

## ENHANCING PROSPERITY AND OPPORTUNITY

| GOAL   | POLICIES FOR DECISION MAKERS  | FOR MORE INFORMATION, SEE PAGE: |
|--|---|---------------------------------|
| <b>1</b> <i>A strong, effective public-private partnership to maintain, recruit and expand the economic base</i>   | 1.A. Establish and fund the public-private partnership (PPP).   | 9.15                            |
|  | 1.B. Develop PPP staff capacity and organizational framework to support the development of economic base industry.  | 9.16                            |
|  | 1.C. Establish working groups for each economic base industry.  | 9.16                            |
|  | 1.D. Develop a business retention and expansion program through PPP.  | 9.18                            |
|  | 1.E. Partner with GNO Inc. on business recruitment activities.  | 9.18 - 9.19                     |
|  | 1.F. Retain and attract educated and skilled workers at all levels by expanding and broadening participation in existing talent retention and attraction efforts. | 9.19                            |
|  | 1.G. Engage young people in civic activities and cultivate new leadership.  | 9.20                            |
| <b>2</b> <i>Local government that supports high quality of life by delivering cost effective and efficient services to both businesses and residents</i> | 2.A. Make New Orleans a safer, more reliable city in which to live, work and play.  | 9.21                            |
| <b>3</b> <i>Preservation and expansion of established industries</i>   | 3.A. Preserve and enhance the tourism industry.   | 9.22                            |
|  | 3.B. Preserve and expand the arts and culture industries.   | 9.23                            |
|  | 3.C. Preserve and expand the port and maritime industries.  | 9.26                            |
|  | 3.D. Preserve and expand advanced manufacturing.  | 9.28                            |
|  | 3.E. Preserve, expand and modernize the oil and gas industries.   | 9.29                            |

| GOAL   | POLICIES FOR DECISION MAKERS   | FOR MORE INFORMATION, SEE PAGE: |
|--|--|---------------------------------|
| 3 <i>Preservation and expansion of established industries</i>  | 3.F. Preserve and strengthen higher education as an established employment sector.   | 9.32                            |
| 4 <i>Fostering of emerging industries to expand economic opportunity</i>   | 4.A. Expand the medical and life sciences industry.  | 9.32                            |
|  | 4.B. Expand the film, video and digital media industries.  | 9.33                            |
| 5 <i>Nurturing of potential new industries that capitalize on New Orleans' competitive strengths</i>                               | 5.A. Support development of coast protection and restoration industries.   | 9.34                            |
|  | 5.B. Support development of green energy industries such as river, solar and wind energy.  | 9.34                            |
|  | 5.C. Support development of a sustainable building design and construction industry.   | 9.35                            |
|  | 5.D. Encourage significant job creation in sustainable building design and construction through marketing incentives and workforce training opportunities. | 9.35                            |
| 6 <i>A well-educated and skilled workforce with state-of-the-art workforce development programs that support a growing economy</i> | 6.A. Maintain and strengthen the role of higher education as critical employers and contributors to the growing knowledge economy.                         | 9.36                            |
|  | 6.B. Ensure that every student graduates from high school with basic work skills or prepared to advance to post-secondary education.                       | 9.37                            |
|  | 6.C. Expand and improve coordination of the adult workforce development system.  | 9.38                            |
| 7 <i>An Entrepreneurial culture</i>  | 7.A. Support the development of new entrepreneurial ventures.  | 9.40                            |
| 8 <i>A vibrant local small-business base</i>   | 8.A. Sustain and grow the city's small- and micro-business base.   | 9.41                            |
| 9 <i>A 24-hour downtown to support its role as an economic driver</i>  | 9.A. Revitalize downtown New Orleans and Canal Street to transform downtown into a thriving, mixed-use urban center.                                       | 9.43                            |
|  | 9.B. Enhance transit, pedestrian and bicycle access to and within downtown.  | 9.45                            |
|  | 9.C. Make investment to public parks, buildings and other facilities to attractive private investment.   | 9.46                            |

## Urban economic competitiveness in the 21st century

**D**uring much of the period following World War II, jobs—and people—moved out of older cities to newer suburbs and regions. Recent demographic and economic shifts, however, have made historic cities like New Orleans more competitive economically. Four trends stand out.

- Singles and households without children increasingly dominate housing markets and have chosen in growing numbers to live in urban neighborhoods. According to urban economist Arthur Nelson, the U.S. already has roughly all the large-lot suburban housing it will need in 2030 but only *half* the closer-in, small-lot and urban housing it will need then.
- CEOs for Cities President Carol Coletta reports that companies increasingly look to where millennials (25- to 34-year-olds) are moving to make investment decisions. These young people increasingly value the ability to live in or near a vibrant walkable downtown.
- Chris Leinberger, a Visiting Fellow at the Brookings Institution who specializes in land use, reports that walkable, mixed-use developments now command a sizable value premium over single-use developments. In addition, urban households with access to public transportation often spend half or less as much of their disposable income on transportation as do “auto-dependent” suburban households.
- Peter Kwass, the Master Plan’s economic development consultant, reports that across America jobs have started to follow educated and skilled workers back into cities, where these workers want to live.



# fact sheet

## THE ECONOMY

### Economic Structure and Performance

#### Biggest employers by industry in order, 2007

- health care and social assistance (17%)
- leisure and hospitality (13%)
- educational services (11%)
- public administration (11%)
- professional, scientific, and technical services (8%)

#### Unemployment

- 7.4% in July 2009 (U.S. 9.4%)

#### Competitive strengths as a location for employers, 2007

High concentrations of employment relative to national averages in the following industries:

- oil and gas
- leisure and hospitality
- professional, scientific, and technical services
- transportation and warehousing industries
- education

### Entrepreneurship and Innovation

- Louisiana ranks 35th among states in formal venture capital investment, with only 0.04 percent of the national total (2007)
- Louisiana ranks 37th among states in total government, academic, and industry Research and Development (R&D) spending (2005)
- Louisiana ranks 31st among states in high tech employment (2006)
- Almost nine of ten businesses are small businesses (2007)

### Workforce (2007)

#### Labor force participation

- about six in ten residents 16 years and over are working or actively looking for work (91st among the 100 largest U.S. cities)

#### Occupations

- more than 80% adult residents work in management, professional, service, sales, and office occupations

### WHAT DOES IT MEAN?

- Tourism, trade and, to a lesser extent, oil and gas, remain the mainstays of the city's economy
- The strength of the knowledge-based industries of education and professional, scientific and technical services provides a foundation on which to create more highly-skilled, high-paying jobs.
- The state ranks relatively low in its technology resource base (as measured by R&D expenditures, patents, and venture capital investment).
- The city ranks relatively low in the percentage of residents with high school diplomas, but the city has a relatively large number of college-educated workers.

### Industries

- industries employing 6 in 10 city residents are leisure and hospitality, education, health care, professional, scientific and technical services, and construction
- retail, transportation, finance, and manufacturing, are lesser sources of employment
- almost 20,000 workers are self-employed

### Income and Poverty (2007)

#### Household incomes

- median household income is approximately \$38,700 (74th among the 100 largest U.S. cities)
- median household income among whites is more than double that among African-Americans

#### Poverty rate

- More than one in five residents lives below the poverty level (28th among the 100 largest U.S. cities)
- the poverty rate among African-Americans is more than triple that among whites

### Education (2007)

- about eight in 10 adult residents (25 years and over) hold a high school diploma (59th among the 100 largest U.S. cities); about one-third hold a bachelor's degree (45th)
- 25 percent more adult white residents have a high school diploma than African-American residents; more than four times as many whites hold a bachelor's degree

Sources:

ESRI 2009; Brookings Institute 2009; U.S. Census Bureau ACS; AEA, Cyberstates 2008; National Venture Capital Association; U.S. Census Bureau; National Science Foundation; U.S. Department of Labor, Bureau of Labor Statistics; Louisiana Workforce Commission; BizMiner

[WWW.NOLAMASTERPLAN.ORG](http://WWW.NOLAMASTERPLAN.ORG)

---

## FINDINGS

- The economic sectors that provide the most jobs are: tourism; education; health care; professional, scientific, and technical services; and public administration.
- Almost nine of ten businesses in New Orleans have fewer than 25 employees.
- Key organizations involved in adult education and workforce development include the Job 1 Career Centers, Delgado Community College/Louisiana Technical College (LTC) and non-profit and community based organizations. Numerous initiatives to provide work experience programs for high school students are in early stages, but are not always well connected to employers.
- A number of organizations have been established to promote talent attraction and retention.
- New organizations are energizing efforts to develop and grow small entrepreneurial companies.
- The city's research institutions have created untapped opportunities for the development of new, high-growth, technology-based companies.
- Downtown New Orleans remains a vital business, civic, cultural, and entertainment district and has the greatest concentration of employment and employers in the New Orleans metropolitan area.
- Downtown has ample opportunities for infill development.

---

## CHALLENGES

- Maintaining economic momentum.
- Keeping the Port of New Orleans competitive with other Gulf Coast ports (*e.g.*, Houston).
- Growing new industries that will take up the slack from the eventual slowdown of recovery-related economic activity.
- Building the research capacity, the university-industry linkages, and the managerial talent to support the development of technology-based industries.
- Retaining the city's indigenous cultural talent.
- Addressing workforce deficits that discourage the development of knowledge-driven industry.
- Capitalizing on economic activities stimulated by recovery activities to build sustainable new industries.
- Increasing employer engagement in work experience programs for youth and adult workforce development.
- Establishing stronger linkages between secondary and post-secondary education.
- Addressing shortages and inaccessibility of adult education locations.
- Connecting newcomers to employment and entrepreneurial opportunities.
- Creating living environments that are attractive to young professionals.
- Establishing a stronger entrepreneurial culture within the city.
- More effectively building and leveraging the research base of the city's research universities to commercialize new technologies locally.
- Leveraging new resources for small business development to develop a more integrated approach to small business assistance.
- Streamlining the business regulation practices.
- Helping small businesses make more use of available incentives.

## Acronyms

To aid in reading this section, below is a list of acronyms used within the text:

|                  |  |             |   |
|------------------|--|-------------|---|
| <b>CPC</b>       | City Planning Commission               | <b>NORA</b> | New Orleans Redevelopment Authority           |
| <b>DPW</b>       | Department of Public Works             | <b>PPP</b>  | Public-private partnership                    |
| <b>GNO, Inc.</b> | Greater New Orleans, Inc.              | <b>RPC</b>  | Regional Planning Commission                  |
| <b>HDLC</b>      | Historic District Landmarks Commission | <b>RTA</b>  | New Orleans Regional Transportation Authority |

## A Introduction

New Orleans is a city whose workforce encompasses musicians and artists, hotel workers, oil and gas engineers, professors, port workers—and life science researchers, spaceship builders, and digital media entrepreneurs. The city is in an economic transition, still relying on many of its traditional industries while fostering emerging sectors. The economic development section of the Master Plan identifies and describes New Orleans’ important economic base industries—established, emerging, and potential—as well as the building blocks of economic prosperity that create the environment for development of human capital and new enterprises. New Orleans’ ability to grow, promote and sustain the processes of innovation, trade, and investment—its capacity to produce—is the key to achieving shared and sustainable economic growth. This capacity to produce is a function of the community’s human resources, entrepreneurial climate, physical infrastructure, economic institutions, and general quality of life, as well as how they are put to use. These are the building blocks of the economy:

- **Human capital building blocks:** high-quality education and workforce training at all life stages; cultural and recreational amenities; vibrant, safe, convenient, and environmentally sustainable neighborhoods; and partnerships with regional and state economic development entities.
- **Entrepreneurial culture building blocks:** a robust academic research base; aggressive movement of new technology into the marketplace; a risk-oriented investment community; a critical mass of professional services and technical assistance; appropriately designed and priced physical space; ample opportunities for networking and collaboration.
- **Additional economic building blocks:** physical infrastructure to support a variety of industries; efficient and cost-effective local government and regulations. *(Infrastructure and transportation, including the airport, are discussed in greater detail in Chapters 10 and 11.)*

Economic base industries are the key to wealth creation and economic prosperity. They sell their products and services to business and consumers from elsewhere—regionally, nationally, and internationally—which brings new income that creates jobs and increases business as it circulates within the local economy. Over the next 20 years, the city must continue to support its established industries, while nurturing emerging and new industries where New Orleans has a competitive advantage:

- **Established industries:** tourism, arts and culture, maritime trade, advanced manufacturing, and oil and gas.
- **Emerging industries:** life sciences, media and film.
- **Potential industries:** segments of alternative energy technology, coastal protection and restoration technology, and advanced building technology.

# B Recommendations

A recommendations **Summary** linking goals, strategies and actions appears below and is followed by one or more early-action items under the heading **Getting Started**. The **Narrative** follows, providing a detailed description of how the strategies and actions further the goals. Background and existing conditions discussion to inform understanding of the goals, policies, strategies and actions are included in Volume 3, Chapter 9.

## Summary

**FIRST FIVE YEARS:** 2010–2014    **MEDIUM TERM:** 2015–2019    **LONG TERM:** 2020–2030

| GOAL   | RECOMMENDED STRATEGIES  | RECOMMENDED ACTIONS:  |   |                  |   |                                 |
|--|---|---|---|------------------|---|---------------------------------|
|  |   | HOW   | WHO   | WHEN             | RESOURCES                                     | FOR MORE INFORMATION, SEE PAGE: |
| 1. A strong, effective public-private partnership to retain, maintain, recruit and expand the economic base. | 1.A. Establish and fund the public-private partnership (PPP).   | 1. Secure a 3- to 5-year funding commitment by the City and the private sector.   | Mayor's office; Business Council  | First five years | City Economic Development Fund; private funds | 9.15                            |
|  |   | 2. Ensure a diverse board representative of the community and familiar with different economic sectors.   | PPP   | First five years | PPP funds                                     | 9.16                            |
|  | 1.B. Develop PPP staff capacity and organizational framework to support the development of economic base industries.  | 1. Identify and hire industry experts.  | PPP,  | First five years | PPP funds                                     | 9.16                            |
|  | 1.C. Establish working groups for each economic base industry.  | 1. Form working groups with key industries.   | PPP   | First five years | PPP funds                                     | 9.16                            |
|  | 1.D. Develop a business retention and expansion program through PPP.  | 1. Develop a database of targeted companies   | PPP, volunteers from business organizations, regional and state agencies. | First five years | PPP funds, Regional and State sources         | 9.18                            |
|  |   | 2. Develop a visitation program.  | PPP, volunteers from business organizations, regional and state agencies. | First five years | PPP funds, Regional and State sources         | 9.18                            |
|  | 1.E. Partner with GNO Inc. on business recruitment activities   | 1. Commit at least one PPP staff member to work with property owners and commercial real estate agents to identify potential redevelopment sites and collect relevant data.   | PPP   | First five years | PPP funds                                     | 9.18 - 9.19                     |
|  |   | 2. Provide GNO Inc. with continuously updated location/parcel information for its web-based site selection tool.  | PPP, ITI  | First five years | PPP funds                                     | 9.19                            |
|  | 1.F. Retain and attract educated and skilled workers at all levels by expanding and broadening participation in existing talent retention and attraction efforts. | 1. Increase and improve engagement from the city's business, academic, civic and political leadership to build on nonprofit and grass roots organizations efforts to connect college students to employment opportunities within New Orleans. | PPP working with business and city agencies                               | First five years | PPP funds, business support                   | 9.19                            |
|  |   | 2. Support a national marketing campaign aimed at prospective students or recent graduates with targeted web and print marketing.   | PPP working with business and city agencies                               | First five years | PPP funds, business support                   | 9.20                            |
|  |   | 3. Include lifestyle preferences of young professionals in housing, urban design and transportation planning.   | PPP working with business and city agencies                               | First five years | PPP funds, business support                   | 9.20                            |

**FIRST FIVE YEARS:** 2010–2014

**MEDIUM TERM:** 2015–2019

**LONG TERM:** 2020–2030

| GOAL  | RECOMMENDED STRATEGIES   | RECOMMENDED ACTIONS:  |  |                  |   |                                 |
|---|--|---|--|------------------|---|---------------------------------|
|   |  | HOW   | WHO  | WHEN             | RESOURCES   | FOR MORE INFORMATION, SEE PAGE: |
| 1. A strong, effective public-private partnership to retain, maintain, recruit and expand the economic base.                                | 1G. Engage young people in civic activities and cultivate new leadership.  | 1. Actively solicit young professional membership in civic organizations.   | PPP working with CPC and RTA   | First five years | Staff time  | 9.20                            |
|   |  | 2. Carve out responsible roles for young professionals in community projects.   | PPP working with CPC and RTA   | First five years | Staff time  | 9.20                            |
| 2. Local government that supports high quality of life by delivering cost-effective and efficient services to both businesses and residents | 2.A. Make New Orleans a safe, more reliable city in which to live, work and play by ensuring basic service delivery. | 1. Provide, maintain, and repair basic infrastructure and transportation systems for a safer, more dependable and efficient city environment.                         | RTA; DPW; RPC; Capital projects  | First five years | Local, state and federal funds                    | 9.21                            |
|   |  | 2. Ensure the city is protected from flood and storm risks.   | DPW; S&WB; Corps   | Medium term      | Federal funding                                   | 9.21                            |
| 3. Preservation and expansion of established industries   | 3.A. Preserve and expand the tourism industry.   | 1. Increase funding for tourism marketing efforts, identify new market development and marketing targets, and increase coordination among city tourism organizations. | Tourism organizations  | First five years | Business funding; city economic development funds | 9.22                            |
|   |  | 2. Invest in new tourism and attractions that complement current offerings, such as the theater district and heritage tourism.  | PPP working with tourism organizations, private business, city agencies, Saenger Theater Partnership | Medium term      | PPP funds; city Staff time; private investment    | 9.22                            |
|   |  | 3. Promote appropriate forms of development to improve the quality of retail, restaurant, and entertainment options along Canal Street.                               | Canal Street Development Corporation (CSDC); Downtown Development District (DDD)                     | First five years | CSDC and DDD                                      | 9.22                            |
|   |  | 4. Improve connectivity in downtown and among tourist areas with transit and pedestrian improvements.   | RTA; DPW; DDD  | First five years | Federal transportation funds; DDD funds           | 9.22                            |
|   |  | 5. Augment the perception and reality of safety in tourist areas.   | DDD; Police Department   | First five years | DDD   | 9.23                            |
|   |  | 6. Strengthen workforce development programs in hospitality and retail.   | Business working with public schools; Job 1; Delgado Community College                               | First five years | Local, state, and federal funding                 | 9.23                            |

**FIRST FIVE YEARS:** 2010–2014    **MEDIUM TERM:** 2015–2019    **LONG TERM:** 2020–2030

| GOAL  | RECOMMENDED STRATEGIES                                     | RECOMMENDED ACTIONS:   |  |                  |  |                                 |
|---|--|--|--|------------------|--|---------------------------------|
|   |  | HOW  | WHO                                      | WHEN             | RESOURCES  | FOR MORE INFORMATION, SEE PAGE: |
| 3. Preservation and expansion of established industries | 3.B. Preserve and expand the arts and culture industries.  | 1. Market the city as an arts and cultural center to locals, visitors, potential visitors, and arts competitions.  | Tourism and arts organizations           | First five years | Staff time   | 9.23                            |
|   |  | 2. Develop additional cultural facilities and venues.  | Tourism and arts organizations           | First five years | Staff time   | 9.24                            |
|   |  | 3. Support more comprehensive and coordinated workforce and cultural entrepreneurship training.  | Job 1; PPP                               | First five years | Staff time   | 9.24                            |
|   |  | 4. Encourage policies to make New Orleans a more appealing and affordable environment for creative professionals.  | CNO, Inc; PPP                            | First five years | Staff time   | 9.25                            |
|   |  | 5. Support more comprehensive and coordinated cultural marketing approaches including efforts targeted at different industry segments.   | PPP                                      | First five years | Staff time   | 9.25                            |
|   |  | 6. Market and invest in state-designated Cultural Products Districts.  | Community Development                    | First five years | State funds; CDBG; private investment with tax credits | 9.25                            |
|   | 3.C. Preserve and expand the port and maritime industries. | 1. Further increase coordination among the Port of New Orleans, city agencies, and economic development organization to best address issues and advocate for funding.  | Mayor's office; Port; PPP; city agencies | First five years | Staff time   | 9.26                            |
|   |  | 2. Support investments in capital improvements recommended in the Board of Commissioners Port of New Orleans Master Plan to make the Port of New Orleans the leader among Gulf Coast port facilities, while preserving quality of life for New Orleans residents.. | Port; city agencies                      | First five years | State and federal funds                                | 9.26                            |
|   |  | 3. Seek to increase value-added manufacturing and distribution activities on port-owned industrial land.   | Port; NORBP; PPP                         | First five years | Port funds; PPP  | 9.26                            |
|   |  | 4. Advocate for a cohesive state policy on port investments.   | Mayor's office                           | First five years | Staff time   | 9.27                            |
|   |  | 5. Secure financing and construct a new cruise ship facility at Poland Avenue.   | Port                                     | Medium term      | State and federal funds                                | 9.27                            |

**FIRST FIVE YEARS:** 2010–2014

**MEDIUM TERM:** 2015–2019

**LONG TERM:** 2020–2030

| GOAL  | RECOMMENDED STRATEGIES   | RECOMMENDED ACTIONS:   |  |                  |  |                                 |
|---|--|--|--|------------------|--|---------------------------------|
|   |  | HOW  | WHO  | WHEN             | RESOURCES  | FOR MORE INFORMATION, SEE PAGE: |
| 3. Preservation and expansion of established industries | 3.D. Preserve and expand advanced manufacturing.                                   | 1. Monitor and advocate for continued NASA commitment at Michoud Assembly facility.  | Local, regional and state economic development leaders | First five years | Staff time   | 9.28                            |
|   |  | 2. Recruit NASA subcontractors to the NORBP, including through improvements to the business park.  | PPP; GNO, Inc.; Louisiana Economic Development; NORBP  | First five years | Staff time; NORBP funds                            | 9.28                            |
|   |  | 3. Continue to rebuild engineering programs in city universities.  | Mayor's office; universities                           | First five years | Staff time   | 9.28                            |
|   |  | 4. Continue to increase the number of workers in the skilled trades through training programs.   | Delgado Community College with manufacturer            | First five years | State, federal and private funding                 | 9.28                            |
|   |  | 5. Leverage the existing research base to diversity into other advanced manufacturing sectors.   | PPP; GNO, Inc.; LED; NORBP                             | First five years | Staff time   | 9.29                            |
|   | 3.E. Preserve, expand and modernize the oil and gas industries.                    | 1. Support retention and expansion of existing energy services firms and their high-paying jobs by working with them to identify their needs and taking steps to address them.   | PPP; GNO, Inc.; Oil and Gas                            | First five years | Staff time   | 9.29                            |
|   |  | 2. Attract and retain scientific, engineering and technical talent.  | PPP; GNO, Inc.; Oil and Gas                            | First five years | Staff time   | 9.29                            |
|   |  | 3. Strengthen research and commercialization of advanced, environmentally sustainable oil and gas technologies.  | Universities; oil and gas industry                     | Medium term      | Grants and private funding                         | 9.29                            |
|   | 3.F. Preserve and strengthen higher education as an established employment sector. | 1. Foster policies and promote funding that support institutions of higher education in the knowledge-based economic growth of the city, in the development of the local workforce, and as significant contributors to the job sector. | Universities; city officials, local economic leaders   | Ongoing          | State, federal and private funding, local policies | 9.32                            |

**FIRST FIVE YEARS:** 2010–2014    **MEDIUM TERM:** 2015–2019    **LONG TERM:** 2020–2030

| GOAL   | RECOMMENDED STRATEGIES  | RECOMMENDED ACTIONS:  |   |  |                                  |                                  |      |
|--|---|---|---|--|----------------------------------|----------------------------------|------|
|  |   | HOW   | WHO   | WHEN                                     | RESOURCES                        | FOR MORE INFORMATION, SEE PAGE:  |      |
| 4. Fostering of emerging industries to expand economic opportunity                         | 4.A. Expand the medical and life sciences industry.   | 1. Secure full funding for the LSU Medical Center and the Louisiana Cancer Research Consortium joint research center  | Medical institutions; city leadership; CPC; BioDistrict   | First five years                         | Federal, state and local funding | 9.32                             |      |
|  |   | 2. Provide planning leadership for Medical District.  | BioDistrict; CPC  | First five years                         | Staff time                       | 9.32                             |      |
|  |   | 3. Promote more collaboration among Institutions and leverage research synergies.   | City leadership and state delegation  | First five years                         | Staff time                       | 9.32                             |      |
|  |   | 4. Attract entrepreneurs to New Orleans with the management skills to move promising technologies into the marketplace.                                       | PPP; Regional Biosciences Initiative; entrepreneurship development organizations; universities              | Medium term                              | Staff time; private funding      | 9.33                             |      |
|  |   | 5. Work to maintain and expand state funding for higher education and research in the life sciences.  | Universities  | Medium term                              | Staff time                       | 9.33                             |      |
|  | 4.B. Expand the film, video and digital media industries.   | 1. Retain and attract creative talent through marketing, incentives, workforce development and professional networks.   | PPP; GNO, Inc.  | First five years                         | Staff time                       | 9.33                             |      |
|  |   | 2. Develop facilities and support services for the film, television and music production industry, including site identification, regulation, and permitting. | PPP; GNO; CPC   | First five years                         | Staff time                       | 9.33                             |      |
|  |   | 3. Provide business startup and entrepreneurial assistance services, especially for digital media.  | GNO   | First five years                         | Staff time                       | 9.33                             |      |
|  | 5. Nurturing the development of new industries that capitalize on new market opportunities and the city's competitive strengths | 5.A. Support development of coast protection and restoration industries.  | 1. Attract firms involved in coastal protection and restoration.  | PPP; GNO, Louisiana Economic Development | First five years                 | Staff time                       | 9.34 |
|  |   |   | 2. Prepare higher education and workforce training programs to fill jobs in these industries at all levels. | Colleges and universities; Job 1         | First five years                 | Federal, state and local funding | 9.34 |
| 5.B. Support development of green energy industries, such as river, solar and wind energy. |   | 1. Conduct a market and competitive analysis to validate green energy opportunities.  | PPP; Louisiana Economic Development   | First five years                         | PPP funds                        | 9.34                             |      |
|  |   | 2. Train workers for green energy industry jobs.  | Colleges and universities; Job 1  | First five years                         | Federal, state and local funding | 9.34                             |      |
|  |   | 3. Provide incentives and regulatory conditions for location of research and production in hydrokinetic, solar, and wind energy.                              | GNO; Louisiana Economic Development   | Medium term                              | State funding                    | 9.34                             |      |
| 5.C. Support development of a sustainable building design and construction industry.       |   | 1. Capitalize on the potential for significant new business development and job creation in the alternative energy field.                                     | CNO Inc.; PPP   | First five years                         | CZO rewrite                      | 9.35                             |      |
|  |   | 2. Train workers for new green energy jobs.   | Workforce Development; Job 1  | First five years                         | Staff time                       | 9.35                             |      |

**FIRST FIVE YEARS:** 2010–2014

**MEDIUM TERM:** 2015–2019

**LONG TERM:** 2020–2030

| GOAL  | RECOMMENDED STRATEGIES   | RECOMMENDED ACTIONS:  |  |                  |                                    |                                 |
|---|--|---|--|------------------|------------------------------------|---------------------------------|
|   |  | HOW   | WHO  | WHEN             | RESOURCES                          | FOR MORE INFORMATION, SEE PAGE: |
| 5. Nurturing the development of new industries that capitalize on new market opportunities and the city's competitive strengths | 5.D. Encourage significant job creation in sustainable building design and construction through marketing incentives and workforce training opportunities. | 1. Develop incentives and training for construction companies to adopt advanced construction methods.   | PPP; LED; GNO Inc.   | First five years | Staff time                         | 9.35                            |
|   |  | 2. Capitalize on the emerging carbon credit market through energy-efficient construction to generate income for property developers and government. | PPP; Green Rebuilding; non profits   | First five years | Staff time                         | 9.36                            |
| 6. A well-educated and skilled workforce and state-of-the-art workforce development programs                                    | 6.A. Maintain and strengthen the role of higher education in economic development.   | 1. Advocate for sufficient funding for public colleges and universities.  | City leadership and state delegation   | First five years | Staff time                         | 9.36                            |
|   |  | 2. Enhance communication and cooperation between higher education and key industries.   | PPP  | First five years | Staff time                         | 9.36                            |
|   | 6.B. Ensure that every student graduates from high school with basic work skills or is prepared for post-secondary education.                              | 1. Establish a Business-School Partnership for Career Preparation that involves all schools and community based career preparation programs.        | Business Council; Chamber of Commerce; school system; eventual coordination with Southeast Regional Alliance | First five years | Private funding; school Staff time | 9.37                            |
|   |  | 2. Establish an early college program in high school.   | School system; Delgado Community College; business-school partnership, if created                            | First five years | State and local school funds       | 9.37                            |
|   | 6.C. Expand and improve coordination of the adult workforce development system to more effectively meet the needs of both workers and employers.           | 1. Expand sites and technical education programs for adult workforce training, career development services.   | Louisiana Technical College; Delgado Community College; Job 1  | First five years | State and federal funds            | 9.38                            |
|   |  | 2. Increase the number of sites for adult education and satellite Job 1 Career Centers.   | Delgado Community College with manufacturers   | First five years | State and private funds            | 9.38                            |
|   |  | 3. Establish workforce Centers of Excellence in key economic base industries.   | Delgado Community College with shipyards   | First five years | State and private funds            | 9.38                            |
|   |  | 4. Establish a construction trades pre-apprenticeship program.  | Job 1 and other workforce development organizations  | First five years | Federal funds                      | 9.38                            |
|   |  | 5. Improve coordination among providers and integrate client services.  | Job 1 and United Way   | First five years | Staff time                         | 9.39                            |
|   |  | 6. Establish a workforce development working group in the PPP.  | PPP  | First five years | Staff time                         | 9.39                            |
| 7. An entrepreneurial culture   | 7.A. Support the development of new entrepreneurial ventures.  | 1. Complete the BioInnovation Center as a symbol of entrepreneurial infrastructure.   | BioInnovation Center stakeholders  | First five years | Center funding                     | 9.40                            |
|   |  | 2. Conduct an early stage capital study to identify needs and sources of pre-seed, seed and venture capital financing for the region.               | PPP; GNO; Louisiana Technology Council; Biosciences Initiative; Idea Village                                 | First five years | PPP and other organization funding | 9.40                            |
|   |  | 3. Ensure the availability of commercial space for startup ventures.  | PPP; CPC   | First five years | PPP funds                          | 9.41                            |

**FIRST FIVE YEARS:** 2010–2014

**MEDIUM TERM:** 2015–2019

**LONG TERM:** 2020–2030

| GOAL  | RECOMMENDED STRATEGIES  | RECOMMENDED ACTIONS:   |   |                  |                           |                                 |
|---|---|--|---|------------------|---------------------------|---------------------------------|
|   |   | HOW  | WHO                                       | WHEN             | RESOURCES                 | FOR MORE INFORMATION, SEE PAGE: |
| 8. A vibrant local small business base                          | 8.A. Sustain and grow the city's small- and micro-business base.  | 1. Improve coordination of small business assistance services.   | Collaborative for Enterprise Development  | First five years | Grant funding             | 9.41                            |
|   |   | 2. Organize and streamline a comprehensive business permitting process and create a one-stop shop with dedicated staff.  | Community Development Department          | First five years | General fund; permit fees | 9.42                            |
|   |   | 3. Improve access to public contracting opportunities through developing common policies and procedures, joint communications tools, a single qualification process for targeted programs. | Procurement offices of public agencies    | First five years | Staff time                | 9.42                            |
| 9. A 24-hour downtown to support its role as an economic driver | 9.A. Revitalize downtown and Canal Street and transform downtown into a thriving, mixed-use urban center. | 1. Improve and enhance downtown as a vibrant mix of urban districts for work, entertainment, shopping and living.  | DDD                                       | First five years | Staff time                | 9.43                            |
|   |   | 2. Engage NORA to pursue public private partnerships and land assembly in critical locations to expedite infill development.   | NORA                                      | First five years | NORA funds                | 9.43                            |
|   |   | 3. Adopt a historic rehab code, modeled on New Jersey's, to facilitate the renovation of upper floor space on Canal Street.  | Safety and Permits; CPC; City Council     | First five years | Staff time                | 9.43                            |
|   |   | 4. Expedite the renovation of downtown theater venues and the realization of the theater districts initiative.   | DDD; Canal Street Corporation             | First five years | Staff time                | 9.44                            |
|   |   | 5. Improve the retail market along canal street to reestablish it as one of the city's primary commercial corridors.   | DDD; Canal Street Corporation             | First five years | Staff time                | 9.44                            |
|   |   | 6. Continue to market tax credits and other incentives to property owners.   | DDD; Canal Street Development Corporation | First five years | Staff time                | 9.44                            |
|   |   | 7. Continue aggressive code enforcement to ensure code compliance.   | Safety and Permits; DDD; HDLC             | First five years | Staff time                | 9.44                            |
|   |   | 8. Through the new zoning Ordinance, ensure that new development throughout downtown meets the highest standards for context sensitivity and overall design quality.                       | CPC                                       | First five years | Staff time                | 9.45                            |
|   | 9.B. Enhance transit, pedestrian and bicycle access to and within downtown.                               | 1. Implement the Downtown Development District Downtown Mobility and Parking Study, including establishment of a coordinated parking program.  | DDD; DPW                                  | First five years | Staff time;               | 9.45                            |
|   |   | 2. Improve the pedestrian environment throughout downtown.   | DDD; DPW                                  | First five years | Staff time                | 9.45                            |
|   |   | 3. Enhance bicycle connectivity to downtown through the provision of bike infrastructure including the construction of the Lafitte Greenway.   | DDD; DPW; Project Delivery Unit           | First five years | Staff time                | 9.45                            |

| GOAL  | RECOMMENDED STRATEGIES   | RECOMMENDED ACTIONS:   |  |                  |                       |                                 |
|---|--|--|--|------------------|-----------------------|---------------------------------|
|   |  | HOW  | WHO  | WHEN             | RESOURCES             | FOR MORE INFORMATION, SEE PAGE: |
| 9. A 24-hour downtown to support its role as an economic driver | 9.C. Make investments to public parks, buildings and other facilities to attract private investment. | 1. Secure funding for the Reinventing the Crescent park on the river.                                    | New Orleans Building Corporation                         | First five years | Staff time            | 9.46                            |
|   |  | 2. Continue improvements to public spaces and buildings such as Armstrong Park and Municipal Auditorium. | Project Delivery Unit                                    | First five years | Recovery funds; bonds | 9.46                            |
|   |  | 3. Renovate the central library on Loyola Avenue and transform it into a signature public building.      | Project Delivery Unit; Orleans Parish Library            | Medium term      | CDBG; bonds           | 9.46                            |
|   |  | 4. Redevelop Iberville public housing to create a new, mixed income community.                           | Housing Authority of New Orleans with private developers | First five years | Federal funding       | 9.46                            |

## Getting Started

These items are short-term actions that can be undertaken with existing funding, or relatively little expenditure, and will help lay the groundwork for the longer-term actions that follow.

- Establish the proposed economic development public-private partnership (PPP) with a diverse and representative board and a set of working groups focused on existing, emerging and potential sectors and on workforce development.
- Work with regional and state agencies to further economic development goals.
- Complete and attract tenants to the BioInnovation incubator to provide a concrete sign of the viability of the New Orleans life sciences sector.
- Create more partnerships between business and higher education and workforce training programs, to meet growing demand for jobs at all skill levels.
- Advocate with the state to support local community colleges, universities and colleges as critical to future prosperity.
- Centralize and streamline assistance to small businesses.

## Narrative

### GOAL 1

#### A strong, effective public-private partnership (PPP) to retain, maintain, recruit and expand the economic base

Developing strategies to grow New Orleans' economic base does not mean starting at square one. There is already a strong foundation of organizational capacity and resources on which to build. What is lacking, however, is communication, coordination, and alignment among industry, government, and the various organizations and institutions that support economic development within the City and throughout the region and State. The immediate challenge for New Orleans is to develop an organizational structure for economic development that brings key stakeholders together and creates a strategic framework for action, and one that can work more effectively with regional and state economic development entities. In an environment of increasingly scarce resources, it is essential to develop consensus around which actions will have the greatest impacts and to align efforts toward successfully implementing those actions. While generating additional resources will be critical, New Orleans will be more successful in doing so if all key economic development stakeholders are engaged, committed, and unified. Creation of an effective public-private economic development partnership is the critical first step in developing this economic-development consensus. The PPP will then play the central role in coordinating initiatives undertaken by the full range of city, regional, state and other agencies focused on economic development.

#### 1.A Establish and fund the public-private partnership (PPP).

Economic development activities in New Orleans are currently fragmented among several public- and private-sector organizations. The PPP's joint public-private governance structure and professional management should engage stakeholders, particularly in the private sector, that have not worked closely with local government on past economic development initiatives.

#### RECOMMENDED ACTIONS

1. *Secure a 3 to 5 year public funding commitment, subject to the private match, both to establish the independence of the PPP and to ensure stability of funding during its startup and early operations*
  - > *Secure funding from the City, and a private sector match.*

*Who: Secure a 3 to 5 year funding commitment by the City and the private sector.*

*When: First five years*

*Resources: City Economic Development Fund; private funds.*

2. *Ensure a diverse board representative of the community and familiar with different economic sectors.*

*Who: PPP*

*When: First five years*

*Resources: PPP Funds*

### **1.B Develop PPP staff capacity and organizational framework to support the development of economic base industries**

The PPP should include industry experts in each of the economic base industries. The industry experts will work with businesses and other relevant actors to develop goals, strategies, and a set of action steps to support industry development, monitor progress toward goals, and adjust strategies as necessary. The industry experts can also play a role in the PPP's general business recruitment, retention and expansion activities.

#### **RECOMMENDED ACTION**

1. *Identify and hire industry experts for each economic base industry.*

*Who: PPP*

*When: First five years*

*Resources: PPP Funds.*

### **1.C Establish working groups for each economic base industry to be supported by PPP staff.**

The agenda for each industry working group should result from a process involving further engagement, issues analysis, dialogue and consensus-building among industry representatives and other key actors.

#### **RECOMMENDED ACTIONS**

1. *Form working groups with key industries:*

*Who: PPP*

*When: First five years*

*Resources: PPP funds.*

> **Port and Maritime Industry Working Group**

Membership: Board of Commissioners Port of New Orleans, GNO Inc., private facility operators, shippers, railroads, existing port-related manufacturing and distribution businesses, industrial real estate developers and brokers

> **Advanced Manufacturing Working Group**

Membership: NASA Michoud, New Orleans Regional Business Park, shipbuilding and repair firms, UNO and Tulane engineering schools and research centers, Delgado Community College

> **Energy (Oil and Gas) Working Group**

Membership: oil and gas producers, energy service firms

> **Tourism Working Group**

Membership: representatives of lodging, restaurant, and entertainment industry; New Orleans Convention and Visitors Bureau; New Orleans Tourism Marketing Corporation; New Orleans Multi-cultural Tourism Network; Canal Street Development Corporation; Downtown Development District; New Orleans Building Corporation; Delgado Community College; representatives from the Cultural Economy and Historic Preservation working groups to address cross-cutting issues/plans.

> **Cultural/Arts Economy Working Group**

Membership: city-wide and community-based organizations; cultural event sponsors; performing and visual arts institutions; major cultural funders; creative worker professional associations and support organizations; representative from the Tourism and Historic

## Historic preservation can further economic development and sustainability

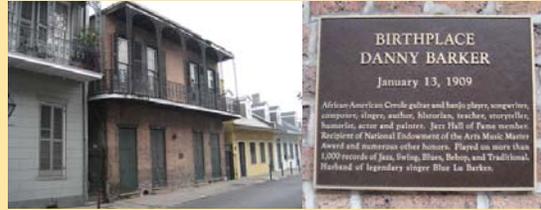
**H**istoric neighborhoods give New Orleans a competitive edge. The majority of New Orleans residents value their city's character and heritage, yet economic development interests often view historic preservation efforts as overly restrictive, bureaucratic obstacles that factor into the city's stagnant economy. Converging market forces and demographics, however, have made cities with historic character—walkable neighborhoods of historic housing peppered with locally owned stores, “main streets,” and unique cultural attractions—the most desirable places to live and do business. Since these forces will continue to shape the economic environment until at least 2020, protecting and restoring the character-giving elements of New Orleans' historic neighborhoods will be critical in giving the city a distinct edge in competing globally for talent, business, and investment.

**First steps.** Partnerships between economic development interests (both public and private) and historic preservation initiatives will help leverage the city's historic assets into a key driver of economic growth. In addition, partnerships between historic preservation and neighborhood revitalization initiatives will support a more holistic approach to preservation that emphasizes all aspects of neighborhood character—not just individual buildings—and strengthen the viability of New Orleans' beloved neighborhoods for both current and future residents.

**Heritage Tourism.** Growing New Orleans' heritage tourism



**Converging market forces and demographics have made cities with historic character—walkable neighborhoods of historic housing peppered with locally owned stores, “main streets,” and unique cultural attractions—the most desirable places to live and do business in America.**



**Heritage tourists seek authentic experiences “off the beaten path” and typically stay longer and spend more money than other visitor-market segments. New Orleans contains a wealth of opportunity for expanding heritage tourism into less-traveled areas of the city.**

sector represents an opportunity for the city to capitalize on its wealth of historic and cultural assets to expand the city's tourism economy and spread its benefits to a broader cross-section of New Orleans. Heritage tourists seek authentic experiences “off the beaten path,” typically staying longer and spending more money than other visitor market segments. New Orleans contains a wealth of potential heritage beyond current popular tourism destinations. The city's six Main Streets programs, for example, promote historic restoration, marketing and small business development; these districts should be seen as potential heritage tourism destinations.

**Cultural Economies.** Neighborhood-based arts and entertainment venues provide opportunities for creating heritage tourism destinations, generating jobs, and enhancing quality of life. The 19 Cultural Products Districts established by the state Department of Culture, Recreation and Tourism in 2008 provide state tax credits to support the purchase and restoration of historic structures by artists and others. The heritage tourism task force should work with these districts to promote and develop them as tourist destinations “off the beaten path.”

**Sustainability.** Historic preservation is a key strategy to reduce greenhouse gas emissions because existing buildings embody energy that has already been expended in construction. Because of New Orleans' national visibility as a treasure house of historic architecture in an environmentally vulnerable location, the city could become a national model for sustainable preservation by its 300th anniversary in 2018.

Preservation working group to address cross-cutting issues.

> **Historic Preservation Working Group**

Membership: Citywide and community-based preservation organizations, representative from the Cultural/Arts Economy Working Group, representative from the Tourism Working Group (See box, “Historic preservation can further economic development and sustainability,” on the next page.)

> **Life Sciences Working Group**

Membership: life sciences firms, life sciences research centers, university technology transfer officers, Biosciences Economic Development District, BioInnovation Center

> **Film and Digital Media Working Group**

Membership: film and digital media companies, New Orleans Office of Film and Video, UNO’s Department of Film, Theatre and Communication Arts, New Orleans Video Access Center, Net Squared, Idea Village

> **Green Industries Working Group**

Membership: green entrepreneurs, energy service firms seeking to diversify into green markets, Global Green, Coast Builders Coalition, university research centers, Delgado Community College

**1.D Develop a business retention and expansion program through the PPP.**

Business retention and expansion programs generally focus on economic base industries and other large and medium-size businesses that have the flexibility to relocate outside the community. They can be a very cost-effective economic development tool, since it is generally accepted within the economic development field that efforts to help businesses remain in a community are easier and less costly than efforts to attract new ones. Establishing such a program should be one of the PPP’s initial tasks.

**RECOMMENDED ACTIONS**

1. *Develop a database of targeted companies.*

*Who:* PPP, volunteers from business organizations, regional and state agencies..

*When:* First five years

*Resources:* PPP funds, regional and state sources.

2. *Develop a visitation program. The visitation program will enable the PPP to obtain information about a company and its future plans, inform it about available local resources and programs, and identify needs or problems that require action.*

*Who:* PPP, volunteers from business organizations, regional and state agencies..

*When:* First five years

*Resources:* PPP funds, regional and state sources.

> *Develop a response system to help the business address needs or resolve problems in a timely manner.*

> *Utilize PPP industry experts to visit key firms in economic base industries.*

> *Recruit volunteers from business organizations including the Chamber of Commerce and the Business Council in order to expand the scope of the program beyond what would be possible relying only on professional staff.*

**1.E Partner with GNO Inc. on business recruitment activities.**

GNO Inc. plays the lead role in regional business recruitment and needs partners in its constituent parishes to offer local assistance to best attract new prospects and close deals. The PPP should assume this role in the city.

**RECOMMENDED ACTIONS**

1. *Commit at least one PPP staff member to work with property owners and commercial real estate agents to identify potential redevelopment sites and collect relevant data.*

**Who:** PPP

**When:** First five years

**Resources:** PPP funds

2. *Provide GNO Inc. with continuously updated location/parcel information for its web-based site selection tool.*

**Who:** PPP; ITI

**When:** First five years

**Resources:** PPP funds

> *Prepare marketing materials to highlight parcels that are particularly suited for new development/redevelopment.*

> *Prepare a comprehensive inventory of available incentive programs and develop marketing materials to outline eligibility and potential benefits.*

> *Work with the City Planning Commission to ensure that the comprehensive zoning ordinance provides ample land and appropriate regulatory controls for new commercial development.*

> *Work with NORA to identify opportunities for land banking and repackaging land for commercial redevelopment.*

> *Actively participate in the city's annual capital improvement process to advocate for infrastructure improvements that assist in business growth.*

> *Actively participate in the Regional Planning Commission's planning and transportation improvement program (TIP) process to ensure that planned transportation investments meet businesses' needs.*

> *Work in partnership with higher education programs and Job 1 to identify education and workforce development programs that can be used to recruit and train employees.*

### **1.F Retain and attract educated and skilled workers at all levels by expanding and broadening participation in existing talent retention and attraction efforts.**

During the past few years, an impressive array of talent retention and attraction initiatives have sprung up among existing nonprofit and new grass roots organizations, with young professionals often in leadership roles.

**RECOMMENDED ACTIONS**

1. *Increase and improve engagement from the city's business, academic, civic, and political leadership to build on nonprofit and grass roots organizations efforts to connect college students to employment opportunities within New Orleans.*

**Who:** PPP, working with business and city agency

**When:** First five years

**Resources:** PPP funds, business support

Local higher education institutions should work collaboratively with the business community to establish an internship and employment clearinghouse, jointly outreach to the business community to identify and promote internships, list internships and full-time post-graduation positions on a common web site and provide guidance to students seeking internships or full-time jobs. Local business people could also be recruited to provide one-on-one career mentoring and relationship-building opportunities.

2. *Support a national marketing campaign aimed at prospective students or recent graduates, with targeted web and print marketing, showcasing the city's educational, employment, social, cultural, and community service opportunities.*

**Who:** PPP, working with business and city agencies

**When:** First five years

**Resources:** PPP funds, business support.

> *Provide financial incentives for young professionals such as partial tuition rebates or student loan deferrals for graduating students who commit to stay in New Orleans.*

> *Consider an urban homesteading program, or a housing purchase program along the lines of Grants for Grads, the existing state programs administered by the Louisiana Housing Finance Agency, but less restrictive in its eligibility criteria (which disqualify all but the most recent college graduates).*

3. *Include lifestyle preferences of young professionals in housing, urban design and transportation planning.*

**Who:** PPP, working with business and city agencies.

**When:** First five years

**Resources:** PPP funds, business support

The lifestyle preferences of young professionals affect their choice of living and working environments. A significant segment of the young adult demographic seeks an urban environment with a vibrant mix of activities, social and business networking opportunities, and attention to health and environmental sustainability. Urban design, housing choices, and transportation options all play a role in their perceptions about a community's appeal. The preferences of this demographic should be taken into account in local planning processes in order to create spaces that appeal to this group. To this end, planning processes in urbanized districts or involving transportation or environmental measures should incorporate targeted outreach to obtain input and participation from this demographic.

### **1.G Engage young people in civic activities and cultivate new leadership.**

Many young professionals in New Orleans have demonstrated a strong commitment to civic and volunteer activities. Business, civic, and political leaders should leverage this commitment by more consciously working with emerging young leaders to build a cadre of civic leadership for the next generation.

#### **RECOMMENDED ACTIONS**

1. *Actively solicit young professional membership in civic organizations.*

**Who:** PPP, working with CPC and RTA

**When:** First five years

**Resources:** Staff time

2. *Carve out responsible roles for young professionals in community projects.*

**Who:** PPP, working with CPC and RTA

**When:** First five years

**Resources:** Staff time

> *Convene a committee of business, civic and government leaders to establish a civic vehicle for public recognition of young leaders' achievements.*

A perception that their contributions are valued and opportunities exist for elevation to leadership positions will motivate young people to remain in the city for the long term. A leading civic organization such as the Horizon Initiative should convene a committee to develop an agenda to address this issue.

## GOAL 2

## Local government that supports high quality of life by delivering cost-effective and efficient services to both businesses and residents

### 2.A Make New Orleans a safer more reliable city in which to live, work and play by ensuring basic service delivery.

Preserving and enhancing the overall quality of life must be an important focus of economic development. Quality of life is an essential ingredient to both retain existing businesses and residents, and to attract new economic investment and future residents. Cities that provide attractive, amenity-rich neighborhoods and business centers; reliable, well-maintained roadways and transit systems; strong schools; and streets free of crime and litter, are attractive to both residents and the companies they employ.

Many aspects of New Orleans' quality of life—its vibrant culture, rich architectural heritage, and old-world charm—are strong attributes. At the same time, there is a broad recognition that other factors seriously detract from the city's quality of life. In addition to concerns about the city's physical vulnerabilities, these include concerns about the quality of public education, threats to public safety, corruption, poorly maintained infrastructure, threat of flooding, and the effectiveness and efficiency of basic government functions. Without addressing these basic quality-of-life issues, the most effective economic development efforts are likely to fall short of creating a strong, dynamic economy. While significant strides have been made in some of these areas, more progress is needed to turn these factors from a negative into a positive.

#### RECOMMENDED ACTIONS

1. *Provide, maintain, and repair basic infrastructure and transportation systems for a safer, more dependable and efficient city environment.*

**Who:** RTA; DPW; RPC; Capital Budget

**When:** First five years

**Resources:** Local, state and federal funding

**(See Chapter 10—Community Facilities, Services and Infrastructure for further discussion on infrastructure issues and strategies; and Chapter 11—Transportation for further discussion of roadway, transit and airport systems.)**

2. *Ensure the city is protected from flood and storm risks. (See Chapter 12, Resilience.)*

**Who:** DPW; S&WB; Corps

**When:** Medium term

**Resources:** Federal funding

> *Improve enforcement procedures throughout city agencies to provide confidence in the city's capacity.*

> *Increase Safety and Permits zoning enforcement inspectors assigned to the zoning administration division to enforce the zoning laws. Inspectors should be partnered with district planners at the City Planning Commission.*

> *Ensure strong police, fire and emergency systems are in place for more secure neighborhoods.*

> *Ensure that schools are fully funded to provide a well-rounded education, including physical education and arts programs.*

> *Enhance facilities and marketing at Louis Armstrong New Orleans International Airport to increase air traffic and serve as an attractive "front door" to New Orleans. (See Chapter 11—Transportation, Goal 5, for further discussion on the airport.)*

## GOAL 3

## Preservation and expansion of established industries

### 3.A Preserve and expand the tourism industry.

Tourism marketing in New Orleans pales in comparison to other major tourism destinations. Combined marketing expenditures among the city's three major marketing organizations are approximately \$20 million—or about 10 percent of the tourism marketing budget for Las Vegas.

#### RECOMMENDED ACTIONS

1. *Increase funding for tourism marketing efforts and identify new market development and marketing targets.*
  - Who:** Tourism organizations
  - When:** First five years
  - Resources:** Business funding, city economic development funds
  - > *Expand the tourism marketing budget to match comparable destinations.*
  - > *Maximize city tourism marketing efforts through increased coordination between city organizations.*
2. *Invest in new forms of tourism and attractions that complement current offerings to increase the tourism market.*
  - Who:** PPP working with tourism org., private business, city agencies, Saenger Theater Partnership
  - When:** Medium term
  - Resources:** PPP funds, city Staff time, private investments
  - > *Support and fund the development of the theater district.*
  - > *Invest in heritage tourism, such as in the Tremé district as a center of African-American history and cultural tourism, including a museum showcasing the contribution of the African-American community to New Orleans' social and cultural life. (See Chapter 6—Historic Preservation)*
  - > *Expand on the city's numerous festivals and other special events to include more events in the slower tourism months.*
3. *Promote appropriate forms of development to improve the quality of retail, restaurant, and entertainment options along Canal Street.*
  - Who:** CSDC, DDD
  - When:** First five years
  - Resources:** CSDC and DDDs
  - > *Implement the Canal Street Redevelopment Plan, developed by the Downtown Development District (DDD), the Canal Street Development Corporation, and the CPC.*
  - > *Establish a land use framework and provide targeted regulation for the area, including historic rehabilitation code changes based on the New Jersey model. (See Volume 3, Chapter 9 for more information about the New Jersey model.)*
  - > *Provide financial incentives to attract retail, dining and entertainment establishments.*
4. *Improve connectivity and transit within and between tourist areas and attractions.*
  - Who:** RTA, DPW, DDD
  - When:** First five years
  - Resources:** Federal transportation funds, DDD funds

New Orleans' walkability is one of its advantages from a tourism perspective. Yet as the range of tourism venues expand, some areas are not as accessible to tourists as they could be.

- > Create new streetcar connector routes through downtown and the French Quarter to better connect important tourist destinations **(See Chapter 11 – Transportation)**.
- > Ensure adequate transit service to and from downtown and the French Quarter and develop strategies to draw visitors out of the French Quarter and CBD and into other neighborhoods.
- > Program streetscape improvements for tourist centers for a more appealing and safe walking environment.

5. Augment efforts to preserve public safety in tourism districts.

**Who:** DDD, Police Department

**When:** First five years

**Resources:** DDD

The physical condition, cleanliness, and security of public spaces can strongly influence visitors' perceptions of the city. The environment in public spaces, particularly as it relates to public safety, is not only real concern, but through national media coverage, can create an indelible image that is harmful not only to tourism but the general business environment.

- > Ensure appropriate security and police presence in heavy tourist areas.
- > Make sufficient investments to maintain, improve and secure public spaces in tourism-oriented districts.

6. Strengthen hospitality and retail workforce development programs within the tourism industry to maintain and improve the quality and consistency of customer service.

**Who:** Business working with public schools, Job 1, Delgado Community College

**When:** First five years

**Resources:** Local, state and federal funds

- > Work with the public schools, Job 1, and Delgado Community College to ensure that an adequate workforce training system is in place to provide the qualified workers that the industry needs.
- > Create career paths and post-placement training to reduce turnover, increase workforce productivity and enable employers to pay higher wages.

### **3.B Preserve and expand the arts and culture industries.**

#### **RECOMMENDED ACTIONS**

1. Market the city as an arts and cultural center to locals, visitors, potential visitors, and arts competitions.

**Who:** Tourism and arts organizations

**When:** First five years

**Resources:** Business funding, city economic development funds

- > Establish a Cultural Commission or Department of Cultural Affairs to advise the mayor, city council and other agencies on promoting, encouraging and increasing arts and cultural programs, projects and services, particularly in neighborhoods, in New Orleans.
- > Support and fund the creation of a Cultural Commission or Department of Cultural Affairs.
- > Work with established cultural organizations, such as the Arts Council, to promote the development of cultural industries in a strategic and comprehensive way.

> *Work with the private and philanthropic sectors to increase funding for nonprofit cultural organizations.*

2. *Develop additional cultural facilities and venues.*

**Who:** *Tourism and arts organizations*

**When:** *First five years*

**Resources:** *Staff time*

New Orleans needs more small-scale performance and exhibition spaces. Neighborhood cultural spaces would provide exposure and income-generating opportunities for local artists, create livelier neighborhood commercial centers, and bring visitors from outside these neighborhoods who would also patronize local shops and restaurants. Proposals have already been aired to incorporate such facilities into libraries and recreation centers

> *Provide funding for an expanded public art program in public buildings, parks, and along public rights of way. Continue to fund the One Percent for Art program.*

> *Expedite the redevelopment of performance venues, including the Saenger, Orpheum, Joy, and State Palace Theaters and the Municipal Auditorium.*

> *Pursue public and philanthropic funding to complete the Louisiana ArtWorks facility on Howard Avenue.*

> *Work with public-private partnerships to adaptively reuse surplus public buildings and abandoned buildings as affordable studio, exhibition and performance space.*

> *Enhance arts and live music programming in Armstrong Park and Congo Square.*

> *Work with the National Park Service to expedite the development of the Jazz National Historical Park in Armstrong Park.*

> *Support the Reinventing the Crescent riverfront plan in creating a live performance amphitheater along the Mississippi River.*

> *Preserve and restore historic, single-screen neighborhood theaters as venues for movies and live performances.*

> *Create new opportunities for context-sensitive neighborhood performance spaces, art galleries and studio spaces to bring in visitors to support local artists and create livelier neighborhood commercial centers.*

3. *Support more comprehensive and coordinated workforce and cultural entrepreneurship training.*

**Who:** *Job 1; PPP*

**When:** *First five years*

**Resources:** *Staff time*

> *Expand business training and marketing assistance for cultural entrepreneurs.*

Broad marketing efforts will be more effective if individual cultural organizations, enterprises and independent artists become more market-savvy. Entrepreneurship programs that help cultural business to develop effective marketing strategies and strengthen other business practices will further enhance marketing efforts. Programs such as the Arts Council's Arts Business Program and the Jazz and Heritage Foundation's marketing assistance fulfill this function to some degree but are limited by funding constraints.

> *Increase funding for arts and music education in New Orleans Public Schools to create a world-class arts education curriculum to develop emerging talent needed to sustain the city's*

*cultural base and provide supplemental employment opportunities for local artists.*  
Cultural education efforts aimed at K–12 students are currently small-scale and fragmented. Integrating cultural curricula into all K–12 schools, building on State Act 175, and hiring educators from within the local cultural community to teach these classes would help to develop the emerging talent needed to sustain the city’s cultural base in the next generation.

4. *Encourage policies to make New Orleans a more appealing and affordable environment for creative professionals.*

**Who:** CNO, Inc.; PPP

**When:** First five years

**Resources:** Staff time

> *Market New Orleans as an affordable, attractive place for artists to live through web sites, publications and educational institutions.*

> *Advocate for changes in local and state tax structure to reduce the tax burden on arts-related income and sales.*

In 2007 the state legislature rejected a proposed income tax credit for artists. Passage of such a measure would enhance after-tax income for artists, making it easier for artists with limited incomes to remain in New Orleans and attracting additional artists to the city.

> *Provide a range of affordable housing options for artists, musicians, and other creative professionals, including using land trusts to ensure continued affordability for communities with large concentrations of creative professionals.*

Suitable light industrial areas should be zoned to allow live-work studios for artists.

Artists who meet income eligibility requirements can take advantage of the city’s affordable housing programs. The city can also assist artists in creating limited-equity cooperatives or other housing solutions in decommissioned schools and similar sites.

5. *Support more comprehensive and coordinated cultural marketing approaches including efforts targeted at different industry segments.*

**Who:** PPP

**When:** First five years

**Resources:** Staff time

> *Through city and state agencies and non-profit organizations, aggressively market New Orleans regionally, nationally, and internationally as an arts and cultural hub.*

> *Tailor marketing strategies and tools to distinct market segments—city and regional residents, visitors, and purchasers of cultural products for export to non-local markets (e.g., festival buyers, exhibit organizers).*

> *Provide public funding to sponsor art, design, and literary competitions to preserve cultural traditions.*

6. *Market and invest in state-designated Cultural Products Districts.*

**Who:** Community Development

**When:** First five years

**Resources:** State funds, CDBG, private investment with tax credits.

The full potential of the Cultural Products Districts will not be realized unless mechanisms are put in place to market the incentives and to collect and report data on cultural sales that must

be furnished to the state as a condition for maintaining its tax benefits. There is currently no organization responsible for marketing the districts.

- > *Designate an organization to market and manage data collection and reporting for the 19 Cultural Products Districts, to help fully realize their potential.*

### **3.C Preserve and expand the port and maritime industries.**

The ability to complete key infrastructure improvements will in large part shape the Port's ability to enhance its competitiveness in key maritime markets, most notably in container shipping. Continued recognition of the importance of intergovernmental relationships is essential to the Port's continued success. Moreover, early discussion and community process around potential neighborhood impacts of port improvements can help resolve conflicts and lead to more timely completion.

#### **RECOMMENDED ACTIONS**

1. *Further increase coordination among the Port of New Orleans, city agencies, and economic development organizations to best address issues and advocate for funding.*  
*Who: Mayor's office, Port, PPP, city agencies*  
*When: First five years*  
*Resources: Staff time*
  - > *Conduct a market study to determine nature and extent of demand for manufacturing and distribution sites adjacent to the port.*
2. *Support investment in capital improvements recommended in the Board of Commissioners Port of New Orleans Master Plan to make the Port of New Orleans the leader among Gulf Coast port facilities, while preserving quality of life for New Orleans residents.*  
*Who: Port and city agencies*  
*When: First five years*  
*Resources: State and federal funds*
  - > *Support Port efforts to secure state and federal infrastructure funding.*
  - > *Increase capacity at the Napoleon Avenue Container Terminal to position the port to capture increased container shipping resulting from the Panama Canal expansion.*
  - > *Expand on-dock and/or near-dock rail transfer service.*
  - > *In response to the closure of MRGO and the controversial lock expansion project, commission a city study of the lock proposal to develop a strategic land use and redevelopment plan for the Industrial Canal that enhances economic opportunity and protects neighborhood interests.*
3. *Seek to increase value-added manufacturing and distribution activities on port-owned industrial land.*  
*Who: Port, NORBP, and PPP*  
*When: First five years*  
*Resources: Port funds, PPP*

Local economic development capacity is needed to further maximize the potential for increased port-related value-added manufacturing and distribution activity resulting from increases in container and break bulk volumes. Properties along the Industrial Canal represent some of the best opportunities for capturing value-added industry within the city. These properties offer deep water access (through the Industrial Lock Canal) and a direct connection to the New Orleans Public Belt Railroad. In coordination with other local and state economic development agencies (Louisiana Economic Development, Greater New Orleans, Inc, and the PPP), the Port

may be able to attract greater commercial interest in job generating capacity. While development costs may be higher in industrially zoned areas of New Orleans, properties within the city offer greater proximity to the port and superior rail and interstate highway infrastructure. Enhanced Port involvement in economic development discussions could also help identify businesses and industries that specifically rely on deepwater access and port activities.

- > *Conduct a market study to determine nature and extent of demand for manufacturing and distribution sites adjacent to the port.*
- > *Develop a short and long range strategic plan for industrial uses along the Industrial Canal.*
- > *Ensure that adequate infrastructure and zoning regulations are in place to facilitate business expansion.*
- > *Develop a site inventory of port-owned property suitable for manufacturing and distribution.*
- > *Utilize incentives to attract value-added industries.*
- > *Improve coordination of port marketing among state, regional and local economic development organizations to reduce redundancies and ensure that agencies' marketing efforts to draw value-added industries are complementary.*
- > *Collaborate with the New Orleans Regional Business Park (NORBP) to enhance marketing of and physical improvements to NORBP properties to accommodate companies in need of industrial property with strong rail connections, connections to interstates, and/or deepwater access.*

Many challenges have impeded economic development and job creation at the New Orleans Regional Business Park. The NORBP and the Port should work in closer coordination to identify potential tenants. Improvements to flood protection along the Intercoastal Waterway and Industrial Canal will help to protect the security of businesses' investments and should make NORBP properties more marketable.

4. *Advocate for a cohesive state ports policy with respect to port investment.*

**Who:** Mayor's office  
**When:** First five years  
**Resources:** Staff time

The state has eight ports between Baton Rouge and the mouth of the Mississippi, each with its own port commission. A more strategic and coordinated approach to port investment specifically for these eight ports that makes economic benefits to the state the paramount consideration would provide a more rational and predictable funding environment for all of the state's ports.

- > *Support increased state funding to better compete with competitive Gulf Coast ports.*

5. *Secure financing for and construct a new cruise ship facility at Poland Avenue to expand cruise terminal capacity.*

**Who:** Port  
**When:** Medium term  
**Resources:** State and federal funds

Cruise ship activity has grown substantially at the Port of New Orleans over the past 15 years bringing additional tourist dollars to the city. Hurricane Katrina caused a temporary decline in passengers and cruise activity; but the industry has shown robust annual growth, and New Orleans is expected to resume its position as a major port of embarkation. Additional terminal capacity is needed, and the Port has identified the Poland Avenue wharf in Bywater as the optimal location; however financing has not been secured for the project.

> Advocate for funding for the Poland Avenue cruise terminal to increase potential total embarkations and tourist expenditures.

### **3.D Preserve and expand advanced manufacturing. Monitor and advocate for continued NASA commitment at Michoud Assembly Facility.**

#### **RECOMMENDED ACTIONS**

1. *Monitor and advocate for continued NASA commitment at Michoud Assembly Facility.*  
*Who: Local, regional and state economic development leaders*  
*When: First five years*  
*Resources: Staff time*
  - > *Local, regional and state economic development leaders should jointly monitor developments and advocate for a continued federal commitment to Michoud.*
  - > *Collaborate with Mississippi officials to jointly advocate for Michoud and the nearby Stennis Space Center, which is also involved in the Constellation Program.*
  
2. *Recruit NASA subcontractors through strengthened recruitment efforts and improvements to the New Orleans Regional Business Park.*  
*Who: PPP, GNO, Inc, Louisiana Economic Development, NORBP*  
*When: First five years*  
*Resources: Staff time, NORBP*
  - > *Work with NASA, GNO Inc., the PPP and Louisiana Economic Development and target recruitment efforts to subcontractor firms to work on NASA's Constellation Program and other projects.*
  - > *Invest in infrastructure improvements at New Orleans Regional Business Park to create a more attractive environment through zoning requirements, roadway improvements, landscaping and signage.*
  
3. *Support science and engineering programs in city universities.*  
*Who: Mayor's office*  
*When: First five years*  
*Resources: Staff time*

Science and engineering programs play an essential role in producing the workforce to serve the advanced manufacturing industry and generate the research and development activities that attract industry firms.

  - > *Enhance city-university relationship to promote research-based economic development.*
  - > *Support and strengthen existing engineering programs at local universities and colleges.*
  - > *Encourage development of new applied sciences and engineering programs in higher education in emerging areas of specialization and industry development.*
  
4. *Continue to increase the number of workers in the skilled trades through training programs.*  
*Who: Delgado Community College with manufactures*  
*When: First five years*  
*Resources: State, federal and private funding*

A recent study conducted for GNO Inc. found that advanced manufacturing employers in the region were experiencing shortages in workers in the skilled trades (e.g., welders, pipe

fitters), production (e.g., machine tool operators and fabricators), and technical positions (e.g., engineering technicians, CAD operators).

> *Expand recent initiatives to increase the supply of workers in the skilled trades.*

5. *Leverage the existing research base to diversity into other advanced manufacturing sectors.*

**Who:** PPP; CNO, Inc.; LED; NORBP

**When:** First five years

**Resources:** Staff time

Research already being conducted in New Orleans in areas such as composite materials and advanced welding techniques have applications in other industries including civilian aerospace, wind energy, automotive.

> *Market research capacity to established firms and new entrepreneurs to promote the expansion and diversification of the advanced manufacturing in the city.*

### **3.E Preserve, expand and modernize the oil and gas industries.**

Significant growth opportunities exist for energy service firms in the near future as more advanced technologies are needed for increasingly difficult oil and gas extraction. New Orleans offers a competitive location for the management and professional/technical operations of energy service companies. In addition, if the eastern Gulf is opened to oil exploration, New Orleans will be well positioned to service the offshore oil industry's transportation and logistical needs.

#### **RECOMMENDED ACTIONS**

1. *Support retention and expansion of existing energy services firms and their high-paying jobs by working with them to identify their needs and taking steps to address them.*

**Who:** PPP; GNO, Inc.; oil and gas

**When:** First five years

**Resources:** Staff time

> *Assess market potential and develop a strategy to recruit additional firms/facilities for whom New Orleans' proximity to oil and gas production and refining facilities offers a locational advantage.*

> *Identify needs for these firms and take the necessary steps to address them to better support retention and encourage expansion.*

2. *Attract and retain scientific, engineering and technical talent.*

**Who:** PPP; GNO, Inc.; oil and gas

**When:** First five years

**Resources:** Staff time

One of the key industry issues identified in a GNO, Inc. study was workforce shortages, particularly geological and petroleum engineers and skilled production workers for refining and petrochemical production.

> *Work with local colleges and universities to explore options for petroleum engineering specializations in their engineering programs and develop internships or other connections with local firms.*

3. *Strengthen research and commercialization in advanced, environmental sustainable extraction and production technology.*

**Who:** Universities, oil and gas industry

**When:** Medium term

## A state-of-the-art medical district will require a new level of city-planning leadership

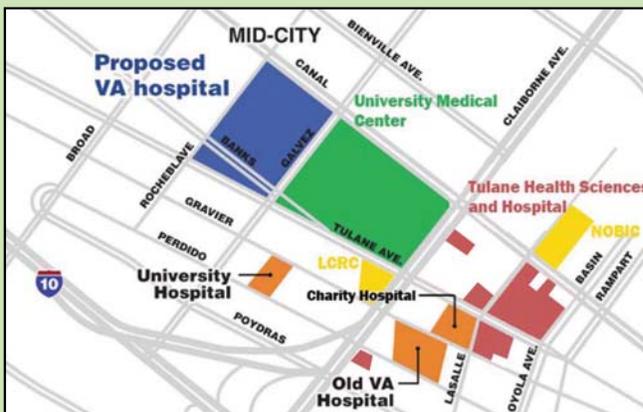
No set of projects holds greater potential to enhance quality of life, economic opportunity, character, and sustainability than the proposed Southeastern Regional Veterans Administration Hospital (VA) and Louisiana State University Health Sciences Center (LSU). The Regional Planning Commission (RPC) stepped forward following Hurricane Katrina and launched planning for a medical district more vital and nationally competitive than before the storm—particularly critical for a city in which one in eight residents held a job related to health care in 2005.

Placing a high priority on securing commitments from the two hospitals to locate in the medical district, the City proposed sites that were subsequently endorsed by LSU and the VA. Building on the RPC’s planning, the City envisions a medical district anchored by these hospitals and Tulane Medical School that would attract significant development of research and other health-care-related industries. The BioInnovation Center is an early example of the commitment to take effective steps to ensure spin-off economic-development benefits from health care.

Projects of this scale would generate public debate in any city, and while there is widespread enthusiasm for the hospitals themselves, the specific sites endorsed by LSU and the VA have drawn criticism. A citywide coalition of neighborhood and community organizations, the Foundation for Historical Louisiana (FHL), the National Trust for Historic Preservation, and other groups have urged LSU to rehabilitate historic Charity Hospital and the VA to avoid displacing an existing neighborhood. A study by RMJM Hillier, a nationally recognized architecture and preservation firm, concludes that rehabilitating the Charity building would save time and costs, assessments that LSU disputes. Others suggest that hospitals with comparable facilities and location could readily share the site identified for LSU and avoid the need to remove the adjacent neighborhood.

While the agreements covering the hospitals’ siting and other aspects of planning for the district do not include a specific role for the CPC, the controversy over the proposals led residents and City Council members to ask the CPC to host a public forum in May, 2009, to determine how the Master Plan should address the hospitals and other issues raised by the medical district. Based on the forum and an assessment of the planning process to date, the Master Plan includes four core recommendations:

- Planning leadership.** Although state and federal projects are exempt from local zoning, the sweep of the medical district’s impacts—and intense public interest—demonstrate the importance of City-led and community-based planning for projects that affect the welfare of the city and its neighborhoods. New Orleans would be well-served going forward by a model that has worked in many cities in which city government carries out community-based planning that includes key stakeholders and state and federal agencies. The CPC should work closely with the Community Development Department, the Greater New Orleans Biosciences Economic Development District, the RPC, NORA and other agencies to create plans that meet the needs of proponents and reflect the values of the community. Plans approved by the CPC would represent an appropriate basis for inviting NORA to take advantage of its redevelopment capabilities to ensure that the City is well placed in terms of site control and development incentives to maximize the medical district’s economic-development benefits. Promoting residents’ access to top-quality health-care facilities as soon as possible; insuring that planning and design honors the city’s unique character; preserving historic resources; protecting nearby neighborhoods’ interests; overseeing district development to ascertain that it makes good use of scarce land; guaranteeing that the project yields a full range of jobs and other economic benefits—all these tasks represent responsibilities that require community-based planning and cannot be assigned away.



(above) The RMJM Hillier/Foundation For Historical Louisiana Proposal (left) Map is illustrative only. It does not necessarily reflect specific boundaries/locations of sites and buildings mentioned as part of the Medical District.



- Community engagement.** The Master Plan proposes a community participation process that should be implemented as soon as possible for the medical district. This process would include assigning a district planner to work with surrounding neighborhoods and with the proponents, accelerating formation of an advisory District Council, possibly appointing a task force that includes the full range of citywide perspectives to work with the District Council, and holding periodic public review meetings. The CPC would invite the community representatives to work closely with planners for the medical district and the hospitals to ensure that all stakeholders understand each other and work together to achieve the nationally competitive medical district envisioned by the RPC in a manner that merits active community support.

- Reuse of the historic Charity Hospital building.** Cities bear a responsibility to protect their historic resources, and in 2008 the National Trust for Historic Preservation listed the Charity campus as one of “America’s Most Endangered Places.” Uncertainty over the landmark’s future undermines the ability of key stakeholders to work to promote the medical district. The CPC may not be in a position to determine whether the Charity building should be rehabilitated to house the new hospital, but the CPC should take the lead on behalf of the City to insure that further planning includes a strategy for re-using and preserving it.

- Planning and land use guidelines.** While state and federal facilities can override zoning, the CPC retains responsibility for promoting planning for the medical district that advances the city’s core interests. It should apply the three central planning and urban design values that emerged from this Master Plan process:

> **Cultivate livability:**

- Create respectful transitions to adjacent neighborhoods**—stepping down in scale, avoiding negative traffic impacts, facing neighborhoods with pedestrian-friendly uses at street level.

- Extend New Orleans’ “signature” qualities to the district**, including walkability created in part by buildings whose uses frame and enliven sidewalks along major streets, tree-lined streets, a mix of uses, and similar qualities.

- Use the growth of the medical**

**district to support nearby vibrant neighborhoods**, commercial districts, convenient transit, lively parks, and similar amenities.

- Promote public health and a greater sense of community** by building walkable connections to nearby neighborhoods and creating public spaces that draw different kinds of people together.
- Preserve and enhance the historic and traditional character of nearby neighborhoods.**

> **Foster opportunity:**

- Provide the education and services** that offer people at every education and economic level new opportunity.
- Offer a well designed and lively environment** that attracts people to live, work, and invest in and near the medical district, including support for nearby housing that accommodates potential employees of every income and background.

> **Promote sustainability:**

- Help reduce the city’s carbon footprint by becoming New Orleans’ greenest district**—beginning with green building and energy and extending to reuse of existing structures and enhancement of livability in adjacent neighborhoods.
- Celebrate the city’s relationship to water** by creating rain gardens, a day-lighted and landscaped canal in place of the Galvez culvert, and similar steps that add beauty and help protect the city from rain-driven flooding.

*Resources: Grants and private funding*

As environmental concerns increase, the industry needs more efficient and environmentally sustainable ways to produce oil and natural gas in increasingly fragile natural environments

- > *Strengthen the research capabilities of local universities to help the industry address these issues.*
- > *Increase cooperative industry/university research to better retain existing firms and attract new ones to the city and region.*

**3.F Preserve and strengthen higher education as an established employment sector.****RECOMMENDED ACTIONS**

1. *Foster policies and promote funding that support institutions of higher education in the knowledge-based economic growth of the city, in the development of the local workforce, and as significant contributors to the job sector.*

**Who:** *Universities, city officials, local economic leaders*

**When:** *Ongoing*

**Resources:** *State, federal and private funding, local policies*

**GOAL 4**


---

## Fostering of emerging industries to expand economic opportunity for New Orleanians

---

**4.A Expand the medical life sciences industry.**

The strategic plan developed by the Regional Biosciences Initiative provides a road map for building the life sciences industry in New Orleans. Research institutions, government, economic development organizations, and other stakeholders must continue to work collaboratively to implement the strategy. A number of issues require particular attention in the short-term.

**RECOMMENDED ACTION**

1. *Secure full funding for the LSU Medical Center and the Louisiana Cancer Research Consortium joint research center.*

**Who:** *Medical institutions, city leadership, CPC; BioDistrict*

**When:** *First five years*

**Resources:** *Federal, state and local funding*

- > *Sponsor a planning and coordination process led by the CPC to resolve issues, provide design standards, identify initial infrastructure and public realm investments, and identify appropriate uses for Charity Hospital and other under utilized parcels.*

2. *Provide planning leadership for the Medical District.*

**Who:** *BioDistrict; CPC*

**When:** *First five years*

**Resources:** *Staff time*

- > *Sponsor a planning and coordination process led by the CPC to resolve issues, provide design standards, identify initial infrastructure and public realm investments, and identify appropriate uses for Charity Hospital and other under utilized parcels.*

3. *Promote more collaboration among Institutions and leverage research synergies.*

**Who:** *City leadership and state delegation*

**When:** First five years

**Resources:** Staff time

> Develop a more robust, coordinated effort among life sciences research institutions and entrepreneurship development organizations to help local entrepreneurs commercialize locally-developed life sciences technologies.

> Establish more effective technology transfer mechanisms within the research institutions to incentivize technology commercialization by local companies. This might involve establishing a joint program with shared staff to support the development of new ventures using licensed university technologies and working collaboratively with university research staff.

4. Attract entrepreneurs to New Orleans with the management skills to move promising technologies into the marketplace.

**Who:** PPP, Regional Biosciences Initiative, entrepreneurship development organizations, universities

**When:** Medium term

**Resources:** Staff time, private funding

> Increase seed and venture capital investment sources to finance startup and early stage life sciences companies.

5. Work to maintain and expand state funding state funding for higher education and research in the life sciences.

**Who:** Universities

**When:** Medium term

**Resources:** Staff time

## FILM/VIDEO, DIGITAL MEDIA AND OTHER CREATIVE INDUSTRIES

### 4.B Expand the film, video and digital media industries.

#### RECOMMENDED ACTIONS

1. Retain and attract creative talent to New Orleans through marketing, incentives, workforce development programs and professional contacts.

**Who:** PPP, GNO Inc.

**When:** First five years

**Resources:** Staff time, private funding

> Work with GNO Inc. to develop a marketing campaign to promote local start-up companies and generate enthusiasm for New Orleans as a film and digital media hub.

> Increase funding for education and workforce development programs to more fully meet the needs of the film and digital media industries.

2. Develop production and post-production facilities and support services for the film, television and music production industry.

**Who:** PPP, GNO Inc., CPC

**When:** First five years

**Resources:** Staff time

> Work with the industry to identify criteria for facilities and then identify potential sites.

> Update the City's zoning laws to provide for the ranges of uses and facilities necessary to support these industries.

> Develop a streamlined permitting process for production facilities.

- 3 *Provide business startup and entrepreneurial assistance services, with particular focus on digital media.*

*Who: GNO Inc.*

*When: First five years*

*Resources: Staff time*

*> Increase the supply of seed and venture financing for locally-based startup and early stage digital companies.*

## GOAL 5

### Nurturing the development of new industries that capitalize on new market opportunities and New Orleans' competitive strengths

#### **5.A Support development of coast protection and restoration industries. Capitalize on New Orleans river delta location to attract firms involved in coastal protection and restoration.**

##### **RECOMMENDED ACTIONS**

1. *Attract firms involved in coastal protection and restoration.*

*Who: PPP, GNO Inc., Louisiana Economic Development*

*When: First five years*

*Resources: Staff time*

*> Market New Orleans aggressively to firms involved in coastal protection and restoration and to management and engineering units that are particularly well-suited for city locations.*

*> Promote New Orleans as a location for professional and technical workers (e.g., science, engineering, architecture, planning) needed by the industry.*

*> Expand the research capacity of local research institutions and promote university/industry partnerships.*

*> Support locally-based energy service companies to expand into this market.*

2. *Prepare higher education and workforce training programs to fill jobs in these industries at all levels.*

*Who: Colleges and universities, Job 1*

*When: First five years*

*Resources: Federal, state and local funding*

#### **5.B Support development of green energy industries such as river, solar and wind energy.**

##### **RECOMMENDED ACTIONS**

1. *Conduct market and competitive analysis to validate green energy industry development opportunities in New Orleans.*

*Who: PPP, Louisiana Economic Development*

*When: First five years*

*Resources: PPP funds*

2. *Train workers for green energy industry jobs.*

*Who: Colleges and universities, Job 1*

*When: First five years*

*Resources: Federal, state and local funding*

3. *Provide incentives and regulatory conditions for location of research and production in hydrokinetic, solar, and wind energy.*

*Who: GNO Inc., Louisiana Economic Development*

*When: Medium term*

*Resources: State funding*

**5.C Support development of a sustainable building design and construction industry. Capitalize on the potential for significant new business development and job creation in the alternative energy field.**

**RECOMMENDED ACTIONS**

1. *Capitalize on the potential for significant new business development and job creation in the alternative energy field.*

*Who: PPP; CNO, Inc.*

*When: First five years*

*Resources: Staff time*

*> Update zoning laws to provide for the range of uses and facilities necessary to support these technologies/industries.*

*> Market New Orleans as a laboratory for green energy innovation.*

*> Provide incentives for location of research and production facilities in hydrokinetic, solar and wind energy. Work with Louisiana Economic Development and GNO Inc. to provide location incentives and site location assistance for targeted green industries to locate facilities in New Orleans.*

*> Promote the expansion of relevant university research capacity. Support increased funding for local university research and education in green science and technology fields with economic potential for the New Orleans region.*

*> Develop sufficient capacity for energy production and the transmission infrastructure to export power outside the region.*

2. *Train workers for new green energy jobs.*

*Who: Workforce Development; Job 1*

*When: First five years*

*Resources: Staff time*

*> Develop green industry workforce training programs.*

**5.D Encourage significant job creation in sustainable building design and construction through marketing incentives and workforce training opportunities.**

**RECOMMENDED ACTIONS**

1. *Develop incentives (e.g., through building regulation) and training for construction companies to adopt advanced construction methods.*

*Who: PPP; LED; GNO Inc.*

*When: First five years*

*Resources: Staff time*

*> Market New Orleans as a center of advanced building design to attract more companies.*

- > Build university research capacity in green/advanced building design.
  - > Provide construction workers with relevant skills.
  - > Assist design and construction companies to export their expertise to other housing markets.
2. Capitalize on the emerging carbon credit market through energy-efficient construction to generate income for property developers and government.
- Who:** PPP; Green Rebuilding; non profits  
**When:** First five years  
**Resources:** Staff time

## GOAL 6

### A well-educated and skilled workforce and state-of-the-art workforce development programs

#### 6.A Maintain and strengthen the role of higher education in economic development.

##### RECOMMENDED ACTIONS

1. Advocate for sufficient funding for the city's public colleges and universities to support critical academic and research programs and maintain educational quality.
- Who:** City leadership and state delegation  
**When:** First five years  
**Resources:** Staff time

As the city's higher education institutions work to restore facilities and programs affected by Hurricane Katrina and as state institutions face the prospect of severe state budget cuts, business, government, and civic leadership should offer all possible support to local colleges and universities in securing needed funding:

- > Work with the local state legislative delegation to advocate for a reduction or reversal of proposed cuts in the state's higher education budget.
- > Work with the state's congressional delegation to advocate for increased FEMA compensation for damaged facilities.
- > Raise local awareness of the role of higher education in the city's economy and generate additional corporate, philanthropic and individual contributions to local institutions.

While institutions will continue to rely primarily on their own fund raising efforts, economic development stakeholders should consult with higher education leaders about what actions can best improve the funding environment for all institutions. The proposed PPP could play a convening role in this effort.

2. Enhance communication and cooperation between higher education and key industries.

**Who:** PPP  
**When:** First five years  
**Resources:** Staff time

- > Work with higher education institutions to identify and address the evolving educational and research needs of key economic base industries.

The city's higher education institutions strive to develop education and research programs that are of value to the local community. They could be assisted in this regard by the development of a structure for ongoing communications with local industry about evolving education and research needs. The industry working groups proposed for the PPP could play this role. Directors of relevant academic departments or research programs could be invited to sit on working groups or

to attend periodic meetings. This would afford them the opportunity to learn more about industry needs and to solicit support from industry for new initiatives. These discussions could also lead to the development of cooperative industry/university programs to strengthen educational or research capacity in particular academic disciplines.

**6.B Ensure that every student graduates from high school with basic work skills or is prepared to advance to post-secondary education.**

**RECOMMENDED ACTIONS**

1. *Establish a Business-School Partnership for Career Preparation that involves all schools and functions as a single contact point for businesses to work with such programs.*

*Who: Business Council, Chamber of Commerce, school system, eventual coordination with Southeast Regional Alliance*

*When: First five years*

*Resources: Private funding, school Staff time*

A partnership that involves all schools and community-based career preparation programs will provide a single contact point for businesses with such programs. Given the fragmented structure of public school administration in New Orleans, businesses risk being faced with multiple requests from a number of different schools. The existence of the partnership will provide the incentive for schools to work collaboratively to coordinate their interactions with the business community.

This initiative will require the leadership of a local business organization such as the New Orleans Business Council or the New Orleans Chamber of Commerce. The business organization and the schools could share the costs of the personnel required to staff the partnership. This would likely reduce the costs to the schools, which now each have their own staff to conduct business outreach. While the program should start at the local level, it could eventually be coordinated with regional efforts through the Southeast Regional Alliance.

A number of new initiatives have created momentum toward strengthening career preparation for youth through the schools and community-based organizations. Increased participation by the business community will be essential to maintaining that momentum, including:

- > *Providing job shadowing, internship and summer job opportunities.*
- > *Providing input on curriculum, and on expectations regarding work skills, competencies and behavior.*
- > *Providing equipment donations, class presentations, and individual mentoring.*

2. *Establish an early-college education program in high school to promote acquisition of a postsecondary credential, even for students who do not plan on pursuing a four-year college program.*

*Who: School system, Delgado Community College, business-school partnership if created*

*When: First five years*

*Resources: State and local school funds*

An increasing number of K–12 schools and community colleges around the nation are developing early college high school programs. This is a priority in the Louisiana Department of Education's high school redesign initiative. These programs encourage high school students, particularly those who do not plan to attend a four-year college, to focus on career development and ease their path toward gaining a post-secondary credential. Business and economic development organizations should strongly encourage the RSD, Orleans Parish School District, and charter high schools to work with Delgado Community College to establish such a program. The proposed business-school partnership for career preparation would provide a

useful forum for discussion of this issue.

**6.C Expand and improve coordination of the adult workforce development system to more effectively meet the needs of both workers and employers.**

**RECOMMENDED ACTIONS**

1. *Expand sites and technical education programs for adult workforce training at Delgado Community College.*

*Who: Louisiana Technical College, Delgado Community College, Job 1*

*When: First five years*

*Resources: State and federal funds*

The closure of Louisiana Technical College's Sidney Collier campus has meant that New Orleans students have to travel to the Jefferson, West Jefferson, or Slidell campuses for a number of certificate and diploma-level technical education programs, including skilled trades, automotive, office technology, and lower-level allied health occupations. In March 2009, the Louisiana Community and Technical College System announced a commitment of \$11.9 million in bond funding to purchase land for a new New Orleans' campus and to construct new buildings. The project is scheduled to be completed in 2013. Business and economic development organizations should work with Delgado and the city's legislative delegation to ensure that the project proceeds on schedule (if not earlier) and is sufficiently funded to provide state-of-the-art training in critical technical occupations. The business community should also begin discussions with Delgado about programming needs and how it can support program development.

2. *Increase the number of sites for adult education and satellite Job 1 Career Centers.*

*Who: Delgado Community College with manufactures*

*When: First five years*

*Resources: State and private funds*

Providing additional sites for adult education programs and satellite Job 1 Career Centers would expand access to career development services for adults, particularly those who live in neighborhoods that are distant from existing facilities. One option would be to design new neighborhood libraries to include space for such facilities. This could include classroom space and computer banks. Existing adult education programs and Job 1 would provide staffing, which would require additional funding. Additional costs could be minimized by recruiting volunteers for some functions such as computer literacy training, building on the volunteer ethos that has developed since Hurricane Katrina. Another possibility would be to outfit classrooms with distance learning equipment so that classes could be taught remotely with volunteer tutors on-site.

3. *Establish workforce Centers of Excellence in key economic base industries.*

*Who: Delgado Community College with Shipyards; Job 1*

*When: First five years*

*Resources: State and private funds*

Centers for Excellence develop training and certification programs based on competencies defined by various industries. The Advanced Manufacturing Center of Excellence established by Delgado in partnership with Northrop Grumman Ship Systems and other shipbuilding and advanced manufacturing firms at Northrop Grumman's Avondale facility can serve as a model for the development of workforce centers of excellence in other critical industries including health care, life sciences, hospitality, and media. Delgado should work with industry working groups established within the various base industry sectors.

4. *Establish a construction trades pre-apprenticeship program.*

*Who: Job 1 and other workforce development organizations*

*When: First five years*

*Resources: Federal funds*

Workers who might otherwise enter the construction trades often have skill deficits or other employment barriers that disqualify them. To address this issue, a construction trades pre-employment program should be established. The program would consist of a coordinated system of outreach and recruitment, assessment, case management, pre-employment preparation, job training, placement, and retention services. The program could be led by Job 1 with participation by other workforce development organizations. Additional workforce development funding flowing to workforce investment boards from the federal stimulus package is a potential funding source for such a program.

5. *Improve coordination among workforce development service providers and integrate client services.*

*Who: Job 1 and United Way*

*When: First five years*

*Resources: Staff time*

Workers seeking to enter the workforce or transition to new jobs often need a multiplicity of services in order to obtain and maintain employment. The challenge of finding and obtaining the right services can create obstacles to success. At the same time, individual workforce development organizations recognize that their services alone are often not enough to produce the employment outcomes on which they measure their success. Workforce development professionals acknowledge that service delivery is fragmented and that it is difficult even to identify all of the available resources, much less coordinate client services among organizations.

Workforce development and human services organizations should organize an initiative to address this issue, possibly through the joint leadership of Job 1 and the United Way. A first step would be to develop a comprehensive inventory of relevant programs and services, develop tools to share this information, and establish a mechanism to keep the information up to date. A second step would be to establish protocols to facilitate referrals and establish a common information base to track client progress. A longer-term step would be to develop a common system of case management that would enable organizations to more effectively coordinate and integrate services tailored to the needs of each client.

In addition to improving services and outcomes for clients, this initiative would also help service providers to better assess gaps in services and work together and with other community stakeholders to address these gaps.

6. *Establish a workforce development working group within the PPP.*

*Who: PPP*

*When: First five years*

*Resources: Staff time*

The ability to address workforce needs is key to the success of business recruitment, retention and expansion efforts. The PPP should establish a workforce development working group with Job 1, Delgado, and other workforce development organizations in order to both exchange information about how to better address business workforce development needs and to develop a process to respond effectively to requests by individual businesses for worker recruitment and training services.

## GOAL 7

## An entrepreneurial culture

### 7.A Support the development of new entrepreneurial ventures.

New Orleans' higher education institutions develop and license technologies that have the potential to fuel the development of local, high-growth technology-based enterprises, particularly in the life sciences field. They also employ research staff in a range of academic disciplines that can support local enterprises through cooperative industry/university research. However, local research activities have not played a large role in new enterprise development. As noted earlier, the infrastructure for technology-based enterprise development in New Orleans is not fully developed, with gaps in key resources such as seed capital and specialized professional and management support. More aggressively capitalizing on these resources could accelerate the development of the city's technology-based economy.

#### RECOMMENDED ACTIONS

1. *Complete the BioInnovation Center as a symbol of entrepreneurial infrastructure.*

*Who:* BioInnovation Center stakeholders

*When:* First five years

*Resources:* Center funding

*> Develop the infrastructure for university technology transfer and technology-based enterprise development.*

The new BioInnovation Center can be viewed as a test case of whether this entrepreneurial infrastructure can be created. While often characterized as an incubator for biosciences firms, the BioInnovation Center has a broader mission to assist in the development of biosciences firms seeking to commercialize technologies developed by local research institutions. In addition to developing wet lab and other business space in its new incubator, it is also working with its partner institutions to identify technologies with commercialization potential, and connect entrepreneurs with researchers, seed capital, and specialized business assistance.

The BioInnovation Center's university partners and other stakeholders in the development of the biosciences industry should monitor its progress to assess the model's effectiveness in supporting biosciences startups, determine whether additional resources or capacity are needed to make this experiment a success, and assist the Center to address identified resource and capacity gaps. This role could be played by the PPP Life Sciences Working Group.

Based on the experience with the BioInnovation Center, the longer-term task will be to develop a broader strategy to build the local research base across technology specializations and develop the organizational structures and resources to develop a significant cluster of technology-based enterprises. Collaboratives have been established in a number of cities and regions involving government, economic development, and academia with the objective of promoting technology transfer and technology-base enterprise development.

2. *Conduct an early-stage-capital study to identify needs and sources of pre-seed, seed and venture capital financing for the region.*

*Who:* PPP, GNO, Louisiana Technology Council, Biosciences Initiative, Idea Village

*When:* First five years

*Resources:* PPP and other organization funding

The shortage of early stage capital in New Orleans and throughout Louisiana is often cited as a barrier to the development of new business ventures. At the same time, new public and private risk capital funds have been established in recent years. Efforts to catalyze the development of

additional early stage capital sources may be important to spur the development of new, high-growth enterprises in New Orleans.

A study should be conducted on the regional level to develop a better understanding of the extent and nature of supply and demand for early stage capital. The PPP should work with GNO Inc. and local and regional organizations such as the Louisiana Technology Council, the New Orleans Regional Biosciences Initiative and the Idea Village to organize such a study.

The study would identify and quantify the sources of pre-seed, seed, and venture financing available to local firms through federal and state programs and private sources, estimate the current and prospective level and type of early stage funding needed to support the development of new business ventures, inventory the potential sources of additional public, corporate, individual and philanthropic funding to address identified needs, and develop objectives and strategies to meet those needs.

3. *Ensure the availability of commercial space for startup ventures.*

**Who:** PPP, CPC

**When:** First five years

**Resources:** PPP funds

A number of private and non-profit developers are developing space for new business ventures, including business incubators, other facilities with shared space and services designed to reduce business costs, and specialized facilities targeted to firms in certain industries such as biosciences, green industry, and digital media.

The PPP should work with developers to identify appropriate buildings and sites, provide information about existing financial incentives, and assist with incentive application processes and local regulatory approvals. As the PPP becomes more familiar with the unique needs of these development projects, it can also work with city government to develop more tailored financial incentives, review and, if appropriate, propose revisions to land use regulations and building codes that unnecessarily inhibit development of such projects.

- > *Through the new zoning ordinance, ensure that there is adequate space for affordable commercial property for start-up companies throughout the city.*
- > *Promote the development of “cool spaces” in lively areas of the city, preferred by young, tech-savvy entrepreneurs.*

## GOAL 8

### A vibrant local small-business base

#### 8.A Sustain and grow the city’s small- and micro-business base.

##### RECOMMENDED ACTIONS

1. *Improve coordination of small business assistance services.*

**Who:** Collaborative for Enterprise Development

**When:** First five years

**Resources:** Grant funding

As noted earlier, there are a large number of programs in New Orleans providing small business financing and technical assistance. The number of programs grew considerably after Hurricane Katrina as a number of organizations established programs to support business recovery. While this is a positive development, it can complicate the efforts of existing or prospective small business owners to identify and access the assistance that is best tailored to

their needs. The Collaborative for Enterprise Development is a good start toward improving service coordination, but its membership is not inclusive of all business assistance providers.

Improved organizational coordination could yield a number of benefits such as:

- > Information sharing about the specific services and eligibility criteria of each organization.
- > Common assessment and referrals so that whichever organization a business initially approached, a match with the most appropriate provider could be more easily made.
- > Collaboration on staff training and professional development and possibly certification standards to improve staff proficiency.
- > Common outcome metrics to help organizations track the progress of client businesses and assess their performance.
- > Improved coordination to identify gaps in services or financing tools and enable organizations to work collaboratively to address these gaps.
- > Establishment of a pool of shared specialized business consultants.
- > A common business mentoring program with local business organizations
- > Joint marketing tools, such as a small business assistance web portal.

These efforts could be managed by an expanded Collaborative for Enterprise Development or alternatively, the new small business partnership now under consideration. Additional staffing will be required to manage these additional responsibilities.

2. *Organize and streamline comprehensive business permitting process and create a one-stop shop with dedicated staff.*

**Who:** *Community Development Department*

**When:** *First five years*

**Resources:** *General Fund, permit fees*

The city should establish a detailed reform plan with a clearly-defined set of actions to address bureaucratic hurdles to licensing and the permitting process and a strict implementation time line. The city should also make a commitment to report to local business organizations on implementation progress against the established time line on a quarterly basis.

- > *Organize a comprehensive permitting process to ease concerns of business communities.*
- > *Streamline the permitting process by creating a “one-step” permitting shop with dedicated staff to walk applicants through the process.*

3. *Improve access to public contracting opportunities for small and minority-owned businesses.*

**Who:** *Procurement offices of public agencies*

**When:** *First five years*

**Resources:** *Staff time*

While the city and many of its independent public agencies have established programs to promote contracting to targeted small, minority and disadvantaged business enterprises, these programs have not been used to their fullest extent. Public agencies with special contracting programs can address these issues by establishing a collaborative small contractor support initiative. Common policies and procedures that would make it easier for targeted small businesses to qualify and compete for designated contracting opportunities include:

- > *Joint communications tools to advertise all contracting opportunities.*
- > *Establishment of a single qualification process.*
- > *Sufficient staffing to turn around applications in a timely manner.*
- > *Contract structures and bidding processes that facilitate targeted business participation such as:*
  - *Break larger master contracts into smaller pieces to increase bidding opportunities for smaller contractors*

- *Structure contracting process to give smaller contractors larger pieces of fewer jobs to lessen their administrative burden.*

Another factor that inhibits small contractor participation in these programs is the inability to obtain surety bonds of sufficient amounts from private financing sources. The Collaborative for Enterprise Development or the new small business partnership now under consideration by the city should explore the establishment of a small contractor bonding program to address this issue.

## GOAL 9

### A 24-hour downtown to support its role as an economic driver

#### 9.A Revitalize downtown New Orleans and Canal Street and transform downtown into a thriving, mixed use urban center.

##### RECOMMENDED ACTIONS

1. *Improve and enhance downtown as a vibrant mix of urban districts for work, entertainment, shopping and living.*

**Who:** DDD

**When:** First five years

**Resources:** Staff time

- > A center for business and commerce
- > A marketplace of mixed-use development
- > A great neighborhood to live
- > The world's meeting place in the convention center
- > A center of culture and tourism

2. *Engage NORA to pursue public/private partnerships and land assembly in critical locations to expedite infill redevelopment.*

**Who:** NORA

**When:** First five years

**Resources:** NORA funds

Market forces are not yet directing and sustaining development, and without a substantial push in critical locations (e.g., along Canal Street), it will likely be much longer before New Orleans witnesses a revitalized CBD and Canal Street. More aggressive public-private partnerships, directed by the New Orleans Redevelopment Authority (NORA), are needed to overcome obstacles and jump start redevelopment. NORA's involvement may be particularly essential on those block faces with narrow parcels and fragmented ownership. Consolidation of the parcels would make them more marketable and would allow for greater flexibility in redevelopment.

3. *Adopt a historic rehabilitation building code, modeled on the New Jersey Rehabilitation Sub-code, to facilitate the renovation of upper floor space.*

**Who:** Safety and Permits, CPC, City Council

**When:** First five years

**Resources:** Staff time

Because of the inflexibility of existing building and fire codes, the renovation of the upper floors of many buildings along Canal Street (and throughout downtown) is infeasible. A new sub-code for the renovation of historic buildings is needed. New Jersey adopted a statewide "renovation sub-code" in 1998, which established flexible building codes tailored to older structures to encourage their rehabilitation, and the City of Los Angeles implemented a similar code in

1999 for historic buildings in downtown Los Angeles. Both measures have been unqualified successes, as they have been credited with facilitating billions of dollars in renovation activity.

4. *Expedite the renovation of downtown theater venues and the realization of the theater district initiative.*

**Who:** DDD; Canal Street Corporation

**When:** First five years

**Resources:** Staff time

The Downtown Development District and the City should continue to pursue the renovation of the Joy or State Palace theaters, working closely with the owners to identify financing and/or potential investors. The city could also pursue the path that it has taken with the Saenger Theater and take an active ownership role in restoring the Joy and State Palace.

5. *Improve the retail market along Canal Street to reestablish it as one of the city's primary commercial corridors.*

**Who:** DDD; Canal Street Corporation

**When:** First five years

**Resources:** Staff time

- > *Identify priority "keystone" properties and "keystone" retailers to catalyze market momentum and attract further investment.*

Along Canal Street, efforts at redevelopment should be directed especially towards the Riverfront end of Canal. If a continuous swath of quality commercial and mixed use development could be generated in this area, subsequent investment would likely ensue, driving activity further up Canal Street.

- > *Provide incentives and gap financing to "signature" local and national retailers to locate along Canal Street.*

In addition to working with property owners to redevelop physical structures along Canal, the City and DDD should also consider the use of direct financial inducements such as HUD Section 108 loans to the "keystone" retailers who would occupy those structures.

**[Recommendations for Neighborhood Commercial Districts can be found in Chapter 5.]**

6. *Continue to market the use of tax credits and other incentives to encourage the rehabilitation of historic structures.*

**Who:** DDD, Canal Street Development Corporation

**When:** First five years

**Resources:** Staff time

The City and DDD must remain aggressive in reaching out to property owners and developers to ensure that they are aware of GO Zone incentives, legislation such as expanded New Markets Tax Credits, Historic Rehabilitation Tax Credits, and Low Income Housing Tax Credits. The City and DDD should also direct stakeholders to the resources that can help to guide them through the considerable technical, legal, and financial requirements of these programs. The City should also push Congress for a long-term extension of the GO Zone program both to maintain stalled projects' eligibility for the subsidies and to facilitate more of a phased (though still substantial) pace of redevelopment.

7. *Continue aggressive code enforcement to ensure code compliance.*

**Who:** Safety and Permits, DDD, HDLC

**When:** First five years

**Resources:** Staff time

Code enforcement must continue to be a priority to ensure the orderly appearance of downtown and Canal Street and to limit the growth of illegal, nuisance uses. Along with Safety and Permits and HDLC, the Downtown Development District, through an agreement with the City, has recently assumed increased code enforcement duties throughout downtown.

8. *Through the new zoning ordinance, ensure that new development throughout downtown meets the highest standards for context sensitivity and overall design quality.*

**Who:** CPC

**When:** First five years

**Resources:** Staff time

Creating clear, demanding design guidelines in the new zoning ordinance will ensure that new construction actually adds value and character to downtown streets, which will in turn attract additional investment. New zoning and design guidelines should insist on a more attractive treatment of on-site parking, building facades that encourage pedestrian activity and engage the street, and a higher standard for building materials and overall design quality.

While taking into consideration the scale of existing and adjacent neighborhoods, the new zoning regulations should also allow sufficient capacity in height and density to encourage the redevelopment of surface parking lots.

### **9.B Enhance transit, pedestrian and bicycle access to and within downtown.**

The transportation element of this Plan (Chapter 13) outlines some of the specific route adjustments, performance improvements, and other changes that the RTA should implement to attract more riders. All of these improvements will greatly improve transit access to downtown and will therefore make downtown a more compelling destination for work, shopping, and entertainment. However, many improvements specifically targeted to downtown would make for a more inviting, accessible, and pedestrian friendly environment.

#### **RECOMMENDED ACTIONS**

1. *Implement the recommendations of the Downtown Development District's Downtown Mobility and Parking Study, including the establishment of a coordinated parking program.*

**Who:** DDD, DPW

**When:** First five years

**Resources:** Staff time

The recently completed study outlines a number of priority investments to improve traffic flow, pedestrian safety, and overall mobility. The recommendations of the study should be implemented, with particular attention to the establishment of a parking authority and coordinated off-street parking program.

2. *Improve the pedestrian environment throughout downtown.*

**Who:** DDD, DPW

**When:** First five years

**Resources:** Staff time; bonds

Streetscape improvements are needed to set the stage for redevelopment along a number of corridors: the Rampart/Loyola corridor, currently dominated by surface parking lots, and the Tulane Avenue corridor adjacent to the Tulane Medical Center and the shuttered VA and Charity hospitals. In order to create additional access points to the Riverwalk, increase ridership on the Riverfront Streetcar, and enliven the streetscape on Convention Center Boulevard, a number of pedestrian access points should be created. These pedestrian promenades should be clearly demarcated, visible, attractively landscaped, and should incorporate commercial development to ensure that they remain active and safe.

3. *Enhance bicycle connectivity to downtown through the provision of bike infrastructure including the construction of the Lafitte Greenway.*

**Who:** DDD, DPW; Project Delivery Unit

**When:** First five years

**Resources:** D-CDBG; bonds; Staff time

The Transportation element of this Plan (Chapter 13) outlines a number of specific recommendations for improving the bicycle infrastructure of the entire city. The Lafitte Greenway and the other projects that the Transportation element recommends will substantially improve bicycle access to downtown.

### **9.C Make investments to public parks, buildings and other facilities to attract private investment.**

#### **RECOMMENDED ACTIONS:**

1. *Secure funding for the full implementation of the Reinventing the Crescent park along the riverfront.*

**Who:** New Orleans Building Corporation

**When:** First five years

**Resources:** Staff time

Approximately \$30 million towards the \$300 million project has been obtained to date. A funding mechanism should be identified for the remainder of the project.

2. *Continue improvement to public spaces and building such as Armstrong Park and Municipal Auditorium.*

**Who:** Project Delivery Unit

**When:** First five years

**Resources:** Recovery funds, bonds

> *Build upon recent renovations to Armstrong Park to improve access, visibility, and amenities.*

In preparation for the reopening of the Mahalia Jackson Theater, the city completed incremental renovations to Armstrong Park. Additional improvements should include: improved access and more pedestrian entrances at the perimeter of the park; the installation of recreational facilities behind the Mahalia Jackson Theatre; the completion of the National Park Service's proposed Jazz National Historical Park; and the renovation of the Municipal Auditorium.

3. *Renovate the central library on Loyola Avenue and transform it into a "signature" public building.*

**Who:** Project Delivery Unit; Orleans Parish Library

**When:** Medium term

**Resources:** CDBG; bonds

In a number of cities across the country such as Seattle and Chicago, the main public library serves as an iconic civic space.

4. *Redevelop the Iberville Public Housing Development to create a new, mixed income community.*

**Who:** Housing Authority of New Orleans with private developers

**When:** First five years

**Resources:** Federal funding

The Iberville Housing development, while long celebrated as the most desirable of New Orleans' public housing complexes, nevertheless suffers from violence and the effects of concentrated poverty. It is also seen as a major deterrent to additional investment along Canal Street and the Rampart Avenue corridor. Iberville should be redeveloped as a mixed income development, but a number of principles must guide its redevelopment:

- > units must accommodate a broad range of incomes: from public housing units to market rate units;
- > existing buildings should be largely preserved;
- > community serving commercial development, such as a grocery store, should be incorporated into the redevelopment plans;
- > extensive social services, such as child care, youth development, and access to job training, should be incorporated into redevelopment plans.

## Shared destiny involves promoting equity

**E**quity means fairness, equal opportunity, and treating everyone with respect and dignity.

It is a concept of fundamental importance to every New Orleanian regardless of background, economic standing, or other kind of difference.

Louisiana's constitution bans racial bias; the city charter states that New Orleans does not tolerate discrimination. Beyond basic fairness, equity today stands as an essential component of economic development: cities that compete most successfully for jobs and investment make sure that no one is denied basic rights and opportunities because of race, age, gender, religion, sexual orientation, or disability.

While usually conceived of in purely economic terms, achieving equity takes many forms.

### **Employment: Enhancing Workforce Development**

The Master Plan outlines strategies for offering people of every education and skill level more opportunities for lifelong education and career development.

### **Entrepreneurship: Creating an Environment Friendly to Small Business**

Ensuring that economic-development initiatives benefit the full spectrum of the community, including small and minority-owned businesses, will require building the principle of inclusion into all economic development efforts.

### **Rebuilding: Making Strategic Investments in Neighborhoods According to Condition and Need**

Like all American cities, New Orleans must address disparities among neighborhoods by ensuring that each one receives the public investment in facilities and infrastructure it requires in order to thrive. The Master Plan outlines a range of condition-specific strategies for making public policy and investments that take into account differing neighborhood challenges and needs.

### **Civic: Creating a Business-Friendly Culture Within City Government**

A streamlined, business-friendly culture within city government contributes to equity by assuring access to business assistance and services for businesses of any size and instills confidence in both residents and potential investors from outside New Orleans. The Master Plan outlines steps the City can take to build a more transparent, responsive, and fair business climate.

### **Cultural: Support the Creative Contributions of Every Member of the New Orleans Community**

New Orleans music, crafts, arts, and dance programs have disappeared in recent years. Minneapolis/St. Paul and other cities have initiated programs that focus on using the arts to keep at-risk youth in school and move people into creative roles in the workforce. A New Orleans Cultural Commission or Department of Cultural Affairs could help recapture the human potential lost with these programs—while extending the city's rich cultural legacy and strengthening competitiveness for high-value heritage tourism—by collaborating

with nonprofits, schools, and other partners on efforts.

### **Environmental: Promote Environmental Equity**

Environmental justice and equity requires that all groups and places should have equal access to environmental goods like clean air and water and that no group or place should bear a disproportionate burden of environmental problems. The Master Plan outlines environmental strategies to benefit all parts of the City.

Cities like Atlanta, Baltimore, and Chicago have learned that when residents don't trust city government to be fair and to serve everybody's needs, residents compete for control of the levers of power rather than joining in community-wide efforts to solve deeply rooted problems. Like all of the Master Plan's core policies, those related to equity should be monitored annually, and these and other cities offer effective models of how that can be done.