



# BioDistrict New Orleans Economic Development & Placemaking

## Strategic Plan

February 2024



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# Introduction

### What is the BioDistrict?

The BioDistrict New Orleans is an economic development district that seeks to evolve and transform the biosciences sector into a job's engine for the city and region while improving the broader lives of communities across New Orleans.

### What will a strategic plan enable?

The BioDistrict has the opportunity to strengthen its role in driving the regional economy through strategic investments and programming in the district that will **catalyze private investment, grow the city's biosciences and health innovation ecosystem, and create jobs and economic opportunities for New Orleanians.**

This plan provides transformational strategies and guidance for future implementation that BioDistrict leadership and partners can champion.

The BioDistrict is taking steps to bolster New Orleans’ innovation economy and drive bioscience and health innovations throughout the region and state to **create economic opportunities** while **advancing solutions to global health challenges** today, and into the future.

**Successful innovation communities are not accidental – they are the result of intentional investments** in human capital, collaboration networks, and placemaking.

Leading innovation districts are characterized by four factors. They are:

**Diverse and highly collaborative.**

Multidisciplinary collisions are the basis of innovation everywhere. Ideas turn from vision into a reality where diverse sets of skillsets can connect and collaborate.

**Authentic.**

Successful innovation economies become brand names that attract investments and talent in a self-perpetuating cycle.

**Inspiring.**

Places with a rich creative and local community that inspires activity across all industries.

**Accessible and affordable.**

Places that lower the barrier to entry to start, expand, fail, start again and ultimately succeed in jobs, business and innovation.

Insights from stakeholder and community conversations and analysis informed the approach to the BioDistrict strategic plan.

***Tasks throughout the project process included:***

**30+ Stakeholder interviews** with institutions, economic development partners, real estate professionals, civic and nonprofit partners, and elected officials.

**Real estate market, economic and demographic trends, and planning context** to identify market-driven placemaking opportunities in the district.

**Community conversations** with community leaders within and neighboring the district to better understand community priorities and build relationships.

**Innovation district case studies** to inform the vision and offer best practices to guide strategy, governance, and implementation.



**Strategic Plan  
to provide direction to the  
BioDistrict in the short,  
medium and long-term.**

# 2

## Why Now and Vision

Why now?

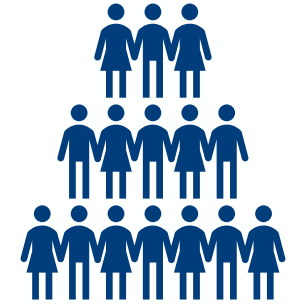
**Right now, there is momentum across the district and city to catalyze activation and programming in the BioDistrict that builds off the success of anchor institutions and leverages physical assets that will play a role in the future success of downtown.** The BioDistrict needs governance, leadership, and actionable strategies to capitalize on today's opportunity, and not miss the wave of momentum to reinvest in downtown and center the city's innovation ecosystem around existing health and wellness assets.

**What is happening right now?**

- Up to **\$95M in City TIF and matching State funds** committed through 2040
- **Healthcare and educational institutions are making strategic investments** in the BioDistrict for their future
- **Education and workforce programs are expanding** in the district, **focusing on access to jobs** in the healthcare industry
- **Innovators need space and support** to grow their businesses **at every stage**
- **New investment** in the district **needs guidance** from district leadership **to achieve the vision**



Many healthcare, innovation, and university partners converge in the district presenting an opportunity for the BioDistrict to convene these partners in **district-wide strategies that leverage the district's collective assets** to attract talent, bolster research and development, and maximize the return on investment



**3**

Healthcare  
Systems  
*employing ~2,800  
physicians*

**2\***

Medical  
Schools

**4**

Research  
Centers

**8K+**

Annual Graduates  
*~25% of which are in  
life sciences and  
adjacent programs*

**2M+**

Annual Inpatient  
Hospital Visits

\*Does not include recent partnership between Xavier University and Ochsner Health to establish a college of medicine.  
Source: American Hospital Association.

Stakeholders ranging from community members to institutional partners shared their understanding of where the BioDistrict is today.

## Strengths

The district is **anchored by a strong network of institutional partners** with varying student bodies and communities that they serve.

With the presence of these institutions, there is still regular foot traffic to the BioDistrict from **students, workers, businesses and visitors**.

The district already has **existing real estate assets** that are prime for reuse and redevelopment.

The BioDistrict is located in the center or in close proximity to much of the **city's economic & business activity**.

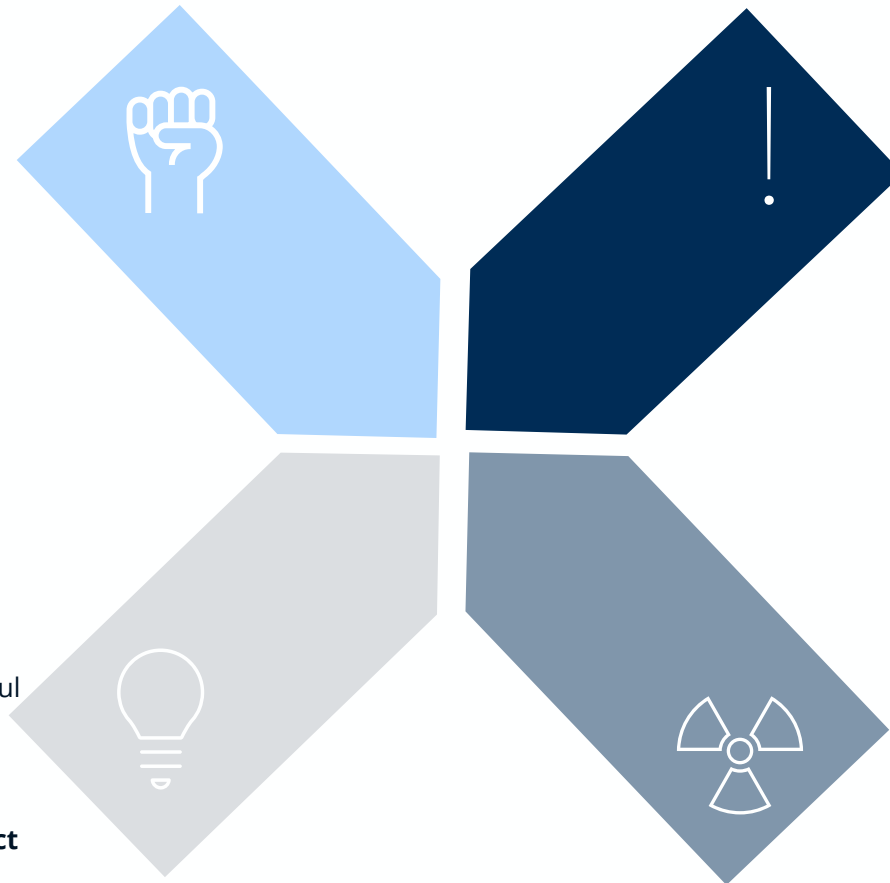
## Opportunities

The district has the opportunity to **create jobs and economic opportunities for all** through intentional workforce development initiatives with regional partners.

The district can **strengthen its brand**, developing an identity that is clear, recognizable, authentic and meaningful to the community and its partners and establishing the BioDistrict as a destination.

Multiple health equity initiatives are already underway, providing an opportunity to further **align and unify district partners around a health and wellness theme**.

**Building trust between the community and BioDistrict** partners will be key to fostering relationships and identifying opportunities where the district can support community needs.



## Weaknesses

The BioDistrict **lacks dedicated operational staff** to lead district-wide programming, partnerships, real estate strategy, day-to-day operations, and other initiatives critical to the BioDistrict's success.

Post-Katrina development and global challenges to the office market post-COVID have led to an abundance of **vacant and underutilized real estate assets** within the district.

Post-Katrina development was felt to be extractive of community wealth and lacking tangible benefits to the neighboring communities, deepening **community mistrust and disconnection**.

## Threats

The scale of the **BioDistrict is vast**, posing challenges for strategic programming and activation.

There is a **lack of connectivity across the district** with Claiborne Ave., Pontchartrain Expressway (I-10), and Norman C. Francis Parkway bisecting the district and creating physical barriers to unifying the district.

There are **concerns around public safety** and security in the BioDistrict, with the district having to address perceptions of the district as unsafe and not welcoming.

# The Vision

The BioDistrict is an **economic and jobs engine**, that promotes anchor institutions, research centers, and economic activity to grow innovation and opportunity for all.

The BioDistrict will be a **vibrant, authentic, and engaging place** where institutions, industry, and the community convene to tackle global challenges in health and wellness alongside economic and health disparities in New Orleans.

# 3

# Strategic Roadmap

There are several strategic focus areas that will catalyze the BioDistrict’s brand and strategic efforts and bring partners together to align on a vision and future for the district.



## **Governance & Operations**

Building governance structures, processes, and organizational capacity to facilitate clear direction and leadership for the BioDistrict that leverages collaboration from partners around the district.



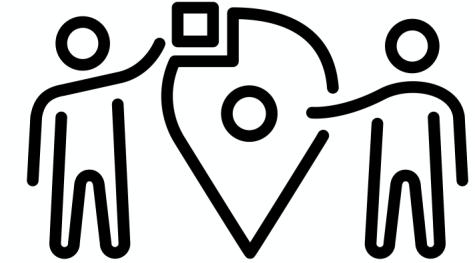
## **Real Estate**

Capitalizing on existing real estate assets around the BioDistrict that can spur developer interest and investment that benefits both the district and broader economic development initiatives in the city.



## **Partnerships**

Fostering existing and new relationships with partners throughout the region to guide collaborative programming, real estate development, infrastructure improvements, and economic and workforce development initiatives that benefit all parties.



## **Activation & Placemaking**

Translating organizational capacity into vibrancy for an innovation ecosystem, establishing a sense of place in the district and building momentum for a health-anchored community that serves its workers, residents, businesses, and visitors.

Phasing strategic efforts will be necessary to focus BioDistrict activities and resources, prioritizing immediate and short-term strategies that will establish the solid foundation needed to ensure the district’s long-term success.



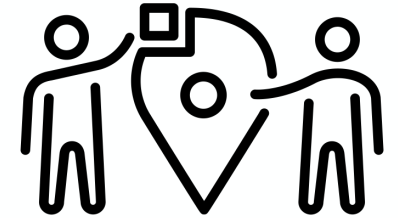
**Governance & Operations**



**Real Estate**



**Partnerships**



**Activation & Placemaking**

**Pre-Startup**

*First 100 days*

**Startup**

*100 days – Year 1*

**Stabilization**

*Year 2 - 3*

**Long-Term**

*Year 3+*

The BioDistrict will play different roles across phases as governance and operations structures and district needs evolve over time.

**Pre-Startup**

**DISTRICT CONVENER.**

The BioDistrict can strengthen its role as a neutral convener among its partners, leveraging its existing relationships to bring district partners together on an intentional, consistent, recurring basis to align and unify partners on shared interests and goals for the district, and to set and advance district-wide strategies.

**CHAMPION.**

The BioDistrict staff and board can continue to champion existing transformational projects and identify new projects, initiatives, and policy changes that align with and advance the district's vision and strategic plan.

**FACILITATOR / INFLUENCER.**

The BioDistrict can also use their existing relationships and political/social capital to facilitate public-private partnerships and joint-ventures relevant to the district and its partners.

**Startup**

**Stabilization**

**REGIONAL CONVENER.**

The BioDistrict can expand its role as a district-wide convener to cultivate and grow regional and statewide partnerships that will be necessary to ensure the district's long-term economic competitiveness.

**LEAD / INVESTOR.**

BioDistrict staff can lead and invest in increasingly complex real estate and programmatic efforts as additional resources and permanent staff are secured in future phases. This can also include having a more active role in acquiring properties and land, and in leading key infrastructure projects that advance the district's strategic vision.

**PARTNER.**

Actualizing the district's vision cannot be achieved alone. It will take an array of partnerships across public and private sectors, throughout the district, city, and state. The BioDistrict must define its role in each of these strategies and marshal the necessary partners to move the work forward.

**Long-Term**

# **Governance & Operations**

Building governance structures, processes, and organizational capacity to facilitate clear direction and leadership for the BioDistrict that leverages collaboration from partners throughout the district.



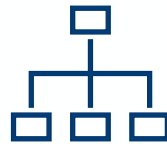
Why is governance vital in the startup phase?

**Formalizing the BioDistrict’s governance structure is critical to positioning the BioDistrict to execute implementation of the strategic plan. Establishing a governance structure will require a phased approach, first focused on quickly deploying an interim operating entity to build operational capacity and implement immediate strategic priorities.**

### What does a governance structure do?



Serves as the **keeper of the vision** and ensures that it is achieved. Public and private entities require **clear accountability**



Provides a **clear hierarchy** to settle potential conflicts and allow for efficiency in vision implementation



**Leverages** and **partners** with the local innovation ecosystem to **secure investments**

Initial Organizational Structure

**BioDistrict Board of Directors**

*State-legislated economic development district (EDD) responsible for the district's growth; maintains fiduciary responsibilities*

**BioDistrict Operating Entity**

*Responsible for implementation of strategic plan and day-to-day operations; initially supported by NOLA Business Alliance (NOLA BA)*

**Executive Leadership**

**Real Estate**

Facilitate and support real estate transactions in partnership with an array of institutional, industry, civic, philanthropic partners and private developers.

**Partnerships**

Facilitate partnerships with higher education, industry, philanthropy, and other institutions to drive economic and workplace development, public affairs, and programming.

**Operations**

Facilitate day to day operations of the district, including accounting, reporting, RFP and contract execution, among others.

**Strategic Advisory Working Groups**

**Community Engagement**

*(e.g., local philanthropy, arts/cultural, small business, youth organizations, etc.)*

**Education & Workforce**

*(e.g., LSU, Tulane, Xavier, Delgado, Dillard, Holy Cross, UNO, Ochsner, UMC, VA, etc.)*

**Ecosystem & Economic Development**

*(e.g. City of New Orleans, NOLA BA, GNO Inc., NOBIC, TechPlug, Obatala, AxoSim, etc.)*

**Design & Placemaking**

*(e.g., City of New Orleans, DDD, RTA, etc.)*

## Governance Strategies for Startup Phase

### **First 45 days:**

- Adopt Strategic Plan
- Extend CEA with NOLA BA to continue to support operations for the first 12 – 18 months
- Install an interim operating entity to oversee governance and decision-making for the first 12 – 18 months (this operating entity to be supported by extended CEA with NOLA BA)
- Consider interim BioDistrict needs (roles may be filled with third-party consultants initially):
  - Executive Leadership
  - Real Estate Strategy
  - Partnerships & Programming
  - Community Engagement
  - Day-to-day operations support
  - Others
- Secure legal counsel, communications and public affairs support, in addition to interim operational staff to execute priority items

### **Goals for First 12 – 18 Months**

This first 12 – 18 months will be critical to establishing a governance structure that allows the BioDistrict to execute initial strategies adopted in the strategic plan and position the BioDistrict for long-term success. **An interim governance structure is needed in the first 12 – 18 months to:**

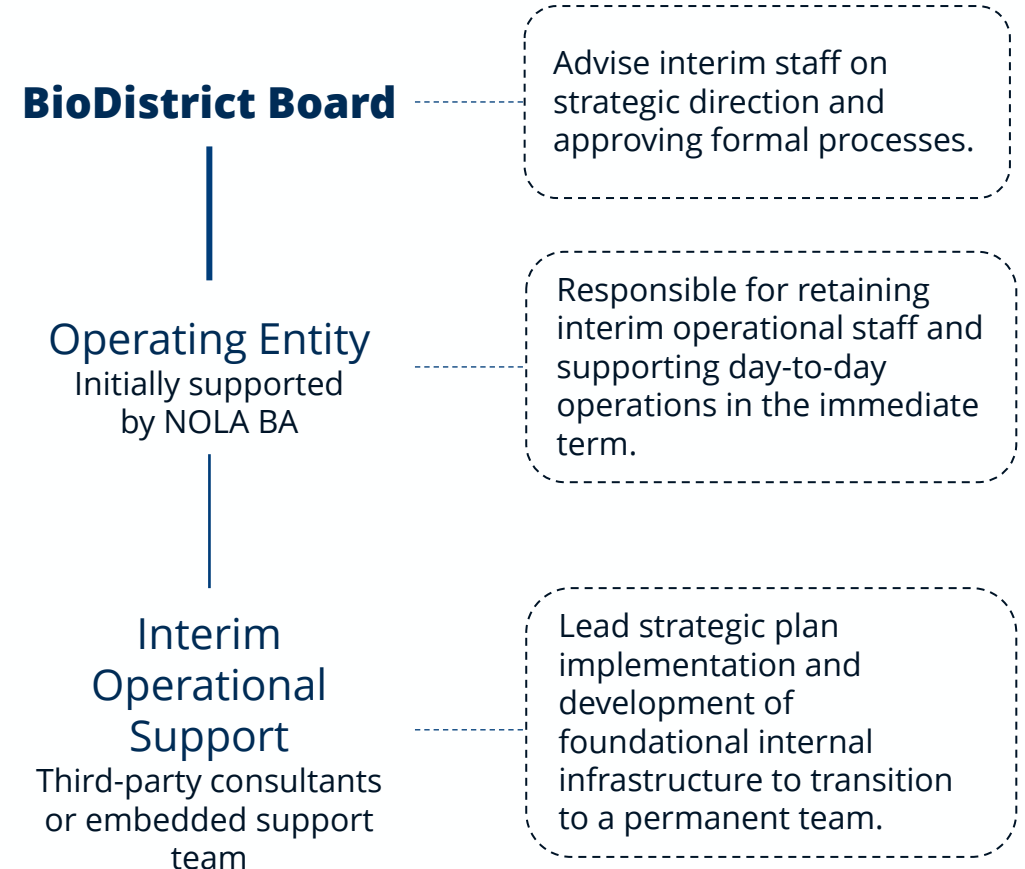
- Bring in **interim support\*** to execute strategic priorities
- Develop **transparent processes** to show progress with institutional stakeholders and neighboring communities
- Create the appropriate **regulatory tools** to move forward with district-wide planning
- Evaluate the optimal long-term governance model and prepare for the **transition to a permanent organizational structure**

*\*Note: contracted interim support is recommended for the first 12 – 18 months to provide immediately deployable support, as well as budgetary and staffing flexibility. Permanent staff should not be hired until an approved business plan, structure, and dedicated funding for the positions are in place*

## Governance Strategies for Startup Phase

### 46 days – Year 1:

- Interim operational leadership should lead, in coordination with the BioDistrict Board, the following activities within the first year:
  - Create and adopt a business plan
  - Adopt decision-making and approvals processes
  - Develop operational and capital budgets
  - Advise on initial real estate goals and strategies for the district
  - Establish and facilitate advisory working groups with clear and actionable objectives
  - Issue RFPs to support the creation of foundational district-wide plans, which may include: district design guidelines, public realm master plans, safety and security plans, and resiliency and emergency preparedness plans

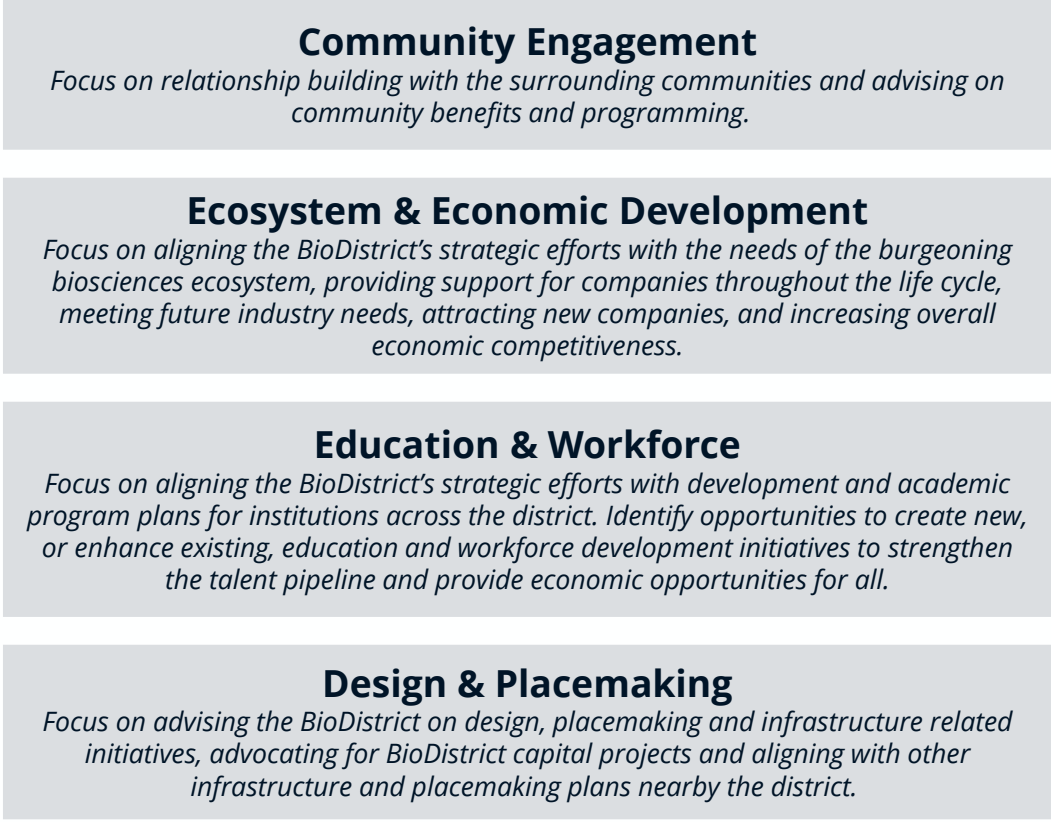


## Advisory Structure

The BioDistrict should develop advisory working groups to guide strategic plan implementation. Each working group should have a clear mandate and take on a set of specific tasks or strategies to focus and lead work planning.

Potential structure for each advisory working group:

- Each working group should have 10-15 members that represent a diverse group of stakeholders (respective to each group) that are committed to advancing the BioDistrict’s vision
- Each working group should establish group leadership to manage committee meetings and execute work plan
- Working group members should have a set term length to allow for the rotation of new members
- Interim operational support, working with the BioDistrict Board (and other third-party consultants as needed), will create work plans, recruit committee members, and facilitate recurring advisory working group meetings to ensure progress against work plans



## Governance Strategies for Transition Phase

### **Year 2-3:**

- Develop and formalize a permanent operating entity
- Transition from interim to permanent governance and team structure
- Conduct Board membership due diligence and recruitment as needed
- Formalize board bylaws and governing documents with permanent operating entity
- Formalize operating entity's relationship with the BioDistrict Board of Directors to maintain legislative/CEA requirements for governance, reporting, and operations
- Consider permanent full-time support positions:
  - CEO/President (likely evolution of Executive Leadership)
  - CFO
  - Real Estate Director
  - Partnerships & Program Director
  - Community Liaison
  - Day-to-day operations support (administrative coordinator)
  - Others
- Hire priority positions to lead strategic efforts moving forward

### **Why is important to have dedicated BioDistrict staff?**

The BioDistrict needs a dedicated team that is solely focused on moving strategic efforts and programs forward for the district and is empowered to do so through city and state legislation. The dedicated team will be responsible for representing the brand and vision for the BioDistrict and building relationships with stakeholders throughout the region and state.

### **Recommended Legal Structures for Governance\***

The specific structure of the governance entity will inform funding, partnership opportunities, and capacity to manage real estate. National best practices suggest that a nonprofit entity would be most appropriate for long-term governance.

**501c3.** Charitable, religious, scientific, and educational organizations promoting social welfare. (May coexist with c4/c6)

**501c4.** Social well-being advocacy organization that can lobby directly with government to support their intended goal. (Recommended)

**501c6.** Membership-based business league focused on promoting the growth and success of businesses and industries within the district. (May coexist with c3/c4)

\* An overview of the different governance structures is included in the appendix.

## Governance Strategies for Long-Term Management

### **Year 3+:**

With a core team in place, continue to build capacity and tackle more complex, longer-term strategies and legacy projects.

### **Considerations for long-term governance:**

- National best practices indicate that a nonprofit entity (501c3, c4, c6, or combination thereof) is most appropriate for long-term governance, operations, and implementation
- It is recommended to delay hiring a President/CEO, or any other permanent operational staff, until an approved business plan has been adopted, a permanent funding strategy is in place to support the position(s), and roles/responsibilities have been clearly defined.
- Continue managing a clear decision-making structure that is efficient and advances strategic decisions at the speed of business
- Develop an accountability system to track metrics and the BioDistrict’s impact
- Promote transparency in how the BioDistrict interacts with stakeholders and community
- Refine and build relationships with other key organizations and institutions and clearly define roles in advancing the BioDistrict’s vision
- Ensure the BioDistrict staff and board reflect the institutions and community that the district serves

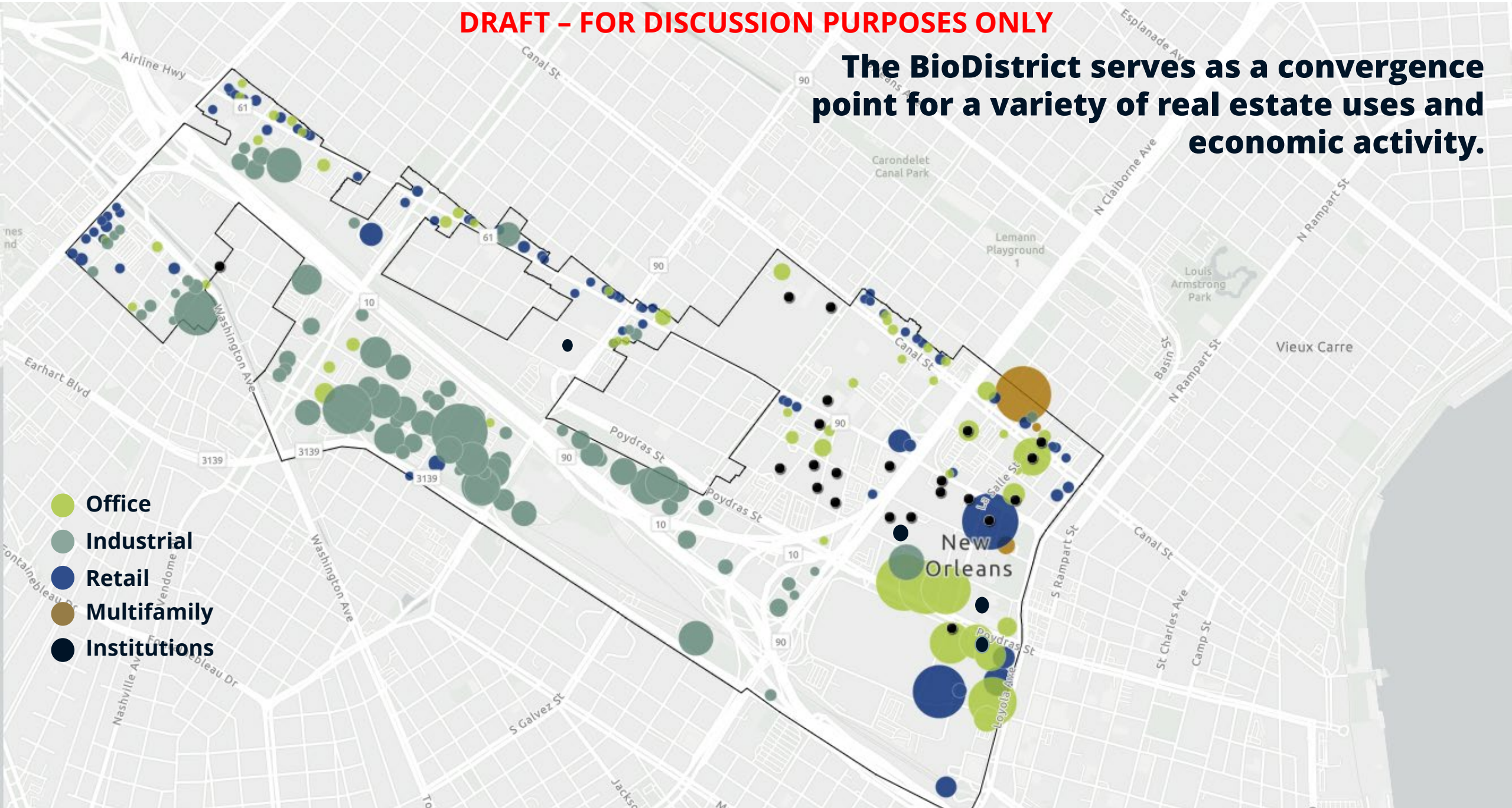
## **Real Estate**

Capitalizing on existing real estate assets around the BioDistrict that can spur developer interest and investment that benefits both the district and broader economic development in the city.



**DRAFT - FOR DISCUSSION PURPOSES ONLY**

**The BioDistrict serves as a convergence point for a variety of real estate uses and economic activity.**



- Office
- Industrial
- Retail
- Multifamily
- Institutions

## 2.1 Define the BioDistrict’s role in active real estate development and identify resources needed to support implementation.

### Pre-Startup Phase:

### Startup Phase:

BioDistrict Board should define real estate goals and the BioDistrict’s role in guiding or leading real estate development that aligns with the overall business strategy for the organization.

### Stabilization Phase:

Keep account of available real estate in the district and work with economic development and real estate partners to market available space to potential tenants and developers that align with the BioDistrict’s goals. Identify and assist in marshalling gap financing to facilitate desired developments.

### Long-Term Phase:

Identify opportunities for BioDistrict investment, property acquisition, land banking, etc., that reactivates vacant and underutilized parcels in ways that meet evolving real estate needs of the district. Consider the opportunity to repurpose vacant office and institutional spaces, surface lots and vacant land, and light industrial spaces around the BioDistrict to create space for research and collaboration, such as wet lab and R&D space for institutions and private companies.

### Why is this important?

To actualize the vision for the BioDistrict, district leadership will need to define a clear role in district-wide real estate strategy and development. That role may initially be to facilitate or influence projects. As the district matures and capacity builds, leadership will need to evaluate the evolving needs of the district and whether an active role in real estate development and investment is feasible and desirable.

### BioDistrict Role:

Facilitator / Influencer (initially)

### Investment:

\$\$ (initially)

### Key Partners:

Downtown Development District (DDD), City of New Orleans, Development Partners

### Community Benefits:

Guiding development that meets community needs (i.e., workforce and affordable housing and small business spaces, inclusive community spaces, etc.).

## 2.2 Advance transformative development projects, such as the Charity Hospital Redevelopment.

### Pre-Startup & Startup Phase:

Continue to facilitate discussions with civic, institutional, community, and development partners around the Charity Hospital Redevelopment to advocate for spaces that advance research, innovation, community, industry, and institutional partnerships (e.g., wet lab spaces, workforce and affordable housing, affordable commercial spaces for local businesses, etc.).

Work with partners to identify ways to activate the site prior to and through development to drive broad community engagement with the site and generate pride and excitement for its revitalization.

### Stabilization Phase:

Identify opportunities for the BioDistrict to lease or manage space at the Charity Hospital Redevelopment site that supports stakeholders in the district (e.g., shared collaboration space for institutional, industry, and community partners, spaces to convene community small business and entrepreneurs for programming and support, etc.)

### Long-Term Phase:

Continue to leverage space at the redeveloped site to meet the needs of stakeholders and institutions in the BioDistrict.

### Why is this important?

Charity Hospital holds both economic and historical significance for the BioDistrict and its neighboring communities. Vacant since Katrina, the city now has a development proposal before it to revitalize this community anchor to meet institutional, industry, and community goals, transforming this underutilized asset into a center of vibrant activity that has the potential to catalyze additional private investment and add needed momentum to the biosciences industry in New Orleans.

### BioDistrict Role:

Facilitator / Influencer and Champion

### Investment:

\$

### Key Partners:

City of New Orleans, Downtown Development District (DDD), Developers, Institutions

### Community Benefits:

Creating spaces that meet community needs (e.g., affordable housing and small business spaces, workforce training centers, community spaces, retail and amenities, etc.)

## 2.3 Champion additional incentives to spur investment in the BioDistrict.

### Pre-Startup & Startup Phase:

Utilizing interim operational staff and/or third-party retained consultants, complete an audit of the existing local, regional, and state incentives that are currently in place to attract bioscience companies and life-sciences development partners. This incentives audit should include examples from leading life sciences and innovation markets to evaluate the competitiveness of current offerings and identify opportunities to refine or expand.

### Stabilization Phase:

Utilize incentives audit as framework for crafting messaging and policy recommendations that can be advanced with support from a third-party government affairs consultant(s) to engage elected officials locally, regionally, and statewide to garner state support for implementing revised and/or new incentive tools targeted to biosciences, research and development, and allied industries.

### Long-Term Phase:

Continue work with local, regional, and state economic development partners and business associations to refine the incentive toolkit to meet the evolving needs of the district and biosciences industry.

### Why is this important?

The BioDistrict needs an array of incentive tools at its disposal to attract tenants and developers to invest in the BioDistrict. National best practices include state support in the development of creative incentive structures targeted to research and development in target industries.

### BioDistrict Role:

Lead, Champion, and Partner

### Investment:

\$\$\$

### Key Partners:

City of New Orleans, GNO, Inc., local, regional and state departments of economic development and chambers of commerce, state department of commerce

### Community Benefits:

Create incentives for attracting new tenants and private development projects that align with BioDistrict and community needs.

## 2.4 Identify opportunities to create shared spaces across institutions for researchers, workers, students, and entrepreneurs to gather and collaborate.

### Pre-Startup Phase:

#### Startup Phase:

Convene institutions and other key partners to begin the discussion of creating shared spaces, including assessing physical space needs and envisioning joint-programming for those spaces, focusing on the needs that institutions cannot meet alone and facilitating industry access to work across multiple institutions.

#### Stabilization Phase:

Develop an MOU between the BioDistrict and board member institutions and industry partners that aligns shared interests in developing collaborative space, articulates the requirements for those spaces, and formalizes an agreement to pursue joint-funding to develop. Work with partners around the BioDistrict to identify vacant and underutilized spaces in the district that can be repurposed to meet those requirements.

#### Long-Term Phase:

Reassess and refine collaborative space needs as the district evolves. Continue to identify funding and opportunities in new development projects to create shared spaces across institutions.

#### Why is this important?

The BioDistrict needs more spaces for creative collisions and collaboration for researchers, workers, students and entrepreneurs in the community that are cross-institutional. Existing and vacant underutilized properties within the district provide an immediate, lower-cost alternative to new developments to create affordable and accessible shared spaces to house joint programming.

#### BioDistrict Role:

Convener and Partner

#### Investment:

\$\$

#### Key Partners:

NOBIC, TechPlug, and other entrepreneurial support organizations, institutions, entrepreneurs

#### Community Benefits:

Creating collaborative spaces that bring together students, researchers, and local entrepreneurs in joint programming will lead to further innovation that can fuel job growth across a range of skill levels.

## 2.5 Champion affordable and workforce housing polices and developments for the broader community and BioDistrict workers.

### Pre-Startup & Startup Phase:

Partner with the Housing Authority of New Orleans, Greater New Orleans Housing Alliance, and other civic, institutional, community, and nonprofit partners to advocate for regional affordable and workforce housing policies to preserve existing and create new affordable and workforce housing to support workers in the district and residents in neighboring communities.

### Stabilization Phase:

Draft and release an RFP to retain a consultant to develop a district-wide housing needs assessment that assesses current supply, future demand, and provides policy recommendations and funding strategies to address gaps.

Convene institutions, other landowners and housing partners in the district to identify land or underutilized properties prime for new affordable and workforce housing in the district.

### Long-Term Phase:

Continue to advocate for increased housing options and consider additional development tools and policy tools, such as office to residential conversions or developing a land trust, to repurpose underutilized and vacant spaces and ensure long-term affordability needed to meet housing needs.

### Why is this important?

With a loss of affordable units throughout the city and in the communities neighboring the district brought in part by rising displacement pressures as more investment is attracted to the BioDistrict and Downtown, there is a need to preserve existing and create new affordable and workforce housing for residents and workers in and neighboring the district that are invested in the community.

### BioDistrict Role:

Champion and Partner

### Investment:

\$\$

### Key Partners:

Housing Authority of New Orleans, Greater New Orleans Housing Alliance, City of New Orleans, Developers, Institutions, Nonprofit Partners

### Community Benefits:

Retaining existing and building new affordable and workforce housing to create nearby housing for workers and support the preservation of historic communities around the BioDistrict.

## 2.6 Champion the development of amenities that support workers, residents, and students that regularly visit the BioDistrict.

### Pre-Startup Phase:

#### Startup Phase:

Draft and release an RFP to retain a consultant to perform a retail gap analysis to identify current and future demand for retail services and amenities.

Convene institutions, business community, civic partners, and community organizations to identify the types of amenities (i.e., coffee shops, grocery stores, restaurants) the BioDistrict and its partners should target for future development opportunities.

#### Stabilization Phase:

Work with community and small business associations and local real estate and small business development professionals to identify local small businesses and other retailers that align with known gaps and are interested in locating to the BioDistrict.

#### Long-Term Phase:

Continue to partner with civic, economic and workforce development, and commercial real estate partners and developers to identify opportunities and resources to support local businesses through a range of technical assistance and commercial affordability and anti-displacement strategies.

#### Why is this important?

The BioDistrict needs to create an environment for its workers, students, residents, and visitors that supports daily needs, provides informal gathering spaces that support innovation, and activates the district to attract private investment retain and attract tenants and talent, and create a destination that draws new visitors and residents to the district and surrounding communities.

#### BioDistrict Role:

Convener, Champion, and Partner

#### Investment:

\$\$

#### Key Partners:

New Orleans Small Business Alliance, Commercial Real Estate Professionals, Developers, Civic Partners, institutions, other small business development and support organizations

#### Community Benefits:

Building a brand for the BioDistrict that showcases local businesses and supports the daily retail needs of BioDistrict users.

# Partnerships

Fostering existing and new relationships with partners throughout the region to guide collaborative programming, real estate development, infrastructure improvements, and economic and workforce development initiatives that benefit all parties.



### 3.1 Develop a joint “anchor institution mission.”

**Pre-Startup Phase:**

**Startup Phase:**

Using the strategic plan as a guide, continue to convene conversations with institutional board members and the proposed education and workforce development advisory working group to align on district-wide priorities that would also advance institutional interests and priorities.

**Stabilization Phase:**

Formalize a commitment from anchor institutions to within the BioDistrict through an MOU or other agreement that clearly articulates the joint mission, goals, and metrics for success. This agreement might include priorities for coordinating real estate and public space developments, joint programming for generating workforce talent, joint applications for federal grants, and more.

**Long-Term Phase:**

Expand the MOU to include regional partners, such as UNO, SUNO, Dillard, Holy Cross, and other educational and workforce development partners. Create accountability metrics and other shared materials to support long-term implementation of goals.

**Why is this important?**

Institutions within the BioDistrict have committed millions of dollars and resources into revitalizing their downtown campuses and supporting community goals. There is an opportunity to align institutions around a joint mission that formalizes their commitments to the BioDistrict and neighboring communities in improving economic outcomes alongside community health and wellness.

**BioDistrict Role:**

Lead and Partner.

**Investment:**

\$

**Key Partners:**

Xavier University, Tulane University, LSU Health, Delgado, Ochsner Health, LCMC, LCRC, University Medical Center, Veterans Affairs Hospital

**Community Benefits:**

The pooled resources of anchor institutions will amplify the existing community-serving projects that each institution already has underway for greater impact.

## 3.2 Champion multi- and cross-institutional collaborative programming.

### Pre-Startup & Startup Phase:

Convene anchor institutions to collaborate and share knowledge around existing programs, identifying gaps and opportunities for aligned partnership. These areas might include workforce development, community health & wellness programming, and tech commercialization.

### Stabilization Phase:

Using the recommended advisory working groups as a forum to convene stakeholders, the BioDistrict should explore joint strategies to address gaps workforce development, community health & wellness initiatives, and tech commercialization, among others.

The BioDistrict may fund a joint, multi-institutional audit of existing and planned workforce development, community health & wellness, tech commercialization, or other shared initiatives to understand current alignment and address known gaps and future needs.

### Long-Term Phase:

Continue to support institutions in leading programming that engages workers, residents, and students within the BioDistrict. The BioDistrict should identify areas where the BioDistrict can potentially invest in new or expanded programs or help advocate for state or private funding to support.

### Why is this important?

Previously institutions have self-convened, based on personal relationships and funding opportunities. There has been natural alignment around funding opportunities (BBBRC, Tech Hub proposals), but the district lacks a neutral convener to regularly guide discussion around improved programmatic partnerships.

### BioDistrict Role:

Convener, Champion, Funder, and Partner.

### Investment:

\$\$

### Key Partners:

Xavier University, Tulane University, LSU Health, Delgado, Holy Cross, Dillard University, Ochsner Health, LCMC, LCRC, University Medical Center, Veterans Affairs Hospital, NOBIC

### Community Benefits:

An aligned approach to programming will ensure an enhanced experience within the BioDistrict by connecting and amplifying existing offerings and creating new career pathways. Community-serving programming might include workforce recruitment and training for residents, or health & wellness activities focused on nutrition and exercise.

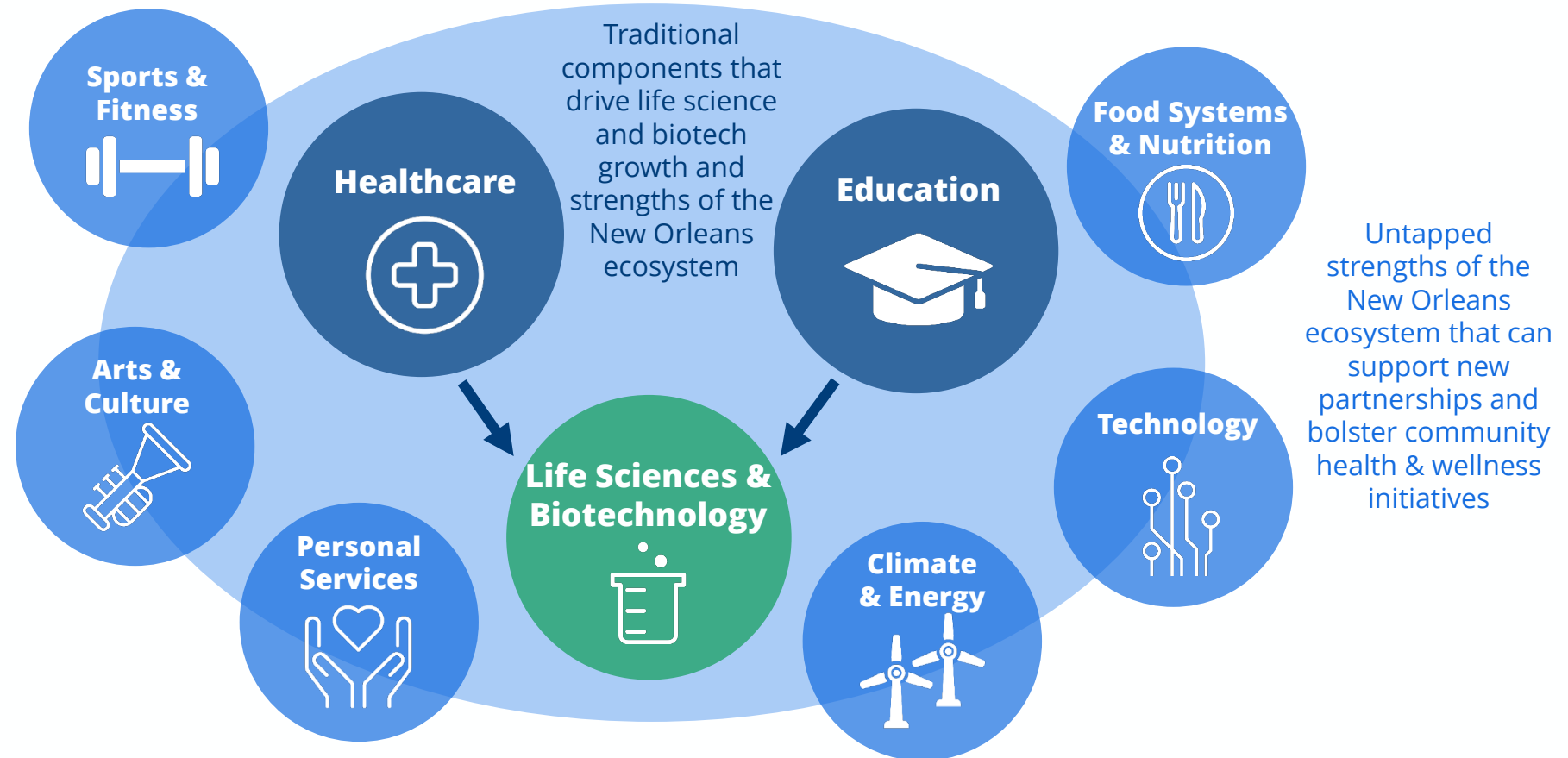
## DRAFT – FOR DISCUSSION PURPOSES ONLY

While the district continues to build its biotech industry, its partners have recognized the importance of community health & wellness in addressing health disparities and meeting the global healthcare challenges.

### New Orleans Community Health & Wellness Ecosystem

Additional benefits of expanding the district's programmatic focus to embrace community health & wellness:

- 1) It is a differentiator that sets the district apart from the large field of biotech competitors
- 2) It expands the pool of resources and partnerships available
- 3) It centers community and creates an accessible identify for the district



### 3.3 Develop a BioDistrict community engagement strategy that fosters transparency with surrounding communities.

#### Pre-startup & Startup Phase:

Engage community leaders and formalize a community advisory working group to inform recommendations to support a long-term community engagement strategy to be deployed by interim operations staff and/or third-party community engagement consultants.

Priority work plan areas for the community advisory working group may include: validating strategic plan priority areas, identifying priority public realm and infrastructure improvements, providing feedback on design guidelines and master planning, identifying BioDistrict projects that require further community engagement and defining the cadence and approach for convening the broader community in ongoing dialogue.

#### Stabilization Phase:

As design guidelines and branding are finalized, programs are designed, and public realm plans are completed, refine the engagement strategy with the help of the community advisory working group, update communications materials to improve transparency and information sharing, and offer opportunities for the community to engage and provide feedback.

#### Long-Term Phase:

Continue following engagement strategy in conjunction with ongoing projects and initiatives, establishing metrics for measuring impact.

#### Why is this important?

The BioDistrict needs a coordinated strategy for engaging with the New Orleans community and sharing information about its mission, programs, and progress towards goals. Improved transparency between the BioDistrict and community will ensure the benefits of the BioDistrict’s investments are adequately and equitably distributed, establish trust, and create a process for ongoing dialogue as the district evolves.

#### BioDistrict Role:

Lead.

#### Investment:

\$\$\$

#### Key Partners:

Community leadership, business community, institutional, industry, and civic partners, and nonprofits.

#### Community Benefits:

Reestablishing a community engagement strategy will help to ensure that the community has ample opportunities to participate in discussions about real estate, programming, and public realm strategies and ensure they are a beneficiary of the investments in the district.

### 3.4 Champion transformational programming.

**Pre-Startup Phase:**

**Startup Phase:**

Continue advocacy for NCI designation and NeuroNOLA through engagements with institutional partners, elected officials, and funding partners.

**Stabilization Phase:**

The BioDistrict can support institutional efforts by partnering to convene additional institutions leading advancements in cancer research, neurodegenerative research, and clinical care to create a strategy for world-class cancer and neurodegenerative care in the City of New Orleans and open new pathways for economic opportunity. The BioDistrict can also leverage its role as an EDD to champion statewide and federal funding and support.

**Long-Term Phase:**

The BioDistrict will continue to serve as a champion and core convener of partners to advance the NCI designation pursuit, support the development of NeuroNOLA, and future programmatic opportunities as they arise, amplifying leading institutions’ efforts and providing a forum for collaborative discussion.

**Why is this important?**

Achieving a prestigious NCI designation has the power to unlock millions of dollars in economic benefits and generate hundreds of thousands of jobs for the State of Louisiana. Similarly, working with institutional partners to advance other programmatic strengths, such as neurodegenerative research and care, can attract additional funding and private interest and investment, while tackling global healthcare challenges

**BioDistrict Role:**

Champion and Facilitator / Influencer

**Investment:**

\$

**Key Partners:**

LSU, Tulane, Louisiana Cancer Research Center (LCRC), LCMC, Ochsner, GNO, Inc., NeuroNOLA, other institutional partners

**Community Benefits:**

Transformational programming will generate new jobs for throughout the state. For example, research shows that an NCI designation in Louisiana would have a benefit-cost ratio of 8.5; for every 1 million dollars invested, 8.5 million dollars of economic benefit would be generated over a 10-year period.

### 3.5 Serve as a workforce development convener.

**Pre-Startup Phase:**

**Startup Phase:**

Create a forum for anchor institutions, economic and workforce development organizations, and industry to collaborate towards an enhanced workforce development approach that improves job outcomes for local residents and workers. Operational staff can utilize proposed advisory working group as a mechanism to convene partnerships around workforce issues.

**Stabilization Phase:**

BioDistrict to fund a joint, multi-institutional audit of existing and planned educational and career pathways for biosciences and healthcare programs that engages the Ecosystem & Economic and Community Advisory Working Group to understand gaps in workforce skills and training & pipeline programs offered.

Prioritize certificate programs for growing occupations that will support both R&D and healthcare systems talent needs. Identify how to align programs to ease students’ transitions between institutions as they matriculate to advanced degrees and expand existing programs that foster greater collaboration across institutions.

**Long-Term Phase:**

Serve core job creation function within the BioDistrict area as a go-to recruitment and job training resource.

**Why is this important?**

The BioDistrict has limited programming targeted at supporting life sciences industries and entrepreneurs. A convening entity that connects local talent to these opportunities will support the ongoing growth of the life sciences ecosystem and benefit the surrounding community.

**BioDistrict Role:**

Lead and Partner.

**Investment:**

\$\$

**Key Partners:**

Xavier University, Tulane University, LSU Health, Ochsner Health, LCMC, LCRC, Delgado, Dillard, Holy Cross, STEM NOLA, New Orleans Science and Math Charter High School, University Medical Center, Veterans Affairs Hospital, GNO, Inc., economic development organizations, industry partners

**Community Benefits:**

There are identified gaps in high-earning, low-barrier-to-entry jobs that a strategic, collaborative workforce development strategy can approach, resulting in additional jobs for residents of surrounding neighborhoods.

## 3.6 Champion a regional growth and global business attraction strategy.

### Pre-Startup Phase:

#### Startup Phase:

Utilizing the recommended ecosystem & economic development advisory working group as a forum for convening, audit the existing marketing and attraction efforts across partners, and develop a regional business attraction strategy for the BioDistrict that identifies target industries and employers, opportunities for marketing events, and identifies collaborative resources that can be leveraged to execute.

#### Stabilization Phase:

The advisory working group should provide recommendations to the BioDistrict board for approval to implement the regional growth strategy, including goals and tactics to achieve, partner roles and responsibilities, and proposed sources of funds for execution. This may require retaining a marketing & communications consultant(s) to refine messaging and marketing tools and collateral.

#### Long-Term Phase:

Upon board approval, operational staff to create a detailed regional economic development strategy, to be revised annually, that identifies events, collateral, and additional research needed to hone regional sales pitch to target tenants, site selection professionals, and commercial real estate brokers engaged in life sciences.

#### Why is this important?

The BioDistrict has the opportunity to generate significant investment in New Orleans and the state by strengthening the business attraction tools and strategies used to market the growing life sciences and health & wellness sector to attract target tenants that can boost research commercialization through partnerships with anchor institutions and support broader ecosystem and economic development goals.

#### BioDistrict Role:

Champion and Lead

#### Investment:

\$

#### Key Partners:

Xavier University, Tulane University, LSU Health, Delgado, Ochsner Health, LCMC, LCRC, University Medical Center, Veterans Affairs Hospital, GNO, Inc., industry and economic development partners, NOLA BA, DDD

#### Community Benefits:

Bringing businesses to the BioDistrict area and downtown will generate jobs and activate the area, supporting vibrancy and catalyzing additional private investment.

## 3.7 Provide funding opportunities for entrepreneurs and researchers.

### Pre-Startup Phase:

#### Startup Phase:

Engage working groups in the task of assessing gaps in funding opportunities for current and potential entrepreneurs and researchers in the district and identify the potential role that the BioDistrict can play in addressing those needs. Initial suggestions might include providing matching funds for recipients of SBIR and STTR grants or offering direct support to entrepreneurial ecosystem partners including NOBIC, STEM NOLA, NeuroNOLA, the Tulane Innovation Institute and others, to assist with programming and technical assistance for entrepreneurs and researchers.

#### Stabilization Phase:

BioDistrict Board to review and approve funding recommendations as aligned with approved business plan. Operational staff to collaborate with institutional partners to execute approved funding strategies.

#### Long-Term Phase:

Continue to refine programmatic and funding support as the district evolves. Work with partners to market opportunities to entrepreneurs, researchers, and small businesses.

#### Why is this important?

The multitude of research institutions within the BioDistrict are its key asset, and continuing to attract world-class research talent and entrepreneurs will help build a reputation for New Orleans life sciences and biotech ecosystem.

#### BioDistrict Role:

Lead and Partner

#### Investment:

\$\$

#### Key Partners:

Xavier University, Tulane University, LSU Health, Delgado, Dillard, Holy Cross, Ochsner Health, LCMC, LCRC, University Medical Center, Veterans Affairs Hospital, NOBIC, industry partners

#### Community Benefits:

Promoting research and commercialization from the BioDistrict's institutions can support new investment and jobs.



### 3.8 Support the growth and development of small, local and disadvantaged businesses (SLDBE).

#### Pre-Startup Phase & Startup Phase:

#### Stabilization Phase:

Establish a small business support program centered around the following core strategies:

- Collaborate with anchor institutions and commercial real estate professionals to identify commercial and/or institutional space that may be suitable for affordable small business and entrepreneurial spaces
- Convene institutions to draft an MOU articulating district-wide SLDBE procurement goals
- Evaluate technical assistance, business development, and support needs of small businesses and entrepreneurs and provide, partner, or source direct gap funding to expand existing programs.
- Collaborate with the Downtown Development District and City to develop anti-displacement and commercial affordability strategies for small businesses.

#### Long-Term Phase:

Develop target metrics to measure small business support, direct funding deployed, the district’s SLDBE participation in future developments, reevaluate and refine strategies as district and small business community needs evolve.

#### Why is this important?

As the BioDistrict attracts new investment within its boundaries, it should look to support existing businesses, promoting the district’s unique identity, and supporting community wealth building and entrepreneurship.

#### BioDistrict Role:

Partner, Facilitator / Influencer, Funder

#### Investment:

\$\$

#### Key Partners:

Xavier University, Tulane University, LSU Health, Delgado, Ochsner Health, LCMC, LCRC, University Medical Center, Veterans Affairs Hospital, Downtown Development District, City of New Orleans, GNO, Inc., NOLA BA

#### Community Benefits:

The BioDistrict will assist in directing resources to local small businesses that are otherwise unavailable at this time, serving as a champion of their growth.

# Activation & Placemaking

Translating organizational capacity into vibrancy for an innovation ecosystem, establishing a sense of place in the district, and building momentum for a health-anchored community that serves its workers, residents, businesses and visitors.

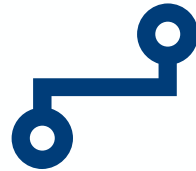
## Activation and Placemaking

**The BioDistrict will champion improvements to the public realm that promote placemaking and encourage activation to improve and expand access to amenities, engage and ignite the community, and retain existing and attract new residents, visitors, and workers.**

### What can activation and placemaking strategies achieve?



**Create a sense of place** by defining the identity and character of the BioDistrict through branding and thoughtful design. Wayfinding, unique and authentic design elements, landscaping, and public art instill a sense of place and contribute to a vibrant community.



**Enhance connectivity and community health and wellbeing** through improved pedestrian and cyclist infrastructure and green spaces. These investments support the physical and mental wellbeing of residents, workers, and visitors by providing opportunities for active transportation, recreation, and connecting with nature. Infrastructure improvements that reduce urban heat island effects and support resiliency also improve quality of life.



**Facilitate interaction and “creative collisions”** by providing space for socializing, collaborating and exchanging innovative ideas. By fostering a sense of community and interaction, the innovation district becomes a hub for networking, innovation, and knowledge-sharing among entrepreneurs, researchers, and professionals.



**Catalyze additional investment** by creating an activated live-work-play neighborhood with higher foot traffic. Firms are increasingly attracted to highly-amenitized, urban work environments that bring workers to their offices. Private investment in innovation districts, whether new or revitalizing, often requires strategic public investments that act as a proof of concept for the market and illustrate untapped demand that private investors want to capture.

# 4.1 Undertake tactical improvements along Tulane Avenue in advance of larger projects.

## Pre-Startup Phase:

### Startup Phase:

While the process of public realm master planning begins, the district should develop a short-list of low-cost tactical enhancements along Tulane Avenue that create excitement about potential future improvements and investments. Engage advisory working groups, particularly those that represent neighboring communities, to understand smaller-scale, tactical improvements that benefit residents and workers, business owners, and students traversing the corridor. Draft and issue an RFP for selected projects and offer the community opportunities to engage directly in implementation (e.g. community design charrettes, community clean-up and build projects, etc.)

### Stabilization Phase:

Operational staff oversee completion of projects, and market the improvements in promotional materials. Begin drafting a longer-term strategy for infrastructure and public realm improvements along Tulane Avenue using findings from completed transportation, resiliency, and public realm master plans.

### Long-term Phase:

Oversee additional larger-scale projects and market Tulane Avenue as a signature amenity and economic driver within the BioDistrict.

### Why is this important?

Tulane Ave is the spine of the BioDistrict and plays a critical role in providing connectivity and access throughout the district. Infrastructure improvements along Tulane can also have a measurable impact on stormwater management and urban heat effects, offering a tangible benefit to the surrounding community. Before the resources and planning needed to mobilize development are available, the BioDistrict should take a “tactical urbanism” approach to Tulane Avenue. Smaller investments in things like painted streets, parklets, and other small-scale features will drive short-term activation and engender support for larger projects in the long term.

### BioDistrict Role:

Lead and Partner

### Investment:

\$\$

### Key Partners:

City of New Orleans, DDD, institutional and community partners

### Community Benefits:

Pedestrian and cyclist infrastructure, improved public transportation, and additional green space provide access to jobs and active transportation for community health.

## 4.2 Establish an effective partnership with the city planning commission to develop future district-wide plans to guide future development.

### Pre-Startup Phase:

### Startup Phase:

The BioDistrict should engage the City as part of its placemaking operational efforts to discuss the approval and regulatory process for future master planning efforts and plans. This will require formalizing a process that provides a pathway to establishing a formal regulatory mechanism that allows for enforcement and implementation of design guidelines and plans.

### Stabilization Phase:

The BioDistrict should designate a liaison that leads the relationship with the city planning commission to introduce future BioDistrict master planning efforts and related community engagement around such efforts.

### Long-Term Phase:

The BioDistrict should continue to incorporate community voice and feedback into future planning and placemaking efforts.

### Why is this important?

The BioDistrict needs to establish a formal mechanism and process with the City's planning commission to introduce and implement future master planning efforts and initiatives that need city approval to ensure an effective and streamlined process.

### BioDistrict Role:

Lead.

### Investment:

\$

### Key Partners:

City of New Orleans, DDD, neighboring community organizations

### Community Benefits:

District-level planning will provide guidance for development that aligns with broader community goals and needs.

## 4.3 Execute a district-wide branding strategy.

### Pre-Startup Phase:

Draft and issue RFP to engage a brand and communications consultant to develop a revamped brand, identity, and public affairs strategy to craft tailored brand guidelines and messaging for business and talent attraction.

### Startup Phase:

- After issuing the RFP, operational staff shall review proposals and make a recommendation to the board as to firm selection to execute the work.
- Upon board approval, operational staff will engage brand and communications consultants to develop updated branding.
- As a requirement of the project, retained consultants shall engage the each of the advisory working groups to gather stakeholder feedback to inform the approach.
- Upon completion, the brand and public affairs strategy will be presented to the board for their review and approval.

### Stabilization Phase:

Upon adoption of the brand and public affairs strategy, district staff may retain design, marketing, and communications consultants to assist with execution to include branded wayfinding and tailored communications, among others.

### Long-term Phase:

Continuous refinement of messaging and communications to ensure that the district is growing its brand and reaching its intended audience(s).

### Why is this important?

An important element of the BioDistrict’s success is its brand recognition, which can be achieved through a consistent and cohesive identity for the district, improved branded wayfinding, and refined messaging and communications materials. Community health & wellness should be explored as a differentiator from competitors and focus of the BioDistrict’s branding.

### BioDistrict Role:

Lead

### Investment:

\$\$\$

### Key Partners:

City of New Orleans, DDD, institutional partners

### Community Benefits:

Establishing a strong identity and brand for the district will enhance the BioDistrict’s reputation as an attractive place for live, work, and play, while updated messaging will improve transparency and facilitate information sharing.

## 4.4 Develop district-wide design guidelines to guide future development.

### Pre-Startup Phase:

Draft and issue RFP to engage landscape architecture and urban planning staff to develop design guidelines to meet district-wide development goals (e.g., sustainability, stormwater management, scale, character, etc.).

### Startup Phase:

- After issuing the RFP, operational staff shall review proposals and make a recommendation to the board as to firm selection to execute the work.
- Upon board approval, operational staff will engage planning consultants to develop draft district design guidelines.
- As a requirement of the project, retained consultants shall engage the design and placemaking committee to review design guideline recommendations before finalizing the plan.
- Upon completion, the design guidelines will be presented to the board for their review and approval.

### Stabilization Phase:

Upon adoption of the design guidelines, district staff shall retain legal counsel to assist in pursuing a zoning overlay district to allow enforcement of design guidelines for future development throughout the district.

### Long-term Phase:

Periodic review and refinement of design guidelines to ensure they meet the evolving needs of the district.

### Why is this important?

Design guidelines create cohesion across the BioDistrict’s built environment and strengthen the district’s brand and identity, while also ensuring that district-wide development goals are being achieved.

### BioDistrict Role:

Lead

### Investment:

\$\$

### Key Partners:

City of New Orleans

### Community Benefits:

Design guidelines can be constructed to meet a wide range of community goals, including preservation of historic structures and culture, neighborhood scale and character, and advancing sustainability goals among others.

## 4.5 Execute Public Realm, Transportation, Resiliency, and Safety Plans.

After establishing an agreement about the regulatory framework for the BioDistrict’s role in public improvements, and establishing branding and design guidelines, the BioDistrict must **execute a series of district-wide plans to advance priority projects.**

Existing conditions analysis revealed the priority for planning across four key areas. All plans follow a similar procedure across each phase:

**Pre-Startup Phase:** *Draft and issue RFP*

**Startup Phase:** *Operational staff review RFP responses and recommend chosen firm to the board to execute work. As a requirement of the project, retained consultants engage advisory working group(s) to review recommendations and present final plan to the board for their approval.*

**Stabilization Phase:** *Upon adoption of the plan, operational staff work with public and private development partners to implement.*

**Long-Term Phase:** *The BioDistrict conducts periodic review and refinement of the plan to ensure it meets evolving needs of the district.*

### **Safety and Security Plan**

*The BioDistrict has an existing network of public and private safety and security partners providing safety and security. A district-wide safety and security plan will encourage the coordination of efforts to improve efficiency and expand the delivery of services throughout the district.*

### **Public Realm Master Plan**

*A public realm master plan creates a framework to guide the stewardship of existing, and development of new, public open spaces throughout the district where community programming and activation can flourish, attracting and retaining tenants, talent, visitors, and residents alike.*

### **Transportation Improvement Plan**

*A transportation improvement plan will focus on transit, cyclist, and pedestrian improvements along the New Orleans Regional Transit Authority (RTA) bus rapid transit “Health Line,” connecting employees, students, visitors, and residents to and through the BioDistrict.*

### **Resiliency and Emergency Preparedness Plan**

*The BioDistrict can undertake a strategic approach to resilience and emergency preparedness through a comprehensive plan for the district that includes stormwater management, evacuation routes, and other features that help secure investments and provide critical services to the community during disaster events.*

### **Arts & Culture Plan**

*An arts & culture plan will respect and celebrate the existing character of surrounding neighborhoods, attract businesses and talent through a unique urban identity, and cultivate vibrant public spaces.*



## 4.6 Champion the redevelopment and activation of Duncan Plaza.

### Pre-Startup Phase:

#### Startup Phase:

Interim operational staff advances discussions with the Board and district partners to develop a short-term strategy for championing the redevelopment and activation of Duncan Plaza. Steps might include:

- Strategic engagement with the City and DDD regarding plans for Duncan Plaza
- Visioning with residents, businesses, and anchor institutions about desired improvements and programming
- Marketing the importance of redevelopment and public green space as core focus of BioDistrict's work on its website and other promotional materials to garner private interest and additional community support
- In partnership with the City and DDD, identifying additional partners and facilitating redevelopment and programming

#### Stabilization Phase:

Present any findings from public realm and resilience plans with implications for the Plaza to the City and DDD.

#### Long-term Phase:

Continue engagement with the City, DDD, development and community partners. Identify opportunities to partner and host events at the Plaza where possible (e.g. job fairs, farmer's and small business markets, community health & wellness events, etc.).

#### Why is this important?

Public green spaces are scarce within the district, limiting the opportunity to convene residents, employees, students, and visitors in community programming and events that can boost activation and create excitement within the district. Duncan Plaza has been identified as a near-term opportunity to reimagine the underutilized asset as a gateway to the BioDistrict that establishes the district's identity and provides stormwater management and urban heat island mitigation.

#### BioDistrict Role:

Facilitator / Influencer

#### Investment:

\$\$

#### Key Partners:

City of New Orleans, DDD, Tulane University

#### Community Benefits:

Improvements to Duncan Plaza create an enhanced, connected gathering space, alongside community health benefits associated with additional green space.

# 4

## Next Steps

To achieve the vision of the Strategic Plan, the BioDistrict should implement a series of immediate next steps.

**Days 1 – 30 Days:**

1. Adopt Strategic Plan
2. Extend CEA with NOLA BA to continue support operations for the first 12-18 months
3. Install interim operating entity for first 12-18 months

**Days 31 – 60:**

1. Confirm interim operational needs, filling some roles with third-party consultants initially where needed
2. Secure legal counsel, communications and public affairs support
3. Begin creating business plan
4. Adopt decision-making and approvals processes to facilitate strategic plan implementation

**Days 61+:**

1. Begin to develop operational and capital budgets
2. Adopt business plan
3. Investigate regulatory frameworks needed to allow BioDistrict to engage in master planning

## Timeline for Strategic Plan Approval

### **February 29<sup>th</sup> – March 12<sup>th</sup> | Refining and Finalizing Strategic Plan**

- Revise recommendations to include additional community and stakeholder feedback
- Review revised strategies with client team, refine and finalize recommendations and priority action items

*\*May require follow-up conversations with select stakeholders and community leaders*

### **March 13<sup>th</sup> or 14<sup>th</sup> | Next BioDistrict Board Meeting**

- Project team will present final strategic plan recommendations
- Board vote required to approve strategic plan

### **March 17<sup>th</sup> | Strategic Plan Submitted to City of New Orleans**

- Information about the history and evolution of the BioDistrict
- Findings from our work to date

## Contact Information

Please contact the HR&A team to provide comments on the draft Strategic Plan:

- Christina DeGiulio, [cdegiulio@hraadvisors.com](mailto:cdegiulio@hraadvisors.com)
- Jazmin Harper, [jharper@hraadvisors.com](mailto:jharper@hraadvisors.com)

**Please provide your comments by March 6<sup>th</sup>.**