

BioDistrict New Orleans Economic Development & Placemaking

Strategic Master Plan

March 2024



SCAPE



**THOMAS
CONSULTING
GROUP**

Table of Contents

1. Executive Summary	03
2. Introduction	18
3. Historical Context	26
4. BioDistrict Today	41
5. Strategic Roadmap	60
6. Appendix	128



1

Executive Summary

To the greater BioDistrict New Orleans Community,

Over the past 6 months, the BioDistrict New Orleans Board of Directors has been engaged in a strategic planning effort designed to create a shared vision for the BioDistrict and a district-wide strategy to guide the BioDistrict in fulfilling its mission to grow the biosciences industry in Greater New Orleans to create jobs and economic opportunity for all New Orleanians.

The BioDistrict Board is proud to bring to you the results of those efforts in the document that follows. The board was guided through this process by a team of innovation district, strategic planning, and outreach professionals, led by HR&A Advisors, and including local partners, SCAPE, Bright Moments, and Thomas Consulting Group.

We are grateful to the community, institutional, industry, and civic partners who shared their time, expertise, and lived experience to help shape the recommendations that follow. The project team combined these insights with rigorous analysis and national best practices from leading innovation districts to develop a strategic plan that will provide a strong foundation for the future of the BioDistrict and that positions the Board to move forward with business planning and budgeting that will guide implementation, addressing immediate needs and planning for a prosperous future.

Sincerely,



Andrew D. Kopplin, BioDistrict Board of Directors Chair,
President and CEO of the Greater New Orleans Foundation

Acknowledgments

The BioDistrict New Orleans Board of Directors would like to thank the following organizations for providing funding for this strategic planning effort:



Project team:



The project team thanks the BioDistrict New Orleans Board and the many civic, community, economic development, industry, institutional, and nonprofit partners for their invaluable contributions to the BioDistrict New Orleans Strategic Plan. Their expertise and commitment have been instrumental in shaping the the BioDistrict’s vision and in the strategic recommendations that will bring that vision to life.

BioDistrict Board of Directors

Andy Kopplin Greater New Orleans Foundation	Kaneisha Akinpelumi Xavier University of Louisiana	Emily Arata Ochsner Health	Arnel Cosey, Ph.D. Clover	Sharon Courtney Tulane University	Lowry Curley AxoSim	Judith Dangerfield Metro Source and Ujamaa EDC
Michael Hecht Greater New Orleans, Inc.	Nicole Honore’e LSU Health Sciences Center	Brad Lambert Louisiana Economic Development	Larissa Littleton-Steib Delgado Community College	Roger Ogden Real estate developer, civic leader, and philanthropist	Charlotte Parent LCMC Health	Blake Stanfill Okwata Group
Greg Tillery We Dat’s Chicken and Shrimp						

Institutional Partners

Lauren Jardell Tulane University	Randy Phillipson Tulane University	Dr. Leo Sealone Ochsner Health	Kaneisha Akinpelumi Xavier University of Louisiana	Alejandra Guzman LSU Health Sciences Foundation	Shelina Davis Louisiana Public Health Institute	Joe Ramos Louisiana Cancer Research Center
Kimberly Gramm Tulane University Innovation Institute	Aimee Quirk Ochsner Ventures	Missy Sparks Ochsner Health	Steve Nelson LSU Health Sciences Center	Al Bienvenu LSU Health Sciences Foundation	Jamie Clesi Louisiana Public Health Institute	

Civic, Nonprofit, & EDO Partners

Jeff Schwartz Economic Development City of New Orleans	Davon Barbour Downtown Development District	Evie Poitevant Sanders GNO, Inc.	Andreanecia Morris HousingNOLA	Lona Edwards Hankins New Orleans Regional Transit Authority
Robert Rivers New Orleans City Planning Commission	Rene Pastorek Downtown Development District	Osmar Padilla GNO, Inc.	Calvin Mackie STEM NOLA	

Biotech Ecosystem Partners

Kris Khalil New Orleans BioInnovation Center (NOBIC)	Korey Patty NOBIC	Muieen Carter NOBIC	Travis Frazier Obatala Sciences
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Community Organizations

Candes Carter, MPA Together Gert Town	Jarrett Cohen Historic Faubourg Tremé Association	Mary Mysinga-Gubala Mid-City Neighborhood Association	Vaugh Fauria NewCorp, Inc.	Dasjon Jordan Broad Community Connections
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A note from the project team,

Through this strategic planning process, the project team undertook a comprehensive review of the landscape of the BioDistrict, both physically and programmatically, searching for unique opportunities that would both **differentiate the BioDistrict from its competitors** and could be leveraged **to attract private investment and jobs to the district**.

What we found is what the City of New Orleans and the BioDistrict already knows well - **the BioDistrict has a wealth of strong assets in place** – in particular, its research institutions and healthcare systems **that work collaboratively** on preeminent research that has global health implications for future generations. Together, these research and healthcare institutions are **developing programmatic strengths in research and clinical care** for cancer, neuroscience, and chronic conditions, **while advancing healthy equity** at a local, regional, and statewide level.

In addition to its programmatic drivers, the district has a **solid foundation of physical assets and infrastructure** that provide ample opportunities **for redevelopment**. It also benefits from **a rich, diverse community**, that through consistent, intentional engagement and partnership **can bring the vitality and authenticity** necessary for creating active, vibrant places and spaces within the district.

The BioDistrict has been working to advance its mission for nearly two decades, and while progress has been made, **the vision has not yet been realized despite the district's wealth of assets**. Why? This strategic planning process revealed **a lack of foundational elements** that are well-documented ingredients of the world's leading innovation districts, **including a compelling narrative and brand** to create a strong identity and sense of place **that will capture private interest** and **an efficient model for governance and operations** that has both the resources and authority **to drive district-wide strategy and implementation**. Without those fundamentals, it would be difficult for any innovation district to fully leverage its opportunities.

The strategic recommendations detailed in the following pages **focus on building these foundational elements** to position the BioDistrict to take advantage of immediate opportunities (“quick wins”) and develop the processes and structures needed **to effectuate long-term, sustainable, equitable growth and economic competitiveness**.



What is the BioDistrict?

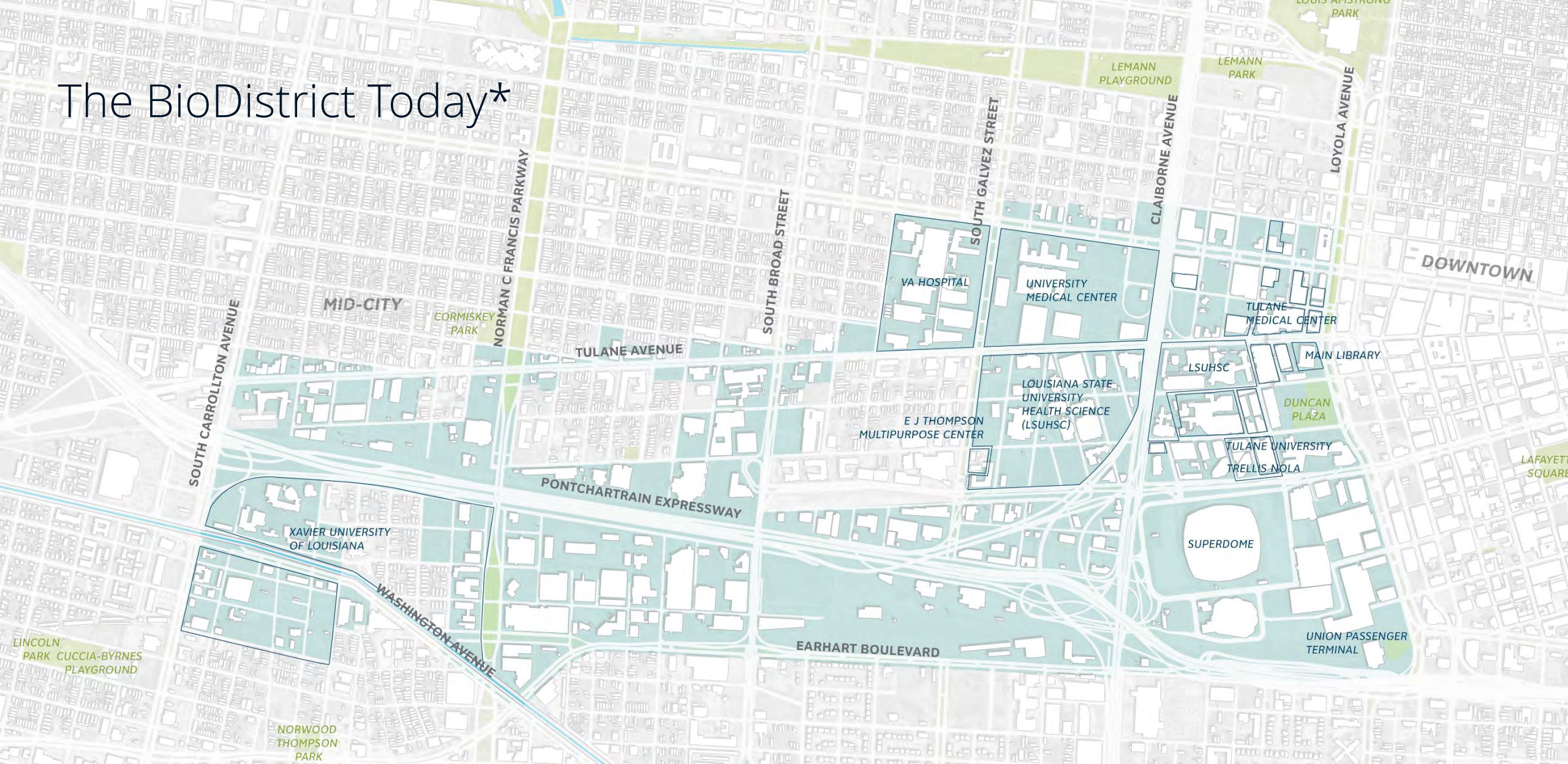
The BioDistrict New Orleans is an economic development district that seeks to evolve and transform the biosciences sector into a **jobs engine** for the city and region while improving the broader lives of communities across New Orleans.

What will this 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 Today*



*The BioDistrict underwent community-focused modifications in 2022, which reshaped the boundaries of the BioDistrict. The map above illustrates the current BioDistrict boundary. The 1,500-acre BioDistrict connects educational institutions, health systems, industry partners, entrepreneurs, and neighboring communities from Tulane-Gravier northwest along Tulane Ave. to Gert Town and Mid-City.

The Vision

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.

The Mission

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

Quick Win Opportunities for the BioDistrict Today

Support the redevelopment of Charity Hospital: Work with LSU Real Estate and Facilities Foundation (REFF), Tulane University, development partners, the City of New Orleans and the State of Louisiana to advocate for a development plan for Charity Hospital that addresses BioDistrict, institutional, and community space needs such as, commercial wet lab space, coworking spaces for entrepreneurs and researchers, workforce housing, affordable commercial space, etc. *Refer to strategy 1.2.*

Prioritize Tulane Avenue Improvements: Building off initial placemaking concepts, engage partners and planning consultants to confirm priority improvements along Tulane Avenue that would most benefit BioDistrict workers, students and surrounding residents and begin creating more connections and synergies throughout the district. Perform additional transportation infrastructure planning work to design and implement priority improvements. *Refer to strategy 2.1.*

Pursue public space improvements and activation under Claiborne Avenue/I-10: Work with the Ujamaa Economic Development Corporation (EDC) and the Downtown Development District (DDD) to advance a lighting and beautification plan under the Claiborne Ave. underpass at Tulane Avenue that creates a welcoming and safer environment to encourage increased activation. Explore opportunities to strengthen connections with the Claiborne Corridor Cultural Innovation District and provide joint-programming. *Refer to strategy 2.3.*

Seize economic development opportunities: Convene district partners and facilitate investments in placemaking and activation throughout the district to support business and economic development as needs and strategic opportunities arise, such as Super Bowl LIX in 2025 and other large events. *Refer to strategy 2.4.*

Invest in placemaking and activation opportunities: Convene district partners and facilitate investments in placemaking and activation throughout the district as new needs and strategic opportunities arise that accelerate district goals in alignment with the vision and spirit of this strategic planning document. *Refer to strategy 2.5.*

Quick Win Opportunities for the BioDistrict Today

Convene institutional partners to develop a research strategy for the district : Establish and facilitate an anchor institution network within in the BioDistrict to assess research priorities and assets, identify multi-institutional opportunities, create district goals, and provide tools and resources to connect researchers to opportunities. *Refer to strategy 3.1.*

Provide targeted funding to BioDistrict researchers, entrepreneurs, and entrepreneurial support organizations: Identify and commit funds to continue advancing the city's research and entrepreneur ecosystem. Initial priorities should include providing matching grants for SBIR and STTR recipients to promote commercialization and tech innovation in the district and funding to entrepreneurial support organizations, such as the New Orleans BioInnovation Center (NOBIC), the Tulane Innovation Institute, The Idea Village, Propeller, TechPlug, and others, to expand program offering and increase access to technical assistance for entrepreneurs and small businesses. *Refer to strategy 3.4.*

Provide targeted funding to BioDistrict education and workforce development initiatives: Identify and commit funds to amplify the efforts of organizations engaged in education and workforce development from K-12 through adult and higher education (STEM NOLA, YouthForce NOLA, New Orleans Career Center (NOCC) and others) to allow them to scale and expand access to programming for youth/students, and adult learners/workers at all levels, including upskilling and reskilling. *Refer to strategy 3.7.*

Promote more safety and security in the district: Convene partners already leading safety efforts to identify where the BioDistrict can partner and provide resources to increase safety and security in the district, particularly in the Central Business District. *Refer to strategy 2.7.*

Advance a branding & communications plan: Engage a branding and communications consultant to update the BioDistrict's brand and communications strategy into one that rallies BioDistrict leaders and partners around one identity, strengthens narratives for business attraction, and fosters tailored and transparent messaging for all BioDistrict stakeholders. *Refer to strategy 2.9.*



Real Estate

	Pre-Startup <i>First 100 days</i>	Startup <i>100 days – Year 1</i>	Stabilization <i>Year 2 - 3</i>	Long-Term <i>Year 3+</i>
1.1 Define real estate role		Define real estate goals and the BioDistrict’s role in leading development.	Track and market available space to prospective tenants; facilitate development deals.	Identify opportunities for investment, acquisition, land banking, etc.
1.2 Advance Charity Hospital redevelopment		Facilitate discussions with partners around Charity Hospital Redevelopment.	Utilize development incentives audit as framework for policy recommendations to elected officials.	Continue to leverage Charity for programming to meet needs of institutions and the community.
1.3 Champion incentives to spur development		Complete audit of incentives to attract bioscience tenants and development partners.	Use incentives audit to craft policy recommendations for revised or new incentives tools target to biosciences.	Continue to refine incentives toolkit to meet the evolving needs of the district and biosciences industry.
1.4 Identify opportunities for shared collaborative space		Convene institutions and partners to discuss creation of collaboration space and joint-programming.	Develop MOU between institution partners aligning interest in collaborative space and programming and agreement to pursue joint-funding to develop.	Continue to identify funding and opportunities in new development projects to create shared spaces across institutions.
1.5 Champion affordable and workforce housing		Convene regional housing Partners to advocate for affordable and workforce housing preservation and creation.	Issue RFP to develop district-wide housing needs assessment; convene partners to identify underutilized properties.	Continue to advocate for affordable housing, considering additional development and policy tools.
1.6 Champion retail and amenities			Issue RFP for retail gap analysis; work with community and small business associations to identify local small businesses to meet retail gaps within the district.	Continue to work with partners to support local small businesses with technical assistance and anti-displacement strategies.



Activation & Placemaking

	Pre-Startup <i>First 100 days</i>	Startup <i>100 days – Year 1</i>	Stabilization <i>Year 2 - 3</i>	Long-Term <i>Year 3+</i>
2.1 Tulane Avenue improvements	Develop short-list of tactical enhancements along Tulane Avenue; propose a budget request for Tulane Corridor enhancements to the city and state for the allocation of TIF resources; issue RFP to advance priority projects.		Oversee completion of tactical projects; draft longer-term strategy for infrastructure and public realm improvements.	Oversee additional large-scale projects and market Tulane Avenue as a signature amenity and economic driver.
2.2 Champion Duncan Plaza redevelopment		Advance discussions to develop a short-term strategy to champion redevelopment.	Identify implications from public realm and resilience plans for the Plaza.	Identify opportunities to partner and host events at Duncan Plaza with partners.
2.3 Champion Claiborne Avenue Corridor	Support implementation of Claiborne Corridor Cultural Innovation District Master Plan.		Work with partners to extend lighting, public safety, and beautification efforts south to Tulane Avenue.	Advocate and champion future opportunities for funding to implement the CID master plan and explore joint-programming.
2.4 Seize economic development opportunities	Convene district partners and facilitate investments in placemaking and activation throughout the district to support business and economic development as needs and strategic opportunities arise, such as Super Bowl LIX in 2025 and other large events.		Continue to convene district partners around strategic opportunities as they arise. Retain flexibility and nimbleness to fully leverage strategic opportunities.	
2.5 Invest in placemaking and activation opportunities	Convene district partners and facilitate investments in placemaking and activation throughout the district as new needs and strategic opportunities arise that accelerate district goals in alignment with the vision.		Continue to convene district partners around new needs and strategic opportunities as they arise. Retain flexibility and nimbleness to fully leverage strategic opportunities.	
2.6 Engage City Planning Commission		Engage the City to discuss approval and regulatory process for master planning efforts.	Designate a liaison to lead relationship with the city planning commission.	Revisit and revise processes regularly to ensure they are meeting the district’s evolving needs.



Activation & Placemaking

	Pre-Startup <i>First 100 days</i>	Startup <i>100 days – Year 1</i>	Stabilization <i>Year 2 - 3</i>	Long-Term <i>Year 3+</i>
2.7 Execute branding strategy	Draft and issue RFP for a brand and communications consultant to craft brand guidelines. Board selects consultant that engages advisory working groups to update brand and establish strategy.		Execute branding and public affairs strategy; may require retaining third-party marketing consultant to execute.	Refine messaging and communications to ensure BioDistrict grows its brand.
2.8 Develop design guidelines	Issue RFP for landscape architecture/urban planning firm to develop design guidelines. Board approves proposal and selected firm engages working groups to develop design guidelines recommendations.		Retain legal counsel to pursue zoning overlay district to allow enforcement of design guidelines.	BioDistrict conducts periodic review and refinement of plans.
2.9 Execute additional planning studies to guide future investment		Draft and issue RFPs for public realm, transportation, resiliency, safety, and arts & culture plans.	Board approves proposals and selected firms engage working groups to develop plans.	Operational staff work with public and private development partners to implement plans.



Partnerships

	Pre-Startup <i>First 100 days</i>	Startup <i>100 days – Year 1</i>	Stabilization <i>Year 2 - 3</i>	Long-Term <i>Year 3+</i>
3.1 Joint anchor institution research network	Convene and facilitate an anchor institution network within the district that convenes the district's research institutions and health systems to align on a district-wide research strategy that would also advance institutional interests and priorities.		Work with the network to develop a research strategy for the district that articulates the research goals and metrics for success.	Expand joint strategy to include regional institutional partners.
3.2 Champion NCI designation and NeuroNOLA		Continue advocacy and support for NCI designation; champion NeuroNOLA and efforts to grow neurosciences.	Continue to convene key partners around these focus areas; champion state and federal funding and support.	Serve as core convener of partners to advance transformative programming.
3.3 SLDBE growth and development	Work with community and small business organizations to evaluate technical assistance, business development, and support needs of small businesses and entrepreneurs. Convene institutions to draft an MOU articulating district-wide SLDBE procurement goals.		Establish a small business support program; program includes procurement goals, technical assistance, business development, commercial affordability and anti-displacement strategies.	Develop target metrics to measure the impact of program and refine strategies as district and small business community needs evolve.
3.4 Entrepreneur and researcher funding	Propose a budget request to the city and state for allocation of TIF resources to provide matching funds for recipients of SBIR and STTR grants and offering direct support to entrepreneurial ecosystem partners.	Assess funding gaps for current and prospective entrepreneurs and researchers and identify the potential role that the BioDistrict can play in addressing those needs.	Board approves funding recommendations as aligned with approved business plan; operational staff works with institutional partners to execute funding strategies.	Refine approach over time and market ongoing opportunities.



Partnerships (Cont'd)

	Pre-Startup <i>First 100 days</i>	Startup <i>100 days – Year 1</i>	Stabilization <i>Year 2 - 3</i>	Long-Term <i>Year 3+</i>
3.5 Cross-institutional collaborative programming		Convene anchor institutions to identify programmatic gaps and opportunities for collaboration.	Advisory working group establishes cross-institutional programs to address gaps; may require an audit of existing programs funded by BioDistrict.	Continue to support institutions in expanding workforce, resident, and student programming; advocate for state or private funding to support.
3.6 Community engagement strategy		Formalize community advisory working group, develop a work plan, and develop a broader community engagement strategy.	Refine strategy as plans are executed and update communications, improving transparency and information sharing.	Continue to refine community engagement strategy as needs evolve and establish metrics to measure impact.
3.7 Workforce development programming		Create forum partners to collaborate towards an enhanced workforce development strategy.	Fund a joint, multi-institutional audit of existing and planned educational and career pathways to assess gaps in the talent pipeline.	Serve core job creation function within the BioDistrict as go-to recruitment and job training resource for biosciences and allied industries.
3.8 Regional growth and business attraction		Audit existing marketing and business attraction efforts across partners to develop a regional business attraction strategy.	Advisory working group provides recommendations to the Board to approve the strategy, including goals and tactics to achieve, partner roles and responsibilities, and proposed sources of funds for execution.	Operational staff to create a detailed regional economic strategy to be revised annually to meet evolving needs of the BioDistrict.



Governance & Operations

Pre-Startup

First 100 days

- Adopt Strategic Plan
- Install interim operating entity to oversee governance and decision-making for first 12-18 months
- Extend CEA with NOLABA to continue to support operations for 12-18 months
- Consider interim BioDistrict needs (roles may be filled with third-party consultants, initially)
- Secure legal counsel, communications and public affairs support, and interim operational support to execute priority items

Startup

100 days – Year 1

- Create and adopt a business plan
- Adopt decision-making/ approvals process
- 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

Stabilization

Year 2 - 3

- Formalize permanent operating entity
- Transition from interim to permanent governance and team structure
- Conduct Board membership due diligence and recruitment
- Formalize board bylaws and governing documents
- Formalize operating entity's relationship with the Board to maintain legislative/ CEA requirements
- Consider permanent full-time support positions
- Hire priority positions to lead strategic efforts moving forward

Long-Term

Year 3+

- Consider establishing nonprofit entity for long-term governance, operations, and implementation
- Develop an accountability system to track metrics and district 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



2

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 **jobs engine** for the city and region while improving the broader lives of communities across New Orleans.

What will this 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 Vision

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.

The Mission

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 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.**

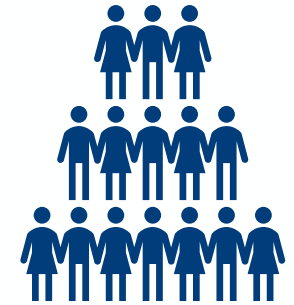
Why now?

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 healthcare, research, and educational institutions.

What is happening right now?

- Up to **\$95M in City TIF and matching State funds** committed through 2040
- **Healthcare, research, 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. The BioDistrict can convene these partners in **district-wide strategies that leverage the district's collective assets** to create jobs, attract talent, bolster research and development, and maximize the return on investment.



3

Healthcare
Systems
*employing ~2,800
physicians*

2

Medical
Schools

30+

Life Sciences
Research
Centers & Institutes

8K+

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

2M+

Annual Inpatient
Hospital Visits

Healthcare systems include LCMC University Medical Center, Ochsner Health, and New Orleans VA Medical Center. Medical schools do not include recent partnership between Xavier University of Louisiana (XULA) and Ochsner Health (Ochsner) to establish a College of Medicine. Further detail on life sciences research centers and institutes included in the appendix, within asset mapping (p. 165 – 174).

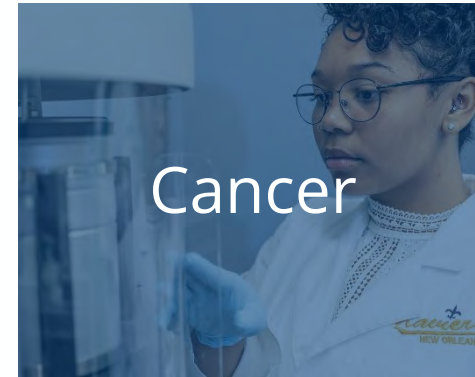
Source: American Hospital Association, Lightcast.

Stakeholders have identified strategic sectors of research and development that can propel New Orleans' position as a **national leader in health and innovation**. Below are a selection of highlighted, though not exhaustive, programs within the BioDistrict's innovation ecosystem.

BioDistrict Innovation Ecosystem Highlights

- **\$315,000 in R&D spending** and **\$325,500,000 in NIH funding** for active FY25 projects within New Orleans research institutions in 2023.
- **\$14.6M** in cancer-related NCI funding for Louisiana Cancer Research Center in 2022.
- **90 clinical cardiovascular trials** offered by John Ochsner Heart & Vascular Institute and **43 cardiovascular research grants** awarded to LSU Health New Orleans Cardiovascular Center of Excellence between 2018 and 2022.
- **Construction of 132,000 SF neuroscience facility** integrating Ochsner's neurology, neurosurgery and behavioral health departments. This accompanies a network of clinical and research programs across regional health systems and research institutions, including the **LCMC Neuroscience Institute** and the **Tulane Brain Institute**, among others.
- **17 health equity and health disparities programs** across New Orleans' health centers and research institutions.

Sources: National Science Foundation; NIH RePORTER; LCRC 2022 Annual Report; "Why Choose Ochsner for Cardiovascular Care?," "Ochsner Neuroscience Institute," Ochsner Health website; "Cardiovascular Center of Excellence," LSU Health Sciences website; see p. 167 for additional health equity program information.





3

Historical Context

History of the BioDistrict – from Settlement to Today

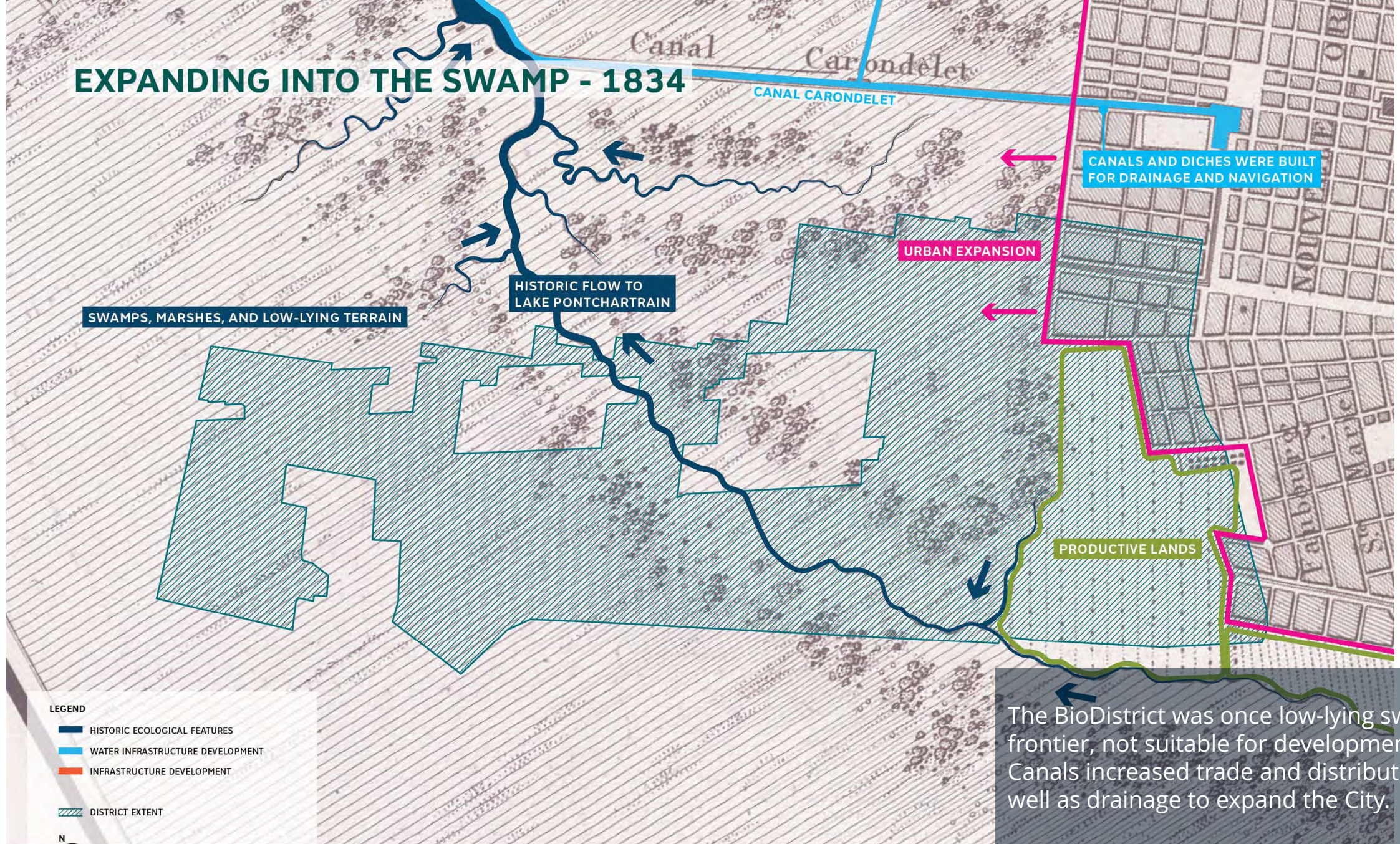
Understanding the history of place and context is critical to the planning process.

The evolution of New Orleans is directly tied to the identity of the place.

Decisions made during the settlement of the city have created the conditions in the **BioDistrict today**, for better or worse.

This history directly informs planning for the future of the BioDistrict to ensure future growth and development activities, **heal historical wounds**, and **strengthen community and institutional bonds**.

EXPANDING INTO THE SWAMP - 1834



SWAMPS, MARSHES, AND LOW-LYING TERRAIN

HISTORIC FLOW TO LAKE PONTCHARTRAIN

CANAL CARONDELET

CANALS AND DICHES WERE BUILT FOR DRAINAGE AND NAVIGATION

URBAN EXPANSION

PRODUCTIVE LANDS

The BioDistrict was once low-lying swamp frontier, not suitable for development. Canals increased trade and distribution, as well as drainage to expand the City.

LEGEND

- HISTORIC ECOLOGICAL FEATURES
- WATER INFRASTRUCTURE DEVELOPMENT
- INFRASTRUCTURE DEVELOPMENT
- DISTRICT EXTENT

N

0 0.1 0.2 0.4 MILES

Source: Canal Mississippi au Lac Pontchartrain 1834 David Rampsey Historical Map Collection.

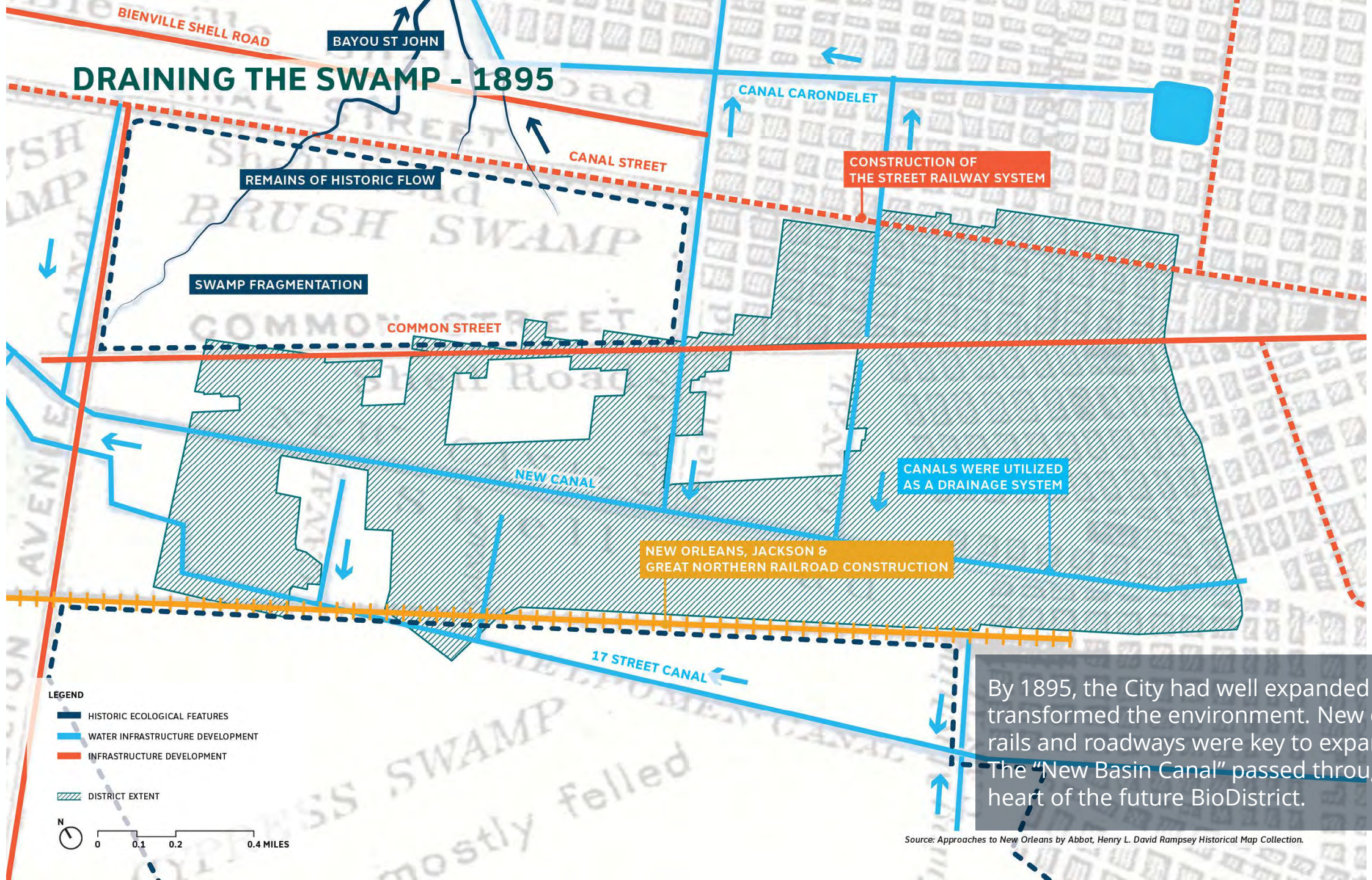
NEW ORLEANS 1885



THE WORLD'S INDUSTRIAL
 MAIN BUILDING. Source: New Orleans 1885. Federal Bank Archive.
 HORTICULTURAL BLDG. ART GALLERY.
 FACTORY AND MILLS.

Bayou Poydras St. Johns Ch. Temple Sinai. Lee Monument. West End. Cotton Exchange. Christ Church. Bayou St. John Congo Sq. Spanish Fort. Opera House. French Cathedral. French Market. U.S. Mint. Morgan Ferry.
 St. Alphonsus Church. Church St. Mary's Assumption. Annunciation Square. 1st. Presby. Ch. St. Patrick's Cathedral. City Hall. Lafayette Square. Jesuit Ch. and College. St. Charles Hotel. Pickwick Club. Canal St. Post Office and Custom Ho. Depot Louisville & Nashville RR. Sugar and Cotton Sheds. JACKSON SQUARE LEVEE. ALGIERS

THE CITY OF NEW ORLEANS.



DRAINING THE SWAMP - 1895

By 1895, the City had well expanded and transformed the environment. New canals, rails and roadways were key to expansion. The “New Basin Canal” passed through the heart of the future BioDistrict.

Source: Approaches to New Orleans by Abbot, Henry L. David Rampsey Historical Map Collection.

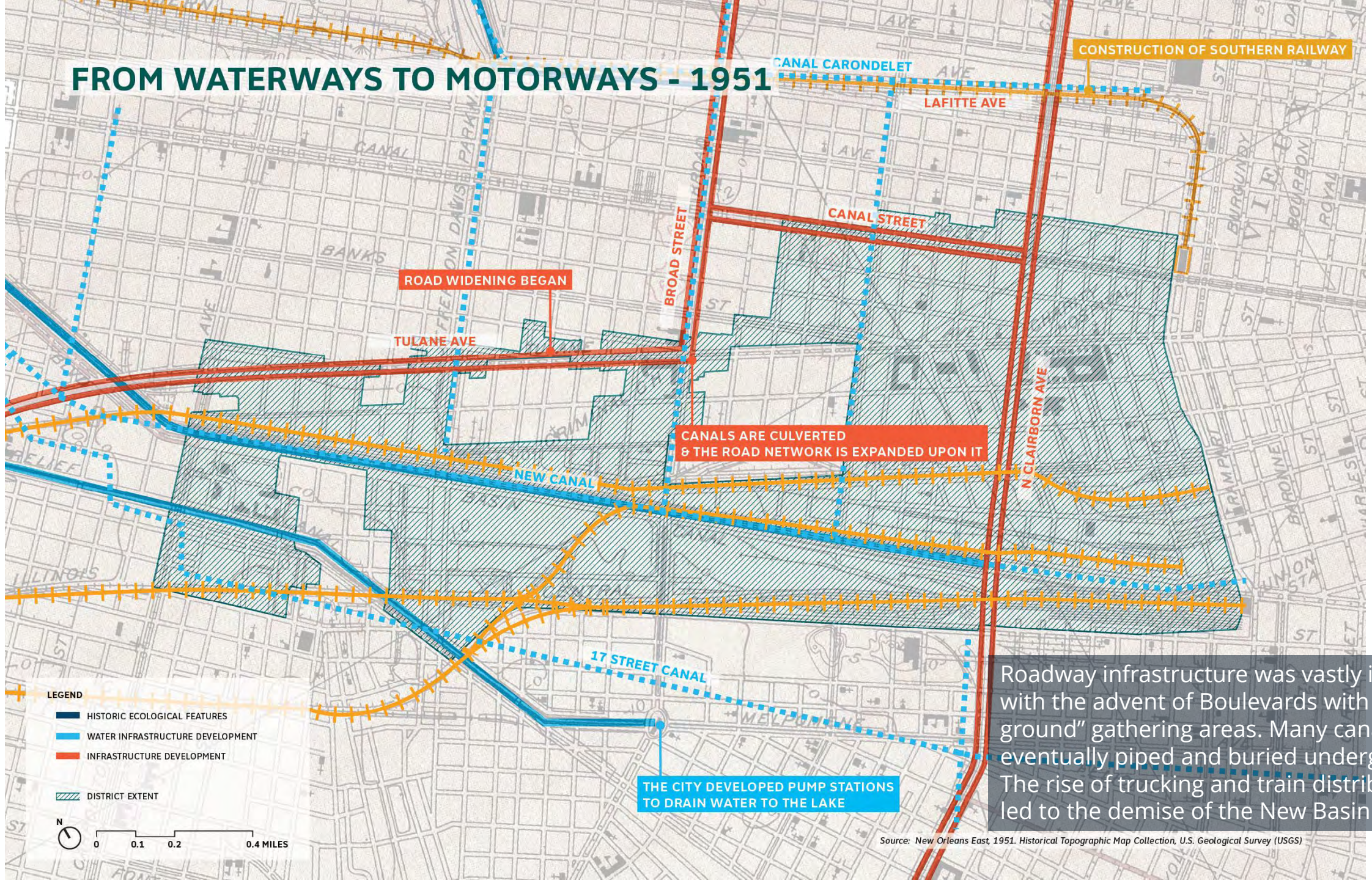
SHELL ROAD & NEW BASIN CANAL - 1906



Shell Road along the New Basin Canal created a critical trade route between the Lake and the American Quarter.

Source: New Orleans 1885. Federal Bank Archive.

FROM WATERWAYS TO MOTORWAYS - 1951



ROAD WIDENING BEGAN

TULANE AVE

CANALS ARE CULVERTED & THE ROAD NETWORK IS EXPANDED UPON IT

THE CITY DEVELOPED PUMP STATIONS TO DRAIN WATER TO THE LAKE

CONSTRUCTION OF SOUTHERN RAILWAY

Roadway infrastructure was vastly improved with the advent of Boulevards with “neutral ground” gathering areas. Many canals were eventually piped and buried underground. The rise of trucking and train distribution led to the demise of the New Basin Canal.

Source: New Orleans East, 1951. Historical Topographic Map Collection, U.S. Geological Survey (USGS)

CLAIBORNE AVENUE HERITAGE OAKS IN THE 50S

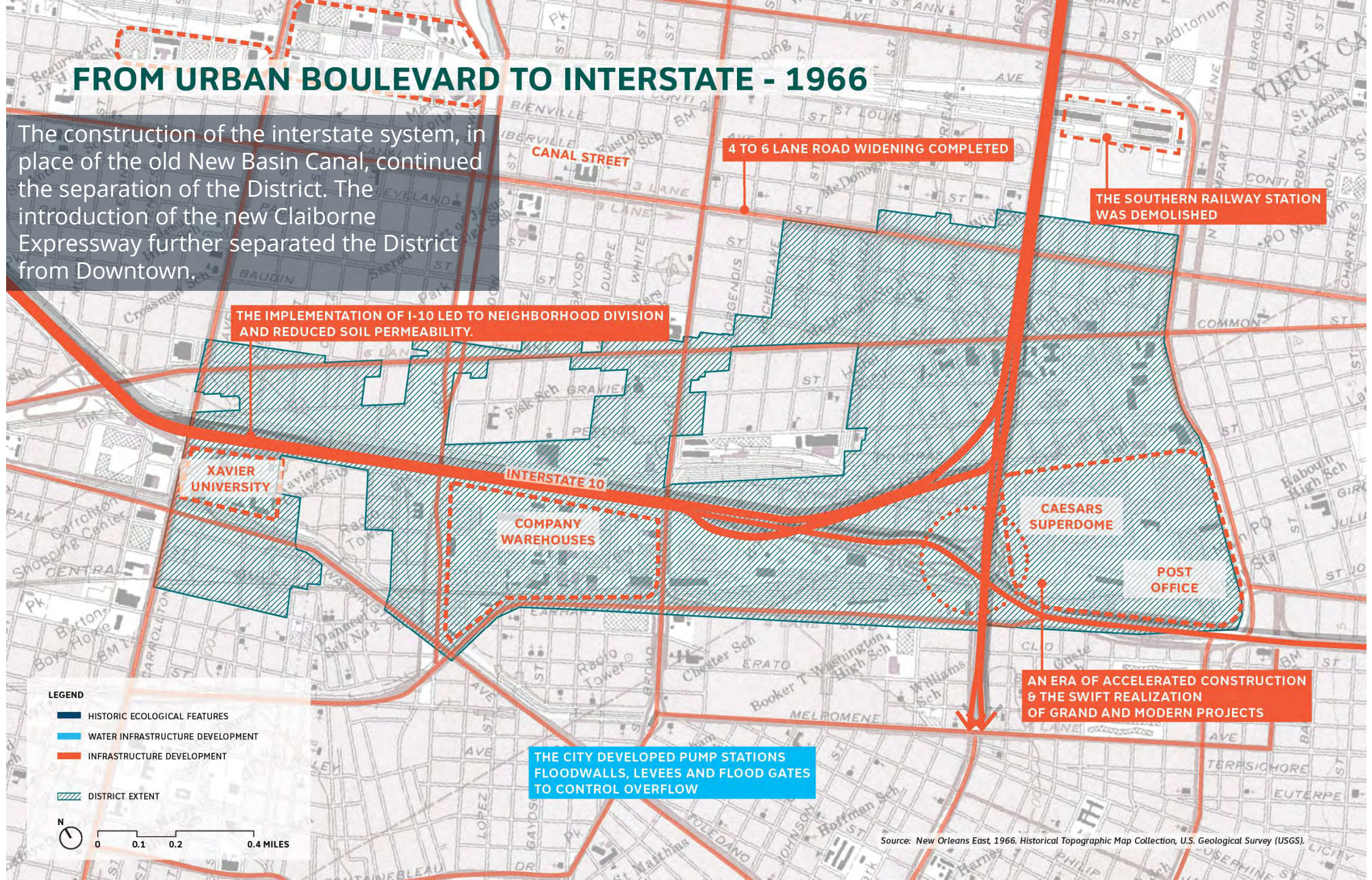


The neutral ground along Claiborne Avenue supported a vibrant community and thriving market street.

Source: Claiborne Avenue 1950s, known for its big oaks. Louisiana Division / City Archives & Special Collections, the New Orleans Public Library via the Claiborne Avenue History Project

FROM URBAN BOULEVARD TO INTERSTATE - 1966

The construction of the interstate system, in place of the old New Basin Canal, continued the separation of the District. The introduction of the new Claiborne Expressway further separated the District from Downtown.



THE IMPLEMENTATION OF I-10 LED TO NEIGHBORHOOD DIVISION AND REDUCED SOIL PERMEABILITY.

4 TO 6 LANE ROAD WIDENING COMPLETED

THE SOUTHERN RAILWAY STATION WAS DEMOLISHED

XAVIER UNIVERSITY

INTERSTATE 10

COMPANY WAREHOUSES

CAESARS SUPERDOME

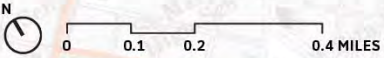
POST OFFICE

AN ERA OF ACCELERATED CONSTRUCTION & THE SWIFT REALIZATION OF GRAND AND MODERN PROJECTS

THE CITY DEVELOPED PUMP STATIONS FLOODWALLS, LEVEES AND FLOOD GATES TO CONTROL OVERFLOW

LEGEND

- HISTORIC ECOLOGICAL FEATURES
- WATER INFRASTRUCTURE DEVELOPMENT
- INFRASTRUCTURE DEVELOPMENT
- DISTRICT EXTENT



Source: New Orleans East, 1966. Historical Topographic Map Collection, U.S. Geological Survey (USGS).

CONSTRUCTION OF THE OVERPASS NEAR ORLEANS & CLAIBORNE IN 1967

The Construction of the interstate system fragmented the urban fabric and separated the District.



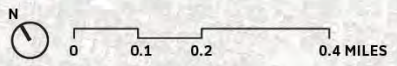
A MOSAIC OF URBAN CONDITIONS DIVIDED BY INFRASTRUCTURE

VISIONING THE OLD SOUTHERN RAILWAY
AS A PROSPECTIVE OPEN SPACE

DEVELOPMENT OF INFRASTRUCTURE CAUSED FRAGMENTATION,
DIVIDING ONCE-UNIFIED URBAN AREAS INTO ISOLATED SEGMENTS

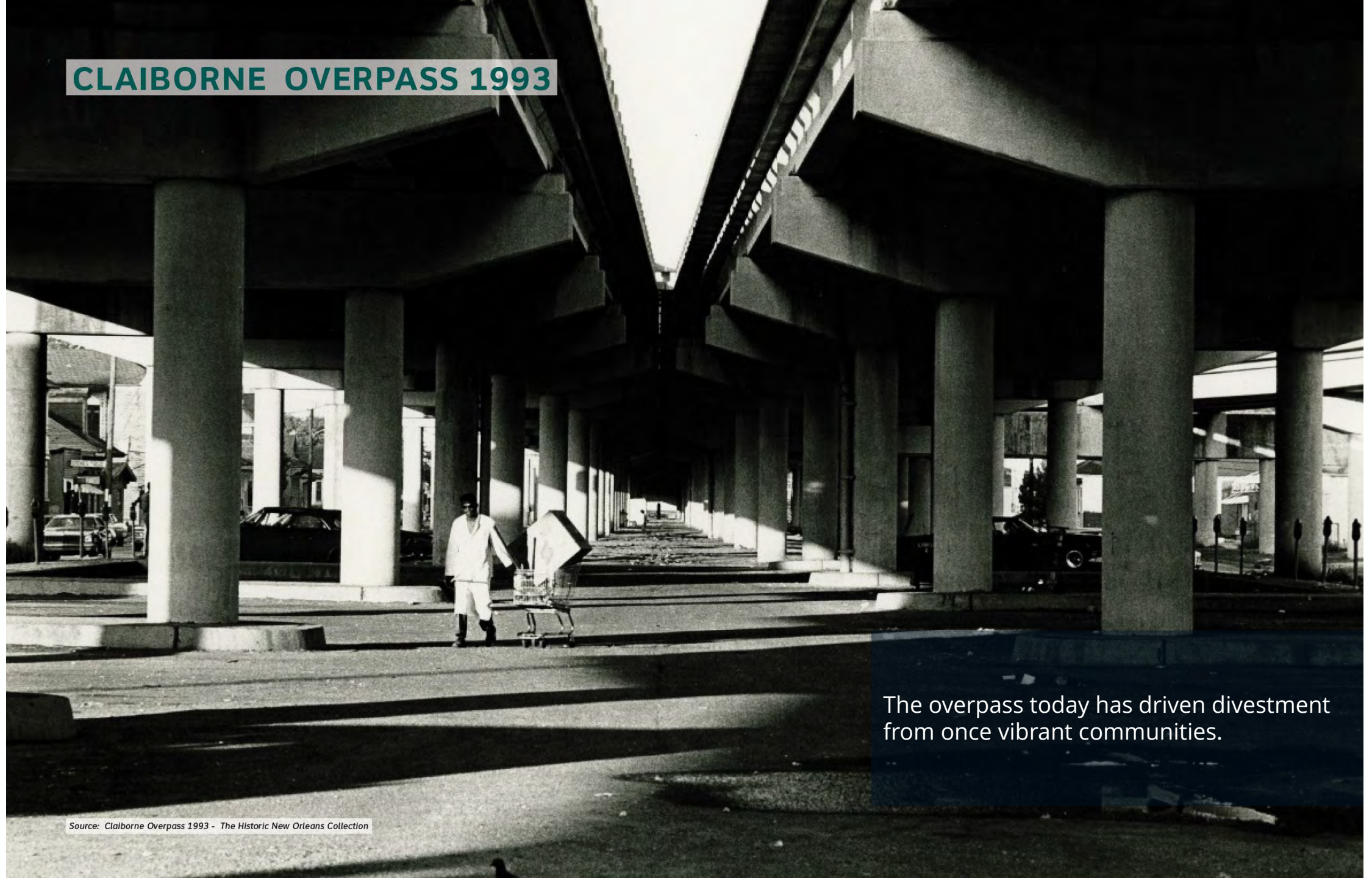
The District is segmented into three areas
and borders multiple, distinct
neighborhoods.

- LEGEND**
- HISTORIC ECOLOGICAL FEATURES
 - WATER INFRASTRUCTURE DEVELOPMENT
 - INFRASTRUCTURE DEVELOPMENT
 - DISTRICT EXTENT



Source: Satellite Image Google Earth, 2004

CLAIBORNE OVERPASS 1993



The overpass today has driven divestment from once vibrant communities.

Source: Claiborne Overpass 1993 - The Historic New Orleans Collection

KATRINA

AREA EXPERIENCED FLOODWATERS WITH A STANDING DEPTH OF UP TO 8 FEET

INTERSTATE 10

EMERGENCY ROUTE (INTERSTATE 10) WAS FLOODED

LEGEND

- INFRASTRUCTURE DEVELOPMENT
- DISTRICT EXTENT

APPROX. FLOODWATER DEPTHS

- 6-8 FT
- 4-6 FT
- 2-4 FT
- 0-2 FT

N

0 0.1 0.2 0.4 MILES

The District and surrounding communities were severely impacted by flooding during Hurricane Katrina.

Source: Hurricane Katrina Response aerial imagery, National Oceanic and Atmospheric Administration.

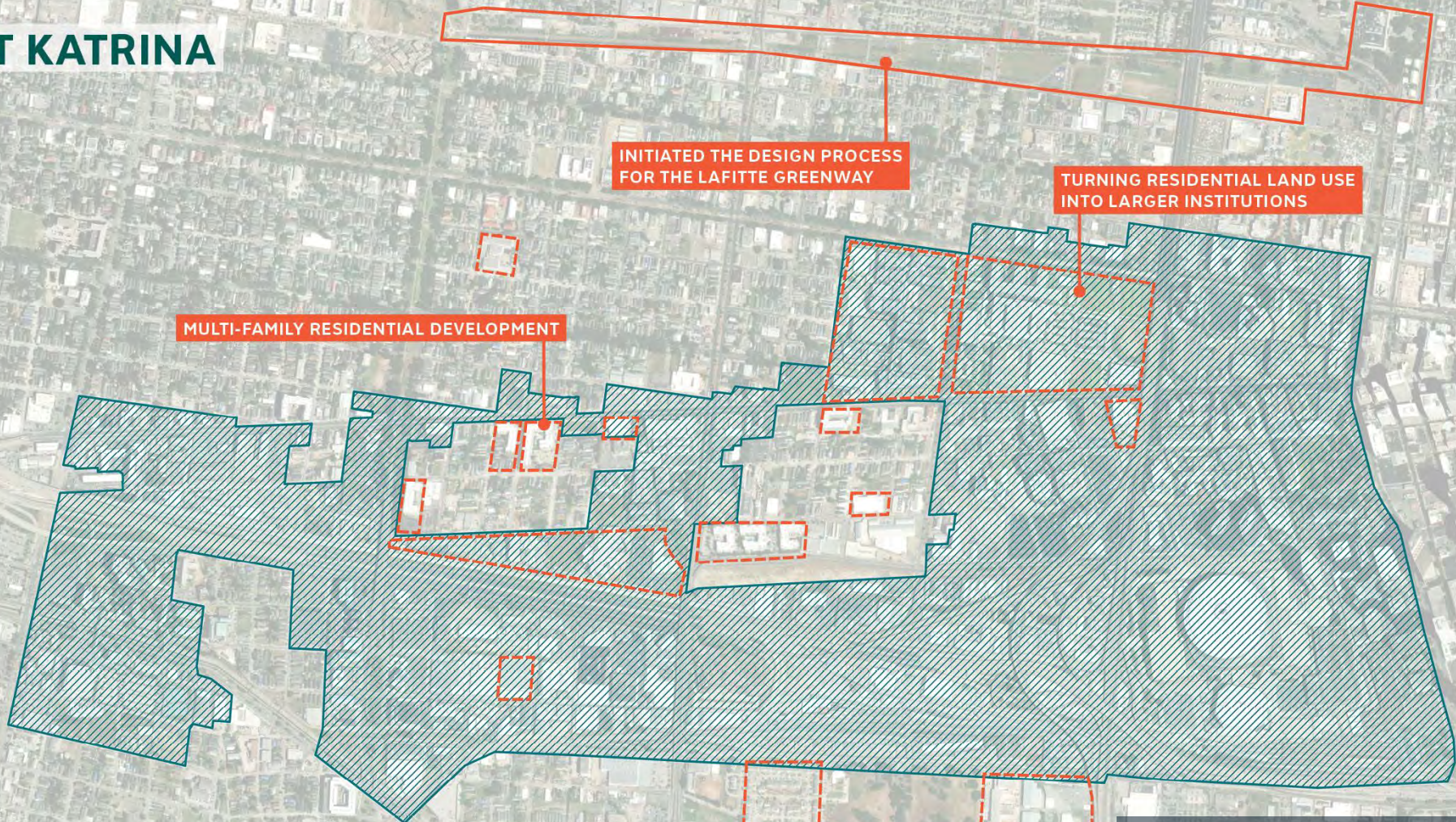
TULANE AVENUE AFTER KATRINA



Tulane Ave within the District experienced flooding up to 8' depth in some areas.

Source: 10 years after Katrina - New York Times

POST KATRINA



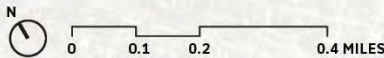
MULTI-FAMILY RESIDENTIAL DEVELOPMENT

INITIATED THE DESIGN PROCESS FOR THE LAFITTE GREENWAY

TURNING RESIDENTIAL LAND USE INTO LARGER INSTITUTIONS

LEGEND

- HISTORIC ECOLOGICAL FEATURES
- WATER INFRASTRUCTURE DEVELOPMENT
- POST KATRINA DEVELOPMENT
- DISTRICT EXTENT



Since Katrina, the BioDistrict has undergone many changes with major institutional investments.

Source: ArcGIS Aerial Imagery



4

BioDistrict Today

The BioDistrict Today

Created in 2005 by the state legislature, BioDistrict New Orleans is an economic development district that is **charged with growing the biosciences sector** of the New Orleans economy.

The BioDistrict is working to transform the region into a **national leader for health research and treatment**, and a model for inclusive, equitable job growth.

Institutional partners in the BioDistrict anchor research and activity in the district and **have made significant investments** over the years to shape the BioDistrict.



The BioDistrict Today

The New Orleans Business Alliance (NOLABA), the city's economic development agency, administers the BioDistrict, though it is run by a 15-person board of Directors, led by Andy Kopplin (Chair of the BioDistrict Board and President and CEO of the Greater New Orleans Foundation).

The Board includes appointees from the mayor, the governor, economic agencies, and area universities.

BioDistrict New Orleans Board of Directors

Andy Kopplin, Board Chair
Greater New Orleans
Foundation,
President and CEO

Kaneisha Akinpelumi
Xavier University of Louisiana
Associate Vice President,
Office of Sponsored Programs

Emily Arata
Ochsner Health
System Vice President,
Community Affairs

Arnel Cosey, Ph.D.
Strategy and Impact Officer
Clover

Sharon Courtney
Tulane University
Vice President,
Government Affairs

Lowry Curley
AxoSim
CEO

Judith Dangerfield
Metro Source, Consultant and
Founding Chair, Ujamaa
Economic Development
Corporation

Michael Hecht
Greater New Orleans, Inc.
President and CEO

Nicole Honore'e
LSU Health Sciences Center
Assistant Vice Chancellor,
Economic Development and
Strategic Initiatives

Brad Lambert
Director, Strategic Initiatives
Louisiana Economic
Development

Larissa Littleton-Steib
Chancellor
Delgado Community College

Roger Ogden
Real estate developer, civic
leader, and philanthropist
Co-founder and Former Principal
and CEO of Stirring Properties

Charlotte Parent
LCMC Health
Vice President, Business
Development

Blake Stanfill
Okwata Group
Founder and Business
Consultant

Greg Tillery
We Dat's Chicken and Shrimp
Owner

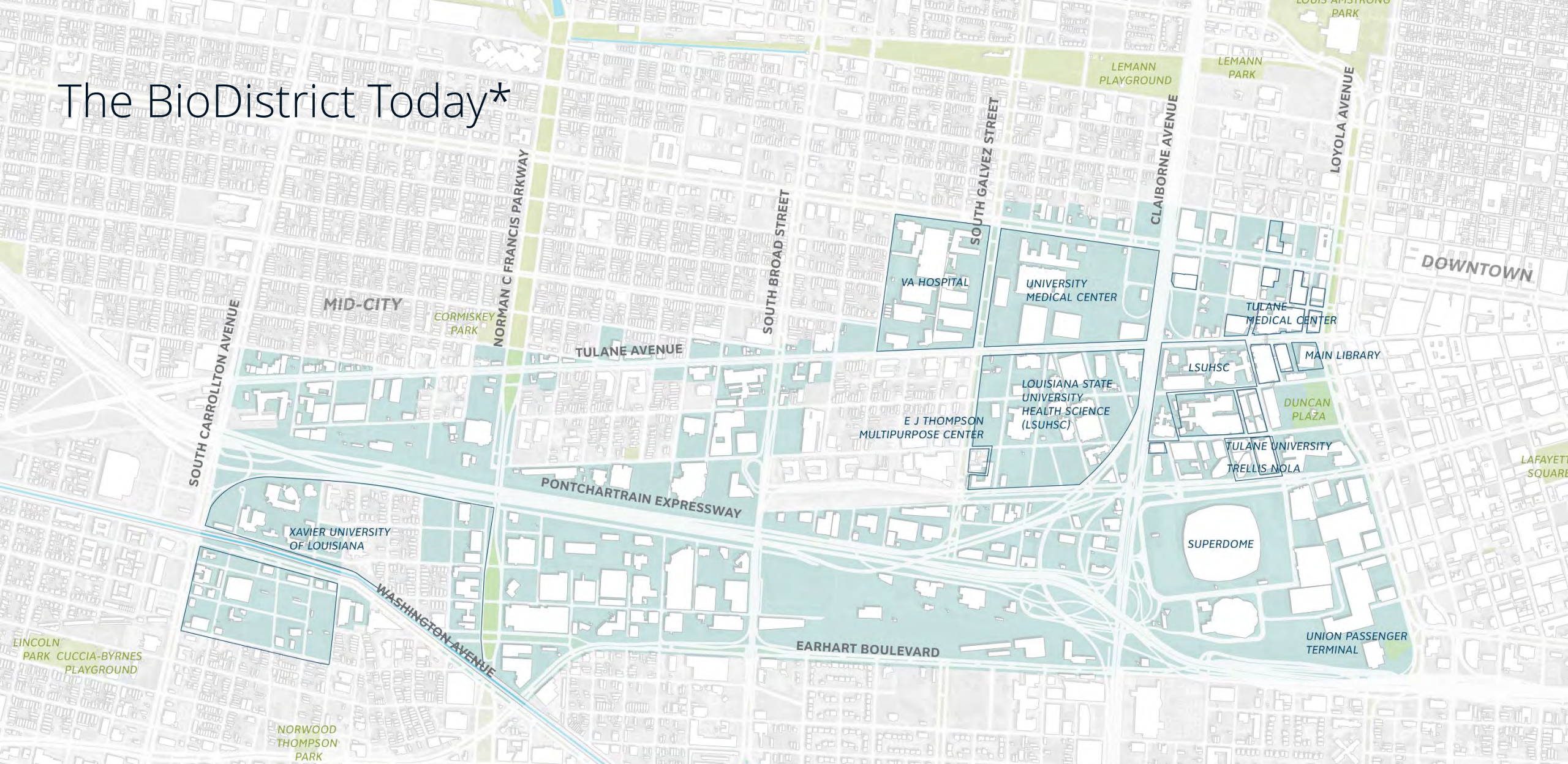
Over the Years

- 2005** Charity Hospital closes amid damage from Hurricane Katrina
BioDistrict New Orleans is created under state legislation
- 2011** New Orleans BioInnovation Center (NOBIC) opens
- 2012** Louisiana Cancer Research Center (LCRC) opens
Ochsner Health moves 750 employees to 100k sf in Benson Tower
- 2013** **BioDistrict New Orleans Action Plan Update released**
Interim LSU Hospital (ILH) transitions to private management under LCMC Health
- 2015** University Hospital closes; University Medical Center (UMC) opens as a replacement for Charity Hospital and University Hospital
Ochsner Health launches innovationOchsner (iO)
- 2016** Southern Louisiana Veteran's Healthcare System opens the New Orleans VA Medical Center
- 2018** **Spirit of Charity Innovation District Strategic Plan is released**
- 2021** Tulane University announces Charity Hospital Redevelopment
- 2022** Ochsner Ventures is founded
City of New Orleans approves TIF to fund BioDistrict New Orleans
Tulane Innovation Institute opens in Thirteen15
- 2023** AxoSim completes a \$2M asset acquisition and expands to take 4k sf at NOBIC
Tulane University and LCMC Health announce partnership to expand healthcare access, adding Tulane Medical Center, Lakeview Regional Medical Center, and Tulane Lakeside Hospital to LCMC's network of healthcare facilities
Xavier University of Louisiana (XULA) and Ochsner Health announce partnership to launch new medical school
Governor John Bel Edwards announces statewide collaboration in pursuit of NCI-designation
State approves CEA to provide matching funds for BioDistrict New Orleans
- 2024** **BioDistrict releases an updated Strategic Plan to reflect the district today**



Image: "We stand on the shoulders of those who came before us," UMC

The BioDistrict Today*



*The BioDistrict underwent community-focused modifications in 2022, which reshaped the boundaries of the BioDistrict. The map above illustrates the current BioDistrict boundary. The 1,500-acre BioDistrict connects educational institutions, health systems, industry partners, entrepreneurs, and neighboring communities from Tulane-Gravier northwest along Tulane Ave. to Gert Town and Mid-City.

BioDistrict Funding

The BioDistrict receives **City support**:

- In 2022, the City of New Orleans approved a **Cooperative Endeavor Agreement (CEA)** for economic development revenue sharing with the BioDistrict that allows the BioDistrict to earn as much as \$70.6 million dollars between 2022 - 2039.
- Funding is provided through tax incrementing financing (TIF), which allocates a portion of the district's growth in sales tax revenue **to fund operations, programming, and investment in the BioDistrict**. Prior to this CEA, the BioDistrict has not received local or state support for operations, programming, investment, or implementation of prior strategic/master plans.
- **As a condition of the CEA, the BioDistrict must develop a strategic master plan** to be approved by the City Planning Commission and the City Council within 12 months of signing the CEA (and every five years thereafter).
- Further, **the BioDistrict must develop initial and annual budgets**, outlining annual goals, deliverables, and performance measures. This budget must be **approved by the City Council before any TIF funds may be dispersed**.

And has been approved to receive **matching State support**:

- In the fall of 2023, the State's Joint Legislative Committee on the Budget and the State Bond Commission approved a CEA for economic development revenue sharing with the BioDistrict that **matches up to \$25 million in revenues generated locally** through the CEA between the City of New Orleans and the BioDistrict.
 - This is similar to State action in support of projects in Lake Charles and Baton Rouge
 - State revenue sharing funds must be used for **public improvement and public infrastructure**

Business and residents in the district WILL NOT pay any new or additional taxes.

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**.

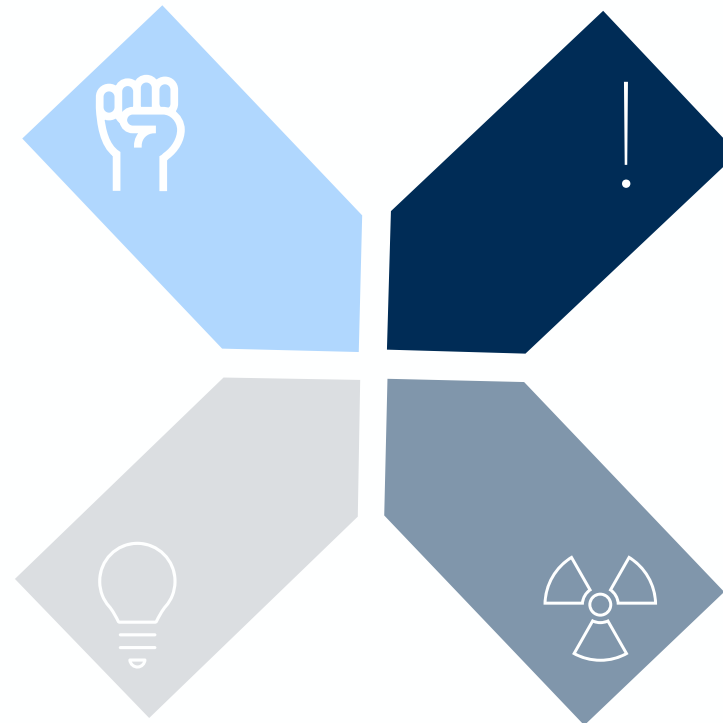
Opportunities

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 BioDistrict suffers from **regular flooding and significant heat island effects**, limiting opportunities to attract private development and employers as investors and companies need assurances their investments are protected.

Activation, Placemaking, and Real Estate

Key Findings:

The BioDistrict has the potential to serve as a “Neutral Ground” where communities converge.

The district sits at the intersection of seven neighborhoods, each with its own distinct history, identity, culture, and community. It also is a convergence point for a variety of real estate uses and economic activity. A challenge, but also a significant opportunity for the BioDistrict, lies in developing an identity that is authentic, recognizable, accessible, vibrant and welcoming, that draws these communities together by offering value for residents, institutions, and industry partners alike.

Split district core

The Claiborne (I-10) Expressway bisects the Eastern portion of the district, separating critical institutions from Downtown. This separation is apparent on the ground and the lack of physical connectivity and unifying urban identity between the institutions.

District assets are not well connected

Current infrastructure creates divisions throughout the BioDistrict with a need to better “stitch” together places and assets in the district.

Need to address resiliency with future development efforts

Historical development of the BioDistrict site has created stormwater management challenges and urban heat island effects that the BioDistrict can mitigate through future public infrastructure improvements.

Need to repurpose existing office space

There is significant vacant office space available today that offers prime opportunities to define a higher and better use for these spaces.

Limited commercial lab and grad space to support growing companies

Aside from institutional lab spaces, there are no existing vacant commercial lab and grad spaces for growing startups who may have outgrown an accelerator/incubator but lack the capital to develop their own facilities.

Limited supporting amenities and services

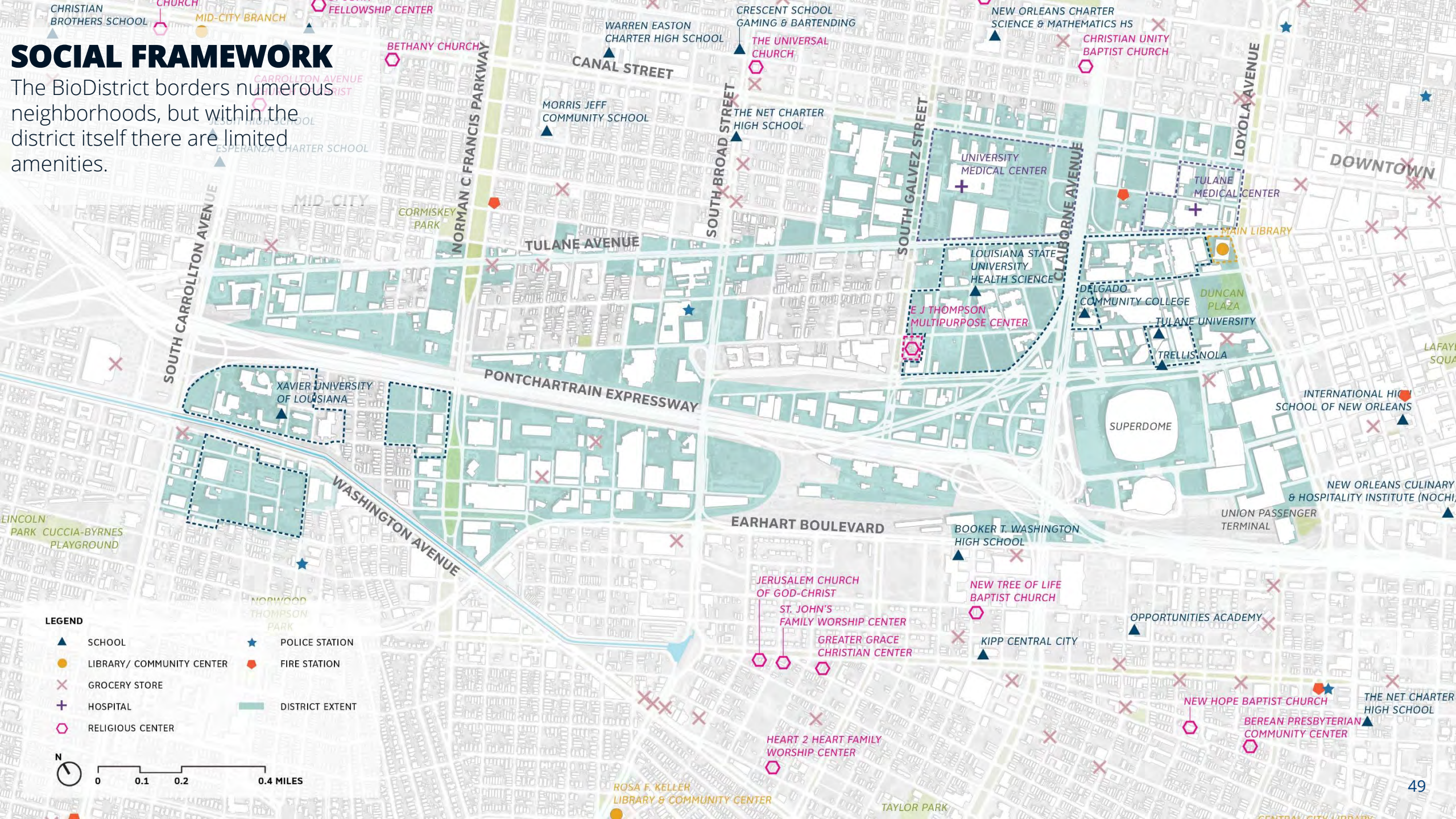
Generally, there is a lack of key social anchors within the district, such as grocery stores, restaurants, parks, and other amenities that create a vibrant place to live and work in the district.

Lack of gathering spaces

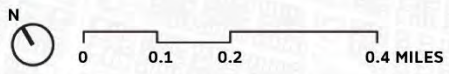
The BioDistrict intersects multiples neighborhoods and employment nodes yet has a very limited number of spaces for workers, researchers, students, and residents to gather and share ideas.

SOCIAL FRAMEWORK

The BioDistrict borders numerous neighborhoods, but within the district itself there are limited amenities.

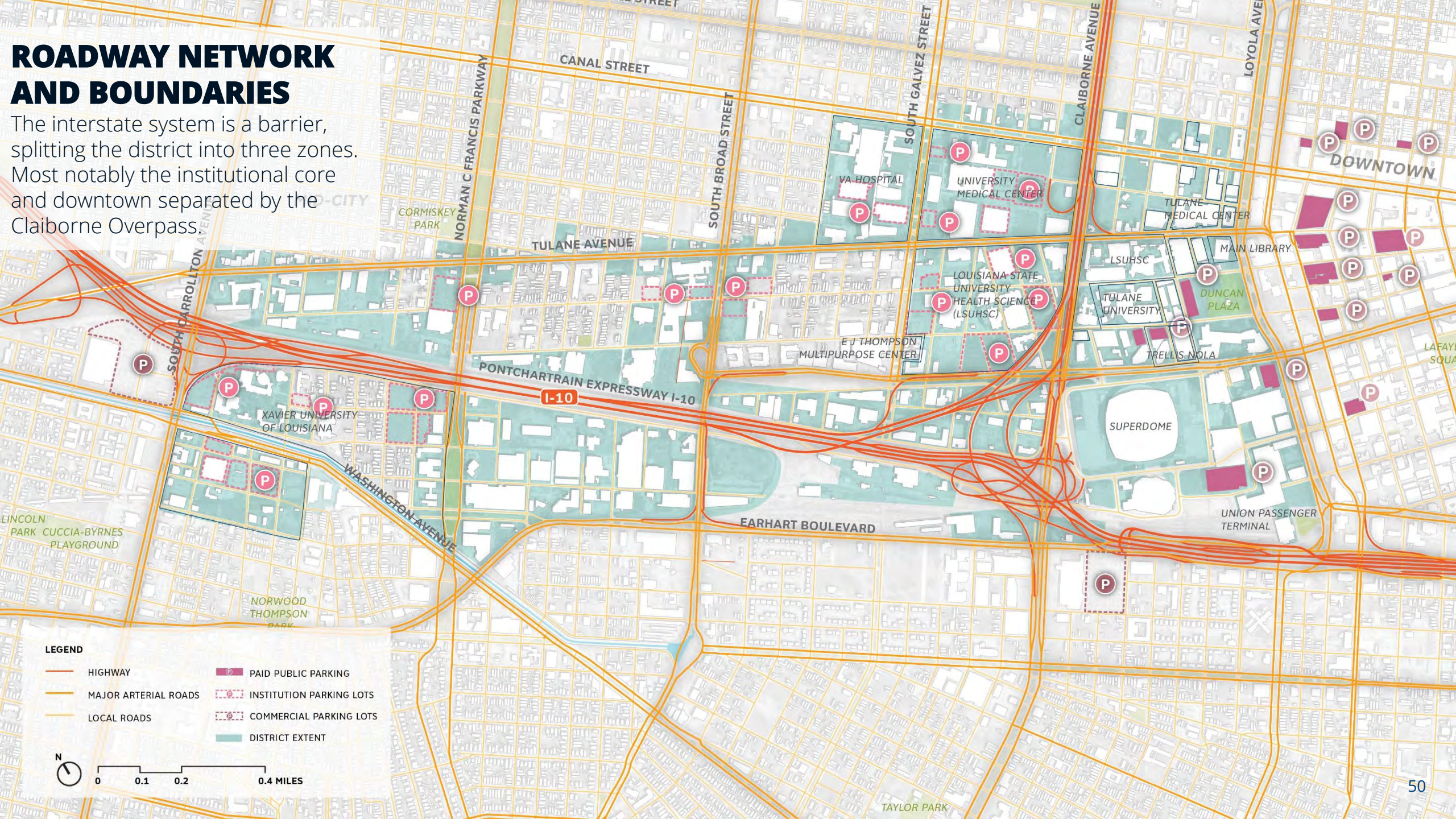


- LEGEND**
- ▲ SCHOOL
 - LIBRARY/ COMMUNITY CENTER
 - ✕ GROCERY STORE
 - ⊕ HOSPITAL
 - ⬡ RELIGIOUS CENTER
 - ★ POLICE STATION
 - ◆ FIRE STATION
 - ▬ DISTRICT EXTENT



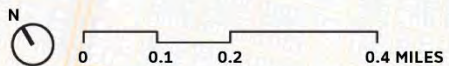
ROADWAY NETWORK AND BOUNDARIES

The interstate system is a barrier, splitting the district into three zones. Most notably the institutional core and downtown separated by the Claiborne Overpass.



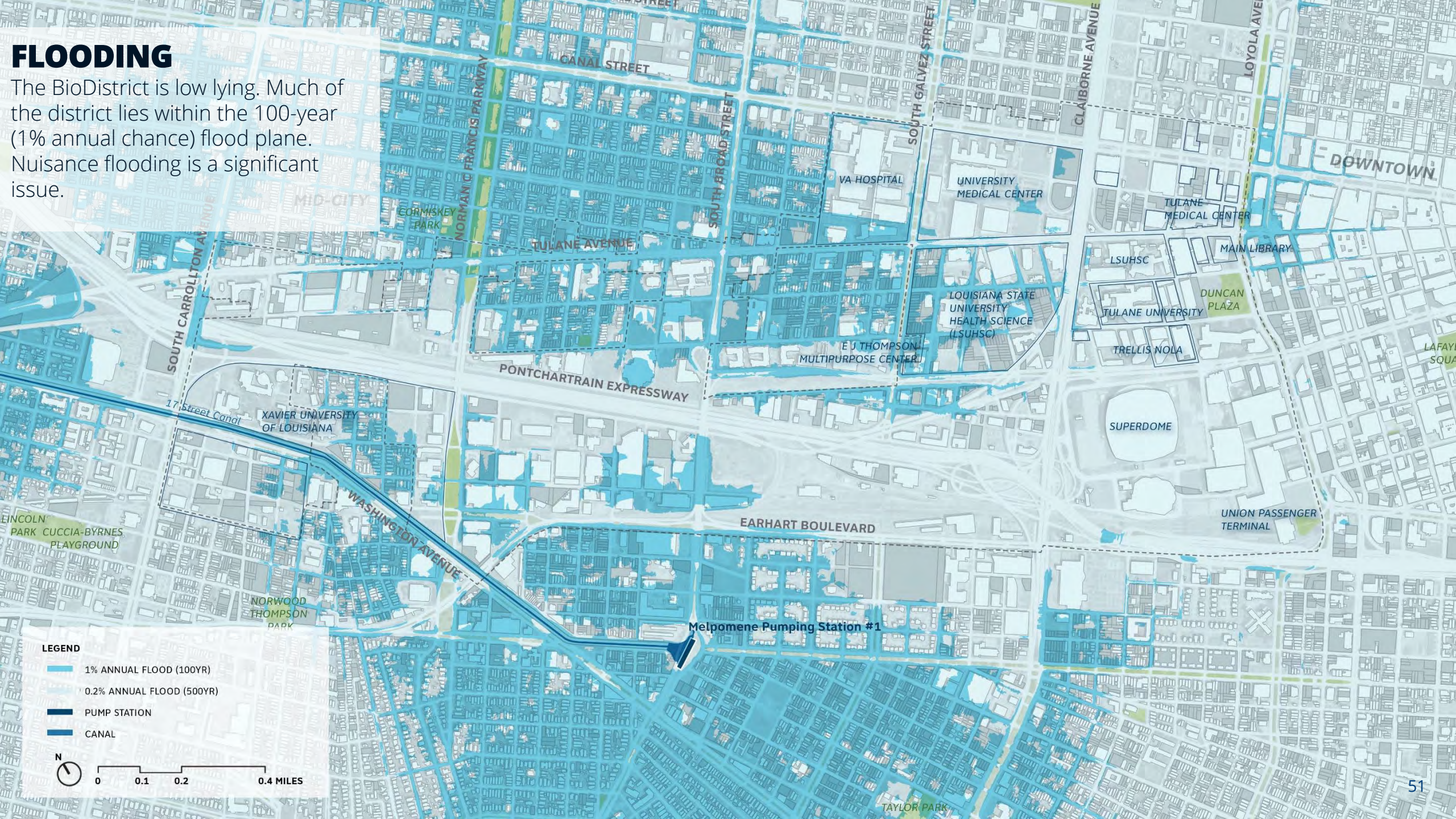
LEGEND

- HIGHWAY
- MAJOR ARTERIAL ROADS
- LOCAL ROADS
- PAID PUBLIC PARKING
- INSTITUTION PARKING LOTS
- COMMERCIAL PARKING LOTS
- DISTRICT EXTENT

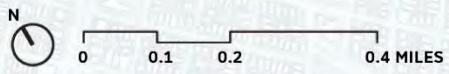


FLOODING

The BioDistrict is low lying. Much of the district lies within the 100-year (1% annual chance) flood plane. Nuisance flooding is a significant issue.

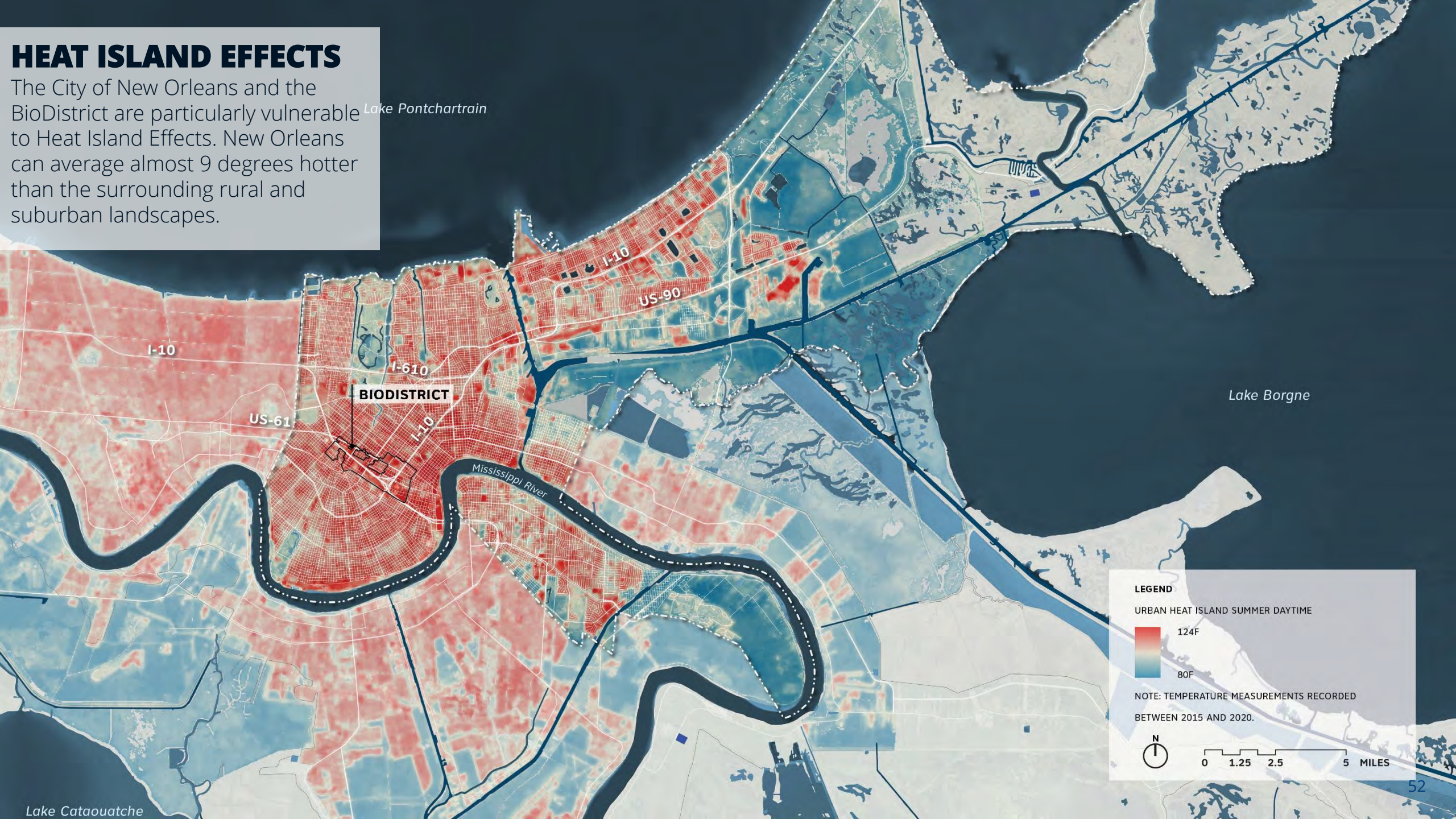


- LEGEND**
- 1% ANNUAL FLOOD (100YR)
 - 0.2% ANNUAL FLOOD (500YR)
 - PUMP STATION
 - CANAL



HEAT ISLAND EFFECTS

The City of New Orleans and the BioDistrict are particularly vulnerable to Heat Island Effects. New Orleans can average almost 9 degrees hotter than the surrounding rural and suburban landscapes.



LEGEND

URBAN HEAT ISLAND SUMMER DAYTIME

124F

80F

NOTE: TEMPERATURE MEASUREMENTS RECORDED BETWEEN 2015 AND 2020.

N

0 1.25 2.5 5 MILES

Partnerships & Programs

Key Findings:

Communities and neighborhoods surrounding the BioDistrict are experiencing economic and health disparities.

Disparities in economic and educational outcomes existed pre-Katrina but have widened post-Katrina, validating concerns shared by neighboring communities that development post-Katrina contributed to the persistence and deepening of inequitable economic outcomes for communities of color. The BioDistrict is positioned to address this inequity in partnership with the community, institutions, and industry partners by providing new career, educational, and small business pathways for residents and creating a strong pool of local talent that will help grow existing businesses and attract new businesses and industry partners.

The district holds a significant share of existing New Orleans jobs, specifically in “eds and meds.”

The BioDistrict drives significant economic activity in the city and region in the areas of healthcare and education, creating a foundation of researchers, entrepreneurs, and workers to support growth in life sciences and biotech. By strengthening access to workforce development, entrepreneurial, and small business support, the BioDistrict can further bolster the talent pipeline to boost business attraction and economic competitiveness.

Critical players and partners surround the BioDistrict.

In addition to the institutions and residents within and adjacent to the BioDistrict, there is a strong presence of other essential players, such as economic development partners, community organizations and innovation leaders, that can support the future of the BioDistrict and its programs.

The district can leverage Greater New Orleans’ industry strengths.

While the BioDistrict continues to develop a research strategy to grow opportunities around emerging strengths in cancer, neurological, and chronic disease research and clinical care, there exists an opportunity to leverage New Orleans’ other target industries, technology, energy, environmental management, and climate science, as well as its rich cultural, arts, and entertainment heritage, to create new partnerships, unlock new funding streams, and develop new programming that improves activation of the district and promotes community health.

There are significant racial disparities in income across the neighborhoods that surround the BioDistrict, with most households earning less than the average median income in the city and MSA.

City & MSA Median Household Income, 2022

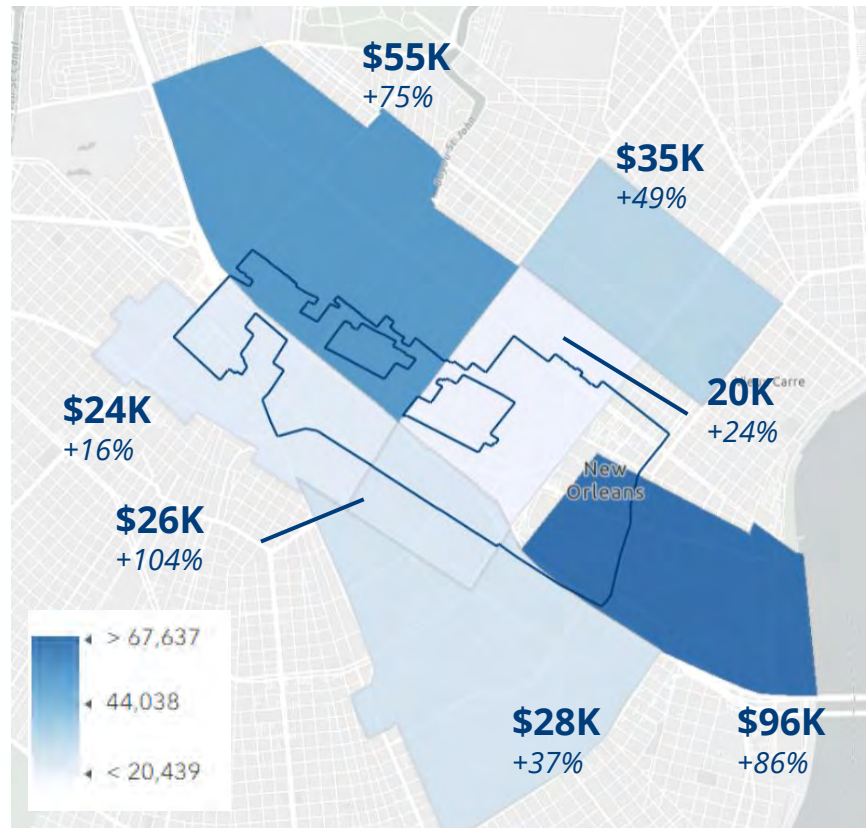
\$46K

City of New Orleans Median Household Income

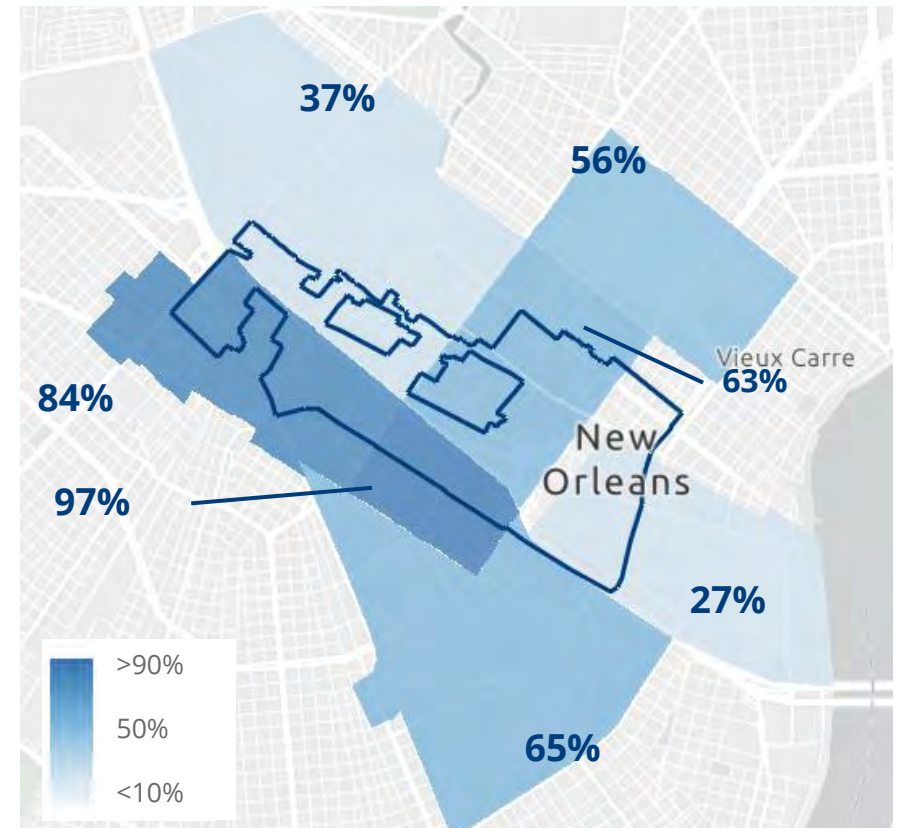
\$57K

MSA Median Household Income

Neighborhood Household Income, 2022



Neighborhood Black Population, 2022



Disparities in social determinants of health result in poor health outcomes across the city, and in the neighborhoods that surround the BioDistrict in particular.

Leading causes of death in Louisiana include heart disease, cancer, and diabetes.

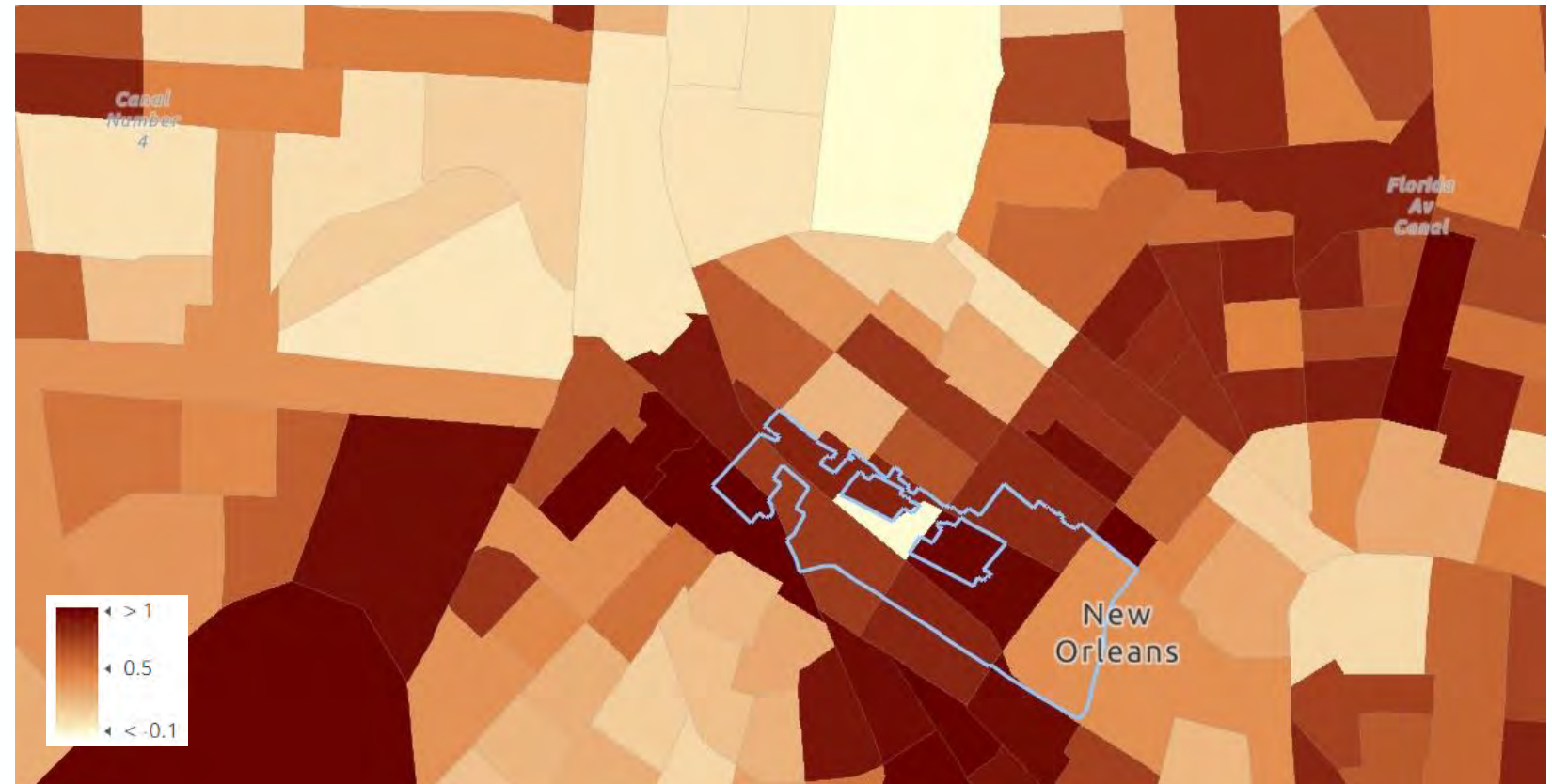
42nd

State of Louisiana national ranking for diagnosis of cardiovascular diseases

46th

State of Louisiana national ranking for percentage of adults with diabetes

Social Vulnerability Index by Census Tract, 2020



Source: CDC Social Vulnerability Index, 2020; Health Report Card, State of Louisiana Department of Health, 2022. The Social Vulnerability Index combines factors such as socioeconomic status, household characteristics, racial & minority status, housing type, and transportation to measure potential negative effects on communities caused by external stresses on human health.

There are approximately 45,000 jobs in the BioDistrict boundary, nearly 25% of which are in healthcare, hospitals, and higher education. The city’s educational institutions produce significant numbers of healthcare professionals, but there is likely an opportunity to retain greater talent.

Top 10 Largest BioDistrict Industries, 2011-2022

	Total Jobs (2022)	Job Change (2011-2022)	Median Annual Earnings
Colleges, Universities, and Professional Schools	5,267	608	\$68,846
Hospitals (General Medical, Surgical, and Psychiatric)	3,235	(42)	\$83,022
Full-Service Restaurants	2862	90	\$39,405
Offices of Physicians (except Mental Health Specialists)	2095	1770	\$103,626
Hotels (except Casino Hotels) and Motels	2081	-580	\$51,375

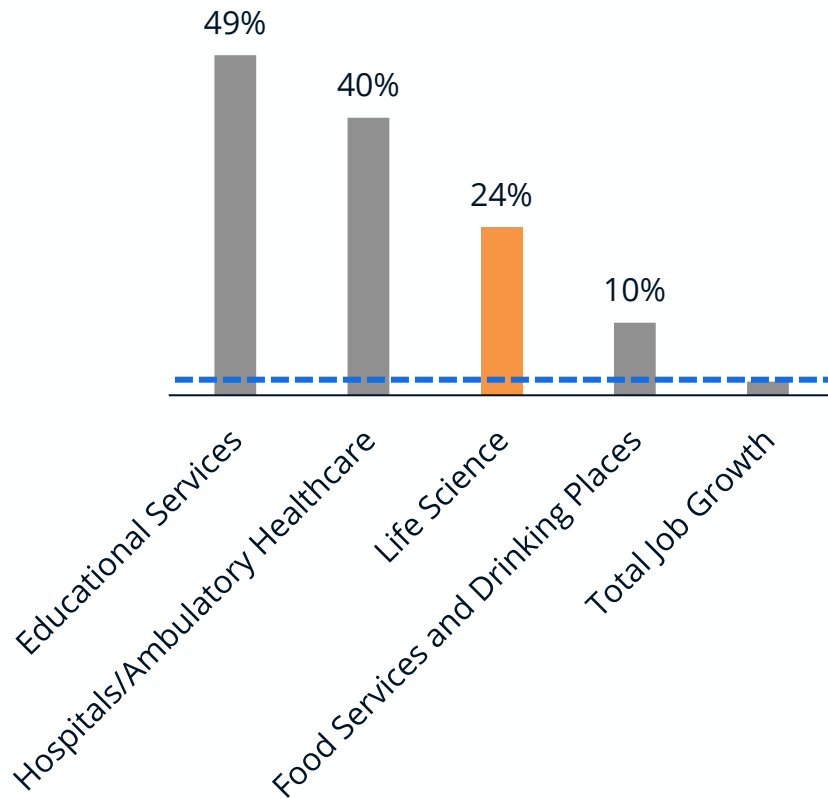
MSA Life Science Degree Completions, 2011-2022

	Degree Completions (2022)	Change in Completions (2011-2022)
Registered Nurse and Licensed Practical/Vocational Nurse Training	1,056	13%
Medicine	364	6%
Biology	362	34%
Medical/clinical assistant	293	(19%)
Licensed Practical/Vocational Nurse Training	253	(23%)
Neuroscience	187	4500%

Source: Lightcast, 2011-2022. Note: General Medical and Surgical Hospitals and Psychiatric Hospitals are combined, and Public and Private Universities and Colleges are combined.

The life science industry, as traditionally defined, is nascent in the New Orleans MSA. Many existing life sciences jobs were delivered in the past 10 years and offer some of the highest-paying job opportunities in the city with low barriers to entry.

MSA Job Growth (2011-2022)



8.6K

Total MSA Life Science Jobs

1.6%

Of Total MSA Jobs are Life Science Jobs

Total Job Growth (2%)

Top MSA Life Science Industries, 2011-2022

	Total Jobs	Job Change (2011-2022)	Average Annual Earnings
Testing and Medical Laboratories	2,097	689	\$76,500
Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers	1,195	326	\$153,000
Analytical Laboratory Instrument, Pharmaceutical Preparation, and Surgical Appliance and Supplies Manufacturing	209	168	\$105,667
Research & Development in Biotechnology and Nanotechnology	166	107	\$165,000

Source: Lightcast, 2011-2022

To support inclusive growth, the BioDistrict and its partners should prioritize workforce development efforts targeting high-demand, high-paying jobs with lower requirements for entry.

LABORATORY ASSISTANTS & TECHNICIANS



Average Salary: \$60,000
Education: Training, Exam, and Licensure from Louisiana State Board of Medical Examiners

RADIOLOGIC TECHNOLOGISTS AND TECHNICIANS



Average Salary: \$90,000
Education: Associate's Degree

REGISTERED NURSES



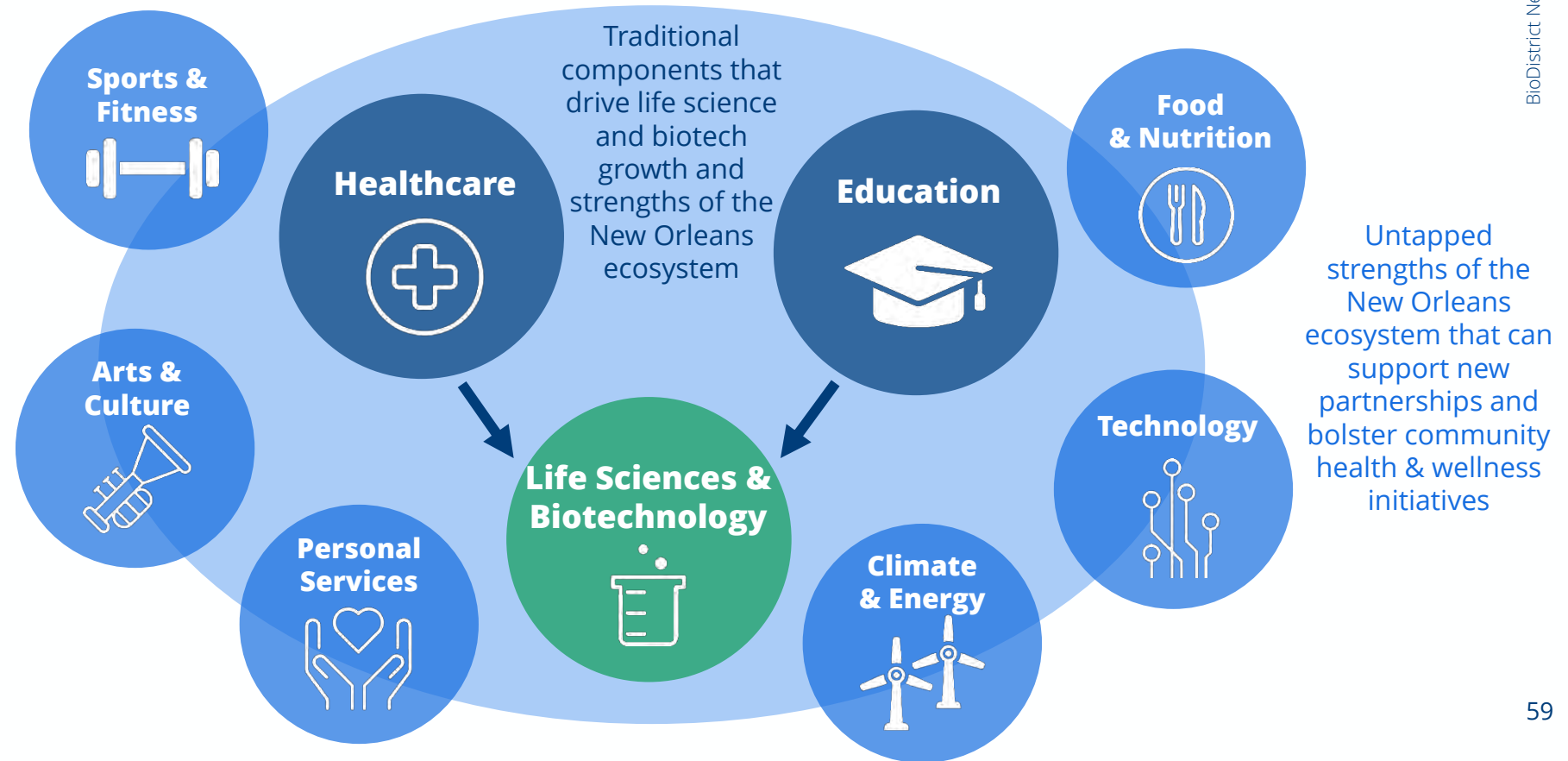
Average Salary: \$210,000
Education: Bachelor's Degree

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 local healthcare challenges. There exists an opportunity to continue to expand partnerships with allied industries that provide new avenues for innovation and investment.

New Orleans Community Health & Wellness Ecosystem

Additional benefits of expanding embracing community health & wellness programming:

- 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





5

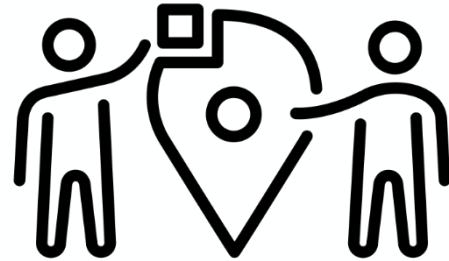
Strategic
Roadmap

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.



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.



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.



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.



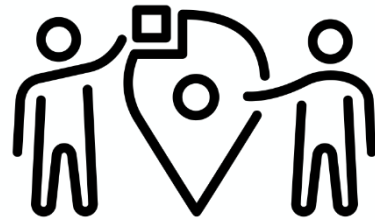
Governance & Operations

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

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.



Real Estate



**Activation &
Placemaking**



Partnerships



**Governance &
Operations**

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

Quick Win Opportunities for the BioDistrict Today

Support the redevelopment of Charity Hospital: Work with LSU Real Estate and Facilities Foundation (REFF), Tulane University, development partners, the City of New Orleans and the State of Louisiana to advocate for a development plan for Charity Hospital that addresses BioDistrict, institutional, and community space needs such as, commercial wet lab space, coworking spaces for entrepreneurs and researchers, workforce housing, affordable commercial space, etc. *Refer to strategy 1.2.*

Prioritize Tulane Avenue Improvements: Building off initial placemaking concepts, engage partners and planning consultants to confirm priority improvements along Tulane Avenue that would most benefit BioDistrict workers, students and surrounding residents and begin creating more connections and synergies throughout the district. Perform additional transportation infrastructure planning work to design and implement priority improvements. *Refer to strategy 2.1.*

Pursue public space improvements and activation under Claiborne Avenue/I-10: Work with the Ujamaa Economic Development Corporation (EDC) and the Downtown Development District (DDD) to advance a lighting and beautification plan under the Claiborne Ave. underpass at Tulane Avenue that creates a welcoming and safer environment to encourage increased activation. Explore opportunities to strengthen connections with the Claiborne Corridor Cultural Innovation District and provide joint-programming. *Refer to strategy 2.3.*

Seize economic development opportunities: Convene district partners and facilitate investments in placemaking and activation throughout the district to support business and economic development as needs and strategic opportunities arise, such as Super Bowl LIX in 2025 and other large events. *Refer to strategy 2.4.*

Invest in placemaking and activation opportunities: Convene district partners and facilitate investments in placemaking and activation throughout the district as new needs and strategic opportunities arise that accelerate district goals in alignment with the vision and spirit of this strategic planning document. *Refer to strategy 2.5.*

Quick Win Opportunities for the BioDistrict Today

Convene institutional partners to develop a research strategy for the district : Establish and facilitate an anchor institution network within in the BioDistrict to assess research priorities and assets, identify multi-institutional opportunities, create district goals, and provide tools and resources to connect researchers to opportunities. *Refer to strategy 3.1.*

Provide targeted funding to BioDistrict researchers, entrepreneurs, and entrepreneurial support organizations: Identify and commit funds to continue advancing the city's research and entrepreneur ecosystem. Initial priorities should include providing matching grants for SBIR and STTR recipients to promote commercialization and tech innovation in the district and funding to entrepreneurial support organizations, such as the New Orleans BioInnovation Center (NOBIC), the Tulane Innovation Institute, The Idea Village, Propeller, TechPlug, and others, to expand program offering and increase access to technical assistance for entrepreneurs and small businesses. *Refer to strategy 3.4.*

Provide targeted funding to BioDistrict education and workforce development initiatives: Identify and commit funds to amplify the efforts of organizations engaged in education and workforce development from K-12 through adult and higher education (STEM NOLA, YouthForce NOLA, New Orleans Career Center (NOCC) and others) to allow them to scale and expand access to programming for youth/students, and adult learners/workers at all levels, including upskilling and reskilling. *Refer to strategy 3.7.*

Promote more safety and security in the district: Convene partners already leading safety efforts to identify where the BioDistrict can partner and provide resources to increase safety and security in the district, particularly in the Central Business District. *Refer to strategy 2.7.*

Advance a branding & communications plan: Engage a branding and communications consultant to update the BioDistrict's brand and communications strategy into one that rallies BioDistrict leaders and partners around one identity, strengthens narratives for business attraction, and fosters tailored and transparent messaging for all BioDistrict stakeholders. *Refer to strategy 2.9.*

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.

1.1 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 that encourage nodal development 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 encourages nodal development that can catalyze additional private interest and investment. The district's 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)

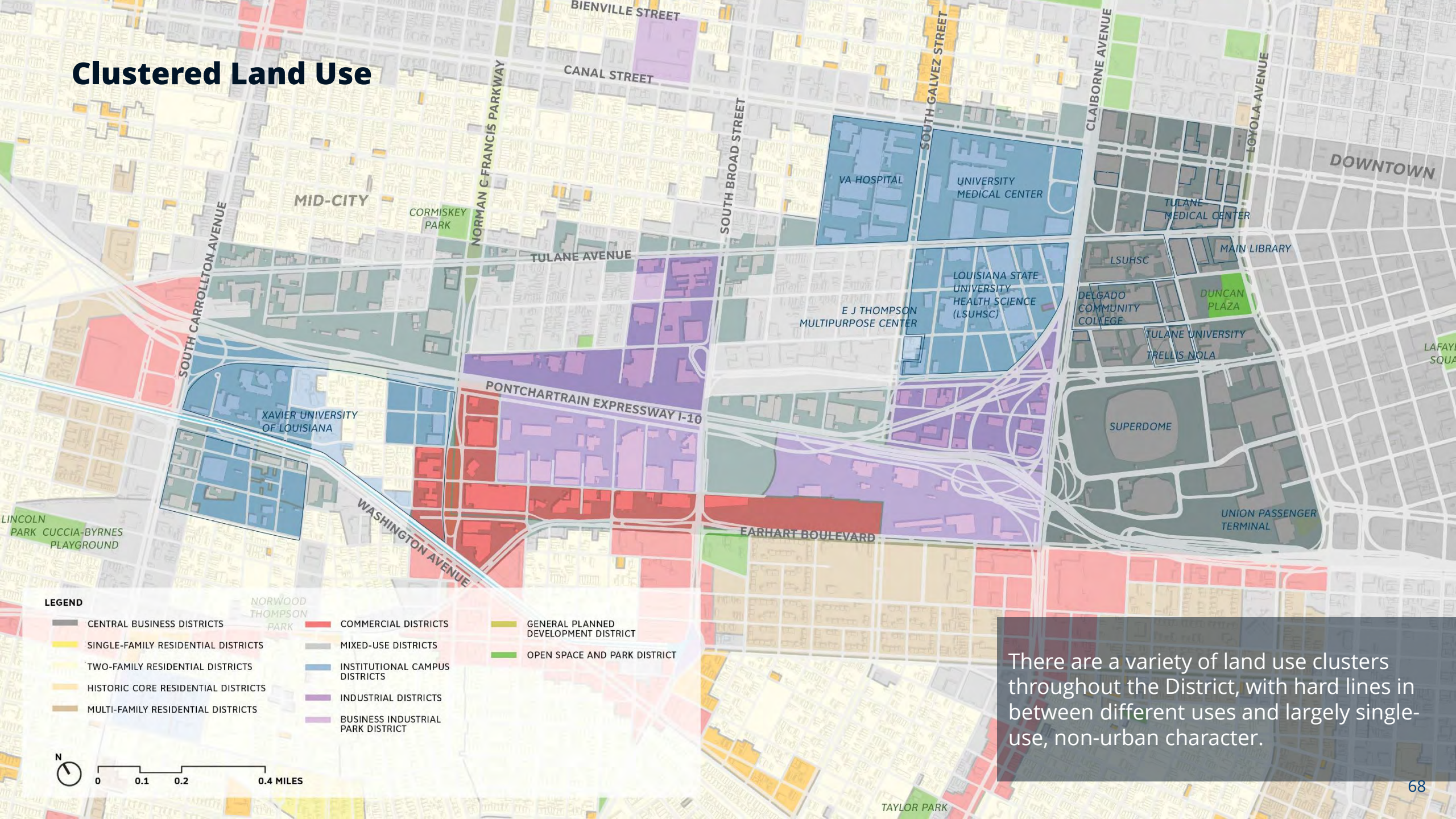
Key Partners:

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

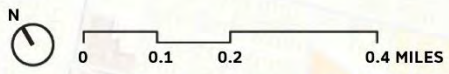
Community Benefits:

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

Clustered Land Use



- LEGEND**
- CENTRAL BUSINESS DISTRICTS
 - SINGLE-FAMILY RESIDENTIAL DISTRICTS
 - TWO-FAMILY RESIDENTIAL DISTRICTS
 - HISTORIC CORE RESIDENTIAL DISTRICTS
 - MULTI-FAMILY RESIDENTIAL DISTRICTS
 - COMMERCIAL DISTRICTS
 - MIXED-USE DISTRICTS
 - INSTITUTIONAL CAMPUS DISTRICTS
 - INDUSTRIAL DISTRICTS
 - BUSINESS INDUSTRIAL PARK DISTRICT
 - GENERAL PLANNED DEVELOPMENT DISTRICT
 - OPEN SPACE AND PARK DISTRICT

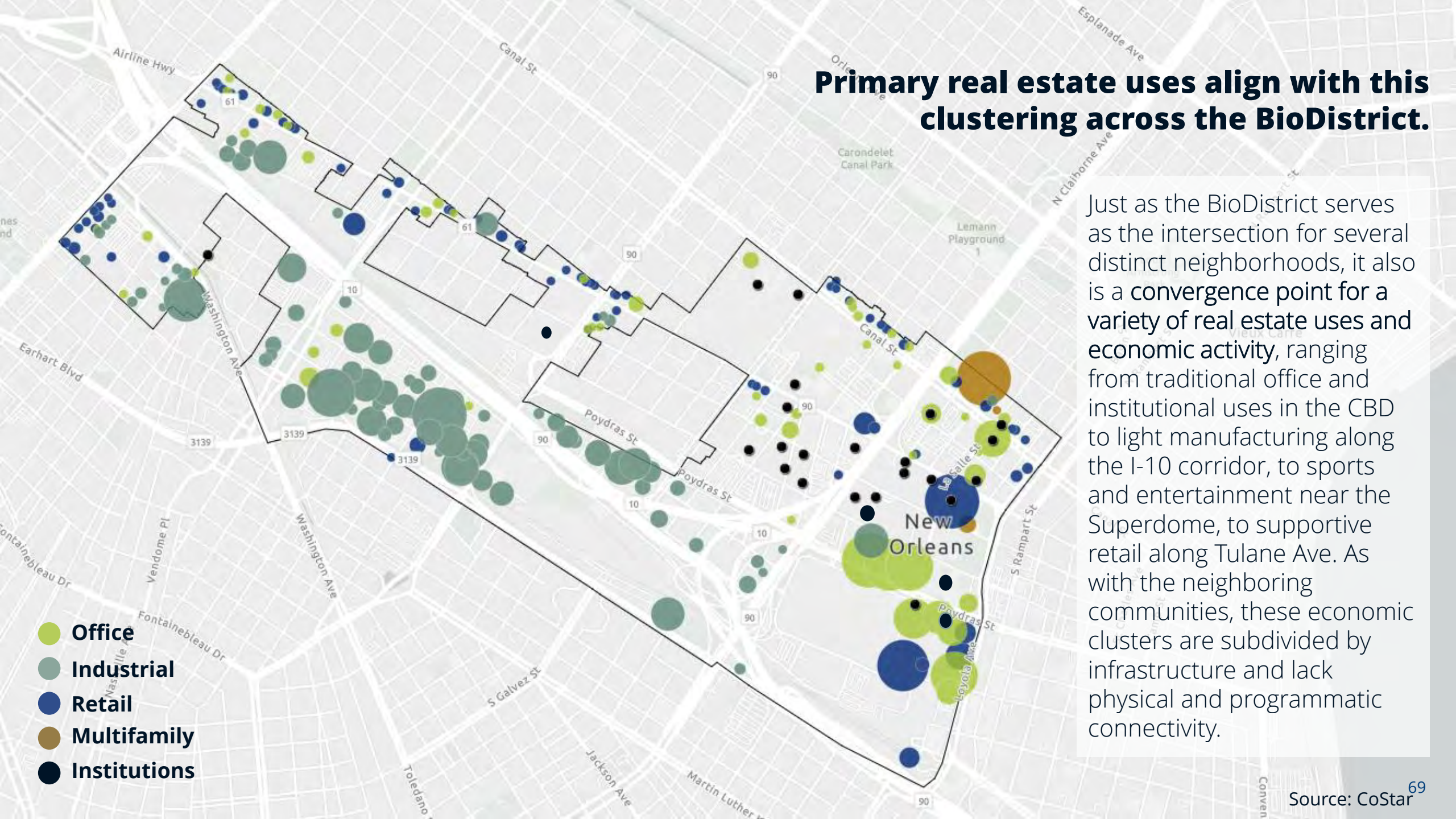


There are a variety of land use clusters throughout the District, with hard lines in between different uses and largely single-use, non-urban character.

Primary real estate uses align with this clustering across the BioDistrict.

Just as the BioDistrict serves as the intersection for several distinct neighborhoods, it also is a convergence point for a variety of real estate uses and economic activity, ranging from traditional office and institutional uses in the CBD to light manufacturing along the I-10 corridor, to sports and entertainment near the Superdome, to supportive retail along Tulane Ave. As with the neighboring communities, these economic clusters are subdivided by infrastructure and lack physical and programmatic connectivity.

- Office
- Industrial
- Retail
- Multifamily
- Institutions



The BioDistrict today is predominantly made up of office and institutional uses, with a large concentration of industrial uses and limited residential uses.



OFFICE

7.5M SF

Commercial Office

~2M SF

Combined vacant commercial & institutional office



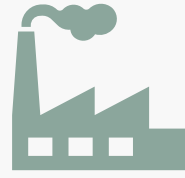
INNOVATION & LAB

50K+ SF*

Commercial wet lab space available

Limited

Innovation & co-working spaces in the district



INDUSTRIAL

1.7M SF

Industrial & Flex

Limited

Vacancy with emergence of food manufacturing hub



RETAIL

870K SF*

Retail

Limited

Retail within walking distance of workers



MULTIFAMILY

2,655*

Units

*Includes units adjacent to the BioDistrict.

Limited

Mixed-income & workforce housing

*Note: This figure does not include institutional lab space; retail square footage in trend analysis includes 200K of private medical office in Tulane Medical Center and 190K of retail in former New Orleans Centre.

Both the BioDistrict and City of New Orleans have significant amounts of vacant commercial office space.

~966K SF
Total Vacant Commercial Office Space in the BioDistrict

3308 Tulane Ave – 10,675 SF

2601 Tulane Ave – 16,995 SF

1555 Poydras St – 198,518 SF

Tulane University currently leases 187K SF, subject to change when Charity Hospital Redevelopment is complete.

1000 S Norma C Francis Pkwy – 1,750 SF

1515 Poydras St – 397,135 SF

DXC Tech Center – 125,044 SF

New Orleans Police Department is pursuing a 48K SF lease (two floors).

1250 Poydras St – 32,505 SF

Orleans Tower – 80,286 SF

US Postal – 77,959 SF

Entergy Bldg. – 3,676 SF

Source: CoStar, City Building Footprint Data
Note: Vacant space in the BioDistrict does not include the Charity Hospital Redevelopment.

Planning Initiatives & Developments

Charity Hospital Redevelopment

With Tulane as the lead tenant, Charity will house over 600 researchers in state-of-the-art labs, classrooms, the Tulane University Innovation Institute (TUII), and will feature a student space, café, study areas, and office/coworking space for researchers and entrepreneurs.

Duncan Plaza

The New Orleans City Planning Commission is pursuing an agreement to swap a portion of land the city owns on Poydras Street with a section of Duncan Plaza owned by the state for the development and relocation of City Hall and a new Civil District Court building.

Xavier Ochsner College of Medicine

XULA and Ochsner Health will form a standalone nonprofit corporation to operate the college of medicine, which aims to address a chronic physician shortage and diversify the medical field.

Tulane Medical Center Renovation

Tulane and LCMC Health are partnering on the renovation of the Tulane Medical Center. The emergency room will remain open, while the rest of the building will be renovated as a multipurpose building with space for Tulane research and educational programs, a new Tulane nursing program, community nonprofit organizations, and retail.

Superdome Renovation

The \$500 million renovation began in 2019 in preparation for the 2025 Super Bowl. Renovations have been focused on improving safety, security, and fan experience inside the Superdome.

Claiborne Corridor Cultural Innovation District (CID)

The Claiborne Corridor Cultural Innovation District (CID) is a 19-block transformation of the elevated I-10 expressway along Claiborne Avenue from Canal Street to St. Bernard Avenue. It will be a site for youth programming, health, environmental, and social services, community projects, workshops, and special events for residents.

Trader Joe's Planned Development

Plans for 13,000 sf grocery store and 100+ parking spaces.



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

Pre-Startup & Startup Phase:

Continue to facilitate discussions with LSU Real Estate and Facilities Foundation (REFF), Tulane University, development partners, the City of New Orleans and the State of Louisiana to advocate for a development plan for Charity Hospital that addresses BioDistrict, institutional, and community space needs such as, commercial wet lab space, office and coworking spaces for entrepreneurs and researchers, workforce housing, affordable commercial space, and amenities. 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 support programming at Charity Hospital 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, a team of development partners, in partnership with Tulane University, the project's lead tenant, are moving forward to revitalize this community anchor transforming this underutilized asset into a center of vibrant activity that has the potential to catalyze additional private investment, drive research and development, and add needed momentum to the biosciences industry in New Orleans.

BioDistrict Role:

Facilitator / Influencer and Champion

Investment:

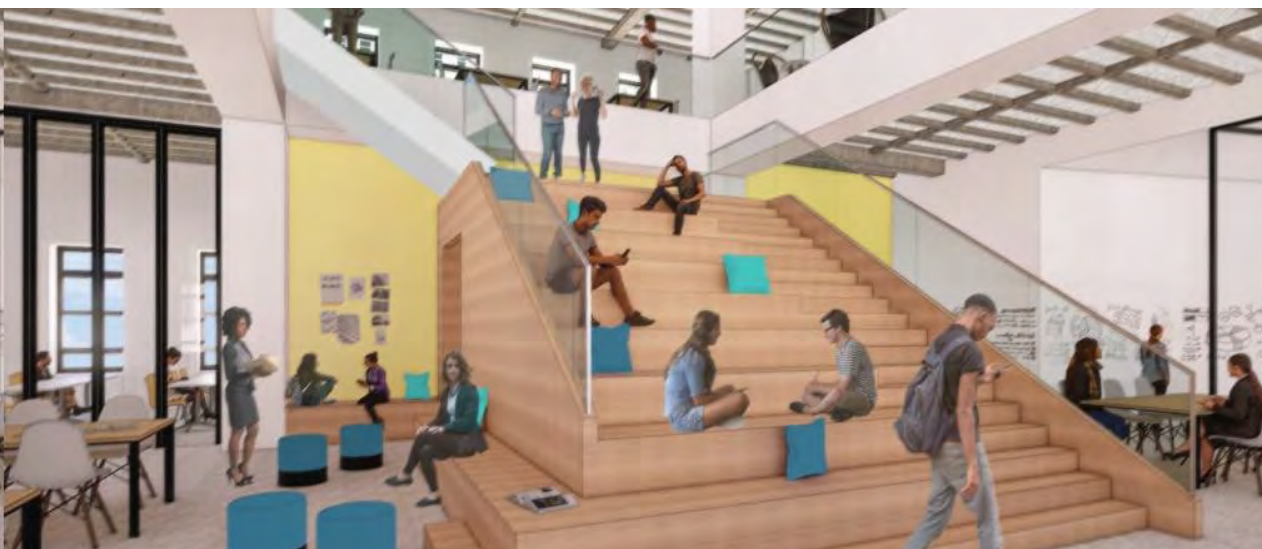
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Key Partners:

LSU Real Estate and Facilities Foundation, Tulane University, City of New Orleans, Greater New Orleans Foundation, DDD, private development and institutional partners

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.)



Renderings of Charity Hospital Redevelopment Project, Source: 1532 Tulane Partners, Inc.

1.3 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., NOLABA, LouisianaBio, NOBIC, Louisiana Economic Development

Community Benefits:

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

1.4 Identify opportunities to create shared spaces and programming 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 MOU between the BioDistrict and board member institutions and industry partners that aligns shared interests in developing collaborative space and programming, 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 programming to foster collaboration among 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, The Idea Village, Propeller, Tulane University Innovation Institute (TUII), New Orleans Startup Fund, Launch NOLA, Black Tech NOLA, 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.

Collaborative spaces where entrepreneurs can convene are limited in the city and mostly located just outside the BioDistrict.

Spaces that foster collaboration and entrepreneurship are a critical need in the city and within the BioDistrict to build a stronger innovation ecosystem that attracts industry, launches new businesses, and fosters collision and partnership.

The Lab by TECHPLUG ● Launch NOLA

● NOBIC
● Tulane Innovation Institute
● The Idea Village
● The Shop Workspace

● Propeller

Innovation & Lab

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

Pre-Startup & Startup Phase:

Partner with the City of New Orleans, the Housing Authority of New Orleans, HousingNOLA, the Greater New Orleans Housing Alliance (GNOHA), 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 an expected 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:

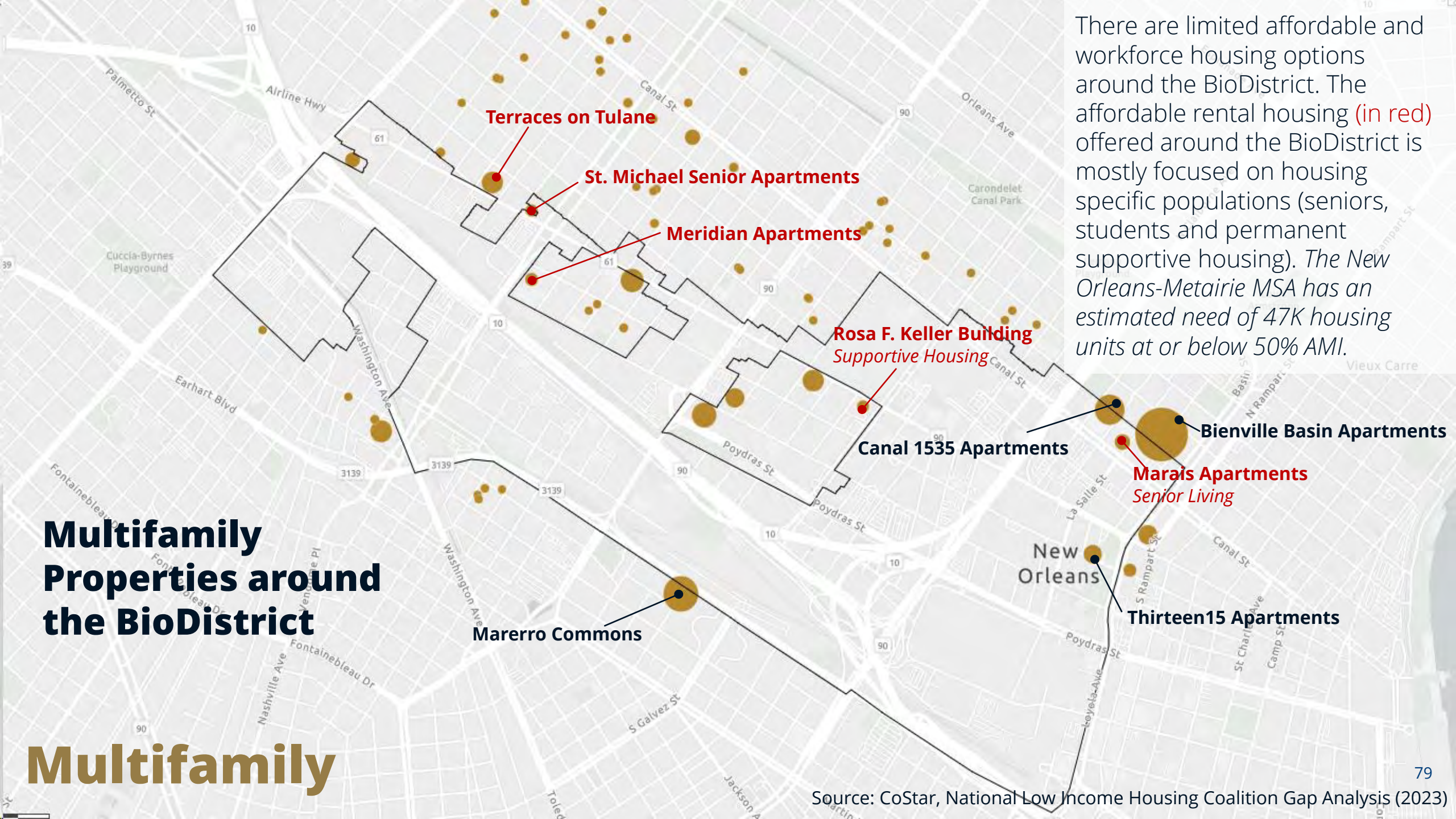
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Key Partners:

City of New Orleans, Housing Authority of New Orleans, HousingNOLA, GNOHA, Greater New Orleans Foundation, 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.



There are limited affordable and workforce housing options around the BioDistrict. The affordable rental housing (in red) offered around the BioDistrict is mostly focused on housing specific populations (seniors, students and permanent supportive housing). *The New Orleans-Metairie MSA has an estimated need of 47K housing units at or below 50% AMI.*

Multifamily Properties around the BioDistrict

Multifamily

Terraces on Tulane

St. Michael Senior Apartments

Meridian Apartments

Rosa F. Keller Building
Supportive Housing

Canal 1535 Apartments

Marais Apartments
Senior Living

Bienville Basin Apartments

Thirteen15 Apartments

Marerro Commons

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

Pre-Startup & Startup Phase:

Stabilization 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 (e.g., coffee shops, grocery stores, restaurants) the BioDistrict and its partners should target for future development opportunities.

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:

NOLABA, DDD, commercial real estate professionals, development partners, 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.

Most of the retail and food and beverage establishments are located away from the main employment hub and concentrated mostly on Tulane Ave. and Canal St. Furthermore, most restaurants are casual fast food dining options with limited experiential retail to support creative placemaking.

There are limited dining options throughout the BioDistrict other than fast food establishments.

Retail

- F&B Establishments
- Institutions



There is an opportunity to **create more experiential F&B and retail options that fosters a vibrant place** for both residents and workers.

Quotes from Stakeholder Interviews

“District is a food desert.”

“There are no places to go for lunch [for workers].”

“Having a grocery store would support more live, work, play model.”

“Need places to gather, both indoor and outdoor.”

“Create a destination that will bring businesses downtown and attract researchers.”

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.

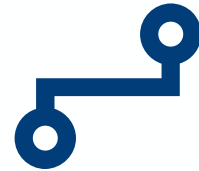
Activation and Placemaking

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.

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

Pre-Startup & Startup Phase:

Utilize the initial landscape, lighting, stormwater, and safety enhancements recommended for Tulane Avenue (included in the pages that follow) to identify tactical enhancements along Tulane Avenue. The district should engage advisory working groups, particularly those that represent neighboring communities, to understand which smaller-scale, tactical improvements would most benefit residents and workers, business owners, and students traversing the corridor. Propose a budget request for Tulane Corridor enhancements to the city and state for the allocation of TIF resources.

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. Draft 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 advance tactical enhancements along Tulane Avenue, as investments in smaller enhancements 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:

\$\$

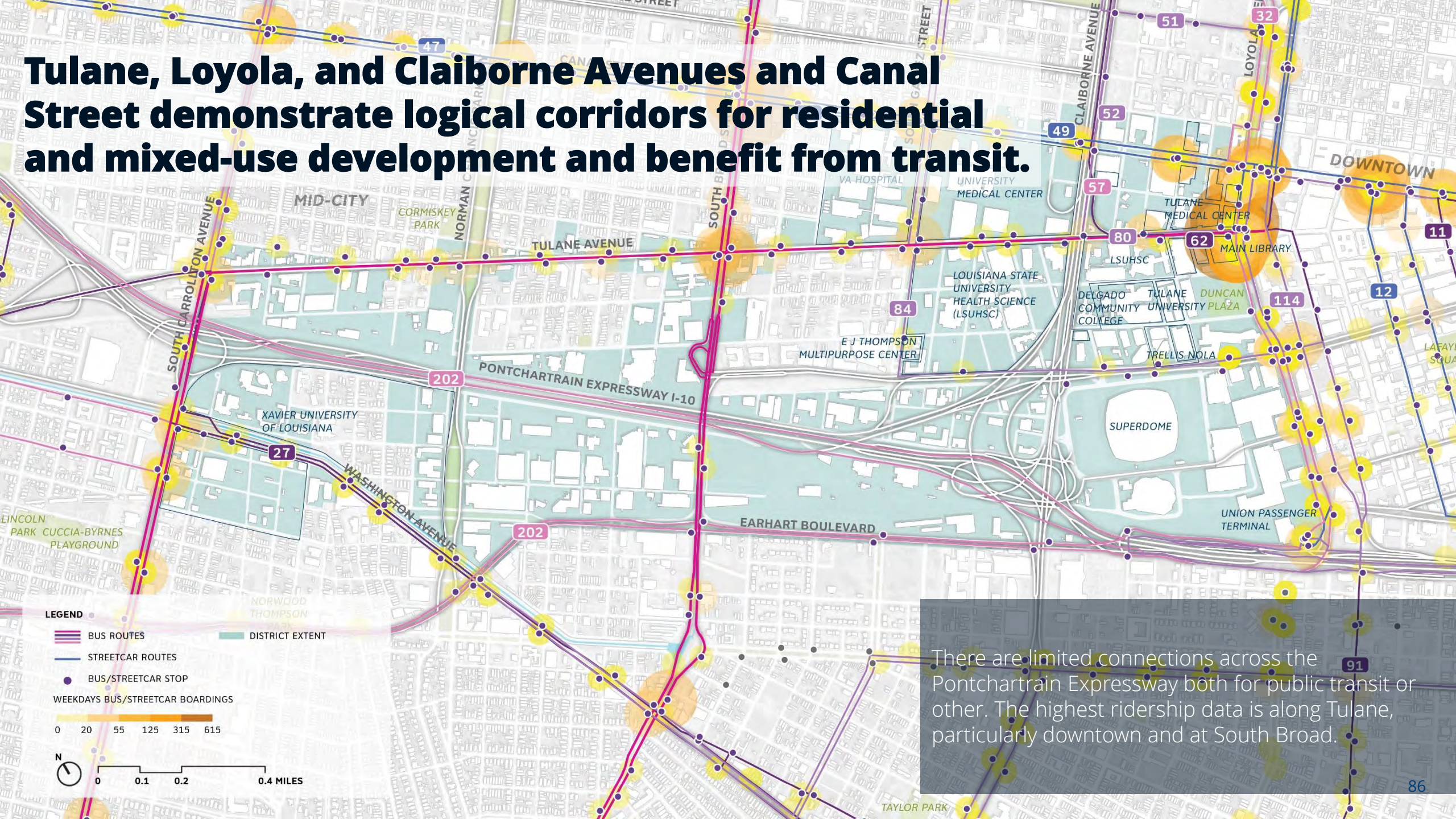
Key Partners:

City of New Orleans, DDD, institutional partners, neighborhood and community groups

Community Benefits:

Pedestrian and cyclist infrastructure, improved public safety, increase access to jobs, and provide additional green space.

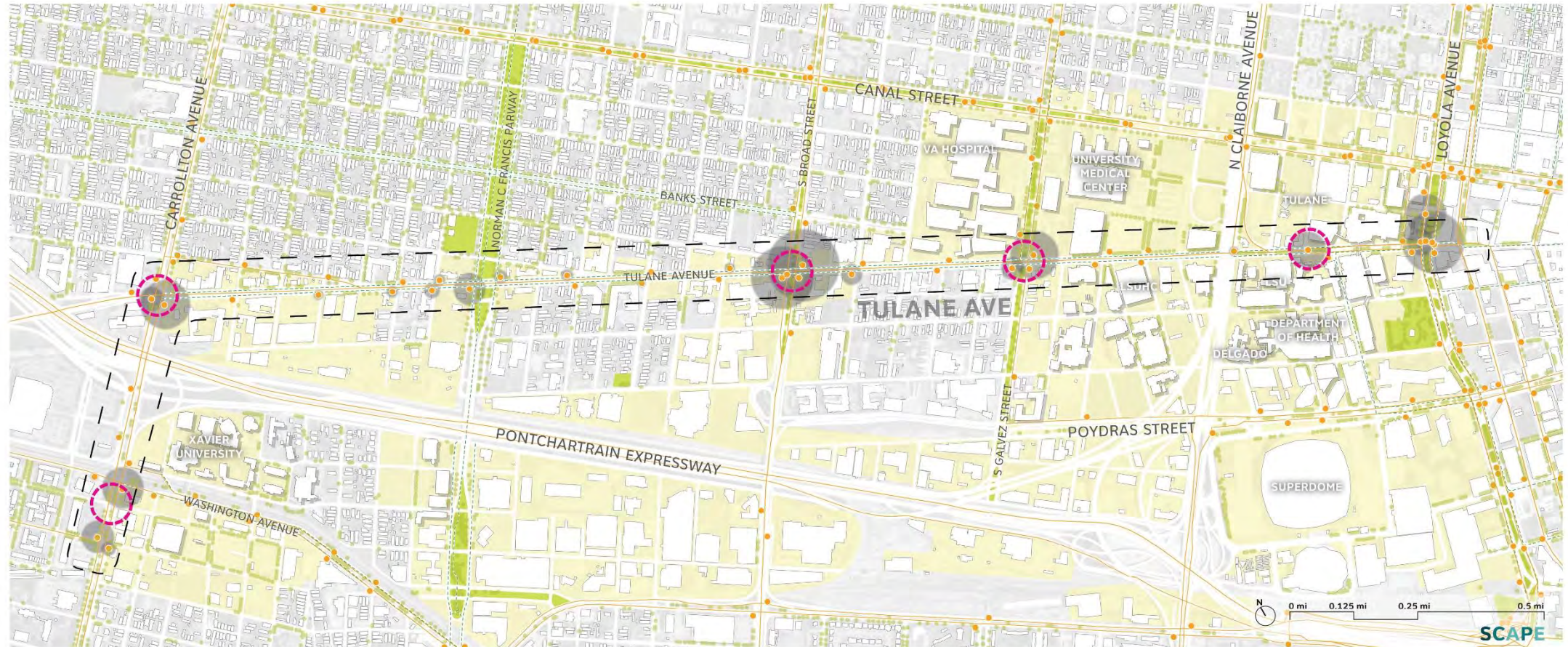
Tulane, Loyola, and Claiborne Avenues and Canal Street demonstrate logical corridors for residential and mixed-use development and benefit from transit.



There are limited connections across the Pontchartrain Expressway both for public transit or other. The highest ridership data is along Tulane, particularly downtown and at South Broad.

BUS SHELTERS

*Preliminary bus shelter placements informed by RTA ridership data and critical investment sites



LEGEND

- RTA stop
- RTA line
- Bike lane
- Proposed super stop

RIDERSHIP DATA*

- 10 or fewer daily boardings
- 20 daily boardings
- 105 daily boardings (max)

PROPOSED IMPROVEMENTS	COST (ESTIMATE)
New Bus Shelters and (5) "Super Stops" along Tulane Avenue BioDistrict Line from Hospitals, Medical Schools to Xavier University	\$2.2M



“Super Stops” with additional amenities



Unique Materiality

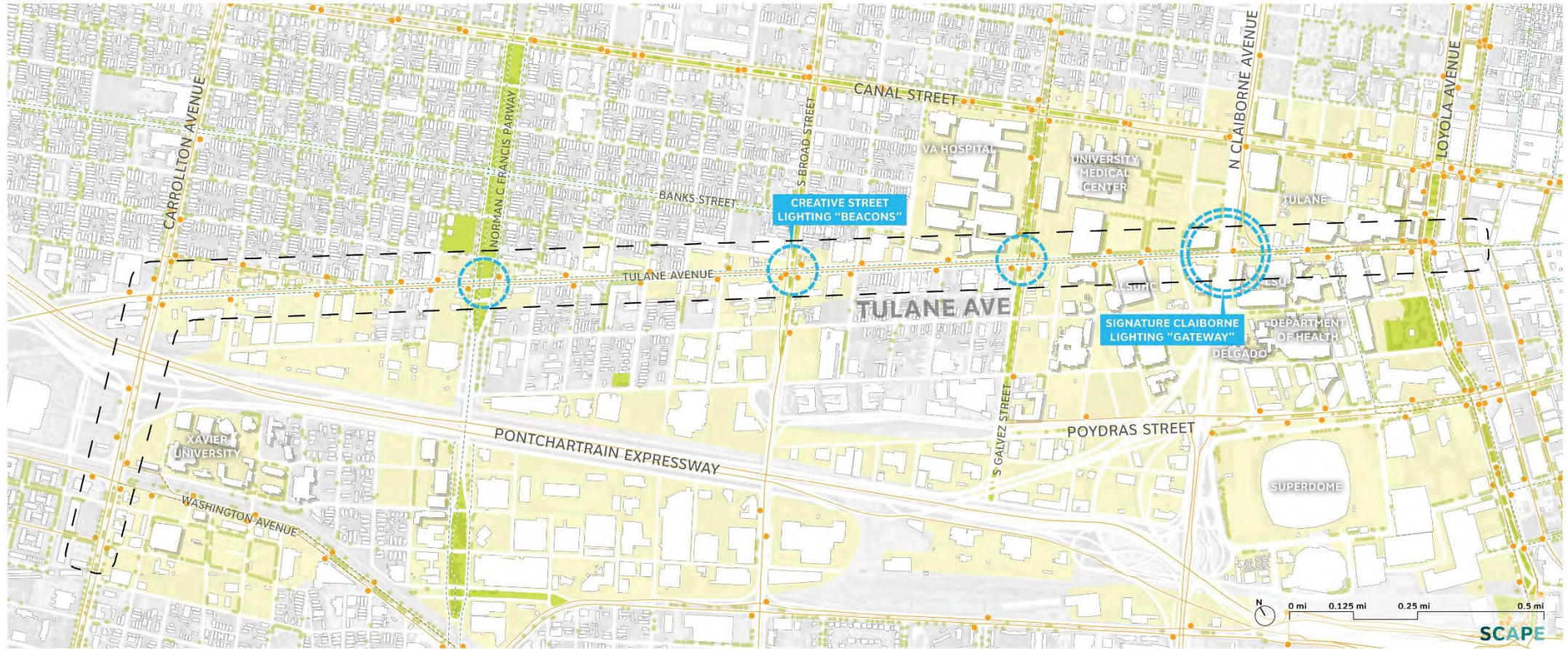


Safety / Activation Lighting



Locally-Specific Art and Icons

SAFETY/ACTIVATION LIGHTING



LEGEND

- RTA stop
- RTA line
- - - Bike lane
- Public green space
- BioDistrict extent
- Proposed lighting zone

PROPOSED IMPROVEMENTS	COST (ESTIMATE)
Safety Lighting at key Gateways: Lighting at Tulane Ave. Claiborne overpass; Beacon Lighting at Norman C. Francis Pkwy, N. Broad St and N. Galvez Street	\$1M



Safety Lighting for Underpass "Gateway"



Safety Lighting for Underpass "Gateway"

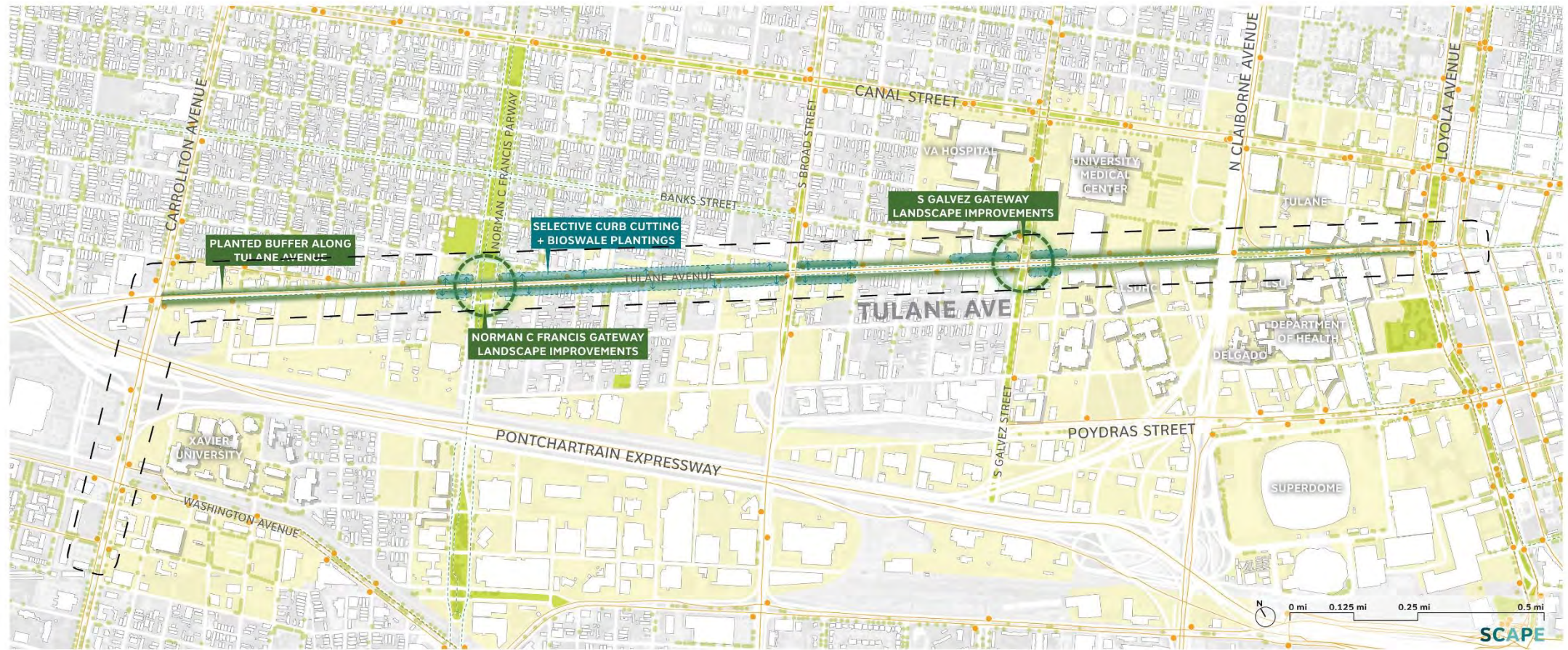


Sculptural Beacon Implements



District Branding

LANDSCAPE ENHANCEMENTS



LEGEND

- RTA stop
- RTA line
- Bike lane
- Public green space
- BioDistrict extent
- Streetscape planting
- Stormwater improvement
- Proposed landscape zone

PROPOSED IMPROVEMENTS	COST (ESTIMATE)
Park Improvements at Norman C. Francis Pkwy and N. Galvez St neutral grounds; Landscape Enhancements, including Green Infrastructure, along Tulane Ave.	\$2.7M



Pedestrian Pull-offs + Pocket Parks



Iconic Streetscape Design

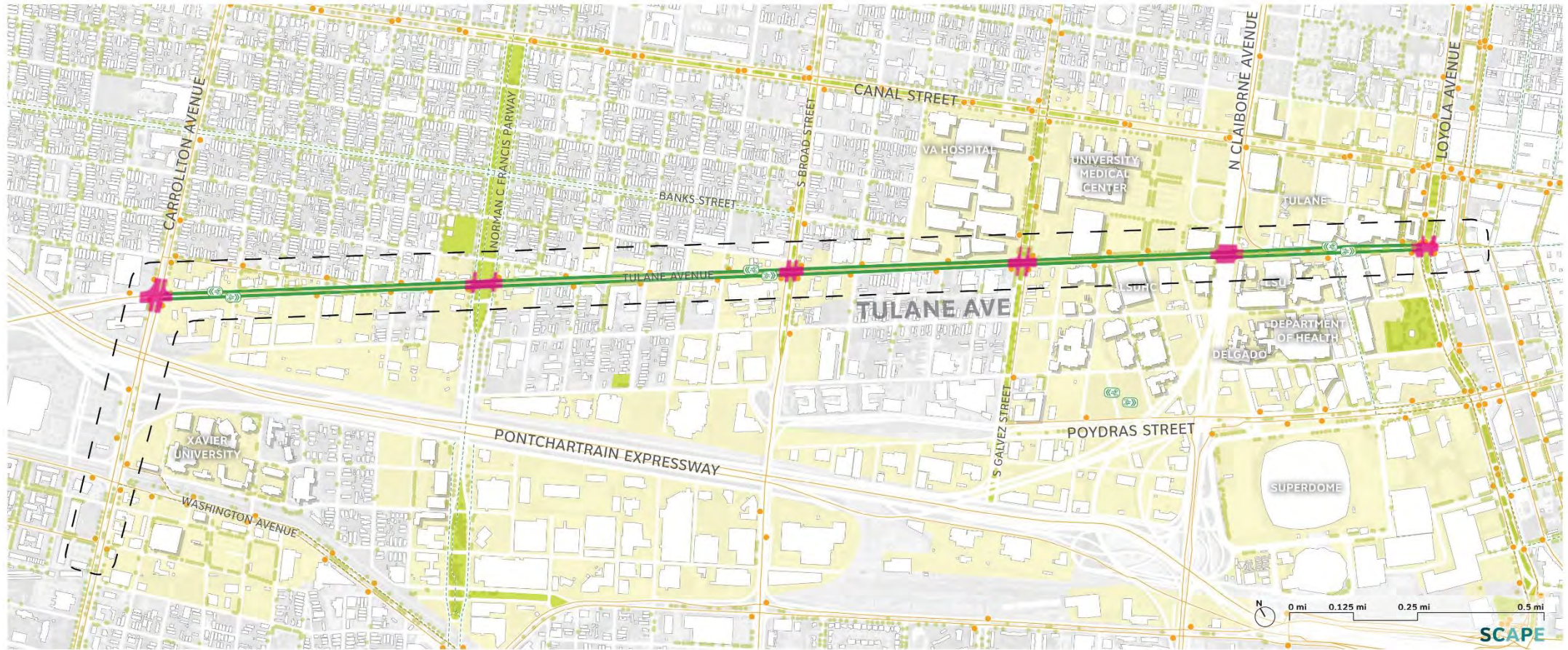


Planted Neutral Grounds + Swales



Regionally Specific Planting

TRAFFIC SAFETY



LEGEND

- RTA stop
- RTA line
- Bike lane
- Public green space
- BioDistrict extent
- ★ Proposed crosswalk
- Bike lane improvements

PROPOSED IMPROVEMENTS	COST (ESTIMATE)
Crosswalks at key intersections; Bike lane improvements including painting existing bike lanes and addition of physical lane delineators	\$750K



Cross Walk Murals



Thermoplastic Stencils

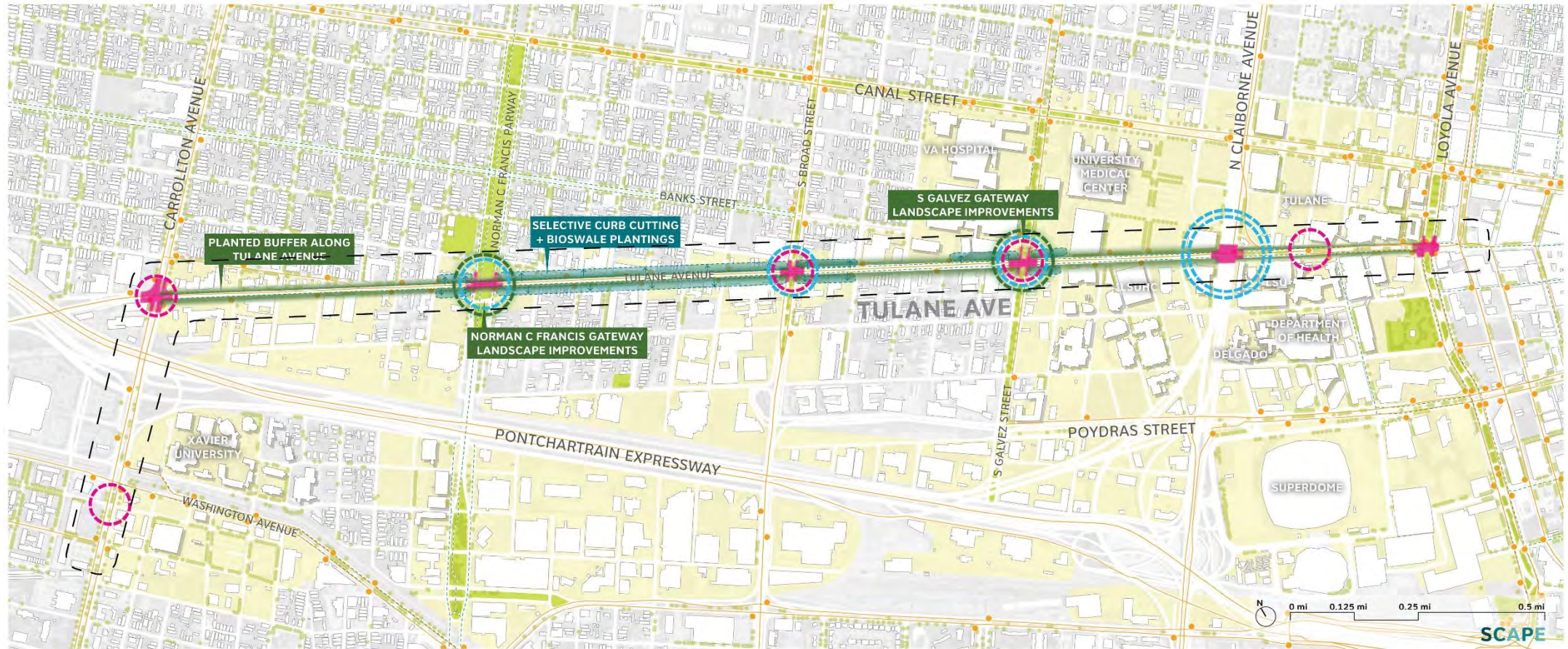


Painted + Protected Bike Lanes



Dedicated Signaling

TULANE AVENUE SYNTHESIS



The combined landscape, lighting, stormwater and safety enhancements improve public safety access along the BioDistrict's Tulane Avenue corridor and strengthen its potential for retail and other economic development activities.

LEGEND

- RTA stop
- RTA line
- Bike lane
- Public green space
- BioDistrict extent
- Streetscape planting
- Stormwater improvement
- Proposed crosswalk
- Proposed super stop
- Proposed landscape zone
- Proposed lighting zone

PROPOSED PUBLIC INFRASTRUCTURE INVESTMENTS

PROPOSED IMPROVEMENTS	COST (ESTIMATE)	GOAL ALIGNMENT
<p>BUS SHELTERS</p> <ul style="list-style-type: none"> • New Bus Shelters and (5) “Super Stops” along Tulane Avenue Health Line from Hospitals, Medical Schools to Xavier University 	<p>\$2.2M</p>	<p>SAFETY, FUNCTION, HEAT MITIGATION</p>
<p>LANDSCAPE ENHANCEMENTS</p> <ul style="list-style-type: none"> • Park Improvements at Norman C. Francis Pkwy and N. Galvez St. neutral grounds. • Landscape Enhancements, including Green Infrastructure along Tulane Ave. 	<p>\$2.7M</p>	<p>FUNCTION, HEAT MITIGATION, BEAUTIFICATION</p>
<p>SAFETY/ACTIVATION LIGHTING</p> <ul style="list-style-type: none"> • Safety Lighting at key Gateways: Lighting at Tulane Ave. Claiborne overpass; Beacon Lighting at Norman C. Francis Pkwy, N. Broad St and N. Galvez Street 	<p>\$1M</p>	<p>SAFETY, FUNCTION, BEAUTIFICATION</p>
<p>TRAFFIC SAFETY</p> <ul style="list-style-type: none"> • Crosswalks at key intersections. • Bike lane improvements including painting existing bike lanes and addition of delineators. 	<p>\$750K</p>	<p>SAFETY, FUNCTION</p>

NOTE: THESE PRIORITIES WERE ESTABLISHED BASED UPON PUBLIC ENGAGEMENT, SURVEYS, AND THROUGH CONSULTATION WITH PARTNERS SUCH AS THE REGIONAL TRANSIT AUTHORITY (RTA), DOWNTOWN DEVELOPMENT DISTRICT (DDD), AND OTHER STAKEHOLDERS. ESTIMATED BUDGET NUMBERS ARE AN APPROXIMATION BASED ON COMPARABLE IMPROVEMENT PROJECTS. THE ACTUAL COSTS ARE SUBJECT TO CHANGE AFTER PROJECT ELEMENTS HAVE BEEN DESIGNED, NEGOTIATED AND FINALIZED.

MAXIMUM AMOUNT UNDER STATE CEA, 2024-2028: \$6,672,366

2.2 Champion the redevelopment and activation of Duncan Plaza.

Pre-Startup Phase:

Startup Phase:

Interim operational staff should advance 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
- Enabling green infrastructure and publicizing Duncan Plaza's role in stormwater management to garner additional public support and private investment.
- 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, negatively impacting stormwater management and 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 create a gateway that establishes the district's identity and can play a critical role in stormwater management as outlined in Greater New Orleans Foundation's "Stormwater Opportunities: Spirit of Charity, Lafitte Greenway, and Armstrong Park" study.

BioDistrict Role:

Facilitator / Influencer

Investment:

\$\$

Key Partners:

City of New Orleans, Greater New Orleans Foundation, DDD, Tulane

Community Benefits:

Improvements to Duncan Plaza create an enhanced, connected gathering space. Proposed green infrastructure is critical in mitigating flooding and urban heat island effects.



Renderings of Duncan Plaza Redevelopment, Source: *Duncan Park Partnership Proposal*, Sept 2021

2.3 Champion the Claiborne Corridor Cultural Innovation District master plan and coordinate to extend placemaking strategies further south into the BioDistrict.

Pre-Startup & Startup Phase:

Continue to facilitate discussions with Ujamaa Economic Development Corporation (EDC), the Claiborne Corridor Cultural Innovation District (CID), the DDD, and the community to support the implementation of the Claiborne Corridor Cultural Innovation District's Master Plan.

Stabilization Phase:

Work with the DDD, Ujamaa EDC, the Claiborne Corridor Cultural Innovation District and the City Planning Commission to advance lighting, public safety, and beautification efforts south along Claiborne Avenue from Cleveland Avenue (where the CID ends) to Tulane Avenue.

Partner with Ujamaa EDC and Claiborne Corridor Cultural Innovation District to develop complimentary programming to drive further activation.

Long-Term Phase:

Advocate and champion future opportunities for federal funding to implement the Claiborne Corridor Cultural Innovation District Master Plan. Continue to explore opportunities to carry improvements further south along Claiborne and to engage in joint-programming with Ujamaa EDC and the CID.

Why is this important?

Prior to the development of the I-10 elevated freeway, the Claiborne Corridor was an economic engine for black-owned businesses and a cultural and community asset for black families. The construction of the freeway, along with redlining and urban renewal policies, disrupted the once thriving community, physically dividing neighborhoods and creating public safety and environmental challenges. The Claiborne Corridor Cultural Innovation District is a community-led initiative to create a safe, vibrant public market under the freeway that reconnects the community and advances economic and environmental equity.

BioDistrict Role:

Champion and Partner

Investment:

\$\$

Key Partners:

Ujamaa EDC, Claiborne Corridor Cultural Innovation District, City of New Orleans, City Planning Commission, DDD

Community Benefits:

Improving connectivity, addressing public safety and environmental needs, and creating new public space



Renderings of Claiborne Cultural Innovation District, Source: Design Advisory Commission Presentation, December 2021

2.4 Seize economic development opportunities

Pre-Startup & Startup Phase:

Convene district partners and facilitate investments in placemaking and activation throughout the district to support business and economic development as strategic opportunities arise. For example, directing investments in placemaking and activation to capitalize on large events, such as Super Bowl LIX in 2025, which will draw global attention to the City and provide significant opportunities for business development.

Stabilization & Long-term Phase:

Continue to convene district partners around strategic opportunities as they arise. Retain flexibility and nimbleness to fully leverage strategic opportunities to advance district placemaking, activation, business and economic development goals.

Why is this important?

While the strategic plan offers recommendations for intentional placemaking, activation, business and economic development strategies, it is also important for the district to remain flexible and agile to take advantage of strategic opportunities as they arise that could accelerate district goals and provide economic benefit to the district and neighboring communities.

BioDistrict Role:

Convener, Facilitator, and Partner

Investment:

\$

Key Partners:

City of New Orleans, City Planning Commission, DDD, anchor institutions, and neighboring community organizations

Community Benefits:

Flexibility to align investments to seize economic development opportunities provides dual benefits to the community by accelerating placemaking that will provide benefits to public infrastructure, safety, and beautification and by generating additional business development that will provide jobs and economic opportunities for residents and small businesses in the district and neighboring communities.

2.5 Invest in strategic placemaking and activation opportunities

Pre-Startup & Startup Phase:

Convene district partners and facilitate investments in placemaking and activation throughout the district as new needs and strategic opportunities arise that accelerate district goals in alignment with the vision and the spirit of this strategic planning document.

Stabilization & Long-term Phase:

Continue to convene district partners around new needs and strategic opportunities as they present themselves. Retain flexibility and nimbleness to fully leverage strategic opportunities and allow for rapid response to new needs that advance district placemaking and activation goals.

Why is this important?

While the strategic plan offers recommendations for intentional placemaking in support of existing needs and development initiatives, such as Tulane Avenue improvements or support of Duncan Plaza's redevelopment and activation, it is also important for the district to remain flexible to take action as new placemaking and/or activation needs or strategic opportunities present themselves.

BioDistrict Role:

Convener, Facilitator, and Partner

Investment:

\$

Key Partners:

City of New Orleans, City Planning Commission, DDD, anchor institutions, and neighboring community organizations

Community Benefits:

Allowing flexibility to invest in and implement placemaking and activation strategies as new needs are identified, or strategic opportunities are presented, ensures that the district can take swift action to provide needed improvements into the future that will create vibrant, safe, welcoming public spaces.

2.6 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 early in its placemaking efforts to confirm the approval and regulatory process for future master planning efforts and plans. This may require establishing a formal regulatory mechanism, such as an overlay district, that allows for enforcement and implementation of design guidelines in alignment with district development goals and objectives.

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:

Processes should be revisited and assessed to ensure they are meeting district and community needs and refined as needed to further streamline efforts, foster community engagement, and improve transparency.

Why is this important?

The BioDistrict should confirm a formal mechanism and process with the City's planning commission to develop and implement future master planning efforts and district-level design guidelines to ensure an effective, efficient, and transparent process.

BioDistrict Role:

Partner

Investment:

\$

Key Partners:

City of New Orleans, City Planning Commission, DDD, neighboring community organizations

Community Benefits:

District-level planning will provide guidance for development that aligns with broader community goals and needs. Formalizing a transparent process with the City will ensure that future planning and development includes community voice.

2.7 Execute a district-wide branding strategy.

Pre-Startup & 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.
- 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.

2.8 Develop district-wide design guidelines to guide future development.

Pre-Startup & 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.).
- 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, City Planning Commission, Broad Community Connections, Ujamaa EDC, and neighborhood organizations

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.

2.9 Execute Public Realm, Transportation, Resiliency, Safety, and Arts & Culture 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:

Startup Phase: *Draft and issue RFPs.*

Operational staff review RFP responses and recommend chosen firms 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 plans, operational staff work with public and private development partners to implement.*

Long-Term Phase: *The BioDistrict conducts periodic review and refinement of the plans to ensure they meet the 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.

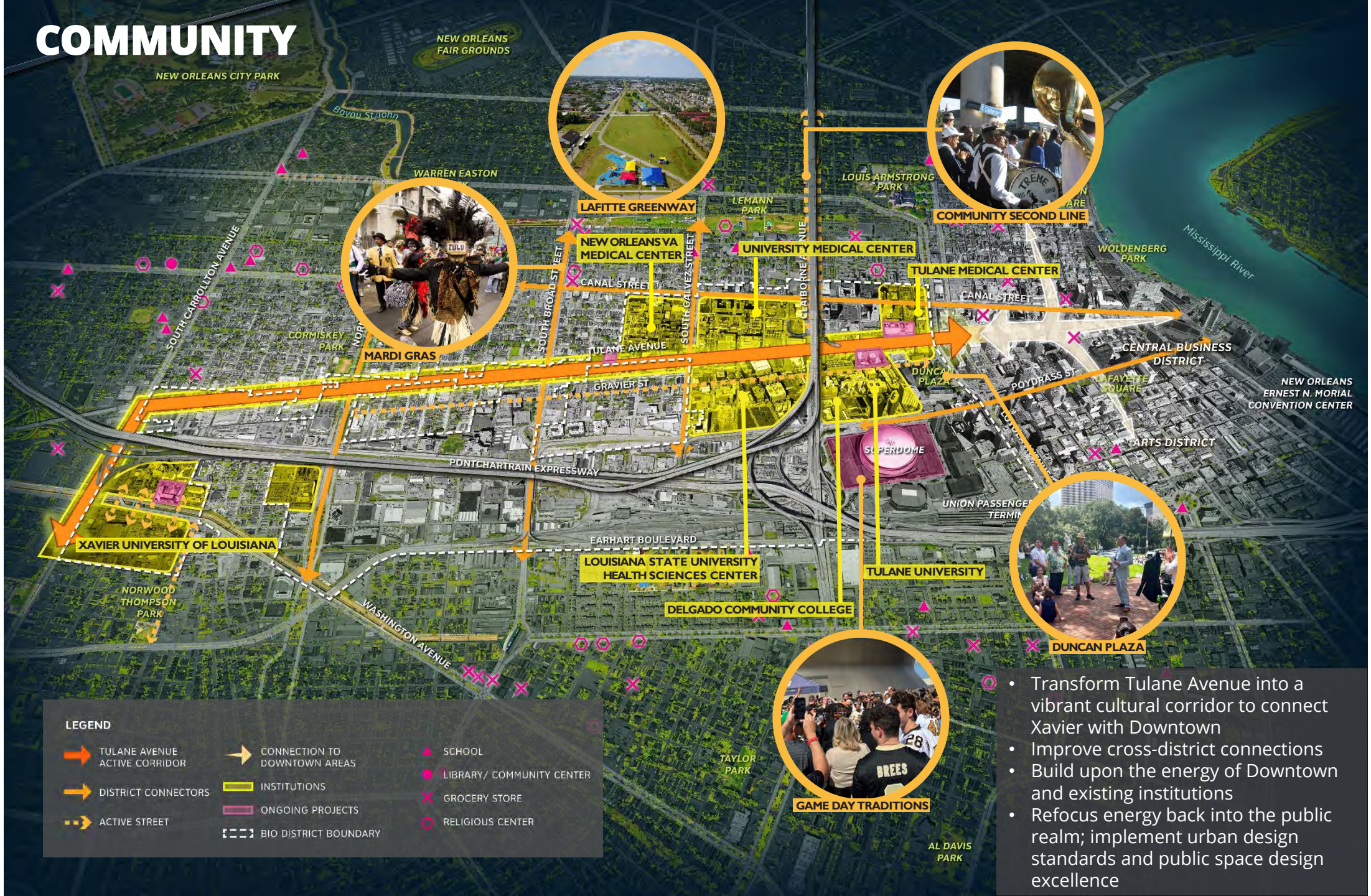
Resiliency and Emergency Preparedness Plan

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

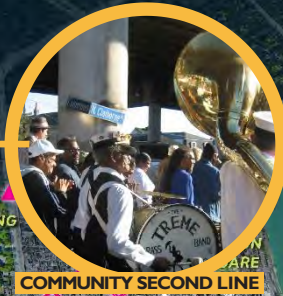
An arts & culture plan will respect and celebrate the existing character of surrounding neighborhoods, attract businesses and talent through a unique urban identity, and cultivate vibrant public spaces.

COMMUNITY



LEGEND

-  TULANE AVENUE ACTIVE CORRIDOR
-  DISTRICT CONNECTORS
-  ACTIVE STREET
-  CONNECTION TO DOWNTOWN AREAS
-  INSTITUTIONS
-  BIO DISTRICT BOUNDARY
-  SCHOOL
-  LIBRARY/ COMMUNITY CENTER
-  ONGOING PROJECTS
-  GROCERY STORE
-  RELIGIOUS CENTER



COMMUNITY SECOND LINE



MARDI GRAS



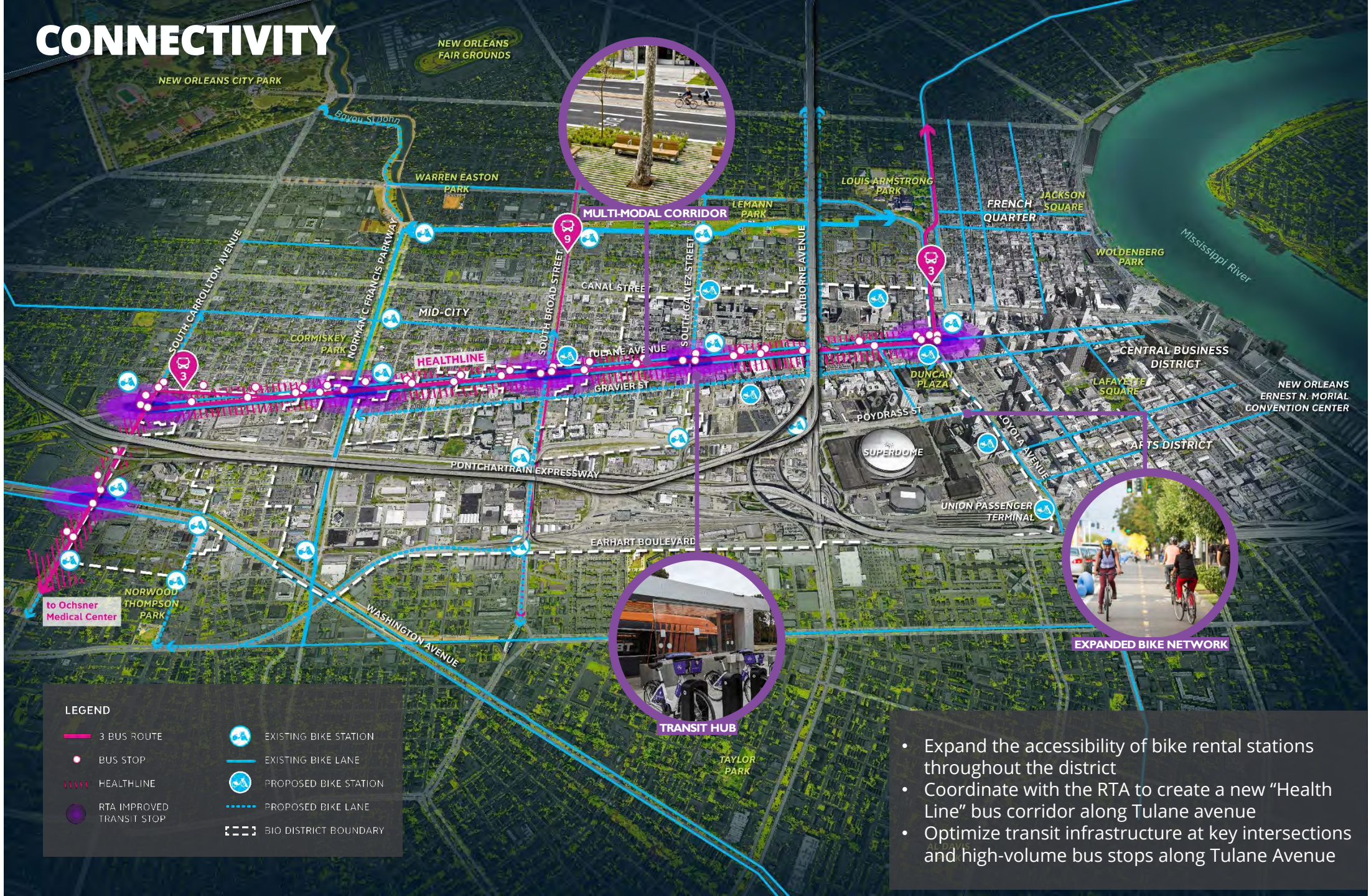
GAME DAY TRADITIONS



DUNCAN PLAZA

- Transform Tulane Avenue into a vibrant cultural corridor to connect Xavier with Downtown
- Improve cross-district connections
- Build upon the energy of Downtown and existing institutions
- Refocus energy back into the public realm; implement urban design standards and public space design excellence

CONNECTIVITY

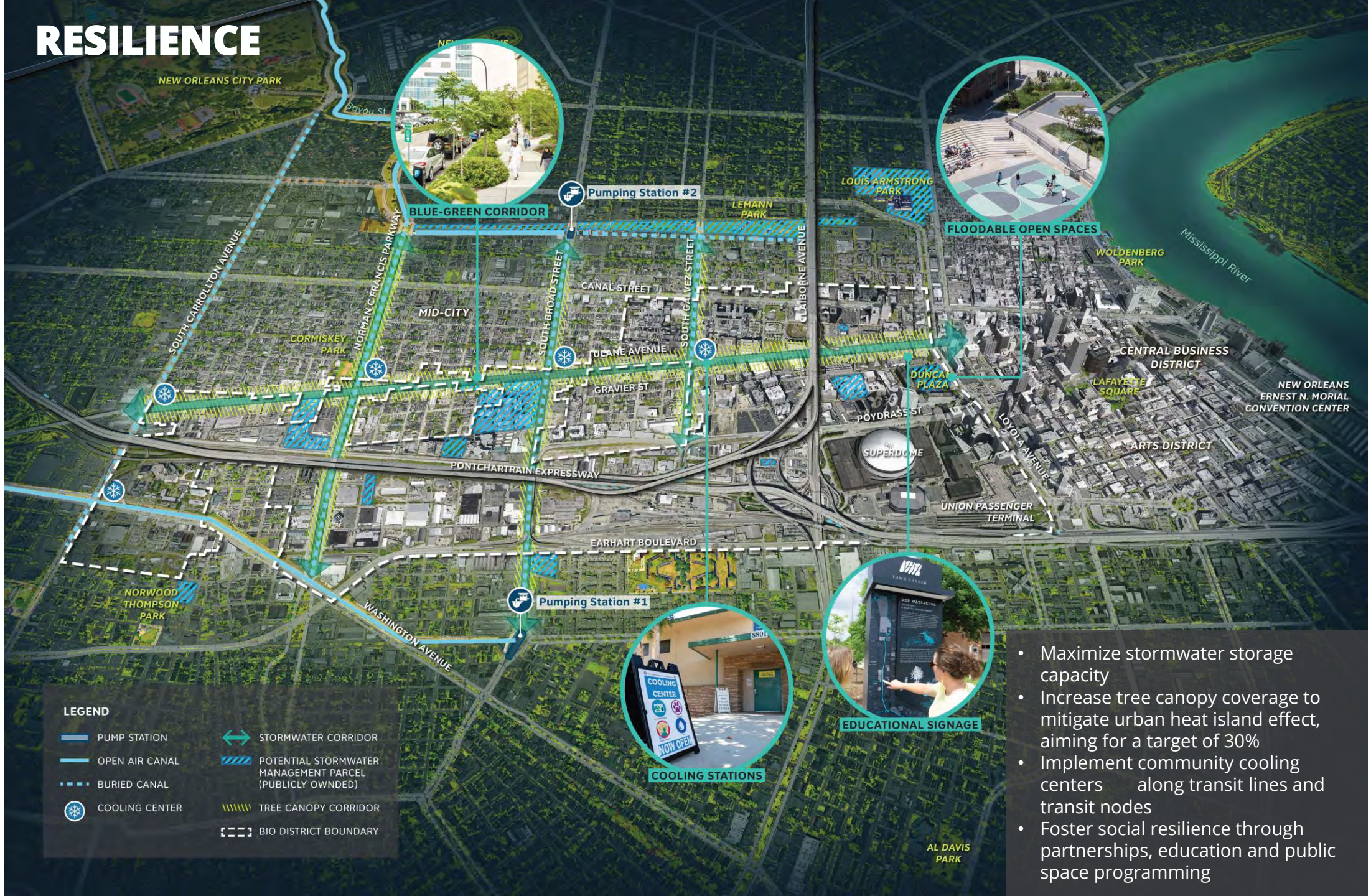


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







	3 BUS ROUTE		EXISTING BIKE STATION
	BUS STOP		EXISTING BIKE LANE
	HEALTHLINE		PROPOSED BIKE STATION
	RTA IMPROVED TRANSIT STOP		PROPOSED BIKE LANE
	BIO DISTRICT BOUNDARY		

- Expand the accessibility of bike rental stations throughout the district
- Coordinate with the RTA to create a new "Health Line" bus corridor along Tulane Avenue
- Optimize transit infrastructure at key intersections and high-volume bus stops along Tulane Avenue

RESILIENCE



LEGEND

-  PUMP STATION
-  OPEN AIR CANAL
-  BURIED CANAL
-  COOLING CENTER
-  STORMWATER CORRIDOR
-  POTENTIAL STORMWATER MANAGEMENT PARCEL (PUBLICLY OWNED)
-  TREE CANOPY CORRIDOR
-  BIO DISTRICT BOUNDARY

- Maximize stormwater storage capacity
- Increase tree canopy coverage to mitigate urban heat island effect, aiming for a target of 30%
- Implement community cooling centers along transit lines and transit nodes
- Foster social resilience through partnerships, education and public space programming

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 research network.

Pre-Startup & Startup Phase:

With the BioDistrict serving as a neutral convener and facilitator, formalize an anchor institution network within the district that convenes the district's research institutions and health systems, including Xavier University of Louisiana (XULA), Tulane University, LSU Health. LCMC Health, Ochsner Health, LCRC, UMC, the New Orleans VA Medical Center to align on a district-wide research strategy that would also advance institutional interests and priorities.

Stabilization Phase:

Work with the anchor institution network to clearly articulate district-wide research strategy, goals, and metrics for success. Initial activities of the network might include understanding institutional research priorities, detailed asset mapping, identifying grant funding opportunities to pursue multi-institutional research projects, creating an online portal to connect researchers to opportunities, and more.

Long-Term Phase:

Expand the network to include regional partners, such as Delgado Community College (Delgado), University of New Orleans (UNO), Southern University at New Orleans (SUNO), Dillard University (Dillard), University of Holy Cross (Holy Cross), Loyola University New Orleans, 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 to campus growth and development, expanded research and academic programs, and in support of broader community development initiatives. The BioDistrict can assist in formalizing an anchor institution network to align on research strategy and identify multi-institutional opportunities that advance district and institutional goals.

BioDistrict Role:

Convener, Facilitator, and Partner.

Investment:

\$

Key Partners:

Xavier University of Louisiana (XULA), Tulane University (Tulane), LSU Health, Delgado Community College (Delgado), Loyola University New Orleans, Ochsner Health (Ochsner), LCMC Health (LCMC), Louisiana Cancer Research Center (LCRC), University Medical Center (UMC), New Orleans VA Medical Center

Community Benefits:

A district research strategy will provide new job opportunities to support new research projects and has the potential to boost community-serving programs for greater impact.

3.2 Champion NCI designation and NeuroNOLA to support growth in these programmatic focus areas.

Pre-startup & Startup Phase:

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

Support the mission of NeuroNOLA and work with GNO, Inc. and partner institutions to champion the growth of the neurosciences industry in Greater New Orleans.

Stabilization Phase:

The BioDistrict can support institutional efforts by partnering to convene additional institutions leading advancements in cancer research, neurological research, and clinical care to create a strategy for world-class cancer and neurological care in the City of New Orleans and open new pathways for economic opportunity. The BioDistrict should also leverage its role as an economic development district to champion state 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 Health, Tulane, XULA, 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.

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

Pre-Startup Phase & Startup Phase:

Work with community and small business organizations to evaluate technical assistance, business development, and support needs of small businesses and entrepreneurs. Convene institutions to draft an MOU articulating district-wide SLDBE procurement goals.

Stabilization Phase:

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

- Provide, partner, or source direct gap funding to expand existing programs.
- 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
- 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:

XULA, Tulane, LSU Health, Delgado, Ochsner, LCMC, LCRC, UMC, New Orleans VA Medical Center, DDD, City of New Orleans Office of Supplier Diversity, New Orleans Regional Black Chamber of Commerce (NORBCC), GNO, Inc., NOLABA,

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.

3.4 Provide funding opportunities for entrepreneurs and researchers.

Pre-Startup & Startup Phase: Propose a budget request aligned with the district business plan to the city and state for allocation of TIF resources to provide matching funds for recipients of SBIR and STTR grants and 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. Engage working groups in the task of assessing additional 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.

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:

XULA, Tulane, LSU Health, Delgado, Dillard, Holy Cross, Ochsner, LCMC, LCRC, UMC, New Orleans VA Medical Center, NOBIC, GNO, Inc., NeuroNOLA, Tulane University Innovation Institute, the Idea Village, Propeller, TechPlug, New Orleans Startup Fund, Black Tech NOLA, Launch NOLA, and industry partners

Community Benefits:

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

3.5 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 in 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 federal funding opportunities (e.g., Build Back Better Regional Challenge, Tech Hub proposals, etc.), 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, Ochsner Health, LCMC, LCRC, UMC, New Orleans VA Medical Center, NOBIC, Greater New Orleans Foundation

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. Programming might include workforce recruitment and training for residents, support for local entrepreneurs, and community wellness programming.

3.6 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, neighborhood and business associations, 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.

3.7 Serve as a workforce development convener.

Pre-Startup Phase:

Startup Phase:

Support the Greater New Orleans Foundation in the development of the industry sector partnership to convene anchor institutions, economic and workforce development organizations, and industry partners within healthcare to collaborate towards an enhanced workforce development approach that improves job outcomes for local residents and workers.

Stabilization Phase:

BioDistrict to fund a district-wide audit of existing and planned wraparound and support services (access to childcare, transportation vouchers, “pay to learn” programs, etc.) to enable more New Orleanians to pursue education and career pathways in biosciences and healthcare professions. The district should engage the ecosystem & economic and community advisory working groups to understand gaps in support services offered and 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:

XULA, Tulane, LSU Health, Delgado, Dillard, Holy Cross, Ochsner, LCMC, LCRC, UMC, New Orleans VA Medical Center, STEM NOLA, New Orleans Charter Science and Mathematics High School (Sci High), YouthForce NOLA, NOCC, GNO, Inc., Greater New Orleans Foundation, 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.

3.8 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:

GNO, Inc., NOLABA, DDD, Louisiana Economic Development, XULA, Tulane, LSU Health, Delgado, Ochsner, LCMC, LCRC, UMC, New Orleans VA Medical Center, industry and economic development partners,

Community Benefits:

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

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.

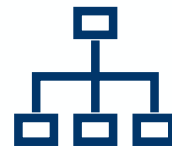
Why is governance vital in the startup phase?

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 (NOLABA)

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.)

Ecosystem & Economic Development

(e.g. City of New Orleans, NOLABA, GNO Inc., LCRC, NOBIC, TechPlug, Obatala, AxoSim, etc.)

Education & Workforce

(e.g., LSU, Tulane, XULA, Delgado, Dillard, Holy Cross, UNO, Ochsner, LCMC, New Orleans VA Medical Center, Greater New Orleans Foundation, etc.)

Design & Placemaking

(e.g., City of New Orleans, DDD, Greater New Orleans Foundation, RTA, neighborhood, cultural, and business associations, etc.)

Governance Strategies for Startup Phase

First 100 days:

- Adopt Strategic Plan
- 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 NOLABA)
- Extend CEA with NOLABA to continue to support operations for the first 12 – 18 months
- 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 support 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

100 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

BioDistrict Board

Advise interim staff on strategic direction and approving formal processes.

Operating Entity

Initially supported by NOLABA

Responsible for retaining interim operational staff and supporting day-to-day operations in the immediate term.

Interim Operational Support

Third-party consultants or embedded support team

Lead strategic plan implementation and development of foundational internal infrastructure to transition to a permanent team.

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

Community Engagement
Focus on relationship building with the surrounding communities and advising on community benefits and programming.

Ecosystem & Economic Development
Focus on aligning the BioDistrict's strategic efforts with the needs of the burgeoning biosciences ecosystem, providing support for companies throughout the life cycle, meeting future industry needs, attracting new companies, and increasing overall economic competitiveness.

Education & Workforce
Focus on aligning the BioDistrict's strategic efforts with development and academic program plans for institutions across the district. Identify opportunities to enhance and expand education and workforce development initiatives and training to strengthen the talent pipeline and provide economic opportunities for all.

Design & Placemaking
Focus on advising the BioDistrict on design, placemaking and infrastructure related initiatives, advocating for BioDistrict capital projects and aligning with other infrastructure and placemaking plans nearby the district.

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

Key Operational Next Steps

First 100 Days:

1. Adopt Strategic Plan
2. Install interim operating entity for first 12-18 months
3. Extend CEA with NOLABA to continue support operations for the first 12-18 months
4. Confirm interim operational needs, filling some roles with third-party consultants initially where needed
5. Secure legal counsel, communications and public affairs support
6. Begin creating business plan
7. Adopt decision-making and approvals processes to facilitate strategic plan implementation
8. Begin to develop operational and capital budgets
9. Adopt business plan
10. Investigate regulatory frameworks needed to allow BioDistrict to engage in master planning



6

Appendix

Neighborhood & Population Context

A Confluence of Neighborhoods at the Edge of Downtown

Mid-City

Tremé-Lafitte

Southport

Gert Town

BioDistrict Boundary

Tulane-Gravier

Vieux Carre

B.W. Cooper

New Orleans

Central City

Algiers

Downtown

Throughout the analysis that follows, regional trends are paired with local data and observations to assess the unique positioning of the BioDistrict within the greater regional context of the City and Parish, and to better understand the people and communities that meet within the district's boundaries.

Roughly 46,000 New Orleanians live in neighborhoods touching the BioDistrict, 12% of the city's population. Most neighborhoods have grown faster than the city and MSA over the last decade, driven in part by new multifamily development and general post-Katrina recovery.

City & MSA Population, 2022

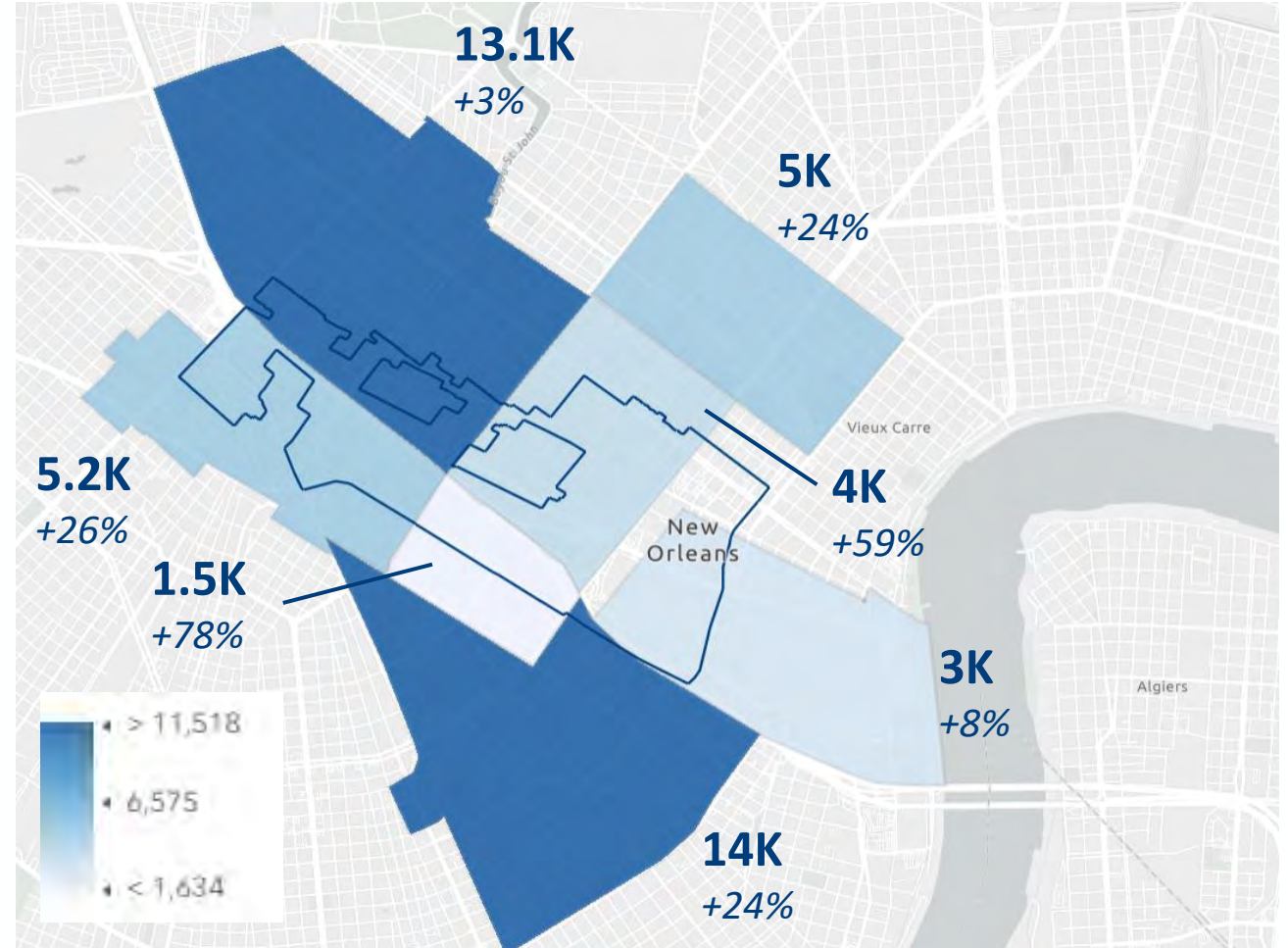
389K

City of New Orleans Population
(+19% Since 2011)

1.26M

MSA Population
(+11% Since 2011)

Neighborhood Population, 2022



There is a wide income gap across neighborhoods, with communities south of the Pontchartrain Expressway and along Claiborne under the citywide median income and Mid-City and Downtown above the median.

City & MSA Median Household Income, 2022

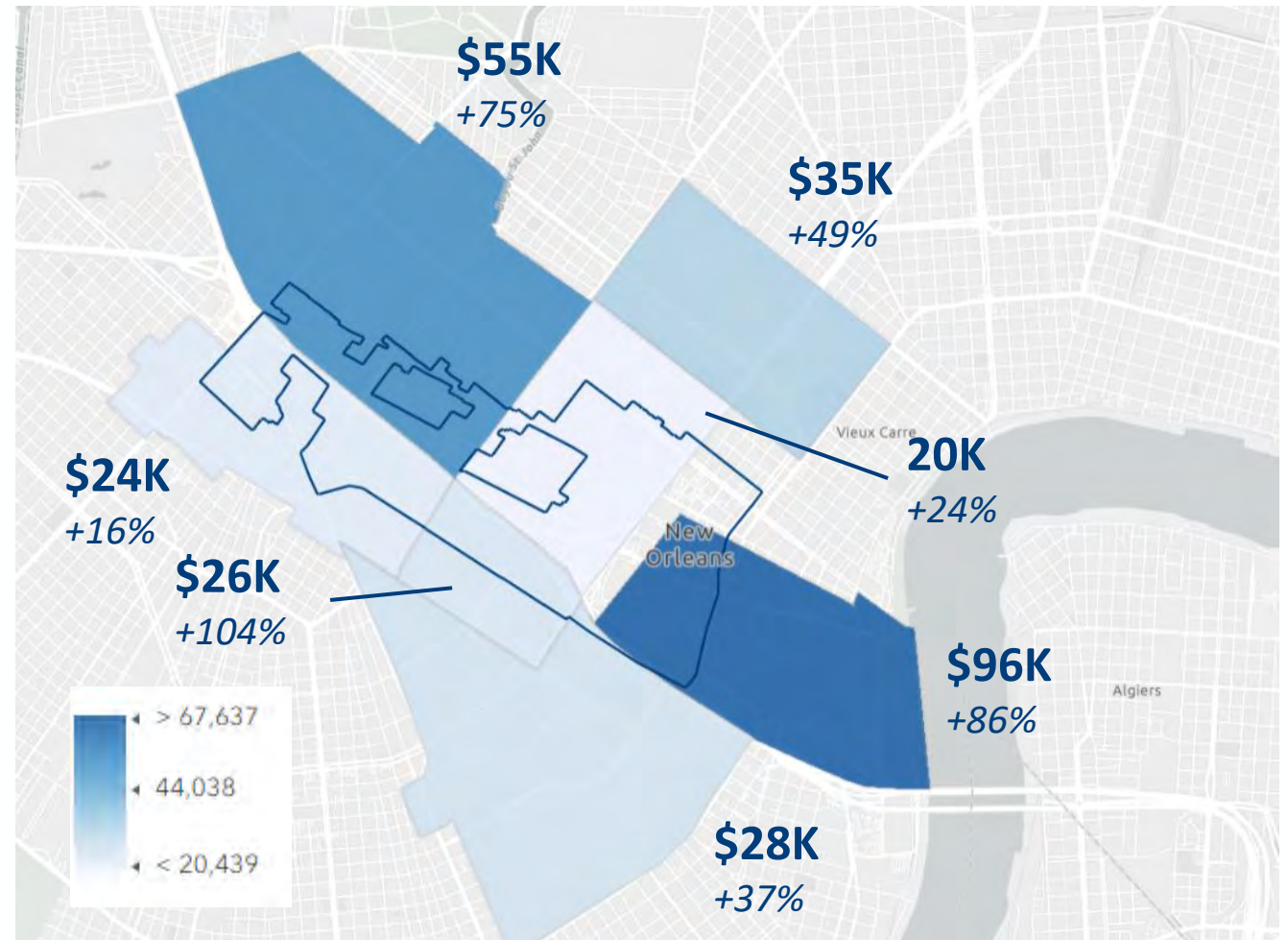
\$46K

City of New Orleans Median Household Income

\$57K

MSA Median Household Income

Neighborhood Median Household Income, 2022



Unemployment is particularly high in the Tremé-Lafitte, Gert Town, and B.W. Cooper neighborhoods, despite their proximity to job centers in BioDistrict and Downtown.

City & MSA Unemployment, 2022

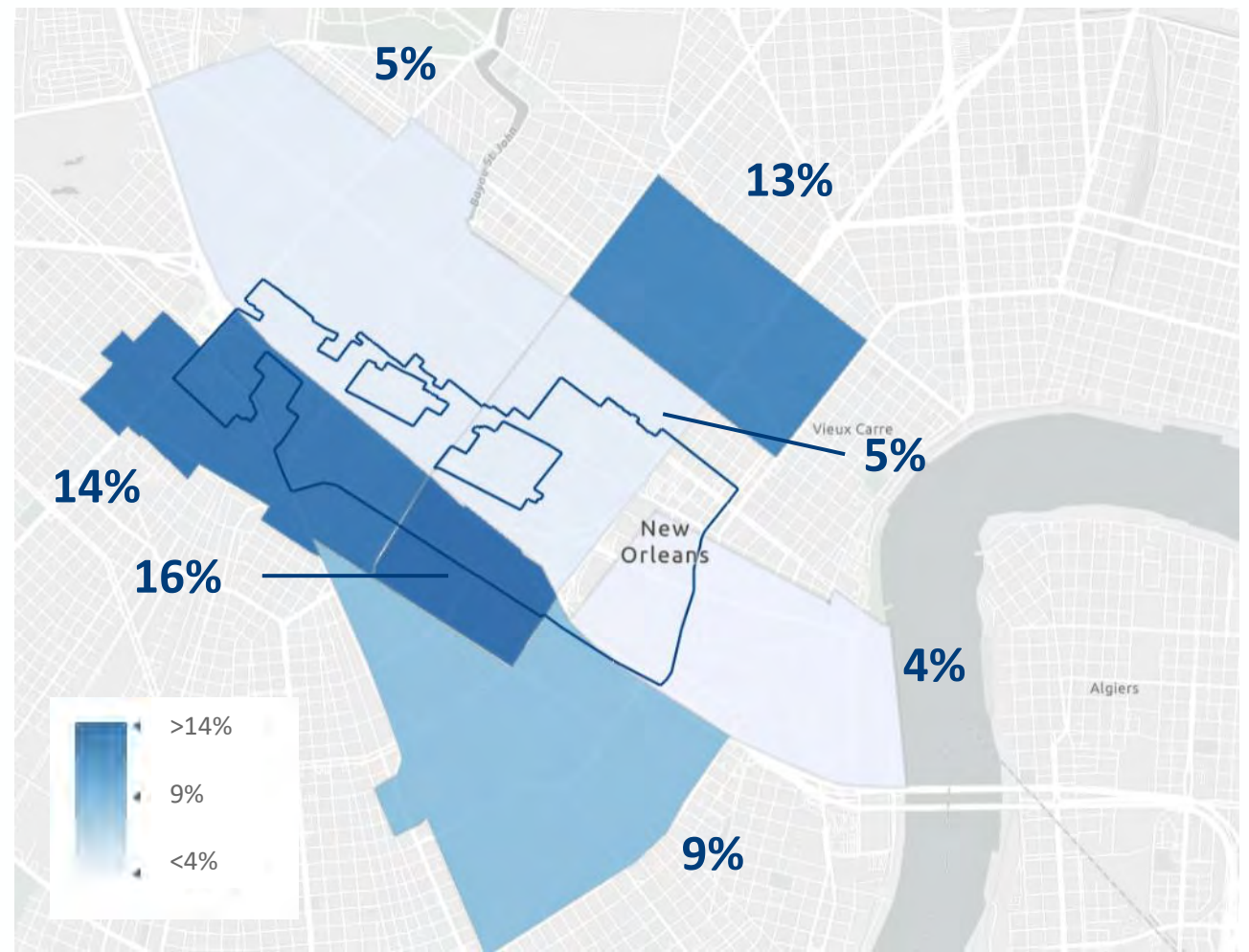
8%

City of New Orleans Unemployment Rate

7%

MSA Unemployment Rate

Neighborhood Unemployment, 2022



Source: Social Explorer, 2022.

There are stark disparities in educational attainment in neighborhoods surrounding the BioDistrict, with residents lacking a bachelor's degree less likely to access high-paying jobs in the area.

City & MSA Educational Attainment, 2022

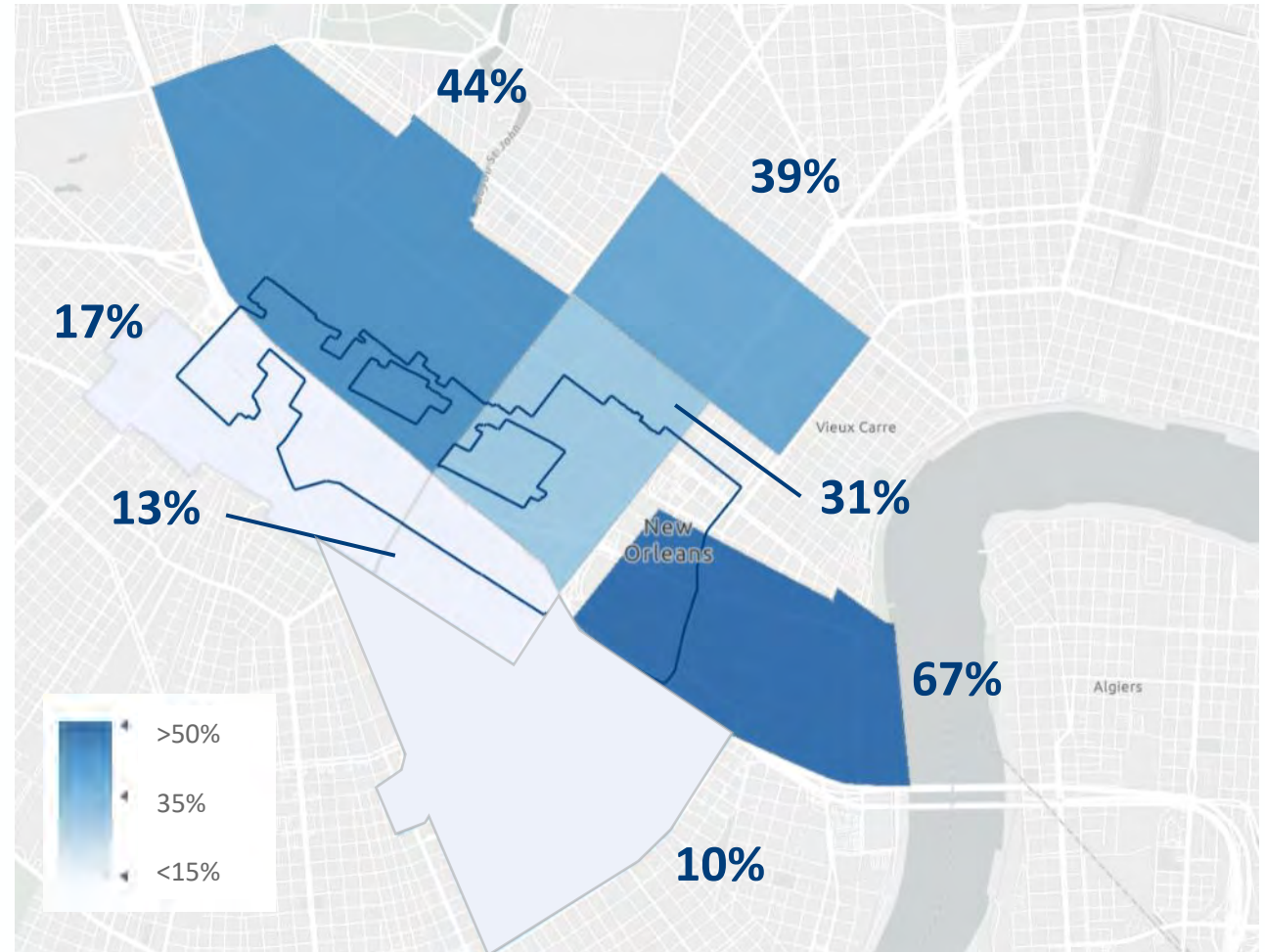
19%

City of New Orleans Population with Bachelor's Degree or More

19%

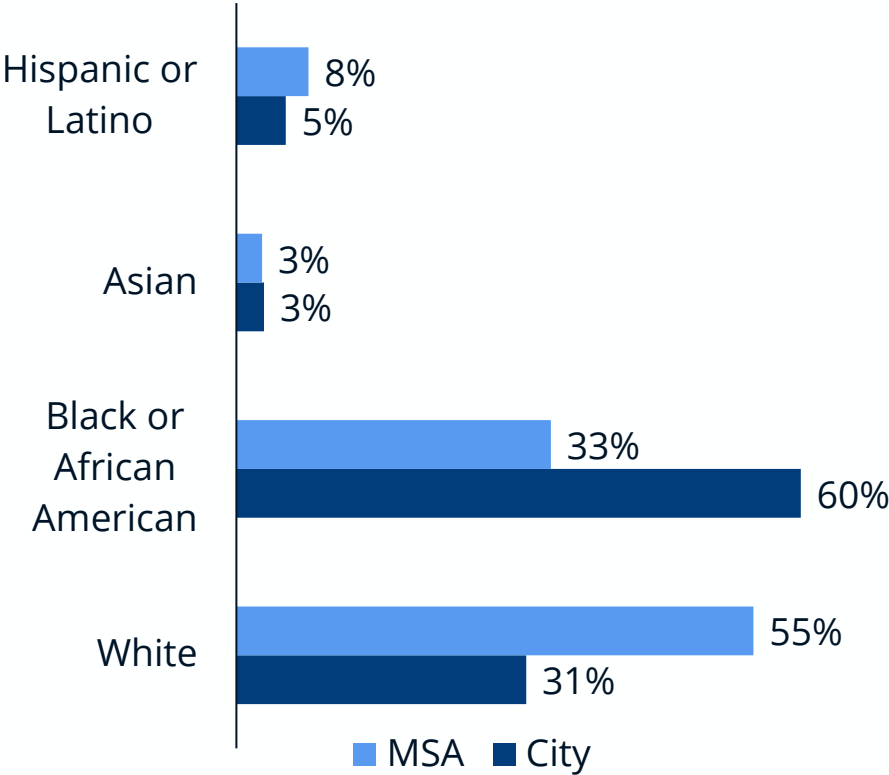
MSA Population with Bachelor's Degree or More

Educational Attainment, % Bachelors+, 2022

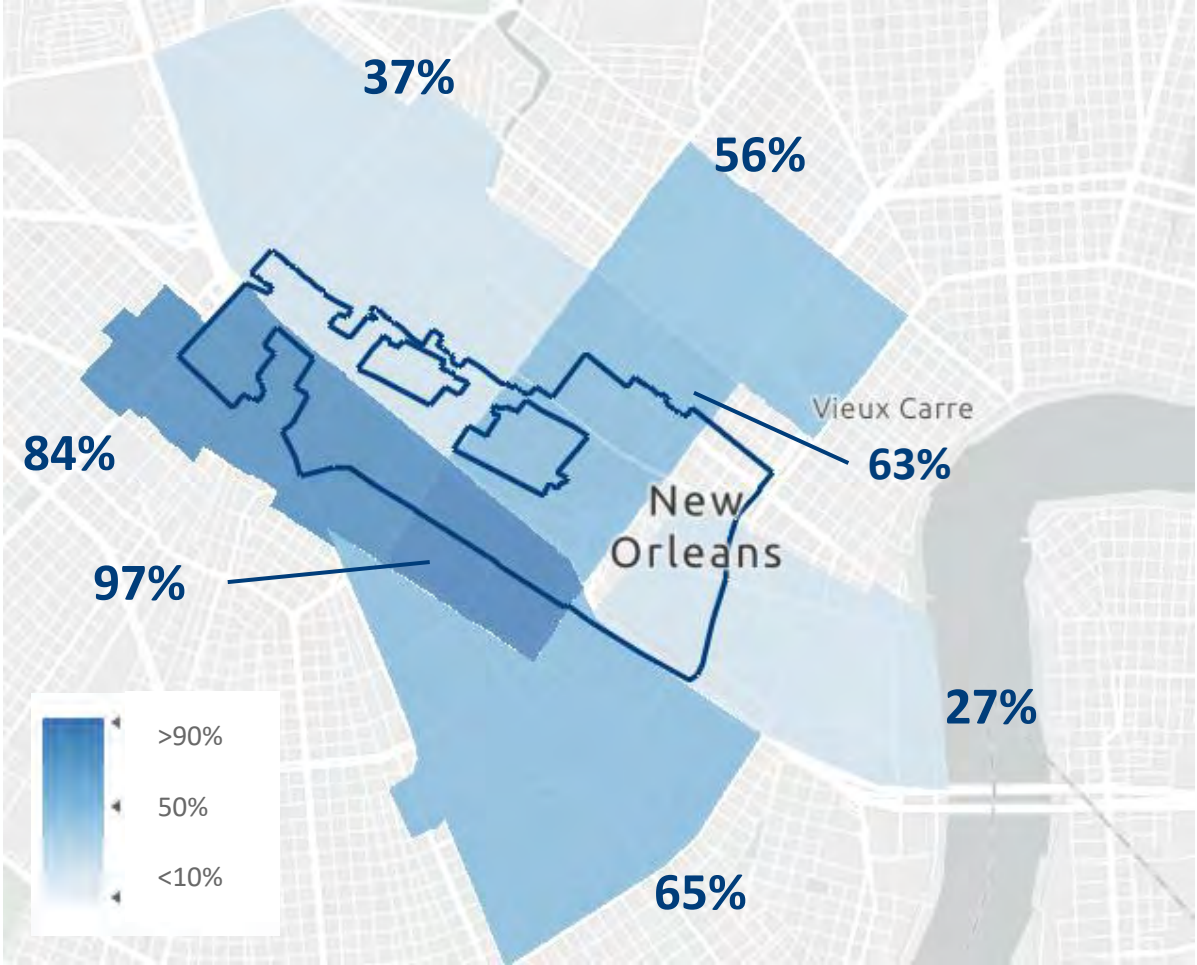


Surrounding neighborhoods have a strong history and legacy of Black households and residents living in the area.

City & MSA Race & Ethnicity, 2022



Neighborhood Black Population, 2022



Source: Social Explorer, 2022.

Initial Insights

The BioDistrict has the potential to serve as a “Neutral Ground” where communities converge.

The district sits at the intersection of seven neighborhoods, each with its own **distinct history, identity, culture, and community**. A challenge, but also a significant opportunity for the BioDistrict, lies in **developing an identity that is authentic, recognizable, accessible, vibrant and welcoming**, that draws these communities together by offering value for residents, institutions, and industry partners alike.

The BioDistrict has a critical role to play in narrowing economic disparities across neighborhoods and supporting economic and community development especially for Black New Orleanians.

Disparities in economic and educational outcomes existed pre-Katrina but have widened post-Katrina, validating concerns shared by neighboring communities that development post-Katrina contributed to the **persistence and deepening of inequitable economic outcomes for communities of color**.

The BioDistrict is positioned to address this inequity in **partnership with the community, institutions, and industry partners** by providing new career, educational, and small business pathways for residents and **creating a strong pool of local talent** that will help grow existing businesses and attract new businesses and industry partners.

Built Environment & Real Estate Context

Primary real estate uses align with this clustering across the BioDistrict.

Just as the BioDistrict serves as the intersection for several distinct neighborhoods, it also is a convergence point for a variety of real estate uses and economic activity, ranging from traditional office and institutional uses in the CBD to light manufacturing along the I-10 corridor, to sports and entertainment near the Superdome, to supportive retail along Tulane Ave. As with the neighboring communities, these economic clusters are subdivided by infrastructure and lack physical and programmatic connectivity.

- Office
- Industrial
- Retail
- Multifamily
- Institutions

The BioDistrict is predominantly made up of office and institutional uses, with a large concentration of industrial and limited residential uses.



OFFICE

7.5M SF

Commercial Office

~2M SF

Combined vacant commercial & institutional office



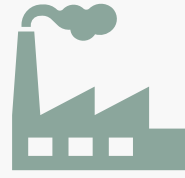
INNOVATION & LAB

50K+ SF*

Commercial wet lab space available

Limited

Innovation & co-working spaces in the district



INDUSTRIAL

1.7M SF

Industrial & Flex

Limited

Vacancy with emergence of food manufacturing hub



RETAIL

870K SF*

Retail

Limited

Retail within walking distance of workers



MULTIFAMILY

2,655*

Units

*Includes units adjacent to the BioDistrict.

Limited

Mixed-income & workforce housing

*Note: Team is working with institutions to confirm institutional lab space; retail square footage in trend analysis includes 200K of private medical office in Tulane Medical Center and 190K of retail in former New Orleans Centre.

The BioDistrict's office market has similar rents compared to citywide rents, however there is a significant amount of vacant office space in the BioDistrict that can be utilized.

BioDistrict

Year = 2023 YTD

7.5M SF

Total Inventory

\$19.82

Rent PSF (2023 YTD)

15%

Vacancy Rate

72K SF

Deliveries since 2011

 **15%**
Rent growth since 2011

Total Vacant Space
966K SF

Total Class A Vacant Space
753K SF

City of New Orleans

Year = 2023 YTD

30M SF

Total Inventory

\$19.11

Rent PSF (2023 YTD)

8.1%

Vacancy Rate

564K SF

Deliveries since 2011

22% 
Rent growth since 2011

Both the BioDistrict and City of New Orleans have significant amounts of vacant commercial office space.

~966K SF
Total Vacant Commercial Office Space in the BioDistrict

3308 Tulane Ave – 10,675 SF

2601 Tulane Ave – 16,995 SF

1555 Poydras St – 198,518 SF

Tulane University currently leases 187K SF, subject to change when Charity Hospital Redevelopment is complete.

1000 S Norma C Francis Pkwy – 1,750 SF

1515 Poydras St – 397,135 SF

DXC Tech Center – 125,044 SF

New Orleans Police Department is pursuing a 48K SF lease (two floors).

1250 Poydras St – 32,505 SF

Orleans Tower – 80,286 SF

US Postal – 77,959 SF

Entergy Bldg. – 3,676 SF

Source: CoStar, City Building Footprint Data
Note: Vacant space in the BioDistrict does not include the Charity Hospital Redevelopment.

Most of the vacant office space in the BioDistrict is mainly located in large, corporate office buildings in the Central Business District that may not be suitable for conversion to another use, such as wet lab space.



1515 Poydras St
Total Vacant: 397,135 SF
Class A
Built in 1982
No record of renovation



1555 Poydras St
Total Vacant: 198,518 SF
Class A
Built in 1982
Recent lobby renovation



DXC Tech Center
Total Vacant: 125,044 SF
Class A
Built in 1984
1995 latest renovation



Orleans Tower
Total Vacant: 80,286 SF
Class B
Built in 1977
No record of renovation



US Postal
Total Vacant: 77,959 SF
Class C
Built in 1964
No record of renovation

Office

There is limited lab space across the city, split between the BioDistrict and The Beach at UNO.

● The Beach at UNO

Anecdotally, institutional partners have demand for wet labs but are challenged with demonstrating student and faculty growth to justify this demand. **Additionally, there are no existing vacant commercial lab spaces that exist for emerging entrepreneurs who are not affiliated with an institution.**

Though there is significant vacant office space available today, stakeholders shared that these spaces are not conducive to repurposing for wet lab space and there is a need for newly constructed lab space.

● LCRC Labs
● NOBIC
● Tulane University

Collaborative spaces where entrepreneurs can convene are limited in the city and mostly located just outside the BioDistrict.

Spaces that foster collaboration and entrepreneurship are a critical need in the city and within the BioDistrict to build a stronger innovation ecosystem that attracts industry, launches new businesses, and fosters collision and partnership.

The Lab by TECHPLUG

Launch NOLA

NOBIC

Tulane Innovation Institute

The Idea Village

The Shop Workspace

Propeller

Industrial spaces have a significant presence in the BioDistrict, yet many older spaces dominate the market with almost no new deliveries in the last decade.

BioDistrict

Year = 2023 YTD

1.7M SF

Total Inventory

\$10.85

Rent PSF (2023 YTD)

5.6%

Vacancy Rate

2K SF

Deliveries since 2011

93%
Industrial space is Class C

54%
Rent growth since 2011

City of New Orleans

Year = 2023 YTD

36M SF

Total Inventory

\$6.64

Rent PSF (2023 YTD)

1.7%

Vacancy Rate

406K SF

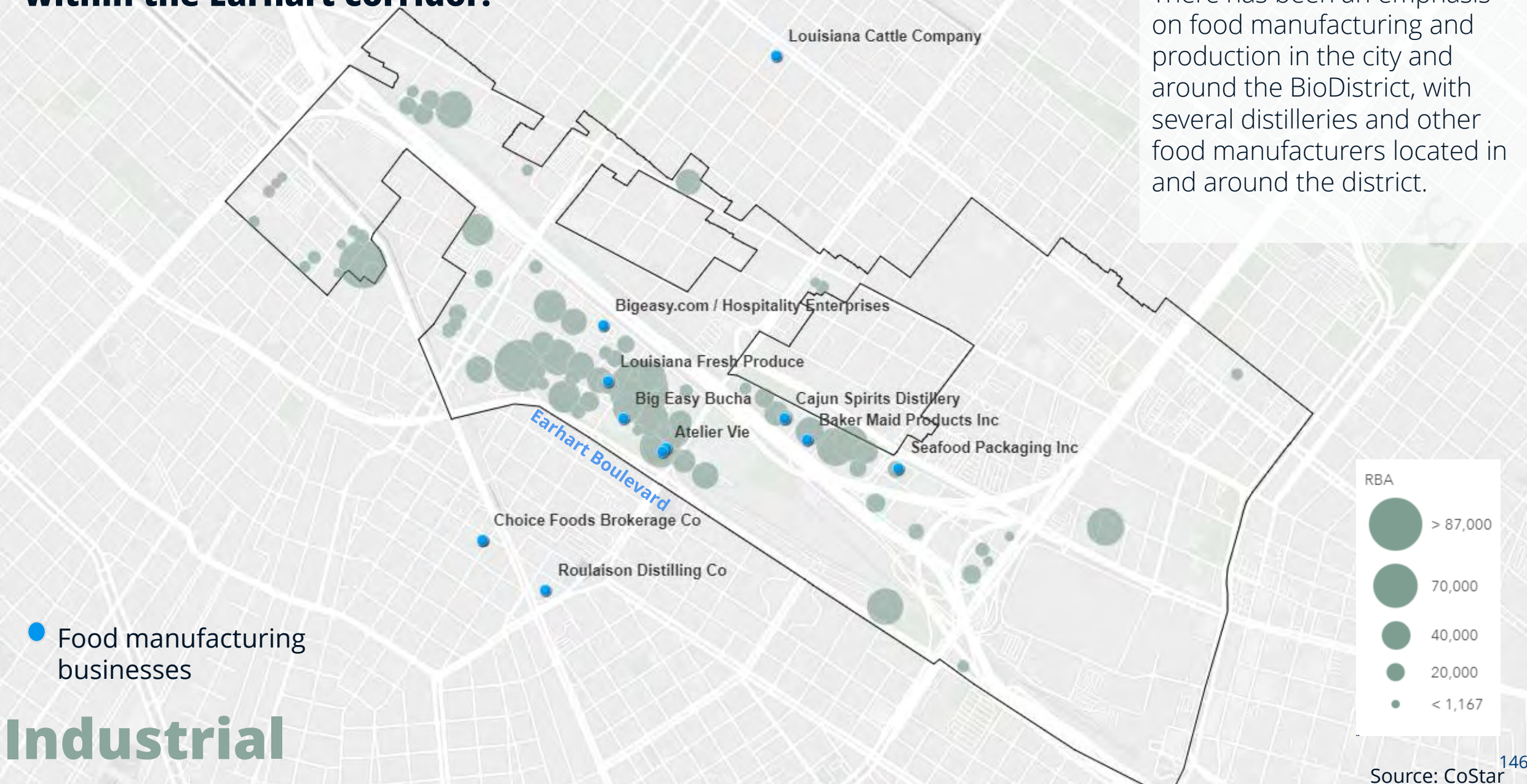
Deliveries since 2011

42%
Rent growth since 2011

Industrial

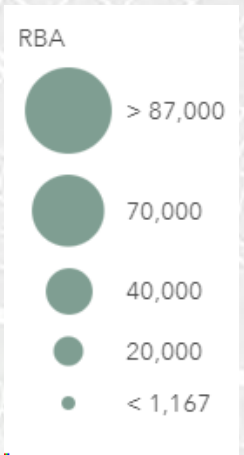
Most industrial spaces are concentrated within the Earhart corridor.

There has been an emphasis on food manufacturing and production in the city and around the BioDistrict, with several distilleries and other food manufacturers located in and around the district.



● Food manufacturing businesses

Industrial



The retail market in the BioDistrict has experienced low vacancy rates and some recent deliveries in the last decade. However, there is still opportunity for market growth to compete with the broader city retail market.

BioDistrict

Year = 2023 YTD

1.2M* SF
Total Inventory

 **250%**
Rent growth since 2011
(2011 Rent = \$7.68)

\$27.41
Rent PSF (2023 YTD)

1.7%
Vacancy Rate

165K SF
Deliveries since 2011

City of New Orleans

Year = 2023 YTD

29M SF
Total Inventory

\$20.22
Rent PSF (2023 YTD)

1.9%
Vacancy Rate

1.66M SF
Deliveries since 2011

56% 
Rent growth since 2011

Retail

*Note: retail square footage in trend analysis includes 200K of private medical office in Tulane Medical Center and 190K of retail in former New Orleans Centre.

There is an opportunity to **create more experiential F&B and retail options that fosters a vibrant place** for both residents and workers.

Retail

Quotes from Stakeholder Interviews

“District is a food desert.”

“There are no places to go for lunch [for workers].”

“Having a grocery store would support more live, work, play model.”

“Need places to gather, both indoor and outdoor.”

“Create a destination that will bring businesses downtown and attract researchers.”

Though residential blocks were largely excluded from the BioDistrict boundaries, there are several multifamily properties within the BioDistrict.

Around BioDistrict

Year = 2023 YTD

2,655 Units
Total Inventory

 **17%**
Rent growth since 2011

----- **\$1,519**
Average Monthly Rent(2023 YTD)

7%
Vacancy Rate

1,540 Units
Deliveries since 2011

City of New Orleans

Year = 2023 YTD

37.8K Units
Total Inventory

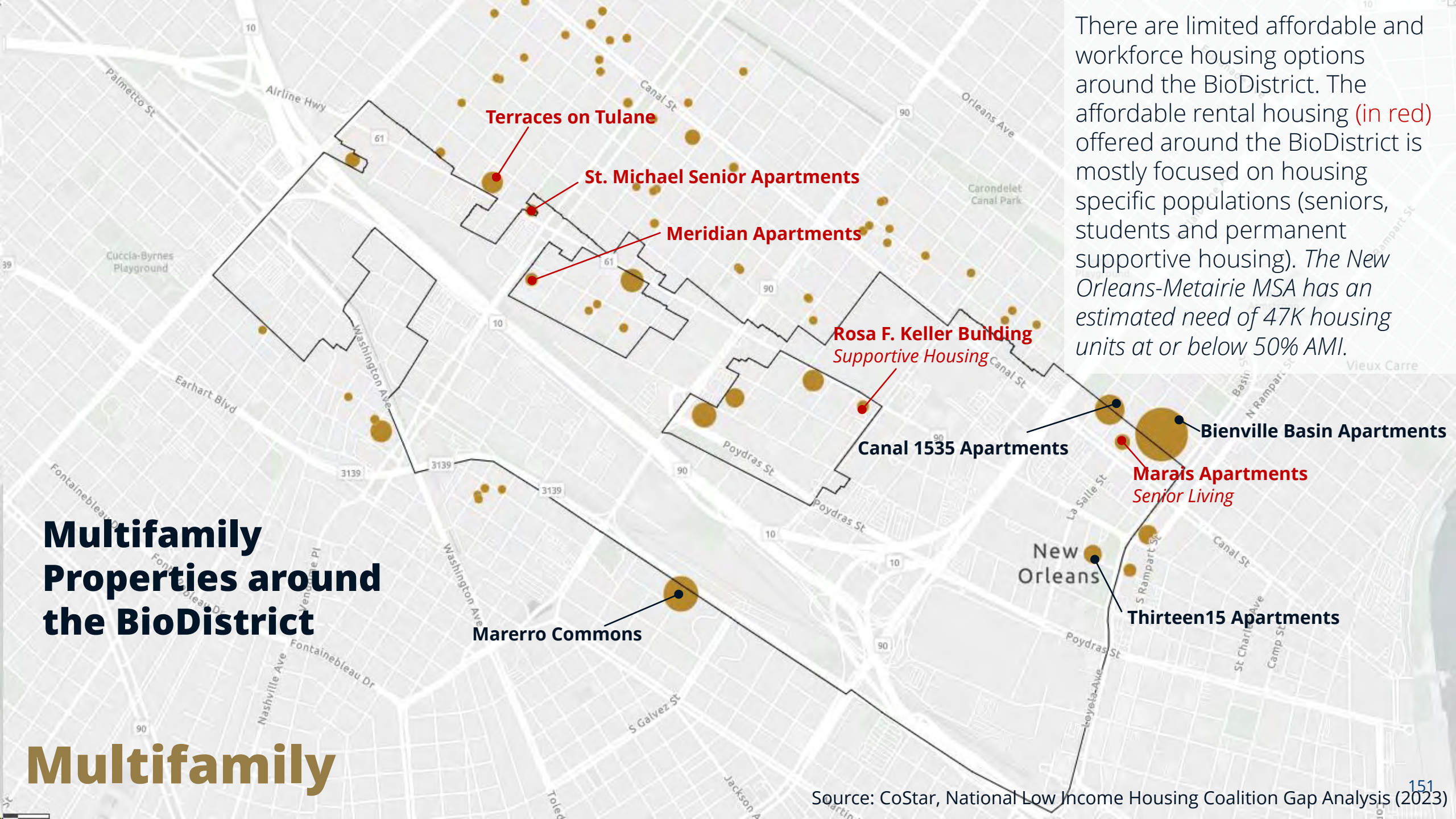
\$1,307
Rent PSF (2023 YTD)

 **27%**
Rent growth since 2011

8.5%
Vacancy Rate

1.66M SF
Deliveries since 2011

Multifamily



There are limited affordable and workforce housing options around the BioDistrict. The affordable rental housing (in red) offered around the BioDistrict is mostly focused on housing specific populations (seniors, students and permanent supportive housing). *The New Orleans-Metairie MSA has an estimated need of 47K housing units at or below 50% AMI.*

Multifamily Properties around the BioDistrict

Multifamily

Terraces on Tulane

St. Michael Senior Apartments

Meridian Apartments

Rosa F. Keller Building
Supportive Housing

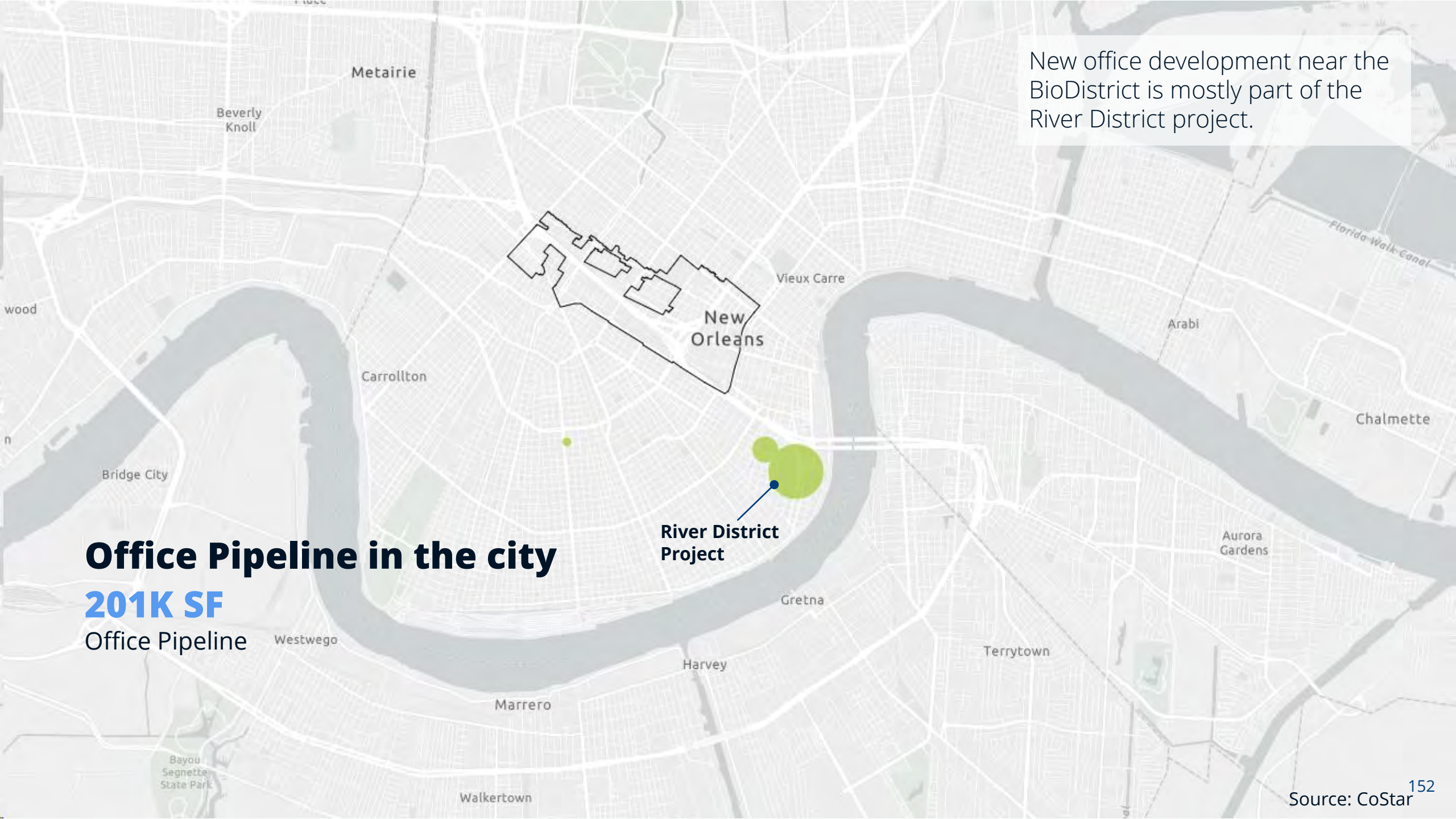
Canal 1535 Apartments

Bienville Basin Apartments

Marais Apartments
Senior Living

Thirteen15 Apartments

Marerro Commons



New office development near the BioDistrict is mostly part of the River District project.

Office Pipeline in the city

201K SF

Office Pipeline



There is very little retail development currently in the pipeline demonstrating an opportunity for increased F&B and retail activation around the BioDistrict.

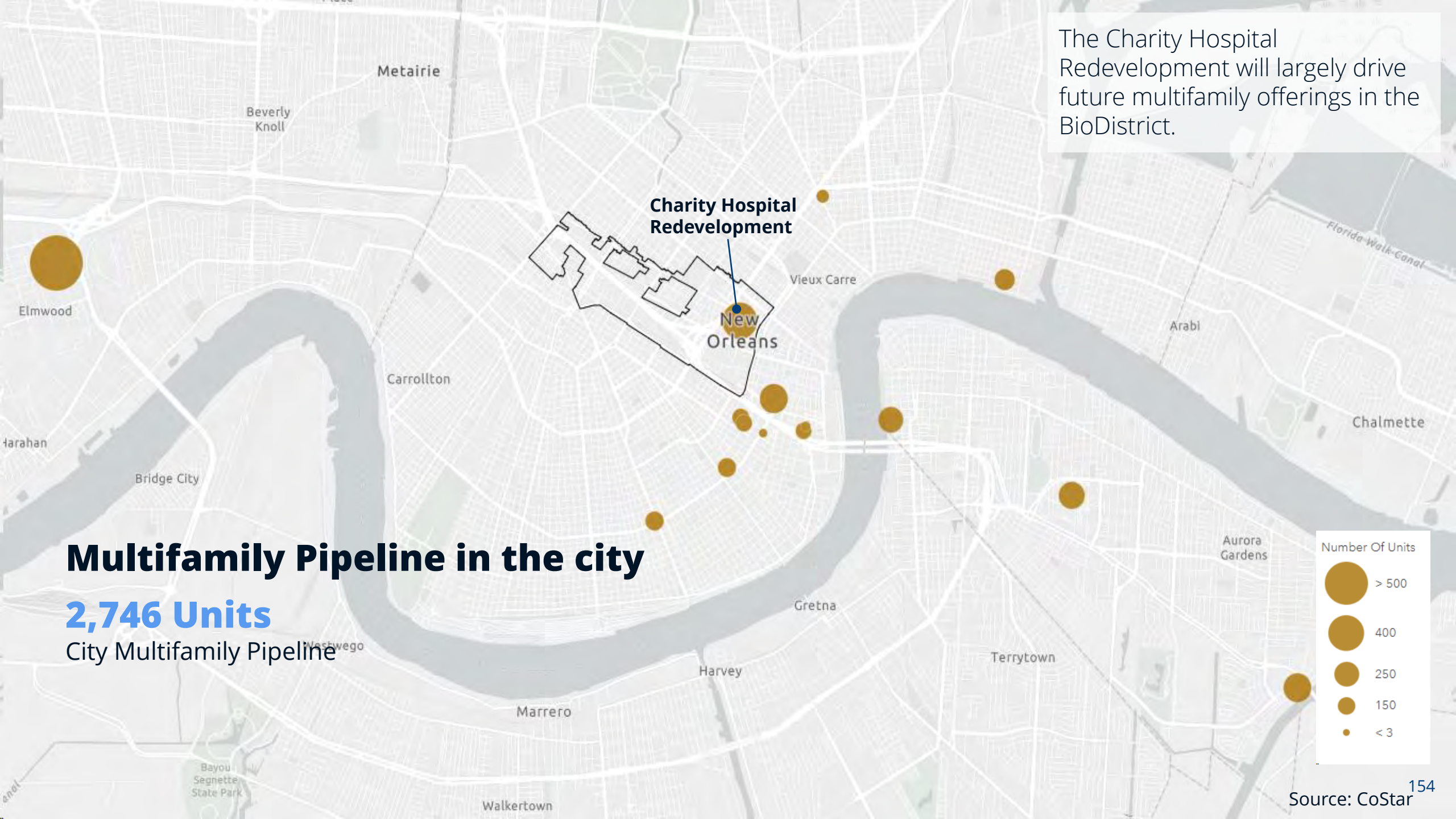
Retail Pipeline in the city

185K SF

Retail Pipeline

● Retail development

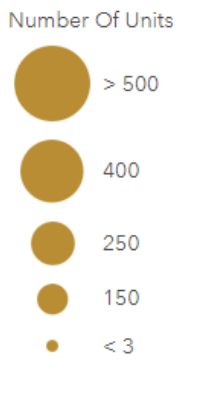
The Charity Hospital Redevelopment will largely drive future multifamily offerings in the BioDistrict.



Multifamily Pipeline in the city

2,746 Units

City Multifamily Pipeline



Initial Insights

New development should focus on housing, retail, and amenities that serve the BioDistrict's goals

The BioDistrict can play a role in **guiding new development to meet the needs of workers and residents** in the area. Primary needs include **workforce and affordable housing, restaurants, convenience retail, nightlife options, and open gathering spaces.**

Each of these uses would **meet the needs of current and future workers and residents** within the BioDistrict as well as surrounding communities and **activate the district into a multi-use destination.** Early developments should be clustered for maximum impact, and **Tulane and Loyola Avenues and Canal Street** represent the most promising corridors for new development.

Collaborate on shared innovation & lab space models

With limited data on available lab space and anecdotal evidence suggesting unmet demand, the BioDistrict should convene partners to strategize around creating **collaborative innovation and lab space that can be shared across multiple institutions and emerging entrepreneurs.**

Consider creative solutions for office reuse

Given high office vacancy adjacent to the CBD and planned new office space at Charity Hospital, the focus should be on developing **creative solutions to reuse vacant space** rather than introducing new space to the market.

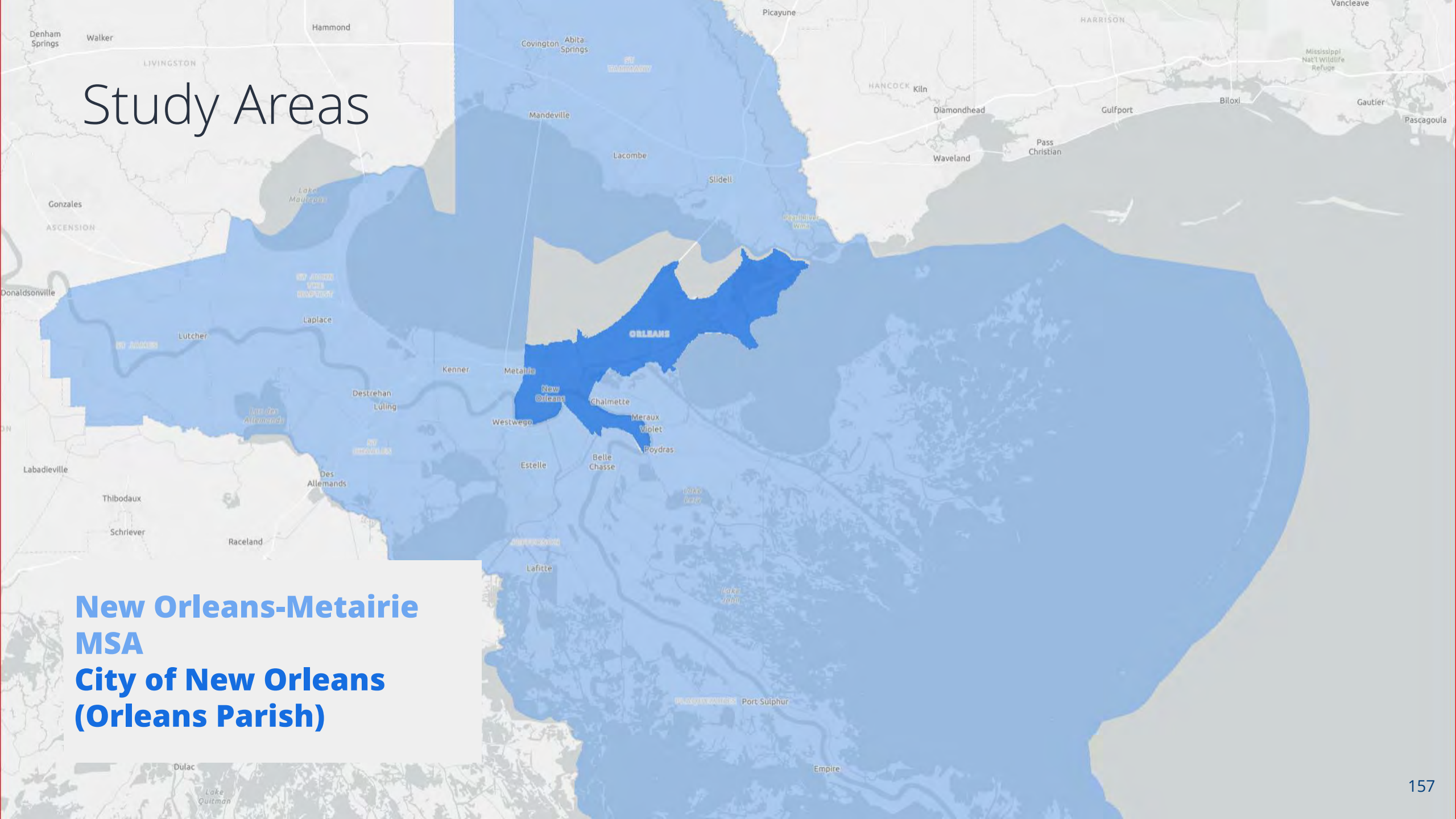
Reevaluate the role of industrial uses

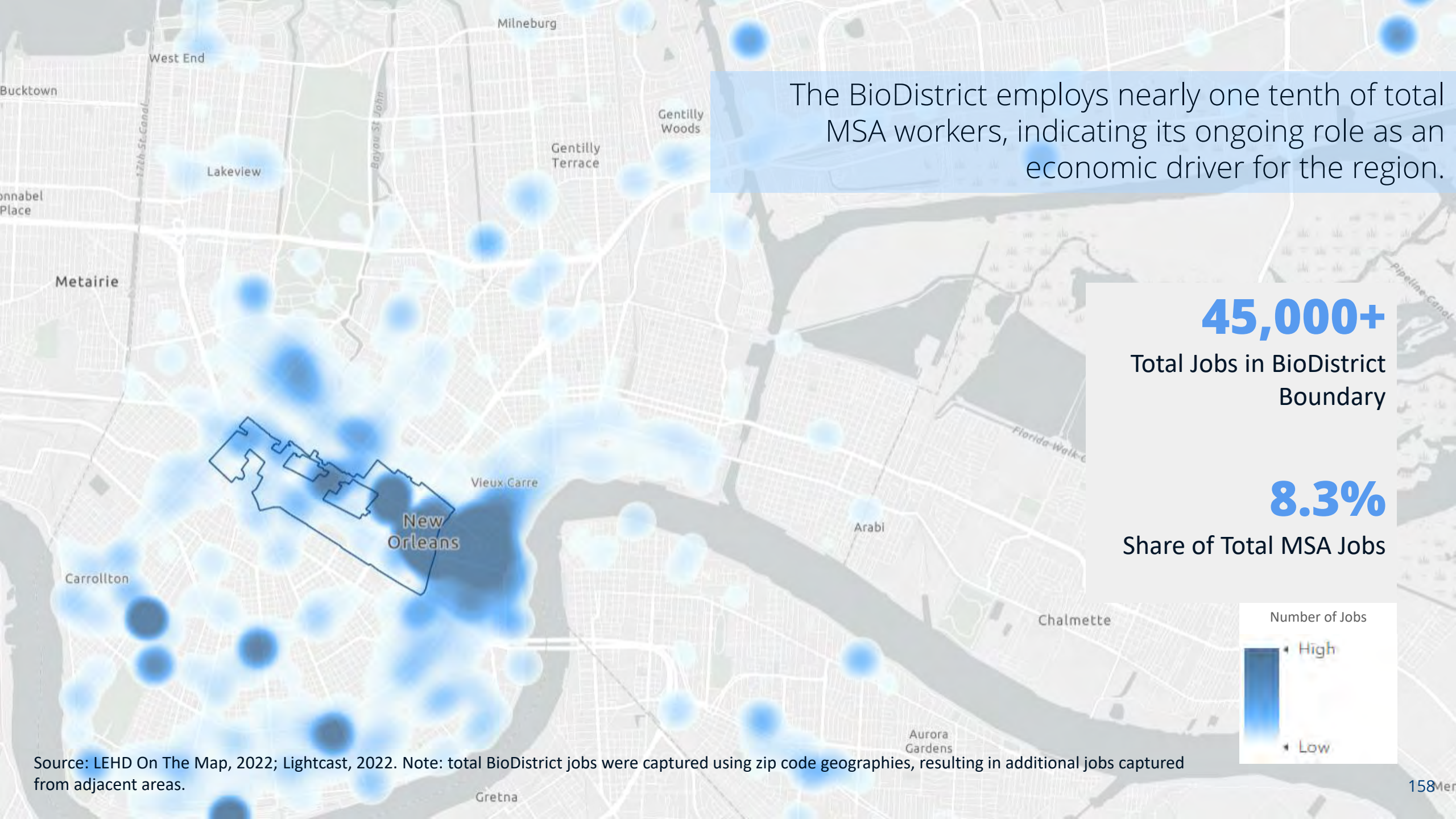
Today, industrial uses fill in undesirable spaces adjacent to the interstate. However, the BioDistrict may be able to **support a growing food manufacturing hub** and, pending longer-term infrastructure improvements, redefine the industrial corridor into a mixed-use district.

Industry & Employment Context

Study Areas

**New Orleans-Metairie
MSA
City of New Orleans
(Orleans Parish)**





The BioDistrict employs nearly one tenth of total MSA workers, indicating its ongoing role as an economic driver for the region.

45,000+

Total Jobs in BioDistrict Boundary

8.3%

Share of Total MSA Jobs



Source: LEHD On The Map, 2022; Lightcast, 2022. Note: total BioDistrict jobs were captured using zip code geographies, resulting in additional jobs captured from adjacent areas.

There are approximately 45,000 jobs in the BioDistrict boundary, nearly 25% of which are in healthcare, hospitals, and higher education.

Top 10 Largest BioDistrict Industries, 2011-2022

<i>In order of largest to smallest total change in jobs</i>	Total Jobs (2022)	Change in Jobs (2011-2022)	Share of Total MSA Jobs	Median Annual Earnings
Colleges, Universities, and Professional Schools	5,267	608	39%	\$68,846
Hospitals (General Medical, Surgical, and Psychiatric)	3,235	(42)	19%	\$83,022
Full-Service Restaurants	2862	90	11%	\$39,405
Offices of Physicians (except Mental Health Specialists)	2095	1770	14%	\$103,626
Hotels (except Casino Hotels) and Motels	2081	-580	22%	\$51,375
Temporary Help Services	1738	40	19%	\$56,150
Limited-Service Restaurants	898	12	5%	\$26,678
Promoters of Performing Arts, Sports, and Similar Events with Facilities	871	-69	55%	\$31,433
Corporate, Subsidiary, and Regional Managing Offices	850	-374	13%	\$139,269
Elementary and Secondary Schools	640	364	7%	\$54,131

Source: Lightcast, 2011-2022. Note, General Medical and Surgical Hospitals and Psychiatric Hospitals are combined, and Public and Private Universities and Colleges are combined.

Occupational data underscores the importance of healthcare to the BioDistrict, reflects the presence of its industrial corridor, and demonstrates the need for more middle- and high-wage jobs that life sciences and biotech industries can help fill.

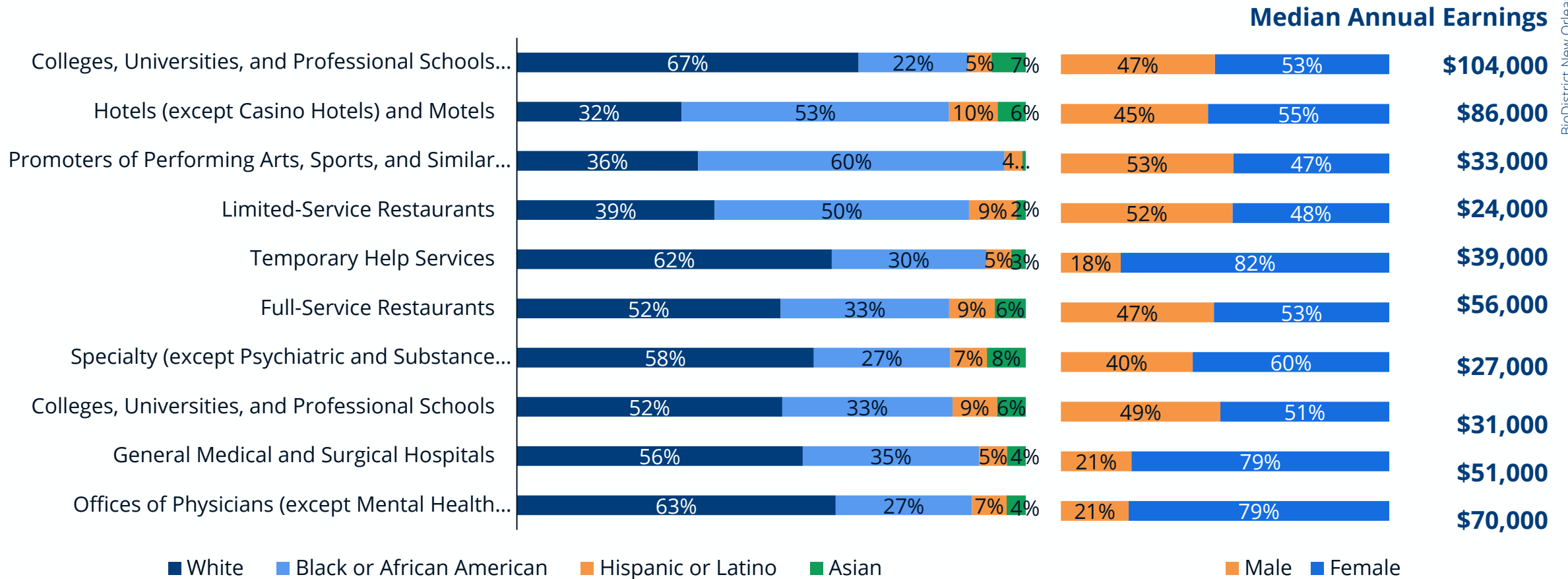
Top 10 Largest BioDistrict Occupations, 2011-2022

<i>In order of largest to smallest total change in jobs</i>	Total Jobs (2022)	Change in Jobs (2011-2022)	Share of Total MSA Jobs	Median Annual Earnings
Registered Nurses	1,843	606	13%	\$35.46
Postsecondary Teachers	1,276	(989)	18%	\$39.75
Waiters and Waitresses	1,247	(482)	11%	\$13.54
General and Operations Managers	876	234	7%	\$64.85
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	872	(16)	8%	\$19.34
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	766	(20)	8%	\$13.11
Office Clerks, General	754	(216)	8%	\$14.84
Maids and Housekeeping Cleaners	746	(265)	11%	\$14.08
Cashiers	683	(31)	4%	\$12.14
Laborers and Freight, Stock, and Material Movers, Hand	668	64	7%	\$15.92

Source: Lightcast, 2011-2022.

Higher-paying education and health jobs employ predominantly white workers, while lower-paying positions in personal services, entertainment and hospitality employ higher rates of Black and Hispanic workers. Female workers are generally well represented across industries.

Top 10 Largest BioDistrict Industry Jobs Race, Ethnicity and Gender Breakdown in MSA (2022)



The life science industry, as traditionally defined, is nascent in the New Orleans MSA, with most growth over the last decade concentrated in Jefferson and St. Tammany Parishes. Strong growth of healthcare and educational sectors indicate the potential for propelling life sciences.

8.6K

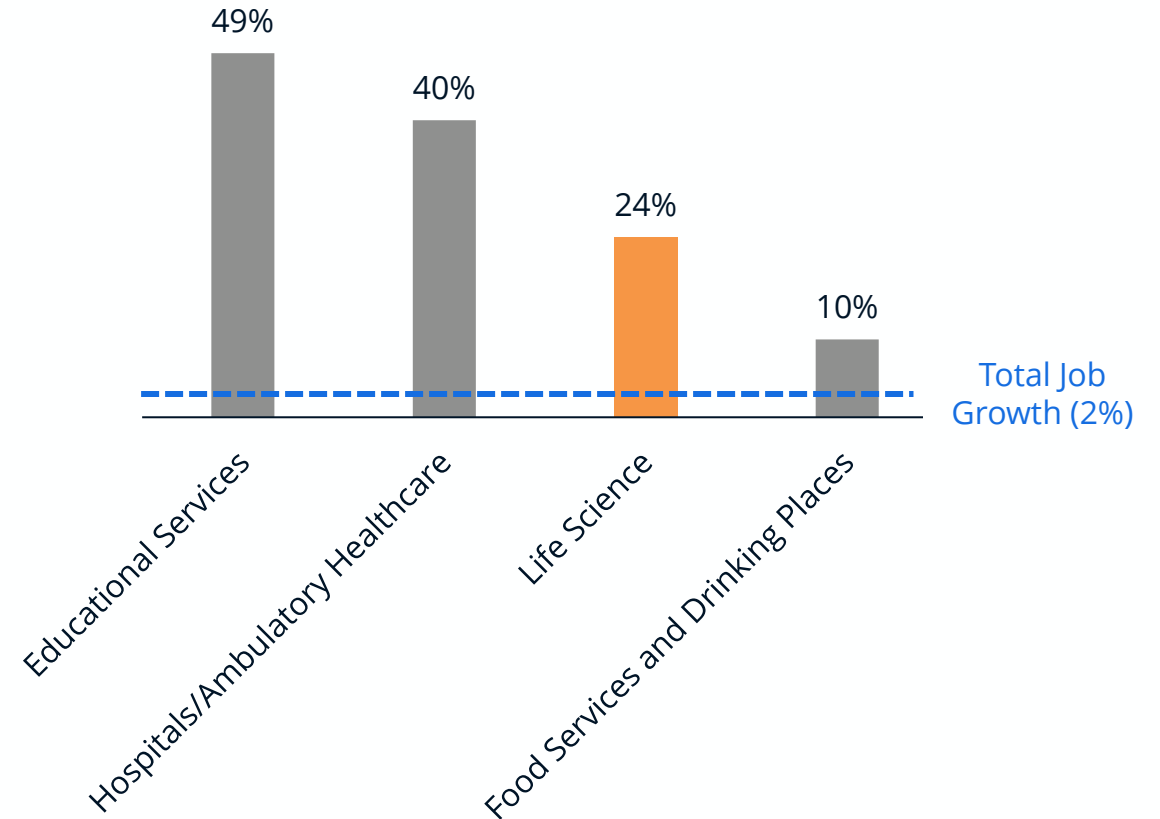
MSA Life Science Jobs

1.6%

Of Total MSA Jobs are Life Science Jobs

	Life Sciences Jobs (2022)	Life Sciences Job Growth (2011-2022)
MSA	5,200	24%
Jefferson Parish	2,450	41%
St. Tammany Parish	1,150	41%
Orleans Parish	980	4%

MSA Job Growth (2011-2022)



Despite the modest size of the MSA's overall life sciences ecosystem, many existing life sciences jobs, specifically in key R&D and manufacturing industries, were **delivered in the past 10 years** and offer some of the highest-paying job opportunities in the City.

Top 10 MSA Life Science Industries, 2011-2022

In order of largest to smallest total change in jobs

	Total Jobs	Change in Jobs (2011-2022)	Location Quotient (Specialization)	Average Annual Earnings
Testing Laboratories	1187	363	1.9	\$90,000
Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers	1195	326	1.1	\$153,000
Medical Laboratories	910	326	1.1	\$63,000
Diagnostic Imaging Centers	292	136	1.0	\$61,000
Pharmaceutical Preparation Manufacturing	146	134	0.2	\$134,000
Research and Development in Biotechnology (except Nanobiotechnology)	129	80	0.1	\$209,000
Analytical Laboratory Instrument Manufacturing	31	31	0.2	\$111,000
Research and Development in Nanotechnology	37	27	0.4	\$121,000
Blood and Organ Banks	221	17	0.7	\$59,000
Surgical Appliance and Supplies Manufacturing	32	3	0.1	\$72,000

↑ Job growth

New Orleans is also a major producer of nurses, doctors, and pre-med students. Surgical technologists and radiographers offer promising jobs that require associate's degrees only.

MSA Life Science Degree Completions, 2022

	Degree Completions (2022)	Change (2011-2022)	Associate's Degree	Bachelor's Degree	Master's Degree	Doctorate's Degree
Registered Nurse	803	36%	278	386	54	85
Medicine	364	6%	0	0	0	364
Biology	362	34%	1	338	17	6
Medical/clinical assistant	293	(19%)	6	0	0	0
Licensed Practical/Vocational Nurse Training	253	(23%)	0	0	0	0
Neuroscience	187	4500%	0	162	24	1
Public Health, General	144	25%	0	71	73	0
Pharmacy	144	19%	0	0	0	144
Computer Science	116	250%	0	101	13	1
Chemistry, General	80	(5%)	0	62	10	8
Physician Assistant	71	N/A	0	0	71	0
Cell/Cellular and Molecular Biology	64	N/A	0	43	20	1
Surgical Technology/Technologist	47	(56%)	42	0	0	0
Blood Bank Technology Specialist	44	N/A	0	0	0	0
Biochemistry	42	118%	0	11	31	0
Radiologic Tech- Radiographer	37	(8%)	37	0	0	0

Source: Lightcast, 2011-2022

To support inclusive growth, the BioDistrict and its partners should prioritize workforce development efforts targeting high-demand, high-paying jobs with lower requirements for entry.

LABORATORY ASSISTANTS & TECHNICIANS



Average Salary: \$60,000
Education: Training, Exam, and Licensure from Louisiana State Board of Medical Examiners

RADIOLOGIC TECHNOLOGISTS AND TECHNICIANS



Average Salary: \$90,000
Education: Associate's Degree

REGISTERED NURSES



Average Salary: \$210,000
Education: Bachelor's Degree

There should be a **convening entity in New Orleans that connects talent** to a small but growing set of life sciences companies, alongside a concerted effort across all institutions to **create programs offering credentials for entry-level jobs.**

Quotes from Stakeholder Interviews

“We are looking for research assistants who understand how labs work.”

“We need a certifying entity in New Orleans to offer an industry-based credential for entry-level positions.”

“There should be a workforce convener that identifies talent, which for many positions in biotech include project management and soft skills.”

“A lot of people who receive their bachelor’s or master’s at universities in New Orleans leave the city to go to medical school or get PhDs, creating workforce challenges.”

“We need to better retain talent by improving quality of life in New Orleans.”

Becoming a District focused on “health & wellness” can **reduce health disparities** through a more holistic approach to healthcare, **improve surrounding communities’ access and understanding** about the BioDistrict, and **attract private investment.**

Quotes from Stakeholder Interviews

“We have health disparities [in the State of Louisiana]. People want access to patients for research trials and measuring efficacy.”

“Universities and hospitals need to be collaborating to bring industry to the City.”

“We need to get the word out about why we’re the right place to invest, especially for industry with a social mission.”

“One of Xavier’s strengths is health equity and community outreach.”

Initial Insights

The BioDistrict's greatest strength is its significant share of existing New Orleans jobs, specifically in the "eds and meds" industries, which are critical to the regional economy. While there are exciting opportunities to support growth in life sciences and biotech, the BioDistrict drives significant economic activity in the city and region in the areas of healthcare and education. The BioDistrict can play a role in making jobs in these industries more accessible, including reducing disparities by race among high-paying positions.

The most meaningful ways to support the ongoing growth of the life sciences sector are to serve as a convener that connects university talent and local workers to biotech companies and to improve access to entry-level jobs.

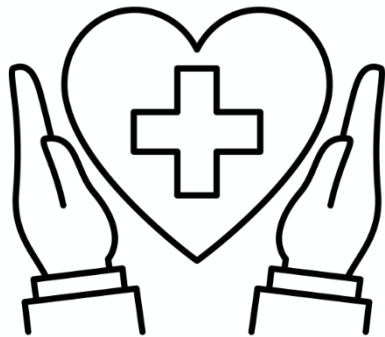
The BioDistrict's life science ecosystem is modest but growing and supports several high-paying, high-demand jobs at a range of educational entry points. The BioDistrict should therefore look to connect local residents with life science jobs that require fewer credentials. Most life sciences jobs were delivered in the past decade, likely driven by recent commercialization from the region's universities. Creating a cross-institutional program that supplies biotech companies with talent from universities can support ongoing growth.

The BioDistrict can leverage New Orleans' existing health & wellness ecosystem and the city's other strong and growing industries to address health more holistically. Embracing health & wellness more broadly can address health disparities through more a holistic approach to healthcare, make the District's services more accessible to surrounding communities by expanding programming offerings, and potentially attract private investment by differentiating its market.

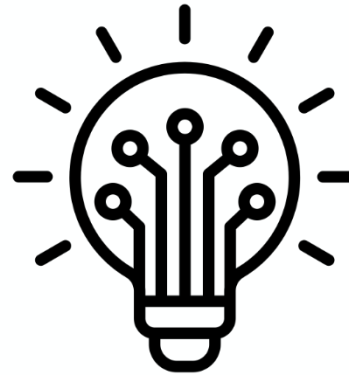
Asset Mapping

The following programmatic drivers can support community health and wellness in the BioDistrict building on current programs and partnerships that already exist.

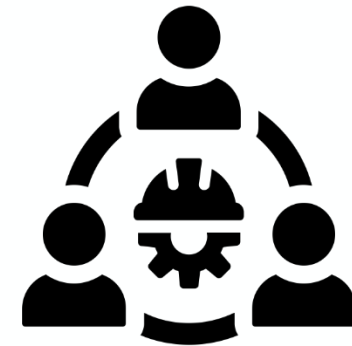
Health & Wellness Programming



**Community
Health & Wellness**



**Biotech &
Innovation**



**Workforce
Development**

Institutions and partners across the BioDistrict are administering many health equity related programs and research.

Xavier University of Louisiana:

- Ochsner-Xavier Institute for Health Equity and Research
- Louisiana Healthcare Connections
- Mary Amelia Center for Women’s Health Equity Research

LSU Health:

- LSU Health Research Centers
- LSU Center for Healthcare Value and Equity
- The Southern Center for Adolescent and Young Adult Health Equity

Tulane University:

- Institute for Innovations in Health Equity
- Tulane Health Systems Analytics Research Center – Disparities in Access and Quality, Health Equity and Access Lab
- CHERISH Program
- Southern Center for Maternal Health Equity
- Tulane University School of Public Health & Tropical Medicine – Health Equity Research Learning Collaborative, Advancing Health Equity Summit
- Mary Amelia Center for Women’s Health Equity Research

Ochsner Health:

- Ochsner-Xavier Institute for Health Equity and Research
- Southern Center for Maternal Health Equity

New Orleans VA Medical Center:

- National Office of Health Equity

Louisiana Cancer Research Center (LCRC):

- Health Disparities Research

City of New Orleans:

- NOHD Health Equity Initiative

Delgado Community College:

- Equity in Health & Care Initiative

Dillard University:

- Minority Health Equity Research Center

Southern University at New Orleans

- Health Disparities Training grants

Loyola University New Orleans:

- Public Health degree

Louisiana Public Health Institute (LPHI):

- Racial and Health Equity Learning Labs
- Racial and Health Equity Symposium
- Project ASIRT

*This list may not be inclusive of all programs for each institution and is based on information available on institution’s websites.

Biotech and innovation programs reflect the nascent nature of the industry in New Orleans, with momentum building over the last decade.

Xavier University of Louisiana:

- Xavier & NOBIC Pilot Diversity Program in Life Sciences Entrepreneurship
- Xavier Bioinformatics Department
- Office of Research and Sponsored Programs
- HBCU Innovation Internship Program (partnership with GNO Inc.)

LSU Health:

- Office of Innovation & Partnerships

Tulane University:

- Tulane University Innovation Institute
- Tulane Bioinnovation Department
- Office of Intellectual Property Management

Ochsner Health:

- innovationOchsner

New Orleans BioInnovation Center (NOBIC):

- Xavier & NOBIC Pilot Diversity Program in Life Sciences Entrepreneurship
- New Orleans BioFund

LCRC:

- Biospecimen Laboratory
- BioStatistics Laboratory

Delgado Community College:

- Advanced Technology Center
- Advancing Progress in Industrial Biomanufacturing to Accelerate Workforce Readiness project

Dillard University:

- HBCU Innovation Internship Program (partnership with GNO Inc.)

University of New Orleans:

- The Beach at UNO
- UNO Innovation Academy

Loyola University New Orleans:

- Innovate.LOYNO

*This list may not be inclusive of all programs for each institution and is based on information available on institution's websites.

Workforce development in the BioDistrict is primarily focused on programming to fill gaps in the healthcare pipeline, while education and training targeted to supporting life sciences entrepreneurs is limited.

Xavier University of Louisiana:

- LCMC Health Grant for Diverse Physician Workforce
- Xavier & NOBIC Pilot Diversity Program in Life Sciences Entrepreneurship

LSU Health:

- School of Nursing
- DHHS Grant for Diverse Workforce of Nurses
- NIH grant for Postbaccalaureate Research Education Program

Tulane University:

- Tulane Health Equity Scholars Program
- Tulane Program of Nursing
- Project RETAIN to combat healthcare worker burnout
- School of Professional Advancement

Ochsner Health:

- Ochsner-Delgado Center for Nursing and Allied Health

NOBIC:

- Xavier & NOBIC Pilot Diversity Program in Life Sciences Entrepreneurship

LCMC:

- LCMC Training Next Generation of Healthcare Providers

Delgado Community College:

- Ochsner-Delgado for Nursing and Allied Health

Dillard University:

- Minority Health Equity Research Center

University of Holy Cross:

- Physician's Assistant Program (partnership with LCMC Health)
- Training program to support aspiring nurses and radiologic technologists (partnership with LCMC Health)

University of New Orleans:

- Healthcare Management Degree

Southern University at New Orleans:

- SUNO School of Nursing

Loyola University New Orleans

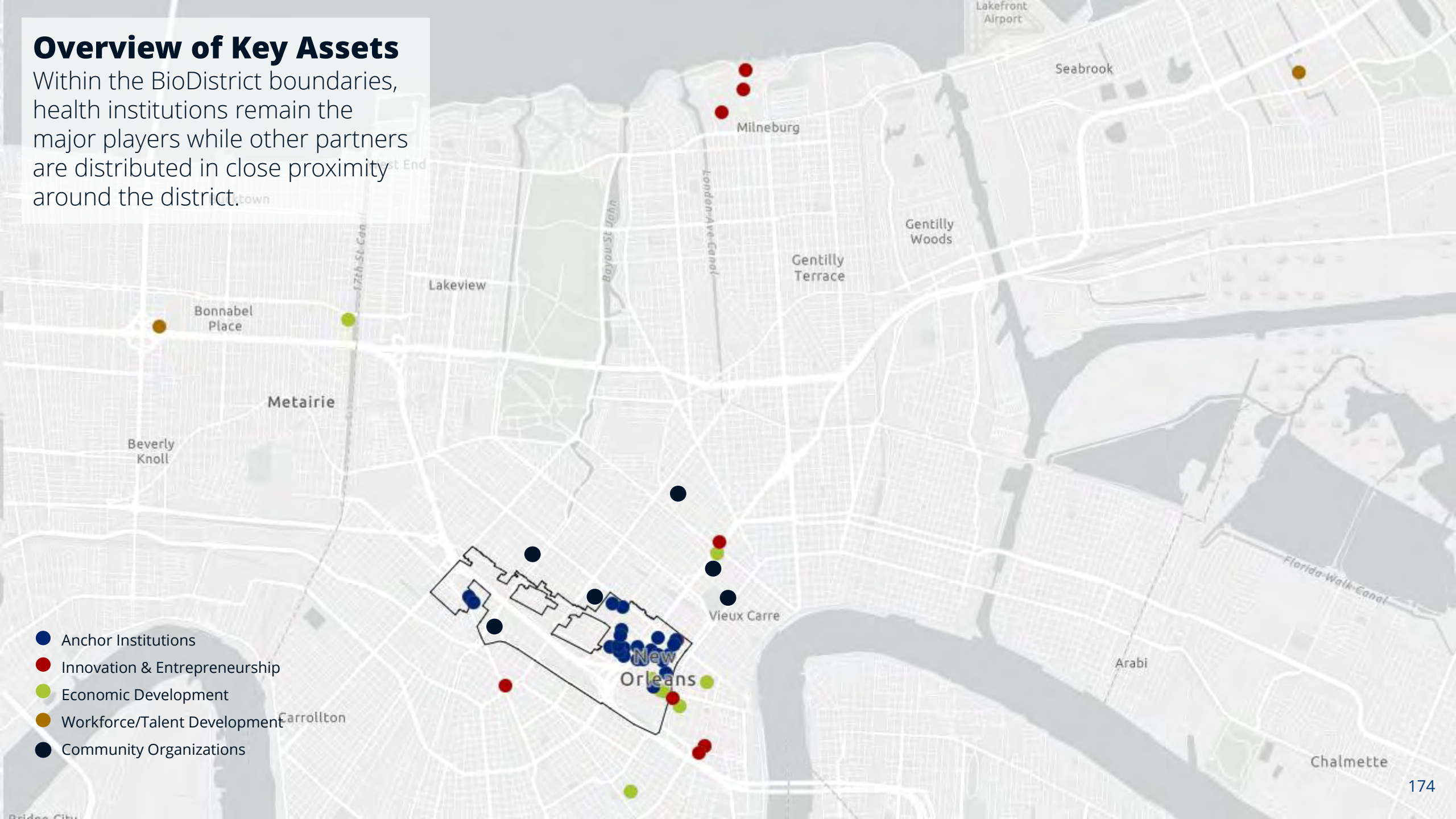
- College of Nursing and Health
- Masters of Healthcare Management

*This list may not be inclusive of all programs for each institution and is based on information available on institution's websites.

Overview of Key Assets

Within the BioDistrict boundaries, health institutions remain the major players while other partners are distributed in close proximity around the district.

- Anchor Institutions
- Innovation & Entrepreneurship
- Economic Development
- Workforce/Talent Development
- Community Organizations



Education & Workforce

Institutional partners are a combination of higher education, medical schools and healthcare networks.



STEM NOLA



University Medical Center
New Orleans
LCMC Health



Tulane
Medical Center



- Xavier University of Louisiana
- Tulane Medical Center
- Louisiana Cancer Research Center
- LSU Health Campus
- University Medical Center
- New Orleans VA Medical Center
- Ochsner Health
- STEM NOLA
- New Orleans Charter Science & Mathematics High School
- Delgado Community College*
- Dillard University*
- University of Holy Cross*
- Loyola University New Orleans*

* Delgado, Dillard, Holy Cross, and Loyola lie outside the BioDistrict, but support biotech and healthcare education and workforce development



Economic Development & Business Support

The BioDistrict is surrounded by regional and local economic development and business partners.



- New Orleans Regional Black Chamber of Commerce
- Hispanic Chamber of Commerce
- Greater New Orleans, Inc. (GNO, Inc.)
- Go.Be.
- Louisiana Cultural Economy
- New Orleans Business Alliance (NOLABA)
- Downtown Development District (DDD)
- New Orleans Chamber
- Ujamaa Economic Development Corporation
- City of New Orleans Economic Development





Biotech & Entrepreneurship

There are a few partners surrounding the BioDistrict that anchor biotech and entrepreneurship activity in the city.

- **BioTech**
- Obatala Sciences
- InnoGenomics Technologies
- The Beach at UNO
- New Orleans BioInnovation Center (NOBIC)
- AxoSim Inc.

- **Entrepreneurial**
- Launch NOLA
- Black Tech NOLA
- The Idea Village
- New Orleans Startup Fund
- Propeller



Community Organizations

There are a few key community organizations that support the neighborhoods and communities surrounding the BioDistrict.



- Broad Community Connections
- Together Gert Town
- Mid-City Neighborhood Organization
- Historic Faubourg Tremé Neighborhood Association
- Fund 17
- Ujamaa Economic Development Corporation

Case Study Research

The following criteria were applied for benchmarking case studies based on the existing conditions of the BioDistrict New Orleans ecosystem.

Preliminary Matrix Dimensions

People



Bordering several **residential neighborhoods** with varying levels of economic mobility



Desire for programming, physical planning, and economic outcomes to **directly benefit local community**

Programs



Many institutional stakeholders lacking formalized convener



Independent non-profit board leadership, rather than institutional anchor-led



Undergoing process of **rebranding** and **realignment of programmatic focus**



Emphasis on **health & wellness** programming

Place



Large district of similar scale (~1,500-acres+/-)



Urban context, with surplus of **vacant property**



Unmet demand for lab and/or grad space

HR&A reviewed six case studies to determine insights applicable to the BioDistrict, ultimately highlighting innovation districts in **St. Louis, Cleveland, and Pittsburgh.**



**Cortex Innovation
Community**
St. Louis, MO



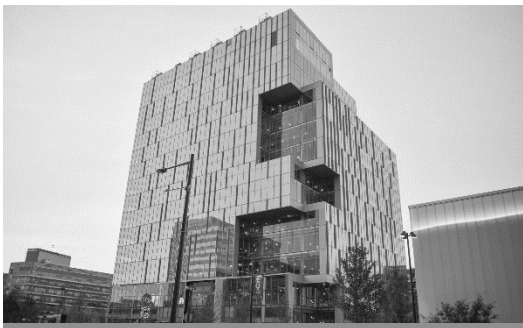
**Cleveland Health-Tech
Corridor**
Cleveland, OH



**Pittsburgh Innovation
District**
Pittsburgh, PA



NC Centennial Campus
Raleigh, NC



uCity Square
Philadelphia, PA



Rowen
Gwinnett County, GA

Case studies demonstrate the value of transportation investment, inclusive local workforce development programs, and innovative planning and financing models for establishing successful districts.

CLEVELAND HEALTH-TECH CORRIDOR



- HealthLine BRT demonstrates that **prioritizing investments in transportation access along major corridors** can create effective exchange
- Cleveland Foundation serves as core founder and physical anchor, acting as **champion of equitable economic development**
- **Leadership from an incubator** supports robust programming

PITTSBURGH INNOVATION DISTRICT



- **Inclusive local workforce development** is essential for generating and sustaining local talent
- **Definition, marketing, and connectivity to the broader regional economy** helped connect the district to federal funding opportunities
- **Marketing a unique neighborhood identity**, arts, and cultural institutions can recruit new commercial activity

CORTEX



- Mobilizing resources required **unwavering partnership and financial commitment of several institutions** for over two decades
- Advantages of becoming **master developer** include the **ability to define land use** and design, particularly in a former industrial zone, and buying land on an ongoing basis

The Cleveland Health Tech Corridor's founding partners emphasize both a commitment to economic inclusivity and industry growth, delivering value for the broader Cleveland region.

Cleveland Health Tech Corridor | Cleveland, OH

Key Takeaways

1. Cleveland Healthline bus rapid transit shows that **prioritizing investments in transportation access along one major corridor** is an effective approach for **creating exchange between industry and institutions** and concentrating development to encourage activation.
2. The involvement of the Cleveland Foundation as a core founder supports programs and real estate development that emphasize inclusive economic opportunity. **Incorporating the strategies of philanthropy and community-based organizations** into an innovation district can ensure **investment is widely and equitably distributed in neighboring communities**.
3. The role of BioEnterprise demonstrates that **involving incubators in district leadership supports robust programming**, including entrepreneurial support, financial incentives, and talent and workforce programming.



The Incubator at BioEnterprise



Green City Growers, established by the Cleveland Foundation, providing worker-owned job opportunities

The Cleveland Health-Tech Corridor (HTC) spans Cleveland's Downtown and university areas and promotes smart manufacturing, health innovation, and water technologies.

Cleveland Health Tech Corridor | Cleveland, OH

Overview

Founded in 2010 as **public-nonprofit collaboration** to create space for health-tech and high-tech businesses spinning out of anchor institutions.

HTC is a **1,600-acre area** connecting Downtown to University Circle that has delivered over **1,800 new jobs**, **500K square feet of new or renovated lab and office space**, and over **\$4B of investment** since 2008.

Programming and Investment

- Early public infrastructure investment in **\$200M bus rapid transit line** connecting University Circle to Downtown
- Entrepreneurial support, VC funding, networking, local manufacturing capacity
- Offers two workforce programs that provide training and create worker-owned, community-based, sustainable businesses



4 Healthcare Institutions

6 Business Incubators

4 Academic Centers

170+ Companies

The **HTC's** recognition as a desirable location for companies to locate has spurred major development projects from healthcare anchors.

Cleveland Health Tech Corridor | Cleveland, OH

Anchor Partners

Founders: BioEnterprise, Cleveland Foundation, City of Cleveland, MidTown Cleveland.

Core Partners: Case Western Reserve University, University Hospitals, Cleveland Clinic, Cleveland State University, JobsOhio

Governance

The Director of MidTown Cleveland, a non-profit economic development organization, also directs the HTC, providing **marketing, business attraction, and real estate redevelopment** expertise.

Momentum from the Health-Tech Corridor has supported the development of the **Cleveland Innovation District**, an initiative from Cleveland Clinic to **expand research and laboratory facilities** on its main campus, at the end of the HTC.



Funding

The HTC maintained an annual operating budget of \$200,000 provided by the Cleveland Foundation. The HTC falls in an Opportunity Zone, making projects eligible for deferred federal tax burdens on capital gains.

The Pittsburgh Innovation District recognized the **unrealized potential of its universities' immense R&D output** and worked to define and market the Oakland neighborhood for greater investment.

Pittsburgh Innovation District | Pittsburgh, PA

Key Takeaways

1. The District succeeded in **aligning its research output with commercialization** and combating “demographic and skills headwinds” through **inclusive workforce development**.
2. The District needed definition, marketing, and connectivity to the broader regional economy. The District found success in **creating programmatic connections to state support initiatives, including Build Back Better**.
3. In addition to the presence of world class institutions, **marketing a District's unique urban character, arts, and cultural institutions** is effective for recruiting new commercial activity.



Meyran coworking space



Innovation Research Tower

The Pittsburgh Innovation District markets the attractiveness of the Oakland neighborhood, serving as the convener between university and industry in a live-work-play environment.

Pittsburgh Innovation District | Pittsburgh, PA

Overview

Driven by a 2017 Brookings report that recognized world-class research assets in the historic Oakland neighborhood of Pittsburgh but highlighted **a lack of coherent identity and commercialization**, the Pittsburgh Innovation District (PID) was founded to **unify talent, university resources, transformative technology, and cultural assets**.

PID's core research areas include **biomedical & health sciences**, AI & autonomy, physical sciences & engineering, behavioral & decision sciences. Today, the district is home to 10% of the city's residents and 29% of its jobs.

Key Programming and Investment

- Supports **equitable inclusive growth** through programs such as the Innovation District Skills Alliance, creating **career pathways for residents** from surrounding neighborhoods.
- Markets the Oakland neighborhood as an ideal urban location for companies to locate, offering residential, transportation, arts & culture, and green space amenities.



2
1

Academic
Institutions

Healthcare
Institution

273% Pittsburgh produces
273% its share of
scholarly publications

The Pittsburgh Innovation District's **governance from a separate non-profit entity** can initiate ongoing collaboration with other regional initiatives to secure additional funding.

Pittsburgh Innovation District | Pittsburgh, PA

Anchor Partners

Founders: Carnegie Mellon University, University of Pittsburgh, UPMC

Core Partners: Convenes university anchors and encourages cooperation between universities and industry

Governance

Managed by InnovatePGH, a public-private partnership built by Allegheny County, universities, and philanthropy.

Funding

Received funds in 2022 as part of Southwestern Pennsylvania's Build Back Better Regional Challenge award, creating programs to expand opportunities for diverse small businesses in the robotics center



Meyran coworking space



Innovation Research Tower

The Cortex Innovation Community is a globally-recognized example of a dynamic, mixed-use innovation district focused on advanced technologies.

Cortex Innovation Community | St. Louis, MO

Key Takeaways

1. Mobilizing resources required the **unwavering partnership and financial commitment of several institutions** for over two decades. Cortex's initial founders made a case for the return on investment to institutions early, garnering trust that has supported ongoing investment.
2. The advantages of becoming **master developer** include the ability to **define land use and design**, particularly in a **former industrial zone**, and buying land on an ongoing basis.
3. Cortex maintains a **straightforward and transparent set of goals in its mission**, which include promoting **inclusive growth for St. Louis**. These goals are communicated to the public clearly to **build greater community trust** and are accompanied by a set of initiatives that work to **address the historic lack of women and people of color within technology enterprises**.



Cortex has repeatedly adjusted its mission, governance, and funding and financing approaches throughout its 20-year history to remain nimble.

Cortex Innovation Community | St. Louis, MO

Overview

Established in 2002, Cortex is a 200-acre mixed-use innovation hub for bioscience and technology R&D and commercialization four miles from downtown St. Louis. Chose an outdated, underperforming industrial area located between the founding institutions.

Key Features

- 1mil SF of new and rehab space
- \$350mil in total investment
- 3,600 employees working in district
- Nearly 10,000 people living in area surrounding district
- Startup and business resources and programs including courses, legal clinics, and networking opportunities
- Conference rooms, open meeting areas, green spaces, cafés and casual gathering spots; nearby residential and hotel, access to light rail, public park, bike and pedestrian trail



5

Founding Institutions

400

Tenants

4.5M

Square Feet of Development at Full Buildout

15K

Permanent Jobs for the St. Louis Region

Cortex hired experienced professional staff to manage **visioning, master planning, development, and programming**, ensuring a holistic focus on building a vibrant innovation community.

Cortex Innovation Community | St. Louis, MO

Anchor Partners

Washington University in St. Louis, University of Missouri – St. Louis, City of St. Louis, State of Missouri, Wexford Science & Technology, BJC Healthcare, St. Louis University

Governance

Cortex is governed by a Board of Directors representing founding anchor partners, private businesses, and public sector bodies. The City of St. Louis designated Cortex as the district's master developer, shifting responsibility to the 501(c)3 for master planning and branding, entering into parcel agreements with developers, issuing tax abatements, and exercising eminent domain.

In 2011, Cortex recruited Wexford Science and Technology, a real estate investment and development company, and Cambridge Innovation Center, who manages and programs workspace and laboratory space, to advise development and master planning efforts.



Funding

Cortex received an initial commitment of \$29M in equity from its anchor institutions. In 2013, it became eligible to receive up to \$167.7M in public subsidies through tax increment financing (TIF) for gap financing and other initiatives.

Building assessments based on rentable square footage, rents, and management fees support operation costs, generating \$1.2M in 2020.

Governance & Operations

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 (NOLABA)

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.)

Ecosystem & Economic Development

(e.g. City of New Orleans, NOLABA, GNO Inc., LCRC, NOBIC, TechPlug, Obatala, AxoSim, etc.)

Education & Workforce

(e.g., LSU, Tulane, XULA, Delgado, Dillard, Holy Cross, UNO, Ochsner, LCMC, New Orleans VA Medical Center, Greater New Orleans Foundation, etc.)

Design & Placemaking

(e.g., City of New Orleans, DDD, Greater New Orleans Foundation, RTA, neighborhood, cultural, and business associations, etc.)

Legal Structure for Governance

National best practices in innovation district governance across multiple institutions, such as the BioDistrict, suggest the appropriate model for long-term governance would be a standalone nonprofit entity, the specific structure of which will inform funding, partnership opportunities, and capacity to manage real estate.

EXAMPLE	501c3	501c4	501c6
OVERVIEW	<ul style="list-style-type: none"> Charitable, religious, scientific, and educational organizations promoting social welfare. Support educational efforts through programming, space, community partnership, and research output. 	<ul style="list-style-type: none"> Social well-being advocacy organization that can lobby directly with government to support their intended goal. 	<ul style="list-style-type: none"> Membership-based business league focused on promoting the growth and success of businesses and industries within the district.
ADVANTAGES	<ul style="list-style-type: none"> Tax deductible charitable donations. High level of public accountability. 	<ul style="list-style-type: none"> Helpful for influencing and co-designing funding and programmatic policies to support intended objectives, including funds. Limited and flexible reporting. 	<ul style="list-style-type: none"> Helpful for future tenant attraction and greater business development. Can charge member dues
DISADVANTAGES	<ul style="list-style-type: none"> Major reporting requirements. Activities must be limited to expressed purposes. 	<ul style="list-style-type: none"> Charitable donations are not tax-deductible. Limits to public disclosure can be tough for public buy-in. 	<ul style="list-style-type: none"> Charitable donations are not tax-deductible. May have to cover certain business income taxes.