the next 25 years of economic growth in the city.**

Generative: To have a more equitable economy, we need to create a growing economy. This is a plan to diversify and grow the economic pie so that it benefits more communities, businesses, and New Orleanians.

Multigenerational: The Plan for Generational Economic Transformation (PGET) is a plan to create **multi-generational wealth and expand economic mobility for all New Orleanians.**

VALUES AND PRINCIPLES

<p>Invest in place</p> <p>Revitalize both neighborhood assets and catalytic sites with an intentional focus on addressing inequities.</p>	<p>Targeted</p> <p>By geography and industry clusters—we can do anything but we can't do everything.</p>	<p>Quality of life</p> <p>Improving everyday life for all New Orleans residents and businesses.</p>	<p>Inclusive</p> <p>All New Orleanians have access to economic mobility.</p>	<p>Equitable</p> <p>Intentional in addressing institutional and structural inequities.</p>
<p>Invest in businesses</p> <p>entrepreneurs, and industries that are already here, rather than incentivizing outside growth.</p>	<p>Invest in people</p> <p>Build the workforce of the future, starting at birth and especially for the hardest to employ.</p>	<p>Data-driven</p> <p>Acknowledges our past and analyzes our present to drive future opportunities.</p>	<p>Growth-focused</p> <p>People follow jobs—if we want to grow our city, we need to grow our job base.</p>	<p>Regional</p> <p>Foster partnerships at scale and across political boundaries.</p>

MOVING AWAY FROM ‘INCENTIVIZING’ AND TOWARDS ‘INVESTING’

Far too often, the City has led economic development efforts that have taken shortcuts to incentivize investments, instead of laying deep foundations with its partners to be co-investors in a more vibrant and equitable New Orleans economy. The Plan for Generational Transformation is a roadmap and set of strategies that outlines how the City will be a proactive investor in its own economic future, generating opportunities to grow businesses, create jobs, improve the quality of life, and diversify its economic base. Generational economic transformation can be summarized as “Investing in People” and “Investing in Place.”

INVESTING IN PEOPLE

One of the overarching goals of the Plan for Generational Economic Transformation is to promote equitable economic development. This work will be successful when New Orleans’ economy is creating opportunities

for economic mobility and building wealth for all New Orleanians, particularly those who have been historically marginalized. The Plan for Generational Economic Transformation contemplates doing this, in part, by investing in our greatest asset: our people, who are an essential part of our community and our economy.

INVESTING IN PLACE

The Plan for Generational Economic Transformation will invest in all areas of New Orleans, from individual sites to district- and neighborhood-wide revitalization efforts. We will invest in neighborhoods and communities, in commercial corridors, in catalytic economic development projects and sites, and across districts and geographies.

THE STRATEGIES FOR GENERATIONAL ECONOMIC TRANSFORMATION

The City of New Orleans’ Plan for Generational Economic Transformation



1 // Place-Based Economic Development



Even—and perhaps especially—in a city like New Orleans, where a twenty-minute drive is considered a commute, geography matters. Ours is a city of neighborhoods, where we celebrate the distinctive nature of the communities in which we were born or which we have adopted, from Uptown to Downtown, New Orleans East and the Lower Ninth Ward to Algiers, Lakeview and Gentilly to Mid-City to the French Quarter and Tremé. Geography also helps drive our economy and our quality of life. New Orleans’ built environment is one of the city’s true competitive advantages and—if properly cared for—renewable resources.



The Plan for Generational Economic Transformation adopts an explicitly “place-based” approach to economic development. Place-based economic development ensures that the City of New Orleans is intentional in how it prioritizes and drives investments to specific geographies within the city to support businesses, revitalize communities, build on affinities, and address inequity. Place-based economic development supports businesses within their communities, and is foundational to building strong, amenity-rich neighborhoods with an excellent quality of life. In this work, the City of New Orleans adopts a “15-Minute City” approach that emphasizes **access**—to economic opportunity, affordable housing, quality jobs, schools, and amenities such as parks, libraries, restaurants—over simply **mobility** (the ability to move from one area of the city to another). In the 15-Minute City, such amenities are accessible in close proximity in every neighborhood by walking, biking, or public transportation. Unlike many of our peer cities, New Orleans has an unparalleled built environment and urban design that has historically supported this level of accessibility. Reinvesting in our communities through place-based development will support businesses, create thriving neighborhoods, promote industry clusters, and contribute to an excellent quality of life that will enhance New Orleans’ regional and national competitiveness.

GOALS

Place-based development will help achieve the following Generational Economic Transformation goals:

- A. Development directed to specific parts of the city
- B. Development in key asset industries and clusters
- C. Thriving small businesses
- D. Catalyzed key redevelopment sites
- E. Revitalized communities and high quality of life

STRATEGIES

1. Create a City-led Commercial Corridor Revitalization Program, beginning in 5-7 communities
2. Implement a strategic Economic Development District plan, beginning in 3-5 districts
3. Coordinate and align with public and private partners

COMMERCIAL CORRIDOR REVITALIZATION AND DEVELOPMENT

In a city of neighborhoods, commercial corridors are the backbones of our communities and the places where most small businesses are located in the city. Supporting commercial corridor revitalization and investment is a means to supporting the city's small businesses. Vibrant commercial corridors have multiple benefits:

- Create livable neighborhoods with accessible goods and services that meet neighborhood needs.
- Provide a platform for equitable economic development.
- Develop affordable and infill housing options.
- Promote resilient, transit-connected development.
- Expand civic capacity.

Action // ESTABLISH A COMMERCIAL CORRIDOR REVITALIZATION PROGRAM

- ▶ Designate 5-7 corridors to target for coordinated revitalization investment.
- ▶ Build on existing New Orleans Redevelopment Authority (NORA) and New Orleans Business Alliance (NOLABA) place-based development programs, among others.
- ▶ Invest in community-based corridor initiatives and organizations by providing on-the-ground capacity, financial assistance, and technical assistance. As part of this strategy, OED may:
 - Provide operating grants to support district management, planning, and evaluation.
 - Supply financing for, or directly undertake, real estate development projects.
 - Establish a corridor business growth and stabilization fund.
 - Create a small business resource center as a one-stop for technical assistance.
 - Support development and ownership of small commercial properties.
 - Develop sources of recurring funding for corridor and district management.
 - Invest in coordinated and joint marketing of small business corridors.
 - Leverage philanthropic investments.
- ▶ Coordinate city services and infrastructure improvements, and invest in urban design, transit, placemaking, and quality of life amenities.
- ▶ Establish or work with existing Community Development Entities (CDEs) to secure New Markets Tax Credit allocation for New Orleans commercial corridor business and developments.
- ▶ Develop corridor-specific housing plans with the Office of Community Development and housing advocates.
- ▶ Establish a local community benefits policy in collaboration with the City Council.





ECONOMIC DEVELOPMENT DISTRICTS

Economic Development Districts (EDDs) have been used locally and around the country, to proactively drive investment to specific areas that are prioritized for investment. EDDs have been utilized extensively as a best practice to drive more equitable growth in communities in peer cities across the US, supporting efforts as varied as small business development, industry attraction and expansion, affordable housing preservation and creation, and transit and infrastructure improvements. Historically, New Orleans has utilized EDDs on a more limited and reactive basis to address specific development proposals or public services needs, such as providing security in security districts or providing financing for a specific real estate development project. However, by creating and capturing value in specific neighborhoods, corridors, and districts, EDDs are a powerful tool for creating sources of recurring revenue and investment, and they are a key component of driving equitable economic development in communities throughout New Orleans. The City will create an Economic Development District strategy that has several tenets:

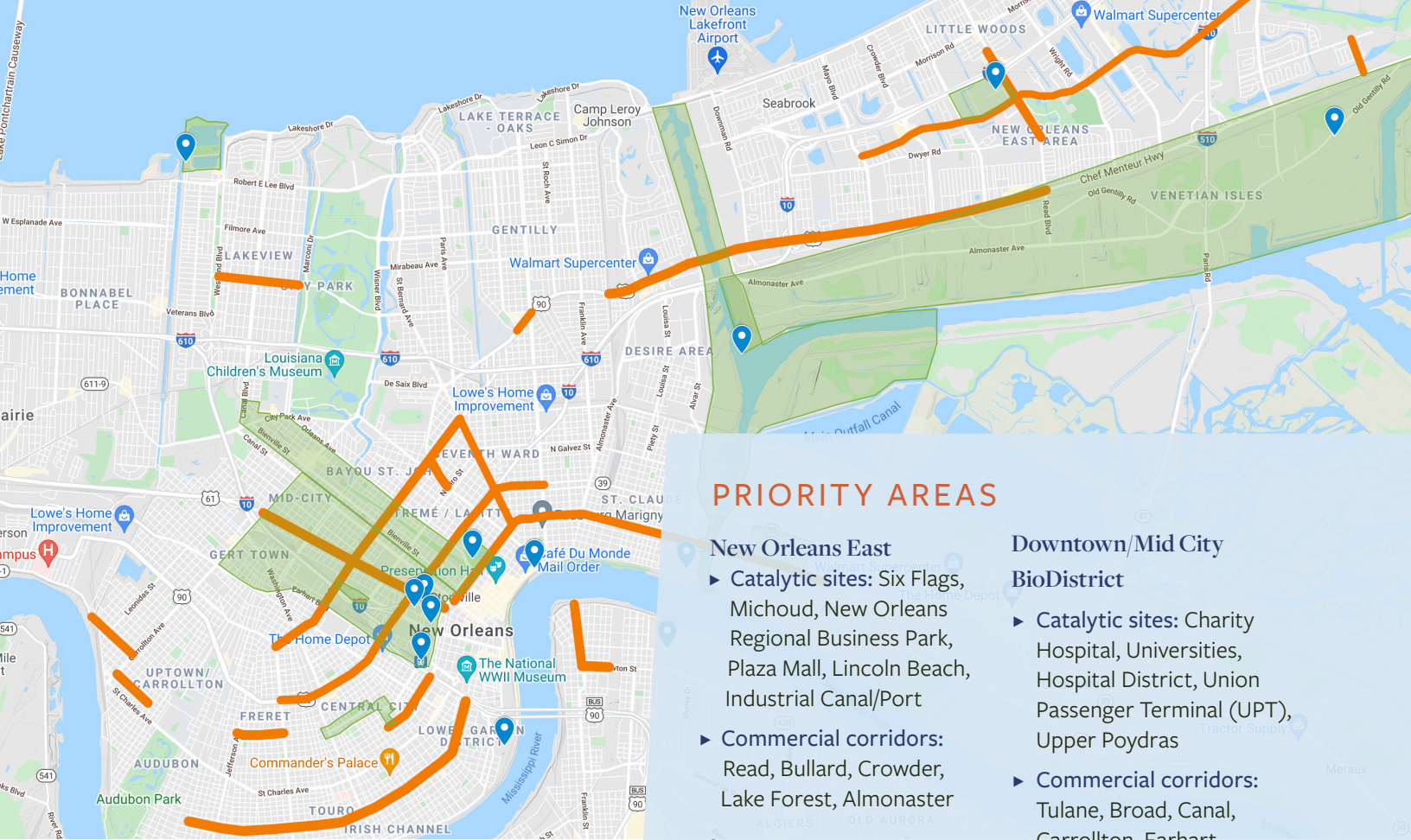
- An EDD and Tax Increment Financing (TIF) strategy will fall under a single set of policies and procedures, and will meet specific benchmarks for creation and eligibility.
- The strategy will be geography-based, and no longer ad hoc or project-driven (though project-specific financing is still possible under the strategy).
- The strategy will align with other elements of the Plan for Generational Economic Transformation, including Commercial Corridor Revitalization Program corridors, catalytic redevelopment project sites, and other incentives.
- EDD policy will ensure alignment with priority industries and be used to fund investments in overarching City goals, such as housing affordability, economic development, transit, services, and infrastructure/resilience.

Economic Development Districts Defined

Economic Development Districts (EDD) are political subdivisions created either at the city or state level for specific economic and community development purposes. EDDs have legislatively mandated governance structures, and funding and revenue generation streams are created within the EDD boundaries to serve the public, community and economic development purposes for which the district has been established. Any revenue generation requires the approval of either the residents or property owners of a proposed EDD, or City Council.

Tax Increment Financing (TIF) is a funding mechanism that, in Louisiana, requires and takes place within an EDD. As the name implies, TIFs rededicate a portion of a tax in the district, and that tax can derive either from existing sales or property taxes, or a newly created tax specific to the use created. TIF proceeds have historically been used as financing for particular projects, but can be used more generally for ongoing district funding.

Business Improvement Districts (BIDs) are specialized types of EDDs supported by a tax or levy on properties within the district. BIDs typically have more robust governance structures, a larger and more extensive array of powers (such as additional taxing and bonding authority), and a wider range of programming to support economic and community development. In New Orleans, the Downtown Development District (DDD) is an example of a BID.



PRIORITY AREAS

New Orleans East

- ▶ Catalytic sites: Six Flags, Michoud, New Orleans Regional Business Park, Plaza Mall, Lincoln Beach, Industrial Canal/Port
- ▶ Commercial corridors: Read, Bullard, Crowder, Lake Forest, Almonaster

Downtown/Mid City BioDistrict

- ▶ Catalytic sites: Charity Hospital, Universities, Hospital District, Union Passenger Terminal (UPT), Upper Poydras
- ▶ Commercial corridors: Tulane, Broad, Canal, Carrollton, Earhart

Algiers

- ▶ Catalytic Sites: New Orleans Riverside at Federal City, Riverfront
- ▶ Commercial corridors: Verret and Newton

Riverfront

- ▶ Catalytic sites: Convention Center, French Market, Naval Support Activity
- ▶ Riverfront Development Authority

Lower Ninth Ward

- ▶ Catalytic sites: L9 OZ and McDonogh 19
- ▶ Commercial corridors: St. Claude, Claiborne

UPT to Armstrong Park

- ▶ Catalytic sites: UPT, Superdome, Duncan Plaza, City Hall, Armstrong Park
- ▶ Commercial corridors: Rampart, Claiborne, Tulane, Basin

PROPOSED ECONOMIC DEVELOPMENT DISTRICTS

- ▶ BioDistrict
- ▶ Lafitte Greenway
- ▶ New Orleans Regional Business Park

FUTURE ECONOMIC DEVELOPMENT DISTRICTS

- ▶ Lake Forest Plaza
- ▶ Gentilly Resilience District
- ▶ West End
- ▶ Additional districts

PROPOSED CORRIDORS

- ▶ Claiborne Avenue
- ▶ Oretha Castle Haley Boulevard
- ▶ Broad Street and Bayou Road
- ▶ Old Algiers/Verret-Newton Streets
- ▶ Lake Forest/Read Boulevard
- ▶ Alcee Fortier Boulevard
- ▶ Freret Street

FUTURE CORRIDORS

- ▶ St. Bernard Avenue
- ▶ St. Claude Avenue
- ▶ Harrison Avenue
- ▶ Gentilly at Elysian Fields
- ▶ Rampart Street
- ▶ LaSalle Street

Action // DEVELOP AND IMPLEMENT A TARGETED EDD AND TIF POLICY FOR SPECIFIC GEOGRAPHIES AND COMMUNITIES

The City of New Orleans will draft and implement an Economic Development District policy to guide all future use of EDDs in the city. The policy will enumerate the goals for the use of EDDs, and set forth criteria by which potential districts will be evaluated. This policy will include the use of Tax Increment Financing (TIFs).

Action // CREATE INITIAL EDD AND TIF DISTRICTS

Establish 3-5 pilot Economic Development Districts and evaluate the best paths forward for both recurring funding sources as well as governance and other matters in each district.

PUBLIC SECTOR COORDINATION AND ALIGNMENT

Place-based economic development will require planning and coordination with a range of public sector partners, both within and outside of City Hall, as well as with state and federal partners.

The Plan for Generational Economic Transformation enumerates corridor and district-based revitalization strategies to support businesses in place. Additionally, it recommends coordination with the Office of Community Assets and Investment, Office of Community Development, City Planning Commission, Department of Public Works, Regional Transit Authority, Sewerage and Water Board, Entergy, NOLABA, Greater New Orleans Foundation, LSU Health Foundation and other corridor-based economic development organizations.

Action // SUPPORT THE IMPLEMENTATION OF PARTNER PLANS & INITIATIVES

- ▶ Support the adoption and implementation of RTA's New Links plan. New Links is a once-in-a-generation opportunity to reimagine the city and region's public transportation system.
- ▶ Finalize and adopt the city Transit-Oriented Communities study from the City Planning Commission, RTA and the Office of Transportation and work to develop supportive economic actions to encourage implementation of the plan.
- ▶ Work with the City Planning Commission to develop a place-based development strategy for each of the city's

13 planning districts.

- ▶ Support the Office of Community Assets and Investment initiatives focused on diversifying housing opportunities. Expanding housing choice and enabling small scale or incremental residential development is critical to growing our workforce and creating generational wealth.
- ▶ Finalize an Opportunity Zone prospectus and strategy for the city.
- ▶ Support the creation of plans surrounding anchor institutions, such as the BioDistrict, university campuses, and other large anchor employers.
- ▶ Work with OCD, NORA, and other partners to develop affordable housing strategies for commercial corridors.
- ▶ Coordinate corridor revitalization efforts with place-based community and economic development partners.

Place-Based Economic Development



Success Metrics

- ▶ Number of corridors and districts created
- ▶ Number of small businesses assisted
- ▶ Increase in development in designated corridors
- ▶ Hiring of internal Place-Based Development Coordinator
- ▶ Growth in sales and property tax revenues in corridors and districts
- ▶ Revenue stream established
- ▶ Increase in investment within corridors and districts
- ▶ Increase in quality of place indicators
- ▶ Partnerships with place-based stakeholders
- ▶ Number of organizations supported
- ▶ Amount of investment in organizations
- ▶ Increase in revenues/sales taxes and property taxes in designated corridors
- ▶ Other quality of life indicators

2 // Catalytic Redevelopment



Redeveloping publicly-owned assets is one of the primary and most powerful tools through which the City will drive equitable economic development. Projects for which the public sector is in a leadership role enable the City to intentionally grow and diversify its economy, and ensure that more New Orleanians benefit from a growing economic base. Our city must capitalize on our publicly controlled assets to spur growth in key industries, revitalize our neighborhoods, grow our job and investment base, and promote equitable growth and development.



Currently, the City owns millions of square feet and thousands of acres of underutilized or vacant property. Both the actual costs as well as the opportunity costs with these properties are enormous, and highlight the urgency for publicly controlled properties to be intentionally and proactively placed back into commerce to further the City's public purposes and goals.

- ▶ Vacant property that the City must pay to maintain and insure,
- ▶ Blighted property that detracts from the community and depresses value and the tax base,
- ▶ Foregone revenue for the City's general fund,
- ▶ Missed opportunities for job and affordable housing creation, attracting and expanding businesses, and growing the tax base.

Redevelopment is a constant process, one that addresses the ever-changing challenges and opportunities present in a city and its communities. The strategies and actions laid out in the Plan for Generational Economic Transformation represent an investment in the City's and its partners' collective capacity to proactively address challenges and pursue opportunities that arise—whether neighborhood changes, economic cycles, natural disasters, technological disruptions, or social movements, and emerge with a more diversified, equitable, and resilient economic base for the City, its businesses, and its residents.

GOALS

Catalytic redevelopment of publicly owned assets under the City's Plan for Generational Economic Transformation will align with the overarching public benefit goals of:

- A. Job creation and investment
- B. Affordable housing
- C. Resilient infrastructure

STRATEGIES

- Implement the Redevelopment Framework with the
1. Office of Community Assets and Investment under the recently-executed agreement with NORA
 2. Lead the redevelopment of 3-5 catalytic projects
 3. Institutionalize pipeline of publicly controlled projects
 4. Invest in the City's capacity to lead redevelopment

REDEVELOPMENT FRAMEWORK

The Redevelopment Framework is a transformative set of policies and agreements that will enable the City to more effectively and efficiently deploy its publicly controlled assets for public purpose, in pursuit of the City’s overarching affordable housing, economic development, and resilient infrastructure goals. This new redevelopment framework will leverage public-private partnerships where redevelopment aligns with these generational economic transformation goals. By cultivating a pipeline of strategic assets—both large and small—for redevelopment, these projects will drive equitable economic growth throughout the city and create wealth-building opportunities for residents and business, especially for our most vulnerable communities and women, Black, and brown entrepreneurs. The Redevelopment Framework will result in:

- Revised City policies and procedures for evaluating and redeveloping publicly-owned assets, with more clearly-defined roles and responsibilities.
- A rejuvenated relationship with the New Orleans Redevelopment Authority (NORA), a state-created entity with robust powers to implement a pipeline of redevelopment projects throughout the City of New Orleans.

Action // INVEST IN THE CITY’S CAPACITY TO LEAD REDEVELOPMENT

The Redevelopment Framework will establish the **New Orleans Redevelopment Authority (NORA)** as the primary and foundational partner for all redevelopment projects in the City of New Orleans, whether for economic development, affordable housing, or community development and resilient infrastructure projects. While there are many public and private partners that will be involved in the redevelopment process, including the Office of Community Assets and Investment (OCAI), Office of Economic Development (OED), the Office of Community Development (OCD), the Housing Authority of New Orleans (HANO), the Finance Authority of New Orleans (FANO), and many others—NORA has unique and robust powers established through the state that make it singularly positioned to be the primary driver of all redevelopment activities in New Orleans. In order to ensure

that the City and other partners are best leveraging NORA’s powers and capacity, the Redevelopment Framework consists of a set of internal policies and procedures that must be adopted by relevant City departments, as well as external agreements with NORA and other partners, some of which will require Council approval.

CATALYTIC REDEVELOPMENT PROJECTS

In addition to laying the groundwork for a city-wide revitalization strategy, the Redevelopment Framework will also enable the City to lead transformational redevelopment projects in its own right. Real estate development of key, publicly owned assets is crucial to the Plan for Generational Economic Transformation strategy, and the City will invest in its own capacity and that of its partners to redevelop these catalytic projects. The City of New Orleans and its partners control an amazing array of assets, and the City will be far more expansive and proactive by capitalizing on them and creating place-based economic development anchors throughout New Orleans.

Action // IMPLEMENT INITIAL PRIORITY PROJECTS

Once a pipeline of public assets has been developed, the City will select projects to implement that will:

- ▶ Tie directly to the creation of a City economic development framework.
- ▶ Leverage the public property inventory in coordination with the Office of Community Assets and Investment (OCAI) to prioritize key redevelopment sites, including both affordable housing and economic development projects.
- ▶ Focus on priority economic development sectors, such as Water, Film, Advanced Manufacturing, and others.
- ▶ Align with place-based incentives such as commercial corridor revitalization, EDDs, and Opportunity Zones (OZs).

Action // DEVELOP CATALYTIC REDEVELOPMENT PROJECTS

One of the most important activities the City will undertake through the Plan for Generational Economic Transformation is to advance the redevelopment of key publicly controlled sites. Each of these sites has tremendous potential to spur job creation and investment in priority industries and to





Source: Abandoned Southeast

galvanize the wider revitalization of and reinvestment in the surrounding community. The following are examples of the transformative opportunity that exists in redeveloping publicly-controlled property.

SIX FLAGS

Advance the redevelopment of the site into a transformative project that aligns with the City’s economic development priority industries, including film, transportation and logistics, entertainment, and STEM and ecotourism.

FRENCH MARKET

- ▶ Undertake strategic planning to better leverage and lay the foundations for rejuvenating the French Market and its various assets as a world-class public market.
- ▶ Explore the creation of a Riverfront Development Authority for riverfront assets.

NASA/MICHOUD

- ▶ Ensure long-term home of National Finance Center.
- ▶ “Space Campus” partnership with federal, state, and private investment.

NEW ORLEANS REGIONAL BUSINESS PARK

- ▶ Support the revitalization of the board and the creation of EDD for governance.
- ▶ Establish recurring and sustainable sources of revenue.
- ▶ Master Plan for New Orleans Regional Business Park and Almonaster Corridor, Michoud “Front Door” plan, integrate Port NOLA’s PIER plan.

NAVAL SUPPORT ACTIVITY

Ensure successful redevelopment as a mixed-use economic development, affordable housing, and community hub.

PLAZA MALL

The City will take a leadership role in ensuring the Plaza Mall returns to commerce as a transformative mixed-use center for New Orleans East.

NEW ORLEANS RIVERSIDE AT FEDERAL CITY

The City will work with the ADD board and others to ensure continued and ongoing investment in Federal City.

CHARITY AND BIODISTRICT

- ▶ In conjunction with the BioDistrict and GNOF, implement BioDistrict TIF district and ensure it funds priority projects and initiatives related to Bioinnovation and Lifesciences industries.
- ▶ Create or update BioDistrict and bioinnovation/ life science industries master plan.
- ▶ Pursue academic medical center and secondary biosciences development in BioDistrict.

CITY HALL/JAZZ DISTRICT

- ▶ Develop and implement a master plan from the Stadium and Exposition District to Armstrong Park.
- ▶ Ensure alignment of the creation a new or redeveloped City Hall and Civic Center with a Jazz District centered on the Rampart corridor.

CONVENTION CENTER/RIVER DISTRICT

- ▶ Collaborate with the Convention Center and River District development team to ensure the project achieves economic development, affordable housing, transit, and other goals.
- ▶ Create hubs for priority industries on the campus, including a potential Water hub that builds on the Tulane River and Coastal Center and Port proximity, as well as adjacent developments in the food and film industries.

WEST END

Redevelop publicly controlled sites to rejuvenate West End as a mixed-use district that emphasizes the city's relationship with water and the coast.

OLD AND UPPER POYDRAS

Explore opportunities to create a food manufacturing and innovation district and to support the BioDistrict development.

DESIRE AREA

Develop plans for Desire Solar Farm and Parklands project; include Gordon Plaza and other buyouts; align with Port PIER plan.

UNION PASSENGER TERMINAL

- ▶ Develop strategy and vision around the redevelopment of the Union Passenger Terminal, Howard Avenue, Post Office, and Stadium and Exposition District.
- ▶ Align with Light Rail to Airport project.

LINCOLN BEACH

Lead the redevelopment of Lincoln Beach as an open space amenity and family entertainment destination.

PROJECT PIPELINE

Action // ESTABLISH A PIPELINE OF PUBLIC ASSETS

Working with the Department of Property Management, the Office of Community Assets and Investment, and others, the City will prioritize and develop a pipeline of key

City-controlled sites to achieve economic development, affordable housing, and community development goals. This pipeline of projects will be evaluated by a range of criteria that will be established by relevant City departments which will assess the ability for properties to be redeveloped and the impact that their redevelopment will have in achieving the goals of the Plan for Generational Economic Transformation. Because such assets will continue to be used for public purpose, the redevelopment pipeline will be an alternative to the process by which the City has historically surplussed property.

Action // ESTABLISH AN ACQUISITION FUND AND FRAMEWORK

The work of redevelopment is an ongoing, regenerative process by which cities continually address economic challenges and opportunities. Currently, the City has a wealth of properties that are ripe for redevelopment, but this work cannot be limited to the current inventory of publicly controlled assets. In many communities, key private properties have been vacant, blighted, and fallow for far too long, and they demand expedient and proactive public leadership to be brought back into commerce. Frequently and for various reasons, this will entail acquiring properties, and the City will lead the establishment of additional policies and resources to support a strategic acquisition program.

- ▶ House and implement an acquisition program and strategy at NORA.
- ▶ Create a \$25M fund for acquisition, to be housed at NORA; this fund should grow over time.





- ▶ Develop an Acquisition Framework for decision making and prioritizing strategic acquisition that will include smaller scale and scattered sites, as well as larger projects.
- ▶ Identify sources of non-federal dollars for acquisition, such as General Obligation Bond proceeds, which are far more flexible to deploy.

LEADERS IN REDEVELOPMENT

Action // ESTABLISH, FUND, AND STAFF A REDEVELOPMENT OFFICE WITHIN THE OFFICE OF ECONOMIC DEVELOPMENT

The New Orleans Redevelopment Authority (NORA) will provide the capacity and expertise to manage the City's redevelopment work. However, in order to successfully advance a redevelopment agenda, the City of New Orleans should invest in its own capacity to lead this work. Key staffing and organizational roles include:

- Redevelopment Manager in the Office of Economic Development
- Brownfields Coordinator at the City Planning Commission
- Coordination with the Offices of Community Assets and Investment, Office of Community Development, and others

Catalytic Redevelopment



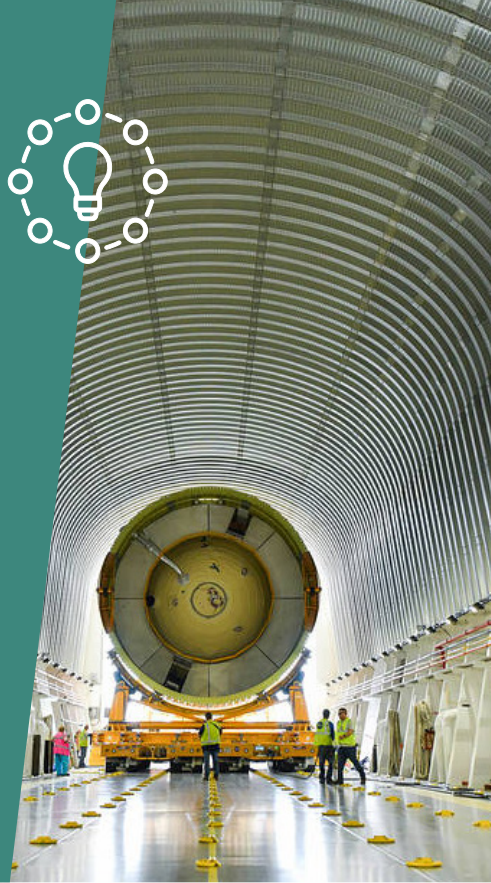
Success Metrics

- ▶ Adoption of Redevelopment Framework internal policies and procedures
- ▶ Execution of Redevelopment Framework external agreement between City and NORA
- ▶ Implementation and growth of publicly controlled asset pipeline pilot projects
- ▶ Implementation of Code Enforcement reforms and pipeline
- ▶ Establishment of acquisition fund and other resources
- ▶ Initial projects successfully moved into redevelopment pipeline
- ▶ Progress on projects (project-by-project dashboard)
- ▶ Project-based impacts: job creation, affordable housing units, investment, tax base growth, qualitative and quantitative impacts on surrounding communities

3 // Innovation and Entrepreneurship in Priority Industries



For decades, a more diversified, vibrant, and equitable New Orleans economy has proven to be an elusive goal. Yet, it is one that is within our city’s—and our residents’ and businesses’—grasp. New Orleans has a range of industries in which it is economically competitive, drawing on both historic strengths and inherent advantages to drive investment, create jobs, and promote equity. One of the primary goals of the Plan for Generational Economic Transformation is to create good jobs and an economy that works for all New Orleanians. This will be achieved by preserving and enhancing “Core Industries” in which New Orleans has a history and foundation of success, while promoting and developing new “Opportunity Industries” in which more businesses thrive and where New Orleanians can enjoy high-opportunity careers that create wealth. Each of the priority industries represented in this plan have higher proportions of good jobs, with above average wages, benefits, and career pathways, and whose economic multipliers signify their potential for creating positive impact for the city’s economic base.



While each priority industry has different challenges and opportunities, there are common, cross-cutting needs that the city will play a leadership role in addressing.

REAL ESTATE AND DEVELOPMENT

Identifying and developing real estate to create the physical spaces to support successful businesses in priority industries is a common bottleneck and gap. Through the Redevelopment Framework and elsewhere, the City will utilize City-owned assets to spur growth in each of the priority industries.

VENTURE CAPITAL

No New Orleans entrepreneur should ever have to leave the city to raise their first million dollars. Regardless of whether you went to high school or Harvard, whether you are a musician or a line cook with the next big idea, entrepreneurs should be able to raise seed capital in their home city. The City will spearhead efforts to establish funds that address these gaps in the ecosystem.

- ▶ **Friends and Family Funding:** This type of funding is frequently the most difficult funding to raise for an entrepreneur, especially for entrepreneurs from historically disadvantaged communities. These initial dollars are crucial for launching successful enterprises, and the City will work to make them more accessible.
- ▶ **First Million:** New Orleans will work with existing and

future venture capital investors and funds to ensure that no entrepreneur in the city should have to go to Austin or Silicon Valley to raise their first transformative investment, defined here as the first million.

INFRASTRUCTURE

Industries rely on the City’s infrastructure on a daily basis in order to further businesses and pursue opportunities. There are a range of transformative, cross-cutting infrastructure investments that the City will pursue to support growth in its priority industries, such as 5G and broadband.

SUPPORTING ENTREPRENEURSHIP

New Orleans has a strong entrepreneurial ecosystem. We have numerous nonprofit technical assistance providers, incubators, and accelerators working to support entrepreneurs at every stage of their business and in a variety of industries. Despite the strength of our entrepreneurial ecosystem, there are gaps in support especially for our entrepreneurs of color. The City will work with our nonprofit partners to fill these gaps.

COMMUNICATIONS

Develop a comprehensive communications and branding strategy for the City of New Orleans to showcase priority industries and market them both within the City and externally, including highly visible locations like the airport and billboards.

GOALS

- A. Diversified New Orleans economy
- B. New Orleans as a top 10 entrepreneurship hub in the country
- C. Flourishing women and BIPOC entrepreneurship
- D. Retention and attraction of entrepreneurs
- E. Creation of new wealth

STRATEGIES

1. Invest in and strengthen core industries
2. Develop and enhance opportunity industries
3. Support the City's entrepreneurs and network of entrepreneur support organizations (ESOs)

CORE INDUSTRIES

New Orleans' economy has relied for decades on several Core Industries to power its economy. Tourism and Hospitality; Transportation, Trade, and Logistics; Energy; and the Cultural Economy will continue to thrive and remain vital elements of the city's economic base, but, to achieve a stronger economy, these sectors will need to evolve in two important ways:

- Core Industries will represent less of an overall share of the economic base of the city; and
- The underlying business models of many of the Core Industries will shift to respond to rapidly changing marketplaces for their customers, workers, and goods and services, which will result in businesses and industries that are increasingly invested in the success and well-being of their workers, customers, and communities.

Action // TOURISM AND HOSPITALITY

The tourism and hospitality industry is a cornerstone of the New Orleans economy, responsible for supporting the employment of over 90,000 people in the New Orleans region and generating billions of dollars annually in economic impact. However, tourism and hospitality has been a volume-based model featuring a low-wage, high-turnover workforce that lacks robust career pathways, making the industry highly vulnerable to economic cycles. The impacts of the COVID-19 pandemic on tourism and hospitality have created the opportunity to envision the conventional model for the industry to better support and invest in its workforce, reduce the impacts of the sector on communities, and ensure that the benefits of the Tourism and Hospitality Industry are shared more equitably with the communities and culture bearers that have created the tourism demand in the first place.

- ▶ Create a Tourism Management Plan that emphasizes quality and authenticity over quantity, where culture bearers and cultural producers explicitly benefit from the value they create for the industry.
- ▶ Continue to work with tourism and hospitality leadership on a range of initiatives, including living wages, worker benefits, career pathways, and transit expansion.
- ▶ Work with New Orleans & Co. and other industry leadership to shift New Orleans' tourism brand to a more expansive "dual brand" for the city that encompasses both culture and economy.
- ▶ Collaborate with industry leadership to invest in and support next generation business models and the new vanguard of hospitality and tourism leadership, with a goal of creating \$1M per year in financial and technical supports for alternative and more equitable business practices and models in the industry, particularly businesses supporting and investing in workers and culture bearers.
- ▶ Support the hospitality workforce by promoting investment in businesses with models that incorporate higher wages, benefits, and career pathways.
- ▶ Ensure that the development of Convention Center Phase IV aligns with the City's economic, community development and infrastructure priorities.
- ▶ Co-create with industry leadership and the Office of Workforce Development ladders of opportunity



and access for workers and small businesses to participate in the tourism and hospitality economy, including procurement, training and credentialing, mentorship, and relationship-building.

- ▶ Engage with and invest in culture bearers and cultural producers, and work to ensure that they are both decision makers as well as the beneficiaries of opportunities within the industry.

Action // TRANSPORTATION, TRADE, AND LOGISTICS

New Orleans' very founding is tied to its role in global trade. To this day, tens of thousands of jobs in the city, region, and state are supported by the unparalleled transportation and trade assets New Orleans possesses, and which are frequently cited: the Mississippi River, six Class I railroads and the Huey P. Long Bridge, true multimodal capabilities on water, rail, road, and air. Logistics is frequently described as the “new retail,” and New Orleans is poised to capture new investment in logistics and distribution and become an innovation hub for companies in first, middle, and last mile transportation and logistics.

- ▶ Collaborate with the Port of New Orleans (Port NOLA) and other economic development partners to develop a value-added manufacturing strategy, leveraging imports through Port NOLA, focusing on 3-5 industries.
- ▶ Convene public and private partners to develop a “first mile” logistics strategy and hub that leverages New Orleans’ maritime, rail, trucking, and air assets.
- ▶ Develop strategies for increasing exports, including packaging operations for Port NOLA clients.
- ▶ Develop a master plan for the Regional Business Park and the Almonaster corridor, including Michoud, and secure sources of recurring funding for the Regional Business Park operations and programming.
- ▶ Identify and pursue sites for distribution and logistics facilities; secure two distribution and logistics sites in New Orleans.
- ▶ Support the implementation of Port NOLA’s PIER plan to revitalize the Industrial Canal and adjacent redevelopment sites.
- ▶ Work with the World Trade Center, GNO, Inc., NOLABA, and others to craft an international development strategy.
- ▶ Advance plans for a third cruise ship terminal.
- ▶ Support the redevelopment of the Louis Armstrong International Airport’s South Terminal.
- ▶ Advocate for greater regional coordination and investment for port, rail, transportation, and logistics facilities.
- ▶ Coordinate with Port NOLA on intermodal facilities and the need for improved Tchoupitoulas truck access.





Edison Chouest Offshore wind farm vessel

Action // ENERGY

Southern Louisiana is steeped in energy—the Gulf Coast is indeed the “Energy Coast” of the United States, and this working coastline profoundly influences the regional economy, both financially as well as culturally. One of the most important opportunities is to celebrate and build upon this heritage while leveraging it to capitalize on the opportunities presented by a lower-carbon energy future—the so-called “Energy Transition.” No other industry better embodies the challenges and opportunities of straddling both the core competencies of the region with the prospect of capturing the industries of tomorrow.

- ▶ Rebrand and create an identity around “Light Blue Collar” jobs for New Orleans.
 - ▶ Establish wind as a manufacturing, offshore marine, and energy portfolio opportunity.
 - Continue attraction and retention efforts for wind businesses, and grow base at Michoud Assembly Facility.
 - Collaborate with the Office of Workforce Development and other partners to pursue a strategy with community and technical colleges for converting skills in offshore oil industry to offshore wind.
 - ▶ Support the implementation of the City’s Climate Action Plan 2030 goals which can be leveraged to support the growth of the energy industry.
 - 100% low-carbon power and 255 megawatts local solar.
- Support the development of a local solar program and utilization of solar on City-controlled sites.
 - Support city and state commitments to renewable portfolio standards, and work with City Council and other partners to achieve this at the local level.
 - Leverage local and state commitments to greenhouse gas reductions: the State of Louisiana has committed to being net zero by 2050, and the City has committed to 50% reduction by 2030.
 - Align the energy and water sectors.
- ▶ Identify opportunities for pursuing residential, commercial, and industrial solar projects.
 - Coordinate with Port NOLA on potential for value-add.
 - Pursue pilot solar microgrid projects throughout the city.
 - ▶ Continue to leverage National Center for Advanced Manufacturing (NCAM) for manufacturing and workforce development opportunities.
 - ▶ Implement energy challenges, working with entrepreneur support organization partners.
 - ▶ Leverage the region’s chemical engineering workforce, manufacturing capacity, and expertise into a strength in the battery and storage sectors—and brand the effort.
 - ▶ Consider exploring property-assessed clean energy (PACE) or similar legislation at the state level for local energy and water projects.

Action // CULTURAL ECONOMY

The cultural economy is one of the bedrock industries of New Orleans, supporting not only thousands of workers and businesses, but also one of the defining elements of the city itself. The Office of Cultural Economy defines cultural economy as the people, enterprises, and communities that transform cultural skills, knowledge, and ideas into economically productive goods, services, and places. These activities include the culinary arts, design, entertainment, the literary arts, visual arts and crafts, and preservation. The COVID-19 pandemic has demonstrated that the city can take neither its culture nor its culture bearers and cultural producers for granted. We will work to support the growth and sustainability of the city's cultural economy by investing in the industry's people and businesses.

- ▶ Support the Office of Cultural Economy to implement its Tourism and Culture Fund strategy.
- ▶ Collaborate with the Office of Cultural Economy to create a digital infrastructure and online platform to connect cultural producers to economic opportunity.
- ▶ Work with tourism and hospitality leadership to ensure that cultural economy is a priority, and implement strategies that benefit culture bearers and producers.
- ▶ Work with the Office of Workforce Development to connect culture bearers to education, training, and credentialing opportunities for better-paying non-cultural economy jobs.
- ▶ Leverage City-owned assets to create opportunities for cultural producers at key city sites, including the French Market, Louis Armstrong International Airport, publicly owned facilities, parks, and elsewhere; work with private partners to do the same.
- ▶ Work with technical assistance providers to provide financial and technical support to culture bearers, cultural venues, freelancers, gig economy workers, and others.

- ▶ Support the creation of centralized physical locations for a range of sector activities, including hubs for various industries within the cultural economy, including film and music.
- ▶ Implement regulatory and policy changes to better support cultural producers and the cultural economy.

OPPORTUNITY INDUSTRIES

While the city's core industries have sustained our region for generations, the need to diversify the city's economic base has been evident for decades. Opportunity Industries—ones in which the city has a core competency or a comparative advantage to be nationally competitive—have been highlighted by various partners and touted by the industries themselves. These emerging sectors have been identified over the last 10-15 years by previous plans and strategies from the City and its economic development partners, such as the City Planning Commission, the New Orleans Business Alliance, GNO, Inc., Regional Planning Commission, the Data Center, and others. The Plan for Generational Economic Transformation recognizes that these industries are the **wealth-building, job-growth engines** of a diversified, vibrant, and equitable economy, and commits the City to do everything in its power to ensure that these industries become a part of the foundation of the city's future economic base.



Lady Rollers Photo by Justen Williams.

Action // WATER AND SUSTAINABLE INDUSTRIES

No other industry better represents the opportunities and challenges of a more diversified, vibrant, and equitable New Orleans economy than water and sustainable industries. These “blue and green” industries have been recognized at least since the aftermath of Hurricane Katrina as major opportunities for a city that must grapple with many of the threats of climate change more immediately than almost any other city in the country. New Orleans is doing cutting edge work with respect to climate adaptation and mitigation, and the state and city are heavily investing in the sector in order to ensure our sustainability over the long term—which also presents a tremendous opportunity to capitalize on that spending and become the “Dutch of North America” by exporting our expertise and management for building hard and soft infrastructure for “**Living With Water**” both within levee protection and outside of it. The city’s success in this sector will also create a virtuous cycle of enhancing resilience and the quality of life, which will further support economic and community development.

- ▶ Develop a Water and Sustainable Industries Master Plan.
- ▶ Implement JPMorgan Chase AdvancingCities grant to support small business and workforce development in the water and sustainable industries.
- ▶ Lead the development of a water and sustainable industries hub that will be the physical and programmatic home for the water industry in partnership with public, private, and higher education partners.
 - Explore the utilization of publicly owned assets.
 - Models include Global Water Center in Milwaukee as well as the Rotterdam Innovation District.
 - Explore a maritime industry incubator as a part of the hub.
- ▶ Create and support City policies and programs that promote the growth of the water industry.
 - Continue to leverage the BuildNOLA Mobilization Fund for small and minority-owned firms to grow their capacity to participate in the blue and green industries.
 - Continue efforts to unbundle green and blue infrastructure contracts to create smaller and more accessible contracts for green and blue infrastructure projects, and to enact policies that mitigate cliff effects and DBE requirements.
 - Improve public contracting payment timelines.



- ▶ Support continued investment in municipal blue, green, and gray water infrastructure.
 - Ensure continued implementation of the Urban Water Plan.
 - Support the development of the Sewerage & Water Board’s master plan.
- ▶ Support continued university and public institution investments, such as The Water Institute of the Gulf and the Tulane River and Coastal Center.
- ▶ Promote opportunities for training, credentialing, and certification of workers and businesses in the water and related industries to strengthen the job and business development pipeline.
 - Market and promote existing credentialing and training opportunities, and support the creation of future blue and green industries.
 - Develop an entry-level certificate program for green infrastructure jobs for those without HS diplomas or GEDs.
 - Support the creation of a small business certification for blue and green infrastructure projects.
 - Support the creation of on-the-job training, mentorship, and apprenticeship programs through City contracts, as well as encouraging private sector partners to do the same.
- ▶ Advocate for adequate funding for the Coastal Protection Master Plan.
- ▶ Market and promote the water industry.
- ▶ Explore opportunities for ecological tourism and recreation.

Action // MUSIC

Music is quite literally the soundtrack of New Orleans—there is no more musical city in the world—yet, in the city that gave America its only truly indigenous art form in Jazz, far too few benefit from the music industry it so embodies. There are challenges and opportunities on two broad fronts: first, the city needs to develop short- and long-term supports for musicians, culture bearers, and live performance venues to ensure that the music culture of New Orleans is thriving; and second, to foster the development of a music industry in the city. While the live performance of music is a vital element of New Orleans both culturally and economically, it does not always adequately support musicians, cultural producers, venues and other workers in the music industry, and these deficiencies have only been accentuated by the COVID pandemic. Moreover, unlike peer music cities such as Nashville and Austin, New Orleans does not have an infrastructure to capture the value it creates, including through the monetization or administration of music intellectual property. These issues present immediate, parallel areas for action.

- ▶ Support musicians and music venues by reestablishing live music performance, particularly during the COVID pandemic, as soon as possible:
 - Create opportunities for live music performance, both at venues and in public spaces, where performance can safely take place.
 - Implement “low-hanging fruit” revisions to policies and regulations that affect live music performance.

- Facilitate access to financial resources for musicians and music venues, including federal sources of support.
- ▶ Regularly convene music industry leadership to work through specific short- and long-term challenges and opportunities in the industry.
- ▶ Support the implementation of key recommendations from the City Planning Commission’s Live Entertainment study, including establishing a New Orleans Music Commission, a Live Music Fund, and a Music Census Report.
- ▶ Support the implementation of an Office of Nighttime Economy and establish a “Night Mayor” under the Office of Economic Development.
- ▶ Support the implementation of policy recommendations in the New Orleans Music Economy Study (NOME) and other studies, including:
 - Create a comprehensive music industry master plan, including industry mapping that engages music industry and culture bearers.
 - Pursue business opportunities that leverage the city’s music and related assets.
 - Improve public incentives to support the music industry.
 - Develop a marketing strategy for the music economy in New Orleans, and incorporate it as a part of the larger branding identity of the city.
- ▶ Support the creation of a physical music hub that combines recording, rehearsal, production, music businesses, and intellectual property services.
 - Explore the utilization of City-owned assets to support music hub development.
 - Align with the development of a jazz/music district that creates an epicenter for the music economy, including music studios, managers, and labels.
- ▶ Support businesses developing technology solutions and other services for musicians.

Action // FOOD

Like music, New Orleans has a food culture that is celebrated around the world, and yet far too few New Orleanians and New Orleans-based businesses benefit from the



value created in the food industry. The New Orleans food economy is confronted with two simultaneous challenges: first, the industry and food ecosystem are primarily driven around dining rooms and restaurants, not scalable food-based businesses that address economic and community opportunities or provide workforce development; and second, as is the case more generally in the city, too few businesses are owned by members of the city's Black and brown communities that have created the very food culture that is world-renowned.

- ▶ Develop a food incubator kitchen and co-packing facility to support food entrepreneurs developing new consumer packaged goods (CPGs) and other products and who are looking to go to scale:
 - Work with existing commercial kitchens to leverage their expertise and capacity.
 - Utilize publicly controlled properties and other resources to support the development of such facilities.
- ▶ Explore opportunities for ghost and remote kitchens.
- ▶ Create a master plan for a food manufacturing and innovation district.
- ▶ Collaborate with entrepreneurship support organizations to develop specific food industry supports and programs.
- ▶ Support policy and legislative changes that promote the growth of food and beverage businesses, particularly for food production kitchens and brewing and distilling.
- ▶ Coordinate efforts with the Office of Workforce Development, Delgado, NOCHI, and others to support training and workforce opportunities in the food industries.
- ▶ Work with technical assistance and economic

development partners to provide specific supports to expand the food industry in New Orleans.

- ▶ Support the growth of the food industry through New Orleans Food & Beverage (NOFAB) and others.

Action // FILM

The film industry in New Orleans is burgeoning. New Orleans is currently the fourth largest film production hub in the United States, and at one point in the last decade the value of film production in the City of New Orleans exceeded that in Los Angeles. In 2021, over \$938M of production took place in the city limits, and the industry employs over 2,000 unionized members, which represents a tremendous base from which to continue building the industry. The film industry is also a low-barrier-to-entry field, and it is unionized, film presents a range of opportunities, including strong career ladders, and creates transferable skills—which is particularly important during COVID. However, New Orleans punches far above its weight, and the City will play a leadership role in investing in its own and partners' capacity to continue growing this vital industry.

- ▶ Build the City of New Orleans' capacity to support the film industry:
 - Collaborate with the Office of Cultural Economy and others to develop a local Film Permit.
 - Support staffing and capacity in the Office of Cultural Economy's Film Office.
- ▶ Develop a strategy and actively pursue opportunities to attract long-term film production to New Orleans, particularly with streaming studios.



- ▶ Support legislative and policy changes to improve the state’s Motion Picture Production tax credit, making it more flexible and to support larger production and streaming studio investment:
 - Raising the overall cap, an increasing the per-project cap, and extending the sunset date.
 - Reserve/carve out for long-term commitments that meet specific criteria and thresholds.
 - Additional policy changes to support film.
- ▶ Support the creation of a film industry and training hub:
 - Support New Orleans Film Society and the New Orleans Video Access Center (NOVAC), among others.
 - Utilize publicly controlled assets to develop a hub.
- ▶ Continue efforts to attract digital media firms and foster startups.
- ▶ Support the New Orleans Film Festival and Black Film Festival of New Orleans, and ensure New Orleanians are able to participate and attend.
- ▶ Support marketing and branding the film industry.
- ▶ Work with the Office of Workforce Development, NOVAC, local film unions, and others to create training opportunities for working in the film industry, including identifying sustainable sources of funding through WIOA or other dollars (including making an eligible training provider list).
- ▶ Work with the Office of Cultural Economy to explore how to leverage the Tourism and Culture Fund to support key initiatives in the film industry.

Action // TECHNOLOGY AND DIGITAL MEDIA

Thanks to a creative atmosphere and a generous state tax credit, New Orleans has a growing technology sector. A range of local startups have successfully received venture funding and scaled, including Lucid and LevelSet, and several have exited, most recently TurboSquid’s acquisition by Shutterstock. New Orleans has also attracted technology companies both large and small, and has identified several niches—including B2B services and video game development—where the city has proven to be able to attract and retain companies. All of these wins will receive continuing support.



- ▶ Revise City sales tax and other policies, including revising City sales tax on software by adding software development to the under-\$2,000 exemption.
- ▶ Invest in infrastructure to support technology:
 - Invest in broadband and public citywide 5G, and explore opportunities to develop Smart City and private sector entrepreneurship and technology.
 - Support initiatives to reduce the digital divide.
- ▶ Work with universities, the career and technical college system, economic development partners, and others to develop talent pipeline.
- ▶ Identify and support immediate COVID-related pivots, such as training hospitality workers for customer success roles in the technology industry.
- ▶ Support Office of Workforce Development, Louisiana’s Community and Technical College System (LCTCS), University, non-profits and economic development partners to develop the technology talent pipeline and support apprenticeship programs.
- ▶ Identify and pursue additional technology niches, such as business to business services, business to government services, and Web 3.0.



Action // ADVANCED MANUFACTURING

New Orleans is filled with builders and makers. From Creole Craftsmen and Mardi Gras Indians to the rocket scientists and engineers at NASA Michoud, the city has a deep history in creating and making. Our engineers are just as likely to be wearing steel-toed boots as they are to be behind a desk: New Orleans builds the rockets that will take humans to Mars, technology that makes lithium-ion batteries more efficient, warehouse and conveyor systems that power the logistics economy, and the automated vessels that service the offshore energy industry, including wind farms in the Northeast. Yet far too often, this engineering and manufacturing tradition is hiding in plain sight.

- ▶ Actively support the development of a Space Campus at the NASA Michoud Assembly Facility (MAF) with NASA, LED, GNO, Inc., NOLABA, and other partners:
 - Develop a Michoud Master Plan to leverage NASA Michoud and create as a government, science, and technology hub.
 - Secure long-term commitment of the National Finance Center to Michoud.
 - Encourage NASA and other federal government expansion on-site.
 - Coordinate with NASA to foster private sector investment.
 - Attract Space Launch System suppliers to MAF and the region.
- ▶ Develop a master plan for the New Orleans Regional Business Park and coordinate infrastructure improvements to Michoud Boulevard, Almonaster

Boulevard, Old Gentilly Boulevard, and infrastructure, transit, and drainage in the Regional Business Park.

- ▶ Explore opportunities to deploy publicly owned assets to support advanced manufacturing in New Orleans Regional Business Park and elsewhere.
- ▶ Cultivate aerospace industry connections to Gulf Coast centers such as Stennis, Mobile, and Huntsville, particularly with the recent announcement of US Space Command.
- ▶ Foster new advanced manufacturing industry development:
 - Wind power manufacture, supply and implementation of deep-water wind.
 - Battery manufacturing and science, leveraging the region’s chemical engineering workforce.
- ▶ Support an industry-driven education system, and pursue opportunities to support engineering education in the city, including within LCTCS, Tulane, and UNO.
- ▶ Regularly convene Advanced Manufacturing leadership and stakeholders to identify work force, business development, and other needs.
- ▶ Support the creation of direct and rapid transit connections to NASA Michoud and the Regional Business Park.
- ▶ As with the energy industry, build an advanced manufacturing brand around “Light Blue Collar” jobs.

Action // BIOINNOVATION AND LIFE SCIENCES

New Orleans has a deep history in bioinnovation and life sciences, with outstanding medical institutions like Charity Hospital, Ochsner Medical Center, and our many medical, nursing, and associated life sciences schools, including Tulane, LSU, Xavier, and Delgado. As a result, New Orleans has a large existing life sciences workforce, and the bioinnovation and life sciences have long been recognized as an area where the city can and should thrive. The recent completion of the \$2.2B LSU-VA Medical Centers is one of the largest bioscience developments in the world, and there is significant opportunity to cultivate secondary and spinoff investment in bioinnovation and life sciences companies. Similarly, the city’s infrastructure supports commercialization and the development of bioinnovation and life sciences companies—such as the New Orleans



Bioinnovation Center (NOBIC). These investments have been instrumental in fostering the industry, and the City will continue to play a leadership role in supporting these vital institutions and building partnerships going forward.

- ▶ Support the BioDistrict as the convener of the bioinnovation and life sciences strategic plan—sector and geography-focused—supporting biotech and bioinnovation.
- ▶ Support the establishment of the Spirit of Charity TIF District as a recurring revenue stream for BioInnovation and Life Sciences activities in BioDistrict.
- ▶ Support the update and implementation of a BioDistrict strategic master plan.
- ▶ Foster secondary development around Charity and the UMC-VA hospitals.
- ▶ Create a BioInnovation and Life sciences strategy among universities, University Medical Center, New Orleans VA Medical Center, Louisiana Cancer Research Center, NOBIC, BioDistrict, and other stakeholders.
- ▶ Collaborate with the Office of Workforce Development and other partners to create workforce opportunities and a life sciences talent pipeline.
- ▶ Work with partners to develop a hub for growing bioinnovation and life sciences companies focusing on larger lab and research spaces.
- ▶ Support redevelopment of Charity Hospital, including Tulane becoming an anchor tenant.

- ▶ Support revitalization of the New Orleans Bio-Innovation Center, including identifying sustainable sources of revenue.
- ▶ Pursue specialization and centers of excellence.
- ▶ Support the development of UNO Research and Technology Park as a bioinnovation and life sciences hub.
- ▶ Ensure alignment with workforce, transit, affordable housing, and other services.
- ▶ Support the creation of venture capital funding sources for bioinnovation and life sciences companies.

ENTREPRENEURSHIP

Entrepreneurship is the glue that binds the City’s work across its priority industries. Through the City’s investment in entrepreneurship, New Orleans will diversify its economy, create a new generation of businesses and business owners that will grow multigenerational wealth, and drive equitable economic development. As a result, the city will become a top-ten hub for entrepreneurial activity. Over the last two decades, New Orleans has benefited from an increasingly robust network of entrepreneur support organizations (ESOs), but these

vital organizations that support the city’s entrepreneurs also need to be supported in turn. Through the Plan for Generational Economic Transformation, the City of New Orleans will invest in the entrepreneurship ecosystem, cultivate resources to grow and expand the work of the ESOs and the entrepreneurs they support, and foster collaboration and a shared vision among the City’s ESOs.

Action // STRENGTHEN THE EXISTING ESO NETWORK

- ▶ Support the regular convening and support of entrepreneur support organizations (ESOs).
- ▶ Develop a data-driven, shared vision and plan for the entrepreneurship ecosystem among ESOs.
- ▶ Create funds to support entrepreneurship:
 - Create a \$50M New Orleans entrepreneurship fund.
 - Continue to invest in BuildNOLA and the Entrepreneur of Color Fund.
 - Establish priority industry-specific funds in opportunity industries, such as for the bioinnovation, music, food, water, and film industries.

Action // SUPPORT WOMEN AND BIPOC ENTREPRENEURSHIP

- ▶ Support entrepreneurs:
 - Develop an analysis of current ecosystem.
 - Leverage HBCUs, such as through the Deep South Economic Mobility Collaborative.
 - Capital Growth: Expand access to capital growth vehicles through the promotion and facilitation of tools that provide connection to capital growth opportunities.

Action // MAKE CITY EQUITY INVESTMENTS THROUGH PARTNERSHIPS

- ▶ Invest in existing incubators and establish incubators or hubs for priority industries that have the most potential for growth if given a physical space for cultivation:
 - Food
 - Bioinnovation and Life Sciences (i.e.: NOBIC)
 - Water and Sustainable Industries
 - Music
 - Film

- ▶ Coordinate with technical assistance and financial assistance providers.
- ▶ Leverage Entrepreneur Week, PitchNOLA, and other events and platforms for supporting ESOs and investing in priority industry clusters.
- ▶ Establish baseline metrics to create a data-driven approach.
- ▶ Explore the utilization of libraries and other community facilities as centers for entrepreneurship.

Innovation and Entrepreneurship in Priority Industries



Success Metrics

- ▶ Connection of businesses and workers to opportunities in priority industries
- ▶ Plans for an incubator, hub, or anchor for each priority industry area to foster entrepreneurship, startups, and innovation
- ▶ Establishment of two venture capital funds focusing on ‘Friends and Family’ and the ‘First Million’
- ▶ Strategic infrastructure investments that support an array of industries, such as 5G and broadband
- ▶ Comprehensive branding around priority industries

4 // Human Capital and Workforce Development



Economic development is fundamentally about people—connecting New Orleanians to opportunities for employment, empowering them to start and build a business, and cultivating them for the human capital necessary for companies large and small to thrive in New Orleans. Economic development cannot be successful without intentional and aligned systems for workforce development. They are two sides to the same coin. The City of New Orleans must take a “cradle to career” approach to this work, and must create deliberate pathways to support all New Orleanians, from before they are born and throughout their professional lives.



GOALS

- A. High-quality jobs that include fair wages, benefits, and career pathways
- B. Attraction of top talent through prestigious institutions of higher education and appealing work opportunities
- C. New Orleans as a prime destination for remote workers from around the world to live and enjoy
- D. All families and children in New Orleans have the opportunity for success

STRATEGIES

1. Support the Office of Workforce Development in its work to meet the demands of local employers and increase high-quality job opportunities for New Orleanians in alignment with diversified industry
2. Strengthen New Orleans’ economic and workforce potential from birth through childhood by supporting initiatives of the Office of Youth and Families

OFFICE OF WORKFORCE DEVELOPMENT

The Office of Workforce Development (OWD) leads the City’s efforts to develop the workforce of the future. OWD manages all Workforce Innovation and Opportunity

Act (WIOA) dollars, staffs the Workforce Development Board, and through its Job1 program connects workers to employment services and an array of training and credentialing opportunities. OWD convenes stakeholders to ensure alignment in the workforce development ecosystem, including with employers to ensure that there is a demand-driven approach to cultivating the talent pipeline.

Action // ALIGN WORKFORCE DEVELOPMENT AND TALENT PIPELINE PROGRAMS WITH PRIORITY INDUSTRIES AND ENTREPRENEURIAL OPPORTUNITIES

- ▶ Continue to support workers facing under-employment and unemployment during COVID.
- ▶ Work with Office of Workforce Development, the New Orleans Business Alliance (NOLABA), GNO, Inc., and others to build the workforce of tomorrow, aligned with employer needs and key clusters.
- ▶ Create or reestablish industry or sector councils for each of the priority industries.
- ▶ Coordinate with large public employers, such as the Sewerage & Water Board, Regional Transit Authority, NOLA Public Schools, and the airport to develop tailored workforce training programs for their workforce needs.
- ▶ Work with Office of Workforce Development, Office of Youth and Families (OYF), NOLA Public Schools, nonprofits and industry partners to create citywide STEM programming in schools.

- ▶ Strengthen youth workforce development opportunities and expand access to vulnerable populations, such as system involved youth, by coordinating with the Office of Youth and Families and OWD.
- ▶ Explore hybrid college and credentialing models for meeting educational attainment needs of employers.
- ▶ Continue to leverage neighborhood centers for workforce development and entrepreneurship hubs, such as opportunity centers and employment resource networks (ERNs) that leverage libraries, NORD, and other public or community facilities.

Action // SUPPORT THE IMPLEMENTATION OF THE OFFICE OF WORKFORCE DEVELOPMENT STRATEGIC PLAN

- ▶ Position the New Orleans Workforce Development Board (NOWDB) as the convener, connector, partnership broker, and performance evaluator for the New Orleans workforce development and workforce readiness system.
 - Establish OWD’s central role in managing WIOA-funded programs.
 - Expand strategic alliances with key institutions, including:
 - Economic development and business development partners
 - Funders
 - Educational and training partners
 - Employment, training, and supportive service providers
 - NOWDB will convene partners for a unified system that works seamlessly for training and service providers, employers, and job seekers.
- ▶ Establish clear sectors of focus for workforce system investment and align career pathways and credentials, including water, food, film and the cultural economy, in addition to healthcare, hospitality, information technology, and skilled crafts.
- ▶ Increase the consistency, quality, and accessibility of job-seeker services through multiple service centers around the city, toward a goal of gainful employment for those served by the workforce system.
- ▶ Enhance use of and shared access to data to improve workforce service delivery quality, case management, and outcomes across system partners.

OFFICE OF YOUTH AND FAMILIES

Generational economic transformation necessarily means that investment in New Orleans residents, and the true development of human capital begins before New Orleanians are even born.

Investments in early childhood, the education system, physical and mental health, and other wraparound supports pay dividends throughout an individual’s life, and position New Orleans for long-term prosperity by creating a more educated and productive workforce. The Office of Youth and Families has developed a citywide Youth Master Plan (YMP) in coordination with a wide diversity of stakeholders, including young people, that articulates a vision for the success of young New Orleanians. The YMP has a range of goals and actions that mutually support and align with the work of the Plan for Generational Economic Transformation, including the following:

- ▶ Ensure that all young people live in resilient communities that promote youth voice.
- ▶ Increase the percentage of households that can access youth-centered spaces with programming within 15 minutes or less via transit, bike, or on foot.
- ▶ Increase the percentage of households aware of and able to access community services within 1-mile of their house.



- ▶ Ensure that young people and families earn living wages in positive work environments and awareness of and access to the knowledge, skills, and abilities needed to succeed in diverse, high-quality career pathways.
- ▶ Decrease the number of families living below the ALICE threshold by increasing in wages, decreasing disconnection, increasing career pathways post High School.

In addition, OYF is currently piloting a workforce development program for system-involved youth called Pathways. This program can serve as a model to connect workforce opportunities and programs with vulnerable and at-risk youth.

Action // INVEST IN WORKFORCE SUCCESS PROGRAMS FOR YOUTH & FAMILIES

- ▶ Ensure children, youth, and families have access to opportunities and resources and do not face displacement and disconnection.
 - Improve and maintain safe and active mobility options in all neighborhoods.
 - Create process for developing neighborhoods shaped by youth voice.
 - Invest in public transit and social infrastructure, such as libraries and community centers.
 - Activate community spaces with relationship-based mentor models.
- ▶ Wages of adult workers in a child’s family determine their poverty status, and low-wage jobs are too prevalent in our city. Two-thirds of jobs in New Orleans pay less than \$15 per hour. Along with rising housing and childcare costs and inadequate services, our city’s child poverty rate is higher than the national average. We must create economic stability by investing in children and families:
 - Advocate for increased minimum wage with equitable benefits.
 - Expose young people to career and technical education opportunities.
 - Improve existing and develop new workforce development training programs.
 - Leverage community spaces.
- ▶ Continue to identify sources of funding for early childhood education.
- ▶ Invest in and support juvenile justice reforms that divert youth away from further system involvement by giving them access to employment opportunities, and mental health and education supports so that they can become active participants in the economy throughout adulthood.
- ▶ Provide mental and behavioral health services to young people to mitigate the impact of adverse childhood trauma.
- ▶ Create partnerships that create opportunities for youth voice and mentorship to empower the next generation of civic and business leaders.

Human Capital and Workforce Development



Success Metrics

- ▶ Scaled efforts for New Orleanians to secure remote work opportunities
- ▶ Number of quality jobs
- ▶ Rate of unemployment
- ▶ Formation of a roundtable with large employers in the city
- ▶ Development of a demand-driven workforce programs at universities and career and technical colleges
- ▶ Reinvest in university-based engineering programs in New Orleans.
- ▶ Facilitation of employer connections to higher education, workforce training, community, and industry sector partners for recruiting and talent pipeline development purposes

5 // Systems for Economic Development



The Plan for Generational Economic Transformation is a “systems change” approach to how the City envisions and does the work of economic development. By creating better systems for supporting economic development and quality of life, the Plan for Generational Economic Transformation is creating institutional change that will drive equitable economic development for years to come—homegrown businesses and entrepreneurs will attract capital, grow, thrive, and stay in New Orleans over the long term, and workers and their families will put down roots in vibrant communities for generations.



GOALS

- A. Strong economic development systems that serve New Orleans and its people
- B. Heightened capacity for economic development both at the City as well as among public, private, and non-profit partners
- C. Improved quality of life for our citizens

STRATEGIES

1. Enhance the ecosystem for economic development
2. Build financial capacity for economic development
3. Improve and realign City incentive programs
4. Drive economic mobility through procurement and supplier diversity
5. Connect the city and its people through public transit and transportation
6. Invest in affordable housing
7. Transform and improve our infrastructure
8. Recognize that health is wealth
9. Align the New Orleans brand with transformative economic development

ECONOMIC DEVELOPMENT SYSTEMS

Action // QUARTERBACK ECONOMIC DEVELOPMENT IN NEW ORLEANS

Historically, economic development in the City of New Orleans has had many partners, stakeholders, and agencies, but the team has lacked a quarterback. While every partner remains crucial, going forward the City of New Orleans’ Office of Economic Development will establish the vision (through this plan and elsewhere) and lead the development of priorities, policies, and programs. The goal of this work is to build both the internal capacity at the City, as well as alignment with external partners, to create a more integrated ecosystem for economic development that supports our businesses, entrepreneurs, communities, and workers. A systems change approach must:

- ▶ Address long-standing need to create economic development systems led by the City.
- ▶ Learn best practices from other cities, particularly those with economic development corporations.
- ▶ Build capacity in local partners who are supporting economic development on the ground.
- ▶ Invest in CDFIs and Community Development Corporations (CDCs).
- ▶ Leverage and align the work of public-private partnerships, such as NOLABA and GNO, Inc.
- ▶ Create a New Orleans Economic Development Corporation that integrates and consolidates various economic development agencies and initiatives.

Action // IMPROVE THE ECONOMIC DEVELOPMENT ENVIRONMENT

- ▶ Create a seamless framework for economic development, including the aforementioned Redevelopment Framework and project pipeline in partnership with the New Orleans Redevelopment Authority (NORA) and relevant city agencies.
- ▶ Re-establish NOLABA as the concierge for business services in the City of New Orleans.
- ▶ Ensure collaboration among core public economic development agencies and entities, including the City of New Orleans, the New Orleans Redevelopment Authority, the New Orleans Building Corporation, the Downtown Development District, the Industrial Development Board, The New Orleans Business Alliance, and others.
- ▶ Eventual creation of a New Orleans Economic Development Corporation to consolidate and manage the many agencies of economic development.

Action // SUPPORT THE OFFICE OF BUSINESS AND EXTERNAL SERVICES

- ▶ Establish a Business Services Office under OBES.
- ▶ Support the development and integration of OBES departments.
- ▶ Develop digital footprint to enable residents and businesses to access City services.
- ▶ Develop an internal customer relationship management system.
- ▶ Develop a dashboard for the Business Services Office and related OBES and City departments.



FINANCIAL CAPACITY FOR ECONOMIC DEVELOPMENT

The City of New Orleans' community development infrastructure has suffered from decades of disinvestment, and the City will implement best-practice systems to support generational economic transformation to slingshot this infrastructure decades into the future.

Action // BUILD FINANCIAL AND TECHNICAL CAPACITY FOR ECONOMIC DEVELOPMENT

- ▶ Invest in and support existing CDFIs, technical assistance providers, and others.
- ▶ Attract a national CDFI to open a New Orleans office, in partnership with local CDFIs.
- ▶ Lead or partner with a New Orleans-focused Community Development Entity (CDE) to secure New Markets Tax Credits allocation for City priority projects.
- ▶ Engage local and national philanthropy for strategic investments and priorities.
- ▶ Support the creation of venture capital funds.

REFORMING INCENTIVES

As a part of generational economic transformation, the City of New Orleans will focus on investing as much as incentivizing. The City will be a creative investor in projects and industries that support a vibrant, diverse, and equitable economic base, and refine its offering of incentives to better align with its economic development priorities. Moving forward, the Office of Economic Development will be the single point of entry for all incentive programs for the City of New Orleans.

Action // IMPLEMENT INCENTIVES

- ▶ Implement recommendations of the 2018 Alignment of Public Incentives for Strategic Outcomes report.
- ▶ Review existing incentive programs, such as Payments in Lieu of Taxes (PILOTs), Restoration Tax Abatement (RTA) Program, and Industrial Tax Exemption Program (ITEP), and reform as necessary.
- ▶ Develop a citywide economic development district (EDD) and tax increment financing (TIF) strategy, and establish citywide EDD and TIF policies.
- ▶ Ensure alignment with the Redevelopment Framework.
- ▶ Work with the City Planning Commission to identify opportunities for utilizing land use and entitlement processes to foster economic development.

Action // CREATE AN OPPORTUNITY ZONE STRATEGY

- ▶ Participate in National Opportunity Zone Academy.
- ▶ Finalize the development of the City’s Opportunity Zone (OZ) strategy.
- ▶ Focus on City-controlled projects in OZs.
- ▶ Launch OZ prospectus and front door website.
- ▶ Ensure OZ alignment with City’s economic development priority industries and with other place-based incentives and investments such as EDDs, commercial corridors, and catalytic project sites.

PROCUREMENT AND SUPPLIER DIVERSITY

Procurement is a critical tool in driving economic mobility and opportunity, utilizing the public sector’s expenditures to increase opportunity, drive equity and economic mobility, and enhance quality of life.

Action // ALIGN WITH PROCUREMENT AND SUPPLIER DIVERSITY

- ▶ Continue to work with the Office of Procurement, Capital Projects, and the Department of Public Works to support “unbundling” City contracts to allow small businesses to be competitive.
- ▶ Continue to support the BuildNOLA Mobilization Fund to supply working capital to grow small and minority-owned contractors.
- ▶ Finalize and implement #2to20 strategy to increase receipts among black-owned firms from 2% to 20%.
- ▶ Work with the Office of Supplier Diversity to improve and streamline the Equitable Business Opportunity (EBO) Program.
- ▶ Leverage lessons from grant-supported initiatives such as LIFT Open Contracting and Cities for Financial Empowerment.

PUBLIC TRANSIT AND TRANSPORTATION

Public transportation is essential to connect New Orleanians to opportunity. Five of the six largest employment centers in the greater New Orleans metropolitan area are outside of Orleans Parish and



the Central Business District, yet the lack of regional transportation options hampers workers from truly accessing their full potential, and prevents employers from recruiting the talented workforce they need to compete. Public transit and alternative transportation options are critical to connecting New Orleanians to opportunities through basic services and transformative projects. When compared to other peer cities, New Orleans wins on the inherent strengths of its built environment and its unparalleled quality of life. The city’s transportation and built environment assets will increasingly become a part of the brand and reputation of the city, where New Orleans will be recognized as a leading city for transit ridership, walking, and bicycling.

Action // ALIGN PUBLIC TRANSIT TO WORKER NEEDS

- ▶ Support the Regional Transit Authority’s (RTA) NewLinks Comprehensive Operations Analysis implementation and ensure alignment with this plan—both of which are once-in-a-generation opportunities.
- ▶ Pursue the regionalization of public transportation under the RTA.
- ▶ Pursue bus rapid transit (BRT) or light rail from Louis Armstrong International Airport to the Union Passenger Terminal, which will connect five of the region’s six major employment centers, and which will be the single most transformative project for the city and region’s economy.

- ▶ Pursue BRT to Algiers and New Orleans East.
- ▶ Support the development of downtown and regional transit hubs.
- ▶ Support the completion of the Transit Oriented Communities study by City Planning Commission, Mayor's Office of Transportation, and the Regional Transit Authority.
- ▶ Ensure alignment of high-priority corridors from the RTA's Strategic Mobility Plan with place-based development corridors.
- ▶ Coordinate goals and projects with regional long-term planning efforts through the Regional Planning Commission.

Action // SUPPORT VISIONARY WALKING AND BICYCLING INVESTMENTS

New Orleans wins on quality of life and the quality of our built environment, where we beat our aspirational and peer cities in every aspect. At the same time, over 20% of New Orleanians do not own a car, and the city has one of the highest bicycle commuter rates in the country. The Mayor's Office of Transportation has prioritized the creation of an equitable, low-stress, connected, useful and timely bicycling network that is targeted to connect all our neighborhoods, especially those with equity priorities. Investing in cycling and transit helps establish a brand for New Orleans and reflects our values as a city. Investments in walking and bicycling infrastructure helps ensure the health and safety of residents, both for active transportation, as well as during events like the COVID pandemic. During the pandemic, for example, the City has supported Slow Streets, Parklets and Outdoor Dining, and other interventions that speak to the impact that these initiatives have on the city's business community, neighborhoods, and overall quality of life.

- ▶ Support the implementation of the New Orleans Bikeway Blueprint.
- ▶ Work with the Mayor's Office of Transportation to create world-class walking and bicycling infrastructure.
- ▶ Support the launch and scaling of Blue Krewe, the City's new non-profit bike share system.
- ▶ Explore interventions such as car-free/car-light districts, bicycle highways, and ciclovias.

AFFORDABLE HOUSING

The City of New Orleans cannot achieve its vision and goals for generational economic transformation without

the creation of affordable housing. The affordability of housing is crucial for economic development and helps support a growing job base and a thriving economy. Affordable housing is also one of the major indicators and drivers of the stability of communities, quality of life, and the ability of workers and families to create wealth.

Action // SUPPORT AFFORDABLE HOUSING DEVELOPMENT

- ▶ Work with Office of Community Development, the City Planning Commission, and other agencies to support the development of affordable housing.
- ▶ Align affordable housing policies with place-based development strategies and support the creation of corridor- and district-based affordable housing plans.
- ▶ Improve City incentives to better support affordable housing creation.
- ▶ Support policies that prioritize multifamily affordable housing production.

INFRASTRUCTURE

Infrastructure is foundational to promoting generational economic transformation, both by investing in quality of life as well as being foundational to the ways in which New Orleans businesses rely on infrastructure to conduct their operations and activities.

Action // INVEST IN EVERYDAY AND TRANSFORMATIVE INFRASTRUCTURE

- ▶ Continue supporting infrastructure development work and ensure alignment with partner City agencies, including Department of Public Works, Sewerage and Water Board, and the Mayor's Office of Transportation.
- ▶ Identify opportunities to leverage infrastructure investments to foster economic and workforce development priority industries, such as the water and sustainable industries and the work of AdvancingCities.
- ▶ Work with DPW, S&WB, and the Mayor's Office of Utilities to:
 - Identify opportunities where new technology or methods can support economic growth.
 - Coordinate infrastructure and economic development investments.
- ▶ Identify signature infrastructure projects that will spur economic development and pay dividends for generations, such as light rail from the Central Business

District to the airport, bus rapid transit to New Orleans East and Algiers, and the GreenBelt (modeled after Atlanta’s Belt Line).

- ▶ Continue the implementation of the Urban Water Plan.
- ▶ Invest in a parks and recreation master plan.

HEALTH

Public health as a field has had a longstanding recognition of the social determinants of health—factors that lie outside those typically considered but which have a significant impact to health, and which also explain many of the racial and other disparities in health outcomes. Social determinants of health—ranging from education to parks to infrastructure—explain poor health outcomes and also determine economic outcomes, a fact which the COVID-19 pandemic has highlighted. We cannot have equitable economic growth and vitality without solving for the same issues that will help make our residents healthier because “health is wealth.”

Action // ADOPT A “HEALTH IN ALL” FRAMEWORK

- ▶ Collaborate with the New Orleans Health Department to adopt a “Health in All” framework for aligning economic development activities with health initiatives:
 - Work with the Health Department to create a health and business roundtable to develop common strategies to address challenges.
 - Encourage employers to offer health insurance, paid sick leave, and paid family leave.
 - Support Medicaid funded housing options.
 - Address community needs such as food deserts by bringing in grocery stores.

THE NEW ORLEANS BRAND

Adopting a generational economic transformation lens for New Orleans means that the brand of the City of New Orleans must evolve. At every opportunity, both in how we talk within our community and how we broadcast ourselves to the wider world, the city will have a brand that reflects the vibrancy and diversity of our economic base, and which promotes our core competencies as well as our aspirations.

Action // ENGAGE IN EVOLUTIONARY BRANDING

- ▶ Work with business leadership and economic development partners to develop a new brand and campaign—one that projects a forward-thinking image that embraces our rich and complicated past as well as a vibrant future.
- ▶ Align brand image with priority industries, and emphasize “Light Blue Collar” sectors, engineering and advanced manufacturing, the working coastline, and New Orleans’ indigenous culture—a city of makers and doers.
- ▶ Develop a “dual brand” that centers both on business, economic development and quality of life with culture, leisure, and hospitality.
- ▶ Build local awareness of the city’s assets, such as NASA, energy, and manufacturing.
- ▶ Explicitly embrace equity and diversity as a growth strategy.

Systems for Economic Development



Success Metrics

- ▶ Business Services Office established under the Office of Economic Development within the Office of Business and External Services (OBES)
- ▶ Exploration of an Economic Development Corporation (EDC) model that will better align entities responsible for economic development in the city
- ▶ Partnerships with national investors and Community Development Financial Institutions
- ▶ Alignment with planning and strategies developed by internal City departments and external agencies