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October 31, 2024

## RE BIODISTRICT ANNUAL REPORT 2024

Dear Mayor Cantrell and Members of the City Council,

On behalf of the board of directors of the BioDistrict New Orleans, I am pleased to submit this letter to you as our Annual Report for 2024 as required by our Cooperative Endeavor Agreement (K23-088) with the City of New Orleans. Per the CEA, "the District shall annually submit a report to the Mayor and City Council of New Orleans that details its expenditures of the Annual Pledged City Increment and its performance relative to the goals and deliverables specified in its approved city budget and master plan."

As the District has not received nor expended any of the Annual Pledged City Increment to date, this report will be relatively short. As you are probably also aware, the CEA required the District to secure funding and create its own Strategic Master Plan, which can be found at [www.BioDistrictNOLA.com](http://www.BioDistrictNOLA.com), by March 17, 2024, and then have it approved by the Mayor, the City Council, and the City Planning Commission before we could request any of the Annual Pledged City Increment. We have recently secured the last of these approvals from the City Planning Commission, and are grateful for the positive and enthusiastic feedback that we received.

We are also grateful to the City of New Orleans and Downtown Development District for matching private resources contributed by the New Orleans Community Support Foundation, a supporting organization of the Greater New Orleans Foundation, and the Kresge Foundation that helped us to produce our comprehensive Strategic Master Plan. Our strategic planning consultants HR & A Advisors and their subcontractors, including DBE firms Bright Moments and Thomas Consulting, conducted extensive interviews with education and health care institutions and community members and other interested parties in addition to holding a community meeting to gather additional input.

Additionally, once we had secured approval of our Strategic Master Plan, the CEA required that we have our proposed 2024 budget approved by ordinance. Again, we are grateful for the support of the Administration and the Council for your approval, which occurred On October 24, 2024.

With the help of our fiscal sponsor, New Orleans Business Alliance, we are now poised to begin making investments that were outlined in both our Strategic Plan and included in our 2024 budget submission! Our budget recommendations called for investments in public infrastructure—including bus shelters, security lighting, landscaping and green infrastructure, and pedestrian/bicycle improvements along Tulane Avenue—as well as support for workforce training efforts and our entrepreneurs that can demonstrate immediate impact from the City's investment in the district.

RE BIODISTRICT ANNUAL REPORT 2024

Mayor Cantrell and Members of the City Council,

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We were also pleased to get such positive feedback and engagement from the City Council during consideration of our proposed 2025 budget on October 30, 2024 and look forward to Council approval of the ordinance authorizing our proposed 2025 budget as part of the City's regular budget process.

Significantly, in addition to the generous support provided by the City of New Orleans, in 2025, we will be able to access and invest matching funds from the State of Louisiana that were approved for the BioDistrict as a result of our efforts back in 2023.

Given the timelines noted in this letter for developing and securing approval of our Strategic Master Plan and getting our first budget approved, we do not have expenditures to report in this annual report. That being said, please find attached quick win opportunities and the goals for the BioDistrict that were included in the Strategic Master Plan. That document itself represents the most important work we have done in the past year, and the attached goals are what we will be working toward achieving in the coming twelve months as supported by the Annual Pledged City Increment.

At the BioDistrict, we remain incredibly grateful for and energized by the support that we have received from each of you, as well as from our university, hospital, economic development, and community partners.

Thank you again for your support, and we look forward to working with all of you in the year ahead.

Very best,



Andy Kopplin  
Chair, BioDistrict New Orleans

# BioDistrict New Orleans Economic Development & Placemaking

## Strategic Master Plan

March 2024



**SCAPE**



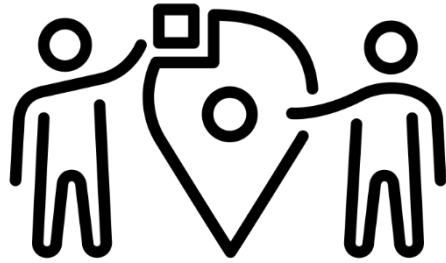
THOMAS  
CONSULTING  
GROUP

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.

## 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

	<b>Pre-Startup</b> <i>First 100 days</i>	<b>Startup</b> <i>100 days – Year 1</i>	<b>Stabilization</b> <i>Year 2 - 3</i>	<b>Long-Term</b> <i>Year 3+</i>
<b>1.1 Define real estate role</b>		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.
<b>1.2 Advance Charity Hospital redevelopment</b>		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.
<b>1.3 Champion incentives to spur development</b>		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.
<b>1.4 Identify opportunities for shared collaborative space</b>		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.
<b>1.5 Champion affordable and workforce housing</b>		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.
<b>1.6 Champion retail and amenities</b>			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

	<b>Pre-Startup</b> <i>First 100 days</i>	<b>Startup</b> <i>100 days – Year 1</i>	<b>Stabilization</b> <i>Year 2 - 3</i>	<b>Long-Term</b> <i>Year 3+</i>
<b>2.1 Tulane Avenue improvements</b>	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.
<b>2.2 Champion Duncan Plaza redevelopment</b>		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.
<b>2.3 Champion Claiborne Avenue Corridor</b>	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.
<b>2.4 Seize economic development opportunities</b>	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.	
<b>2.5 Invest in placemaking and activation opportunities</b>	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.	
<b>2.6 Engage City Planning Commission</b>		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

	<b>Pre-Startup</b> <i>First 100 days</i>	<b>Startup</b> <i>100 days – Year 1</i>	<b>Stabilization</b> <i>Year 2 - 3</i>	<b>Long-Term</b> <i>Year 3+</i>
<b>2.7 Execute branding strategy</b>	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.
<b>2.8 Develop design guidelines</b>	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.
<b>2.9 Execute additional planning studies to guide future investment</b>		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

	<b>Pre-Startup</b> <i>First 100 days</i>		<b>Startup</b> <i>100 days – Year 1</i>	<b>Stabilization</b> <i>Year 2 - 3</i>	<b>Long-Term</b> <i>Year 3+</i>
<b>3.1 Joint anchor institution research network</b>	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.
<b>3.2 Champion NCI designation and NeuroNOLA</b>		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.
<b>3.3 SLDBE growth and development</b>	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.
<b>3.4 Entrepreneur and researcher funding</b>	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)



	<b>Pre-Startup</b> <i>First 100 days</i>	<b>Startup</b> <i>100 days – Year 1</i>	<b>Stabilization</b> <i>Year 2 - 3</i>	<b>Long-Term</b> <i>Year 3+</i>
<b>3.5 Cross-institutional collaborative programming</b>	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.
<b>3.6 Community engagement strategy</b>	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.
<b>3.7 Workforce development programming</b>		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.
<b>3.8 Regional growth and business attraction</b>		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.