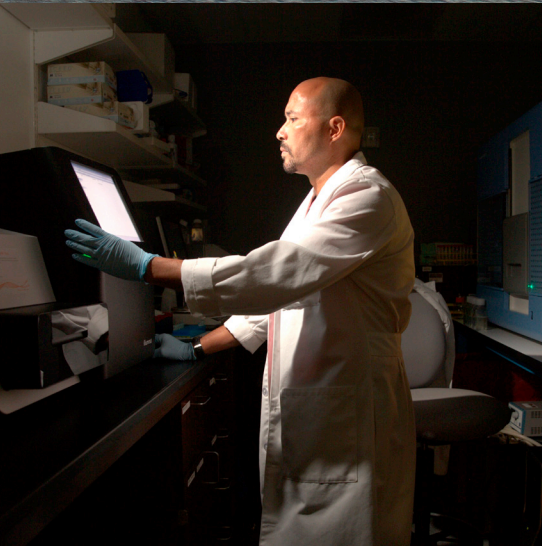


# GNOfuture

*An Economic Development Strategy for the Next Decade  
of Greater New Orleans*

Q4 2020



# WELCOME TO GNO*future*



Dear Friend of the Region,

On the following pages, you will find GNO*future*, the economic development strategy for the next decade for Greater New Orleans.

The ideas in GNO*future* are grounded in local expertise, global best practices, and the challenges and opportunities of a post-COVID-19 world. While I think that most people will agree with the goals and tactics, the key to success will be execution. And successful execution will only be possible through partnership and perseverance.

So, as you read GNO*future*, and think about you or your organization’s role within it, GNO, Inc. asks for your sustained partnership. If we aggressively and collectively pursue these opportunities, and commit long-term to the cause, we will win, together.

Thank you in advance for joining with us to help make GNO*future* a reality.

**MICHAEL HECHT**  
President & CEO  
*Greater New Orleans, Inc.*

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# 1) INTRODUCTION

GNOfuture is the job growth strategy for the next decade of Greater New Orleans. Grounded in global best-practices, GNOfuture is more than a visioning document – it is an economic development action plan – built to drive a prosperous future, starting now. When executed, GNOfuture will lead us to a region with:

- A diversified and growing economy
- An outstanding quality of life
- Greater opportunity for all

Greater New Orleans, Inc. (GNO, Inc.) is the economic development organization for the ten parishes of southeast Louisiana. GNO, Inc. is a true public/private partnership, with membership including hundreds of the most significant companies in the New Orleans region; a daily working relationship with every level of government: local, state and federal; and, multiple higher education and nonprofit partnerships.

GNOfuture represents a critical reassessment of the GNO Roadmap for Economic Development, the original post-Katrina strategic plan from 2008 - but now seen through the lens of the challenges and opportunities of a post-coronavirus global economy.

The ten parishes of Greater New Orleans are:

Jefferson	St. James
Orleans	St. John the Baptist
Plaquemines	St. Tammany
St. Bernard	Tangipahoa
St. Charles	Washington



## **THE MISSION OF GNO, INC. IS TO CREATE A REGION WITH A THRIVING ECONOMY AND AN EXCELLENT QUALITY OF LIFE, FOR EVERYONE**

Greater New Orleans is at an inflection point, much as it was after Hurricane Katrina. Following decades of slow decline, New Orleans emerged from 2005 determined to not only come back, but to come back better than before – an idea we called “radical resilience.” Greater New Orleans has been making real progress towards this vision, with an economy that is faster growing, more diverse, and more inclusive, than in decades. We didn’t just rebuild, we rebuilt creatively and with intention. Our job now is to achieve critical mass – of people, of companies, of capital, of momentum – so this growth becomes self-perpetuating.



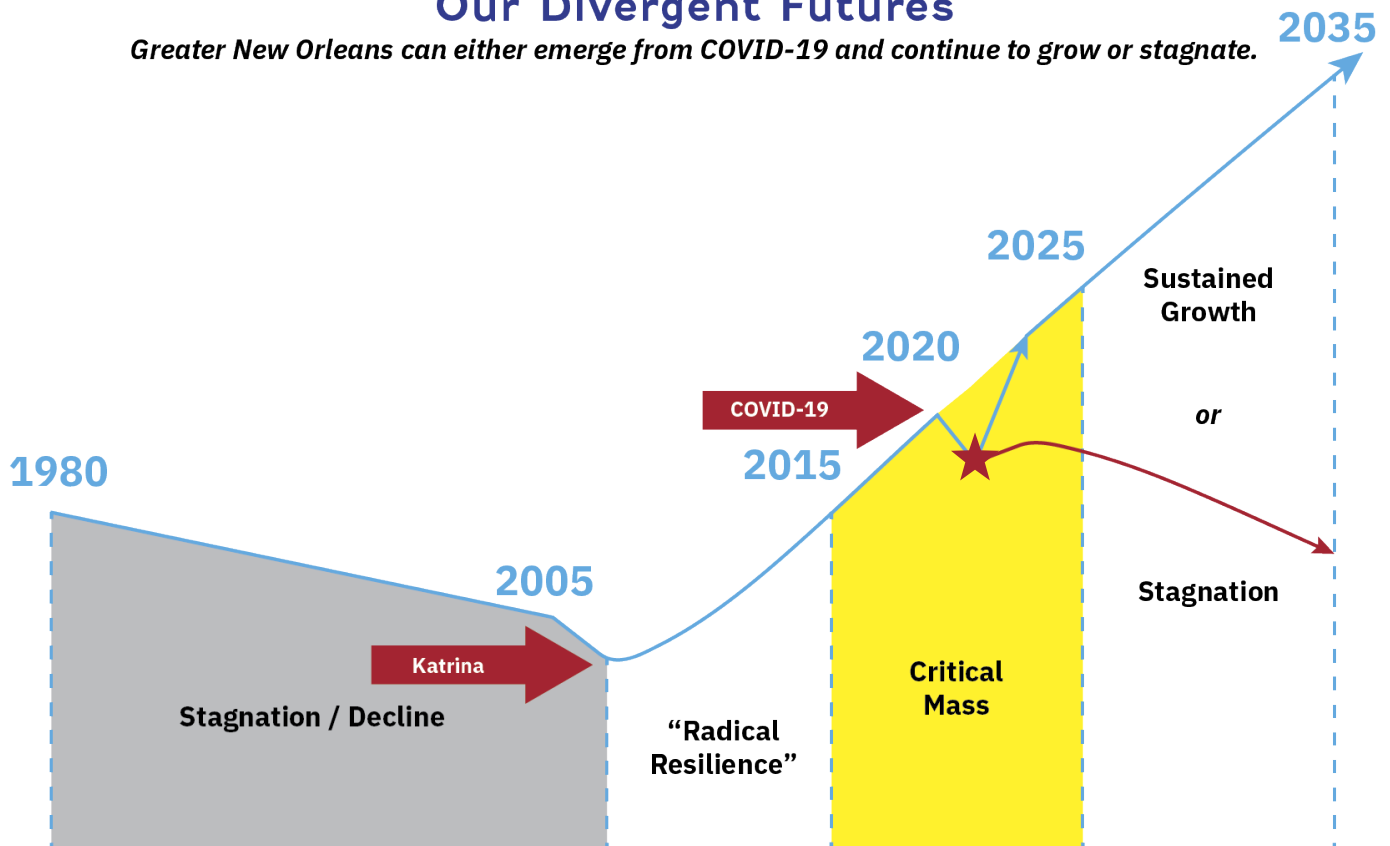
Coronavirus has created this next inflection point. We will either rise to the challenge of the pandemic, and take advantage of the opportunities afforded by the new normal, or, if we fail to adapt, we will begin to fall back.

With this imperative, GNO*future* is rooted in both local experience and global models. It was developed over the course of more than a year, via interviews with over one hundred business leaders, government officials, and national and international experts. The plan has now been revised and strengthened to reflect the changed environment of coronavirus.

Ultimately, the goal of GNO*future* is to catalyze positive change. The strategies and tactics recommended herein are all practical, and will be implemented via partnership, political will, and passion for Greater New Orleans.

## Our Divergent Futures

*Greater New Orleans can either emerge from COVID-19 and continue to grow or stagnate.*



## 2) GNO, INC. PROGRESS TO-DATE

GNO, Inc. and partners have made significant progress over the past decade, from leading the effort to bring nearly 100 companies and 18,000 direct jobs to the region, to effectively addressing region-wide issues related to business environment and quality of life. GNO, Inc. has been nationally recognized for its work, including being named the #2 economic development organization in America<sup>1</sup>.

### Signature GNO, Inc. Wins

- **DXC Technology** – 2,000 new economy jobs; the biggest employment win in Louisiana history; the #2 jobs deal in the USA in 2017
- **British Airways** – First nonstop flight to Europe since 1982, as MSY became the #3 fastest growing airport in the USA for the decade
- **National Flood Insurance** – Rewrote National Flood Insurance for Greater New Orleans and the nation, leading a coalition of over 250 organizations

### Business Development Wins

Through a combination of marketing, deal structuring, and client services, GNO, Inc. has helped bring over \$30 billion in new investment to Greater New Orleans, growing wealth and diversifying the economy. Wins have included:

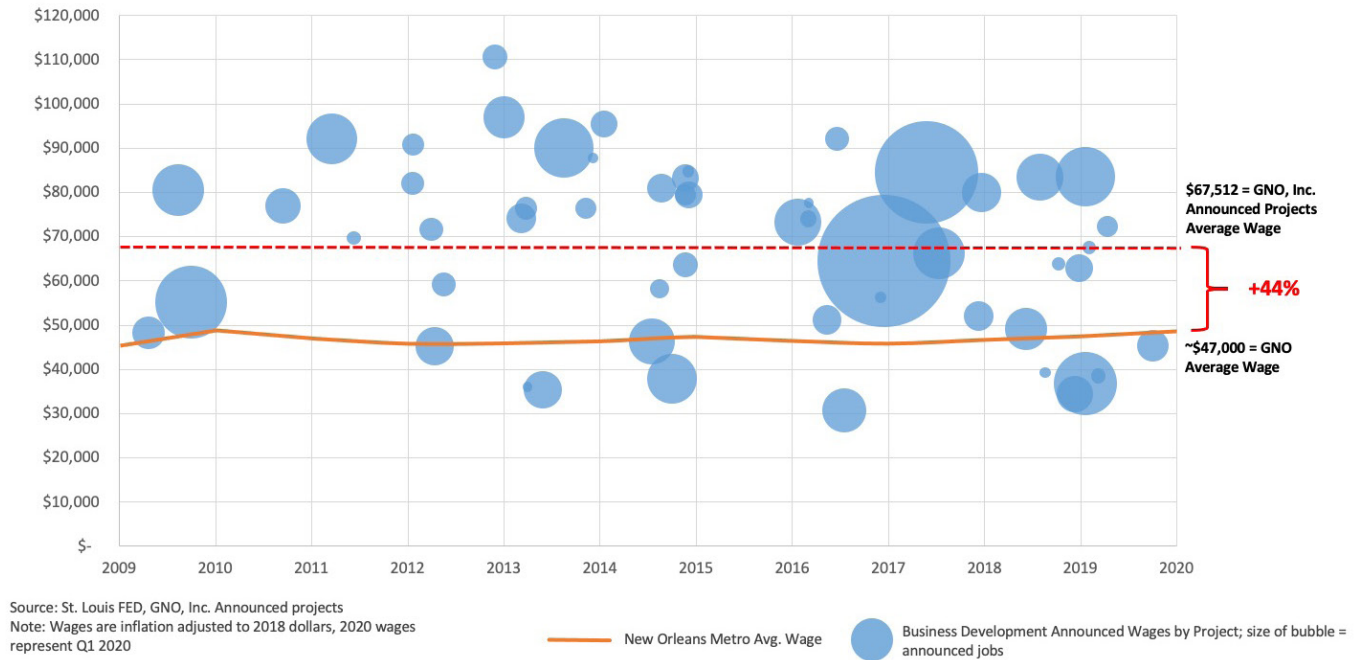


Accruent	Globalstar	Performance Software
Agrico Sales	Hancock Whitney Shared Service Center	Pin Oak Holdings
Air Products & Chemicals	High Voltage Software	Quixote Studios
Alltime Power	Horizon Entertainment	Radolo
Amazon Distribution	Hubig's Pies	Rain CII
Ampirical	iMerit	Raistone Capital
Atlantic Metrocast	inXile Entertainment	Reily Foods Co.
Ballista	Iria Pak	Revolution Foods
Blade Dynamics/LM	IT Minerals	Search Influence
Windpower	LA Buyout Fund	Second Line Studios
Boeing	Litify	Select Comfort (Sleep Number)
Bradken Industries/Southland Steel	Lockheed Martin	Select Laboratories
British Airways	Lucid	Shandong Yuhuang Chemical
Cajo Technologies	Major League Gaming	Shiptech Services
Collision	MCC Bernhard	Sinter Metal
Condor Airlines	Medline	Smashing Boxes
Copa Airlines	Momentive	Solomon Group
CPX Interactive	Monsanto	Starr Textiles
DXC Technology	Mosaic Nalco	TCI Plastics
Dyno Nobel	New Orleans Cold Storage	Tech Talent South
Elmer's Chocolate	New Orleans Hornets/Pelicans	Testronic
EY Shared Services NEAT	NASA Michoud New Orleans Assembly Facility	Torsh
Factory VFX	Netchex	Triton Stone Group
Faubourg Brewing Company	Nims Center Studios	TriWest Healthcare Alliance
Fogo Data Centers	Noranda	Valmiki Capital
Folgers	Nucor	Venture Global LNG
Formosa Petrochemical	Pelican Energy	
GE Digital		

<sup>1</sup> Business Facilities magazine



## New Orleans Metro Average Wages vs. Announced Projects



**GNO, Inc. announced jobs pay 44% above the regional average.**

## Business Environment Wins

Greater New Orleans has also successfully worked at the local, state and federal levels to create a better environment for both businesses and citizens. Wins included:

### COVID-19 RELIEF

- **Paycheck Protection Program and Federal Advocacy** – Worked with federal leaders to develop and implement the PPP to support businesses through the coronavirus pandemic
- **Daily Updates** – Actionable information sent to over 4,000 stakeholders
- **GNOpivot** – Technical and e-commerce website established to help businesses pivot their operations to serve immediate need, while sustaining their operations
- **GNOmatch** – Program established to help laid-off employees find new opportunities in businesses growing as a result of coronavirus

### FEDERAL POLICY

- **Flood Insurance** – Led a national coalition across 35 states and 250+ organizations to rewrite National Flood Insurance Program legislation
- **Space and Military** – Successfully advocated for funding and growth of space development at NASA's Michoud Assembly Facility, and military defense at the Naval Air Station Joint Reserve Base in Belle Chasse
- **Export-Import Bank** – Supported reauthorization of the Ex-Im Bank, important to trade for Louisiana
- **RESTORE Act** – Led business advocacy for passage of act which dedicates funds to coastal restoration

### STATE POLICY

- **Economic Development** – Led effort to preserve and improve ROI on key economic development programs, including Digital Media, Quality Jobs, Angel Investor, and Research & Development incentives
- **Fiscal Reform**
  - **Insurance Reform** – Helped pass insurance and legal reform, such as lowering of Louisiana's Jury Trial Threshold
  - **Reform for Louisiana's Future** – Developed Reform for Louisiana's Future, a comprehensive set of policy recommendations, including reforms to Louisiana's tax and budget structure
  - **Louisiana Budget Game** – Launched Louisiana Budget Game, an online interactive tool designed to illustrate to citizens and lawmakers the constraints of Louisiana's current budget structure





- **Coastal Restoration & Resilience**
  - **Coastal Master Plan** – Supported annual passage of the Louisiana Coastal Master Plan, along with legislation to expand outcome-based contracting of key coastal protection agencies
  - **Greater New Orleans Urban Water Plan** – Developed and introduced the Urban Water Plan, a resiliency study to develop sustainable strategies for managing the water resources of St. Bernard and the east banks of Jefferson and Orleans Parishes
  - **Coalition for Coastal Resilience and Economy** – Created CCRE, an unprecedented voice of coastal advocacy from the business community. CCRE works to educate legislators, the media, and the community about coastal restoration and to ensure the Coastal Master Plan is adequately and sustainably funded
- **Criminal Justice**
  - **Crime Tech Task Force** – Formed group of local technology leaders to provide business process improvements for the NOPD. First three projects created efficiencies that put the equivalent of ~40 officers back on the street
  - **Reform Summit** – Partnered with the U.S. Chamber of Commerce and Louisiana Association of Business and Industry to produce the first business-led summit on criminal justice reform
  - **Legislation** – Supported the passage of criminal justice reform legislation, which was signed into law
- **Higher Education** – Led effort to support TOPS Tech Early Start Expansion, which classifies industry-based training providers as eligible for TOPS Tech Early Start

## WORKFORCE DEVELOPMENT

- **GNOu** – Developed national award-winning workforce program that focusses on business as the customer. GNOu programs include:

Subject	Companies	University
Cloud Computing	Amazon Web Services	All LCTCS schools
Mechatronics	Laitram, Zatarain's, Elmer Chocolate	Delgado/Nunez/NTCC
Cyber Security	Bellwether, Commtech, Geocent, IBERIABANK, LiquidX	Tulane SoPA
Water Management	GCR Inc., Palmisano, Pond, APTIM, Concordia	Dillard
Public Health	UMC, Ochsner, Humana, Aetna, 504HealthNet	LSUHSC

- **WorkNOLA** – Developed and manage the regional job and employee match site – the “Monster.com of GNO”
- **DestinationGNO** – Developed and manage a recruitment and relocation website for the region

## ECONOMIC MOBILITY

GNO, Inc. introduced a matrix of economic mobility initiatives intended to help all New Orleanians prosper, with a focus on Black wealth creation. Areas of focus include:

- Black Entrepreneurship with HBCUs
- Professional Careers and Advancement
- Corporate Strategies
- The Digital Divide
- Talent & Workforce Pipeline
- Public Policy (e.g. transportation)

## CATALYTIC ASSETS & INITIATIVES

- **Airport** – GNO, Inc. co-led a team that helped land the first direct flight to Europe since 1982, and has helped make MSY the #3 fastest growing airport in the nation
- **IP Building** – Conceived by GNO, Inc. and The Idea Village, the I.P. (Intellectual Property) Building served as the physical and symbolic heart of the entrepreneurship movement in Greater New Orleans
- **New Orleans Startup Fund** – NOSF is a non-profit evergreen venture fund established by Greater New Orleans business and community leaders, which has funded over 70 successful startups that are 50% minority run and 40% female-led



- **New Orleans Music Economy Initiative** – NOME is a partnership to develop the business side of music in Greater New Orleans
- **Professional Jobs Plan** – Launched a strategic campaign solely focused on bringing more office jobs to Greater New Orleans
- **GNO Advanced Manufacturing Partnership** – An industry-based working group to support advanced and value-added manufacturing in Greater New Orleans, helped establish venues like Scale Workspace and the Delgado Fab Lab

## LEADERSHIP DEVELOPMENT

- **NextGen Council** – Started an executive-level young professionals committee for GNO, Inc., to develop the next generation of leaders for the organization and region
- **Emerge Summit** – Developed the Emerge Summit for young professionals, in partnership with The Millennials Awards

## BRANDING THE REGION

Over 1,500 local and national articles telling the story of the new New Orleans to an audience of millions.



New Orleans, a City Known More for Its Gumbo Than Gigabytes, Is Becoming a Technology Hub

New Orleans beckons business travelers too – What to do beyond Bourbon Street

How Do You Develop a Local Music Economy If You're Not An Industry Hub?



THE WALL STREET JOURNAL.



The New York Times



POLITICO



## AWARDS AND RANKINGS

Greater New Orleans is now regularly winning accolades and recognition that would not have been thought possible just a few years ago. Examples include:

- GNO, Inc. is a **“Top Economic Development Agency in the USA”** [Site Selection]
- GNO, Inc. is the **#2 Economic Development Organization in the U.S.** [Business Facilities]
- Greater New Orleans is **Major Market of the Year (tied with Nashville) in the South for 2018** [Southern Business & Development]
- Greater New Orleans is **#1 in the USA for FTZ Imports** [Business Facilities]
- New Orleans Airport is the **#3 Fastest Growing Airport in America, 2007-2017** [FAA]
- Greater New Orleans was named a **“Rising Tech Hub”** [OZY]
- New Orleans is **#3 for Women, #5 for African Americans in the USA for in Tech Jobs** [Emsi]
- Louisiana’s FastStart training program is **#1 in the USA** 11 years in a row [Business Facilities]
- Louisiana is **#5 in the USA for In-Migration of Millennials** [Porch.com]
- Louisiana has the **#2 Most Engaged Workers in USA** [WalletHub]
- New Orleans is the **“Best City in America for Creative Professionals”** [SmartAsset]
- New Orleans is ranked **#1 in the USA for Young Entrepreneurs** [LendingTree]
- New Orleans is the **#1 Place to Go in the World in 2018** [New York Times]
- New Orleans is the **#2 Favorite City in America** [Travel + Leisure]
- New Orleans is a **“Most Dynamic City in America”** [Worth]



### 3) KEY ISSUES

#### CORONAVIRUS

Coronavirus has claimed hundreds of thousands American lives, and shuttered much of the U.S. economy; the pandemic has hit our region particularly hard. As of November 2020, over 6,000 Louisianans lost their lives to the virus, with many more seriously affected. Economically, Greater New Orleans' density of hospitality jobs means unemployment has been significantly higher than other major metro areas. This impact is compounded by the global oil-price crash, which affected energy-related jobs in the region and the state budget.

While coronavirus is challenging for Greater New Orleans, withstanding adversity is one of our competitive advantages. As this report will detail, there are numerous ways—both big and small—in which the New Orleans area is well-positioned to emerge from coronavirus even stronger than before. Upon inspection, COVID-19 only accelerated trends that play to the natural strengths of Greater New Orleans. These include:

- Rising dominance of logistics in retail
- Reshoring of manufacturing
- Reshoring of technology
- Healthcare trends: rise of telemedicine and infectious disease research
- Lifestyle trends, especially the move away from dense, expensive cities to secondary markets

If we make the right investments in education, infrastructure—and inspiration—the New Orleans region will prosper on the other side of the virus.

#### SWOT (Strengths, Opportunities, Weaknesses, and Threats)

The strengths, opportunities, weaknesses and threats inherent in the Greater New Orleans economy have been amplified by the coronavirus.

#### GREATER NEW ORLEANS ECONOMIC SWOT ANALYSIS

##### Strengths

- **Economic Growth**
  - Trade – #1 in FDI per capita, the Mississippi River
  - Advanced Manufacturing – Space and Wind
  - Technology – Top 10 in USA in growth and inclusion
  - Healthcare – Cutting-edge, and growing
  - Energy – Billions invested
- **Workforce** – Highly responsive institutions
- **Airport** – #3 fastest growing in USA
- **Downtown** – Billions under development
- **Culture & Hospitality** – Beloved global destination

##### Weaknesses

- **Lack of Historical Diversification** – Two-trick pony
- **Lack of Professional Jobs** – Where to work?
- **Post-1980s HQ Exodus** – Need to regrow our own
- **State Structure** – “A rich state with a poor structure”
- **New Orleans Brand** – A double-edged sword
- **Infrastructure** – Flood protection, roads, etc.
- **Socioeconomic Inequality**

##### Opportunities

- **Logistics** – 1 river, 6 rail, many roads
- **Technology On-Shoring** – From Bangalore to the Bayou
- **Manufacturing Re-Shoring** – Made in the USA
- **Wind** – Manufacturing + in the Gulf
- **Healthcare** – Telemedicine, Infectious Disease, Neuro
- **Business Case & Lifestyle** – From NYC to NOLA

##### Threats

- **Coronavirus** – Need to “restart the engine”
- **Flood Risk** – Stormwater management & the coast
- **Lack of Economic Mobility** – Need to grow middle class
- **Lack of “critical mass”** – Population, companies, capital



## Business Development

The headline issue for Business Development in Greater New Orleans continues to be the need to diversify our economy. The region needs a broader range of industries, providing a wider range of well-paying jobs. This diversification is the key to growing GDP, and to ensuring resilience in the face of economic shocks.

This diversification will be accomplished by:

- **Support of Foundational Industries:** Trade, Advanced Manufacturing, and Energy
- **Growth of Diversifying Industries:** Technology, BioMedical, and Environmental Management
- **Continued support of Hospitality** via partners
- **Retention and growth of local companies, especially headquarters**
- **Support for entrepreneurs**

## Business Environment

Improvement in the Business Environment is driven by the understanding that the essence of economic development is creating the conditions wherein people are comfortable investing their capital, and raising their family. For Greater New Orleans, this means continued focus on:

### 1) The Basics

- a. Infrastructure
- b. Tax and Legal Environment
- c. Public Safety (Crime / Flood)
- d. Quality-of-Life & Amenities

### 2) Catalytic Assets

- a. Airport
- b. Port System
- c. NASA's Michoud Assembly Facility
- d. Higher Education Institutions
- e. Diversity and creativity of people and culture

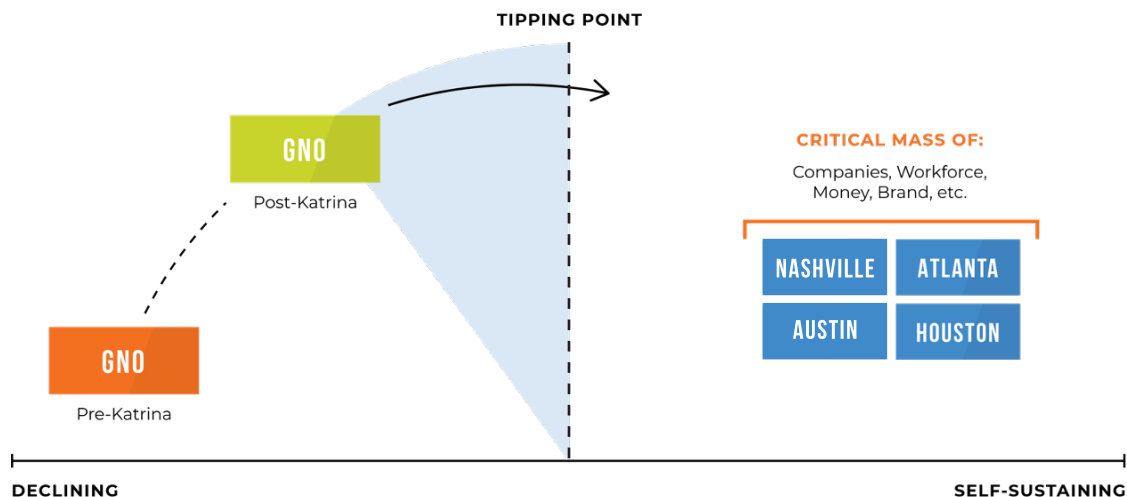
### 3) Workforce

- a. Education
- b. Training
- c. Awareness and Access

### 4) Brand Management - Driving / Changing Perception

## GETTING TO CRITICAL MASS

The goal of the Business Development and Business Environment strategies is to push Greater New Orleans to critical mass. Critical mass means sufficient density of people, companies, capital, and even brand, so that the growth of the region becomes self-perpetuating. Some recent examples of comparable regions that have reached critical mass include Charlotte, Austin, and Nashville.





## 4) GNOFUTURE

### Business Development

Business Development is the work of bringing new companies and jobs to Greater New Orleans, while helping existing companies grow and thrive.

### TRADE AND LOGISTICS

**The Headline:** With a consolidated strategy for the river, combined with unparalleled multi-modal connectivity, Greater New Orleans can reassert trade and logistics dominance.

**The Story:** The New Orleans region was founded on the strategic and trade advantages of the Mississippi River. The State of Louisiana has always benefited from the strength of its ports, particularly those on the Lower Mississippi serving international markets. Over time, other Gulf Coast ports have become increasingly competitive. In a post-COVID-19 environment, logistics will play an even greater role in ensuring economic growth and prosperity; some say that “logistics is the new retail.” With this in mind, Greater New Orleans has an opportunity to become the preferred logistics hub of the future, serving important markets in the country’s heartland, by optimizing current assets and investing for maximum service. This can be accomplished by building on port partnerships to maximize international container volume opportunities. Success will require significant strategic, and focused investments, particularly in containerization, as well as an alignment of strategy amongst ports and distribution assets. Failure will result in significant decline of Louisiana port and trade competitiveness.

#### Success Looks Like:

- Lower Mississippi significantly increases its share of the Gulf container market and amplifies its connections to the industrial and population centers of the South and Midwest United States
- Ports on the Lower Mississippi continue to leverage their collective position as the single greatest transportation artery for bulk and industrial/manufacturing related commodities
- St. Tammany, Tangipahoa, Washington, and St. Bernard parishes become major hubs for product distribution
- New Orleans East, west bank of Jefferson Parish, portions of Kenner, and other underutilized industrial and commercial areas are revitalized with logistics related businesses and value-added manufacturing
- Value-added manufacturing broadens to other imports beyond coffee, such as steel or rubber
- Growth of manufacturers and other trade-related jobs
- Additional major importers and exporters recruited

#### Key Tactics to Make it a Reality:

- Ensure the Mississippi River is dredged to 50 feet
- Agree on a single site for the state’s next container terminal, which can service new Panamax-sized vessels at a modern, eco-friendly terminal for the next 50 years
- Develop plan and governance for coordinated lower-Mississippi River port strategy, the “Mississippi River Complex”
- Partner with state and parish officials to identify and then market new logistics sites
- Develop Avondale Marine as a value-added manufacturing and project cargo site
- Develop intermodal solutions and relationship with Greater Baton Rouge to leverage the market as an emerging distribution center hub
- Identify intermodal transportation solutions (rail, highway, barge) to reduce traffic congestion and increase flexible transportation solutions to potential logistics companies

### ADVANCED MANUFACTURING

**The Headline:** Greater New Orleans will go “back to the future” with Advanced Manufacturing, leveraging its experience in Aerospace and Energy to build the rockets and rotors for the next generation.



**The Story:** Greater New Orleans has a long history as a world-leader in advanced manufacturing. From saving the Allies in WWII to putting a man on the moon, the boats, space ships, and other machines designed and built in our region have created thousands of jobs, while serving the world. Into the future, Greater New Orleans is poised to continue to lead in advanced manufacturing for space, energy, and more.

**Success Looks Like:**

- Greater New Orleans is a thriving advanced manufacturing hub with thousands of high-paying jobs in:
  - Aerospace, including the Space Launch System (SLS) program and Space Force
  - Wind Energy
  - Food Manufacturing
- The Louisiana and Greater New Orleans education system, from early childhood to higher education, is oriented towards the STEM skills needed to prepare our workforce for these jobs

**Key Tactics to Make it a Reality:**

Space

- Continued federal support for the SLS at NASA’s Michoud Assembly Facility (to the Moon and Mars)
- Rebuild Michoud Assembly Facility into a modern “Space Campus”

Wind

- Establish a wind energy working group, the GNOwind Alliance
- Support the development of wind energy, including:
  - First, External: Wind energy components for export; Louisiana companies supporting wind in other markets (e.g., offshore marine services)
  - Then, Local: A wind industry in the Gulf of Mexico; beginning with Bureau of Ocean Energy Management engagement to establish wind leases

Food

- Lead the New Orleans Food & Beverage (NOFAB) group to support local entrepreneurs and small and mid-size companies
- Provide key supports such as workforce training, incubation space and access to capital
- Market the region to potential investors and suppliers; attract support facilities such as co-packing and contract manufacturers

Advanced Manufacturing Workforce

- Establish GNOu programs as needed to support above
- Ensure programs, funding and incentives are aligned in Louisiana’s workforce pipeline to support advanced manufacturing

## ENERGY

**The Headline:** To boost jobs, tax revenue and national security, GNO, Inc. will pursue an “all of the above” energy strategy for Greater New Orleans, as the industry evolves to a lower-carbon future.

**The Story:** Southeast Louisiana is Energy Country, and it will continue to be an important energy hub into the future. Oil, gas, petrochemicals, and support services will remain key to regional jobs and national energy independence, while new sectors like wind will leverage existing capabilities and broaden the renewable energy portfolio.

**Success Looks Like:**

- Oil, gas, and petrochemicals remain a primary jobs and wealth generator in Greater New Orleans
- Our region is the low-cost provider in a lower-carbon environment
- Other elements, like wind manufacturing and production, complement and benefit from the energy base and expertise already in the region



## Key Tactics to Make it a Reality:

### General

- Streamline the Industrial Tax Exemption Program (ITEP) process (one-stop shop) and ensure ROI for local municipalities
- Find sites for potential certification and project suitability
- Identify co-location opportunities with existing industry to maximize available land/river access, as well as facilitate off-take agreements
- Ensure projects are environmentally responsible, in both perception and reality

### Oil & Gas

- Exploration & Production – Ensure that Louisiana remains cost-competitive
- Refining – Ensure “level playing field” for Louisiana products; support LNG export
- Petrochemical Conversion – *see below*

### Petrochemical

- Build a diverse, STEM-literate workforce equipped for modern manufacturing
- Create advantages for petrochemical manufacturers and customers to co-locate
- Partner with local governments/communities to maximize benefits to small businesses that support larger industry
- Work with industry to support Environmental, Social, and Corporate Governance goals

Wind – *see Advanced Manufacturing*

## DIGITAL MEDIA & TECHNOLOGY

**The Headline:** Greater New Orleans enjoys a combination of cost, culture, and diversity advantages that make it a natural location for digital media and technology companies.

**The Story:** The largest five companies in the United States are in digital media and technology, and Greater New Orleans has established itself as an inclusive growth center for this industry: Greater New Orleans is currently top ten in the nation for tech growth, and is #5 for African-Americans and #3 for women in tech jobs (per capita). Now is the time to consolidate this growth, and reach a self-perpetuating critical mass of companies, workforce, and tech brand.

**Success Looks Like:** Greater New Orleans is “the next Austin,” with thousands of high-paying tech jobs, but with a more diverse workforce.

## Key Tactics to Make it a Reality:

- Coming out of coronavirus, market to companies, ex-pats, and remote workers to bring them to Greater New Orleans – focus on New York City, San Francisco, Chicago, and other more expensive markets
- Promote the region as a lower-cost and higher-diversity environment through the Professional Jobs Plan
- Integrate the music and entertainment business into the sector via New Orleans Music Economy strategy execution
- Drive policy support for the industry through the GNO, Inc.’s Louisiana Digital Media Alliance; defend, refine, and tailor incentives for digital media companies
- Via GNOu, guarantee high-quality, quantity and diversity of tech workers by partnering with Louisiana Community and Technical College System, four-year universities, nonprofits, and others
- Promote awareness of technology in the region through execution of events like Game Fête
- Support development of physical hubs for location of digital media and technology companies

## HEALTH SCIENCES

**The Headline:** Greater New Orleans will become the next “MD Anderson / Texas Medical Center,” with multiple institutions partnering to drive destination healthcare in neurodegenerative diseases and other areas of excellence, such as infectious disease and digital health.



**The Story:** Greater New Orleans has some of the most sophisticated medical research and hospital facilities in the nation, but there has been insufficient coordination, strategy, and investment to become a world class biomedical hub. This can change by focusing on areas of competitive advantage and aligning the interests of relevant entities.

**Success Looks Like:** Greater New Orleans is known as a world-class center of biomedical research and treatment, with leading competencies, like the treatment of Alzheimer's, curing infectious diseases, and transforming digital health. This will save lives and create jobs.

**Key Tactics to Make it a Reality:**

- Start Neuroscience Working Group; promote region as a healthcare destination, especially for neurodegenerative diseases
- Support the BioDistrict as a coordinating entity; expand medical center footprint all the way to Xavier University of Louisiana and Ochsner Health System
- Support innovationOchsner
- Redevelop Charity Hospital as a biomedical hub, with Tulane Medical Center as anchor
- Support revitalization of the New Orleans BioInnovation Center (NOBIC)
- Support biomedical startups via New Orleans Startup Fund and others
- Drive state and federal funding for medical research
- Market collective regional biomedical capabilities

## ENVIRONMENTAL MANAGEMENT

**The Headline:** Southeast Louisiana becomes the Dutch of North America, creating an industry addressing the global challenge of environmental management.

**The Story:** The Dutch drive 4% of their GDP by selling their environmental management expertise: engineering, design, building, etc. Greater New Orleans can do the same, and more – both sustaining our way of life and generating local jobs and wealth.

**Success Looks Like:** The Environmental Management industry has made both living in Southeast Louisiana possible for future generations and has created thousands of well-paying jobs.

**Key Tactics to Make it a Reality:**

- Target companies in the region for potential growth in areas of environmental engineering, architecture, civil building and related consultancies focused on living with weather volatility, such as the built environment
- Leverage CCRE to promote development of the environmental management industry
- Solidify the role of core enterprises in the region already addressing this area such as the ByWater Institute and the Water Institute of the Gulf
- Support the efforts of the Coastal Technical Assistance Center, which assists Louisiana-based small businesses in obtaining contracts related to coastal Louisiana restoration and recovery efforts
- Promote Southeast Louisiana as a global leader in disaster management
- Investigate opportunities in “blue carbon,” which refers to carbon dioxide removed from the atmosphere by the world's coastal ocean ecosystems (mostly mangroves, salt marshes, seagrasses, and macroalgae) through plant growth and the accumulation and burial of organic matter in the soil





# BUSINESS ENVIRONMENT

Economic development is about creating the conditions where people want to invest their capital, as well as raise their family. Business Environment at GNO, Inc. is about creating those productive conditions.

## PUBLIC POLICY

**The Challenge:** Louisiana is a “rich state with a poor structure.” We are an outlier in many policy areas that undermine our ability to prosper economically. Fundamental changes must be made for Louisiana, and Greater New Orleans, to reach our full potential.

**The Strategy:** Continue to prioritize, and steadily address remedies to policies that make Louisiana and Greater New Orleans less competitive. And, support and implement tactics (e.g., incentives), that catalyze opportunity. Over time, conditions will improve and create a better environment for economic development.

### Key Tactics:

- Tax Structure: Improve simplicity and attractiveness, driven by post-COVID financial needs
  - Eliminate federal deductibility and lower personal income taxes in a tax-neutral manner
  - Continue to work towards zero personal income taxes (e.g. Texas, Tennessee, and Florida)
  - Establish a simple, broader sales tax base with lower rates
  - Repeal corporate income and franchise taxes
  - Streamline sales tax collection
- State Constitution: Stop using the constitution as a legislative instrument
  - Remove tax policy from the constitution
  - Return control/responsibilities to local government agencies
  - Remove provisions that limit budget flexibility
  - Require the state legislature to periodically review constitutional funds
- Government: Prioritize local funding and control
- Higher Education and Workforce: Strengthen employer/higher education connections
  - Foster demand-driven workforce partnerships (GNOu)
  - Give universities control over tuition and curricula to best meet local business needs
  - Provide additional funding for higher education and workforce training
  - Modify TOPS to reward excellence and need
- Early Childhood: Boost employer productivity by supporting affordable, high-quality early childhood care
  - Position Louisiana for long-term prosperity by investing in early childhood care and allocating sustainable funding
  - Ensure high-quality in early childhood education
- Transportation, Logistics, and Infrastructure: Expand and fortify statewide
  - Fund the river and ports; consolidate port strategies to maximize potential of the “Mississippi River Complex”
  - Support a gas tax or similar funding mechanism for roads and bridges to eliminate congestion and improve safety
  - Build Bus Rapid Transit or rail to improve routes to MSY and Baton Rouge
  - Make the Regional Transit Authority truly regional, with a focus on workforce commuting needs
- Criminal Justice: Based on proven best-practices, reduce incarceration, reinvest savings, and enhance public safety
  - Provide more opportunities for inmates to participate in high-skill workforce training
  - Remove barriers to employment, housing, and support for returning citizens
  - Address laws and policies that make Louisiana an outlier
  - Via the Crime Tech Task Force, help the NOPD become more efficient and effective



- Legal Reform: Ensure legal protections, but remove unusual practices and abuses
  - Implement a Business Court
  - Improve or eliminate outlier Louisiana practices
  - Address legal issues that impact business climate (e.g. transportation insurance)

## TALENT & WORKFORCE

**The Challenge:** Greater New Orleans has a diverse set of training and educational providers that require more support and more direct connection to the exact skills that 21st century employers require. Individuals who want to be their own employers, as entrepreneurs, also need better support.

**The Strategy:** Using GNOu as a proven model, ensure that business is always treated as the customer in all workforce programs. This will lead to relevance, sustainability, and impact of programs. Develop an entrepreneurship coordination function, based on the Startup Atlanta model.

### Key Tactics:

- Higher Education and Workforce Training: Align colleges and training providers with industry needs via GNOu
  - Use the GNOu model to facilitate collaboration between educators, non-profits, and for-profit industry partners to create meaningful, demand-driven programs
  - Continue to advance a Federal and State Legislative agenda devoted to workforce development
  - Provide research and analysis based on industry needs to inform workforce development initiatives statewide
- K-12 Education: Support quality public schools, school choice, and work-ready education
  - Convene and represent industry partners in supporting demand-driven career awareness and career preparation efforts in the region
  - Serve as a connector, and feedback loop, between employers and youth programs (intermediaries, schools, training providers) in brokering work experiences (internships, apprenticeships, fellowships, etc.)
  - Support regional workforce training organizations and higher education institutions to create career ladders for graduating seniors, including career and technical pathways
  - Develop and promote career awareness materials (e.g. GNO Career Guide, Greater New Orleans Jobs Report) that detail the variety of career options in the region
  - Continue to advocate at the legislative and BESE levels on key policies and issues that we believe best serve students and schools
- Human Capital Management: Address the talent needs of regional employers
  - Conduct workforce audits via Business Retention and Expansion visits with regional employers
  - Facilitate employer connections to higher education, workforce training, community, and industry sector partners for recruiting and talent pipeline development purposes
  - Manage and promote GNO, Inc. talent-related assets (WorkNOLA and DestinationGNO) and programming (GNOmatch, GNOu: Industry Roundtables, Remote Worker Program, digital quality of life materials)
- Education Marketing: Broadcast the strengths of local higher education
  - Develop a higher education regional brand (see: CampusPhilly, StudyColorado, CampusGreensboro) that illustrates the strong cluster of talent and career pipeline institutions, what we have branded StudyNOLA
  - Create marketing assets that highlight the 13 higher education institutions in the region, under the StudyNOLA banner to attract new students, scholars and talent
  - Implement international outreach strategies utilizing StudyNOLA and university marketing materials to attract and grow the international student and academic community in the region



- Entrepreneurship: Connect, grow, and promote the Greater New Orleans Startup Ecosystem
  - Work with partners to develop a “map” of the current ecosystem
  - Create an “ecosystem guide” to help direct entrepreneurs to the best assistance
  - Work with partners to fill in gaps in the current ecosystem
  - Promote the Greater New Orleans Startup Ecosystem via social media, earned media, and other channels

## ECONOMIC MOBILITY

**The Challenges:** Improving economic mobility is a national challenge. Here in Greater New Orleans, the issue of wealth creation and economic mobility is particularly urgent for people of color.

**The Strategy:** Leveraging broad partnerships, pursue a matrix of actions that, collectively, will remove barriers to success and increase opportunity and wealth-creation, particularly for Black residents.

### Key Tactics:

- Black Entrepreneurship: Return to New Orleans’ roots as a hub of Black entrepreneurship
  - HBCU Startup Initiative: Leverage the strengths and curricula of the three New Orleans HBCU schools to develop specific entrepreneurship programs
  - Black Entrepreneurship Report: Develop an action plan by conducting a data-driven analysis of the current ecosystem and identifying best practices from other communities
  - Black Tech Ecosystem Report: Conduct a comprehensive assessment of the Black technology talent pipeline in the region
  - Capital Growth: Expand access to capital via connections to funders and development of new sources of capital
- Professional Careers and Advancement: Ensure all New Orleanians of color have awareness of, and access to, professional growth opportunities
  - Tech Training Hub @ NOBIC: Launch downtown tech training center at NOBIC in partnership with community and technical colleges and Operation Spark
  - Mentorship / Advancement: Support NOLAvate Black and partners to match budding tech professionals to mentors and entrepreneurs
  - Tech Business Attraction and Recruitment: Aggressively pursue business development opportunities in tech and video game sectors, where New Orleans has a diversity advantage (currently #5 in U.S. for African-Americans in technology jobs)
- Talent and Workforce Pipelines: Ensure an effective pipeline for African-Americans from education and training to work opportunities
  - GNOu: Establish GNOu programs at the HBCUs in our region to prepare students for demand-driven, high-wage careers
  - Apprenticeship Programs: Develop earn-while-you-learn models with Louisiana Community and Technical College System and employer partners
  - YouthForce NOLA Partnership: Share industry trends and career pathway insights with K-12 education partners and ensure high school programming is aligned with economic mobility strategies
  - LCTCS Reboot Your Career Program: Support and amplify the communications of the Reboot Your Career program, which aims to re-train unemployed workers and lead them to high-wage career careers
  - StudyNOLA: Market and highlight three HBCUs and the general diversity of Greater New Orleans higher education institutions through the new StudyNOLA website and accompanying marketing campaign



- **Digital Divide:** Ensure broadband technology is available to everyone
  - **Workforce:** Increase tech access for existing and prospective professionals in both urban and rural areas by working with telecommunication partners
  - **Education:** Identify student populations lacking necessary tech resources and connect them to such resources through partnerships with tech providers and carriers
  - **Healthcare:** Increase technology access to patients to facilitate telehealth services
- **Mobility Policy Agenda:** Pursue public policies that remove barriers to mobility and increase opportunity
  - **Education and Family:** Increase early childcare and education for working families and expand paid family leave benefits
  - **Tax Reform:** Expand the Earned Income Tax Credit, remove deductibility of federal taxes, and lower the individual income tax rate
  - **Transportation:** Lower auto insurance rates, improve infrastructure in urban and non-urban areas, and improve connectivity and reliability of public transit
  - **Generational Wealth Building:** Identify, address, and remove hurdles to home ownership, asset accumulation, and other means of creating intergenerational wealth

## MARKETING & BRANDING

**The Challenge:** Greater New Orleans is beloved around the world, but in a narrow sense that focusses on food, music, and Mardi Gras more than business and quality-of-life. New Orleans needs a dual-brand, like Nashville or Austin: culture and economy.

**The Strategy:** Use sophisticated social media and digital assets to affordably target audiences across the country, and begin to broaden and change the perception of New Orleans. Supplement with traditional media, including earned media and in-kind ads.

### Key Tactics:

- **DestinationGNO:** Deploy best-practice virtual relocation guide to the region
  - **Social Media Advertising:** GNO, Inc. will use Facebook, Twitter, Instagram, and LinkedIn to promote DestinationGNO to ex-pats, targeted companies and sectors, potential remote workers, and key talent segments around the country
  - **Virtual Promotional Tour:** Host a series of online demos with small groups of employers to boost awareness of the site amongst HR representatives and make sure they know how best to utilize
  - **Local Advertising:** General awareness campaign via print and outdoor signage to showcase DestinationGNO to regional commuters, including employers, hiring managers, and current residents
- **Social Media:** Use social media to provide a varied set of platforms to reach potential employers and skilled workers
  - **Social Media Manager:** Hire a new GNO, Inc. staff member whose primary focus is to generate social media every day
  - **Talent Recruitment:** Engage in paid social media campaigns to target talent in key industry sectors, making the case for New Orleans as a low cost/high culture market for a professional career to thrive
  - **Company Recruitment:** Use social media and industry-specific landing pages to pitch company decision-makers about the advantages Greater New Orleans provides for expansion or relocation
  - **Local Awareness:** Ensure that stakeholders, their networks, and the local business community at large are presented with details of products such as the Greater New Orleans Career Guide, WorkNOLA, Destination GNO, and others





- **Tours and Events:** Lead tours and events to create in-person connections to the region
  - **Conferences:** Continue “Conferences as Economic Development” strategy, work with New Orleans & Co. and Ernest N. Morial Convention Center to bring in relevant conferences that align with our industry clusters
  - **GNO, Inc. Events:** Grow existing GNO, Inc. events—Game Fête, Music Fête—and create new industry-focused events (i.e. offshore wind, biomedical)
  - **Tours:** Continue Familiarization Tours for site selectors and expand curated events for other decision-makers, financial influencers, and VC firms by leveraging local events and local connections
- **Local Awareness:** Refocus on local awareness of GNO, Inc. to ensure hometown champions own the new messaging
  - **Broadcast:** Increase local media appearances to position GNO, Inc. as a thought leader and trusted authority on major topics that impact the community
  - **Print:** Feature timely messaging in monthly print media, such as GNOpivot and upcoming events, to showcase our work to business leaders outside of our direct stakeholder communications
  - **Outdoor:** Promote GNO, Inc. initiatives on digital billboards around the region

## AIRPORT & INTERNATIONAL FLIGHTS

**The Challenge:** Louis Armstrong New Orleans International Airport had nation-leading momentum (#3 in USA for growth), but has been nearly shut down by coronavirus.

**The Strategy:** Aggressively work to restart flights at MSY, while working with the airport on new flight and economic development opportunities.

### Key Tactics:

- **International Flights:** GNO, Inc. will work with MSY to restart air service, particularly international. This includes:
  - British Airways
  - Copa
  - Condor
  - Air Transat
- **Economic Development:** GNO, Inc. will work with the airport on repurposing the South Terminal
- **Transit:** In partnership with the Regional Transit Authority, bus or rail service to MSY will be planned and built

## FLOOD & RESILIENCE

**The Challenge:** This region has proven its resilience many times over and billions invested has shored up critical infrastructure. That said, Greater New Orleans is on the Gulf; continued support of coastal resilience is needed, along with particular attention to stormwater management in Orleans Parish.

**The Strategy:** Work with elected officials, business partners, and nonprofit partners to not only fix the challenges in Southeast Louisiana, but moreover to establish our region as a world-leader in resilience – leading to economic opportunity. That is, become “the Dutch of North America,” with a thriving industry based on flood management services.

### Key Tactics:

- **Coast:** Ensure funding of and support for the Louisiana Coastal Master Plan
- **Urban Water:** Ensure continued implementation of the Urban Water Plan
- **Stormwater Management:** Support the revitalization of the Sewerage & Water Board of New Orleans
- **Brand:** Develop the expertise and brand of Greater New Orleans as a global leader in water management



## LEADERSHIP DEVELOPMENT

**The Challenge:** Greater New Orleans must continue to identify and develop young business and civic leadership.

**The Strategy:** Grow GNO, Inc.'s role as the coordinator and catalyst of new leadership, through engagement on internal boards and external programming.

**Key Tactics:** GNO, Inc. will continue to nurture and spotlight dynamic local leaders through a series of programs and convenings, including:

- NextGen Council: Continue to grow the quality and impact of the NextGen Council
- Emerge Summit: Make Emerge Summit the premier leadership development conference in America
- Regional Leadership: Coordinate and leverage the other young professional organizations in Greater New Orleans

## ORGANIZATIONAL EXCELLENCE

**The Challenge:** GNO, Inc. must ensure that the organization continues to evolve and improve, to meet current challenges, take advantage of future opportunities, and do an ever-better job fulfilling the mission of a thriving economy, and an excellent quality of life, for everyone.

**The Strategy:** Conduct objective and impactful organizational improvement on a continual basis, based on feedback from key stakeholders, combined with global best practices. Always seek opportunities to grow GNO, Inc.'s impact.

### Key Tactics:

- Annual Evaluation: Conduct annual internal and Board retreats and evaluation processes to assess organization and strategy
- Benchmarking: Ensure continuous benchmarking against other excellent economic development organizations, and other economic development success stories around the world (GNOthinc Global Best Practice Series)
- Regional Focus: Continue to strive for better representation of, and results for, all ten parishes in the Greater New Orleans region:
  - Jefferson
  - Orleans
  - Plaquemines
  - St. Bernard
  - St. Charles
  - St. James
  - St. John the Baptist
  - St. Tammany
  - Tangipahoa
  - Washington
- Demographic Diversity: Evolve GNO, Inc.'s organization and strategies to meet the changing demographics of the region
- Southeast Louisiana Super-Region: Continued growth of SoLA in impact and sustainability
- GNO Development Fund: Establishment of a \$50M fund for deal closure, site control, and development



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# ABOUT GNO, INC.



GNO, Inc. is the regional economic development organization serving the 10-parish region of Southeast Louisiana that includes Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. James, St. John, St. Tammany, Tangipahoa, and Washington parishes.

Our mission is to create a Greater New Orleans with a thriving economy and an excellent quality of life, for everyone.

## CONTACT

**Michael Hecht** – mhecht@gnoinc.org  
*President & CEO*

## GNO, INC. STAFF

**Anthony Bodin** – abodin@gnoinc.org  
*Director of Business Development*

**Sara Bradford** – sbradford@gnoinc.org  
*Director of Investor Relations*

**Jasmine Brown** – jbrown@gnoinc.org  
*Public Policy Manager*

**Harrison Crabtree** – hcrabtree@gnoinc.org  
*Senior Associate, Research & Policy*

**Grady Fitzpatrick** – gfitzpatrick@gnoinc.org  
*Senior Vice President, Business Development*

**Emma Hildreth** – ehildreth@gnoinc.org  
*Social Media and Communications Associate*

**Dawn Hickey Greatrex** – dgreatrex@gnoinc.org  
*Operations Assistant*

**Grace Hofer** – ghofer@gnoinc.org  
*Special Assistant to the CEO & Chief of Staff*

**Ileana Ledet** – iledet@gnoinc.org  
*Vice President of Policy*

**Hyma Moore** – hmoore@gnoinc.org  
*Vice President of External Relations*

**Evie Poitevent Sanders** – epoitevent@gnoinc.org  
*Human Capital Manager*

**Rachel Shields** – rshields@gnoinc.org  
*Chief of Staff*

**Gary Silbert** – gsilbert@gnoinc.org  
*Business Development Manager*

**Josh Tatum** – jtatum@gnoinc.org  
*Program Manager*

**Jeff Teague** – jteague@gnoinc.org  
*Senior Vice President, Finance and Administration*

**Denise Washington** – dwashington@gnoinc.org  
*Executive Assistant*

**Brandon Williams** – bwilliams@gnoinc.org  
*Director of Finance & Administration*

**Matt Wolfe** – mwolfe@gnoinc.org  
*Vice President of Brand & Marketing*

## BE PART OF GNOfuture

To get involved in the economic development strategy for the next decade, please reach out to Director of Investor Relations Sara Bradford at sbradford@gnoinc.org.

