



New Orleans Regional Biosciences Initiative Strategic Plan—2007

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Regional Biosciences Stakeholders
Coordinated by:
New Orleans Regional Planning Commission



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VISION, GOALS, AND PLAN ELEMENTS

VISION STATEMENT

Build a globally competitive *Innovation Economy* for the New Orleans region by building on the region's *knowledge institutions* to:

- Perform globally competitive biosciences research
- Grow and attract entrepreneurial companies
- Create good jobs, a highly skilled workforce, and wealth for citizens
- Anchor a vibrant urban community at the region's core.

In pursuing this vision, the New Orleans region will:

- Find and use new treatments and cures for human diseases
- Enhance stature and accomplishments of the region's higher education and health care institutions
- Establish the City of New Orleans as a great, diverse, and successful US city—a center of energy for a region of many successful surrounding communities.

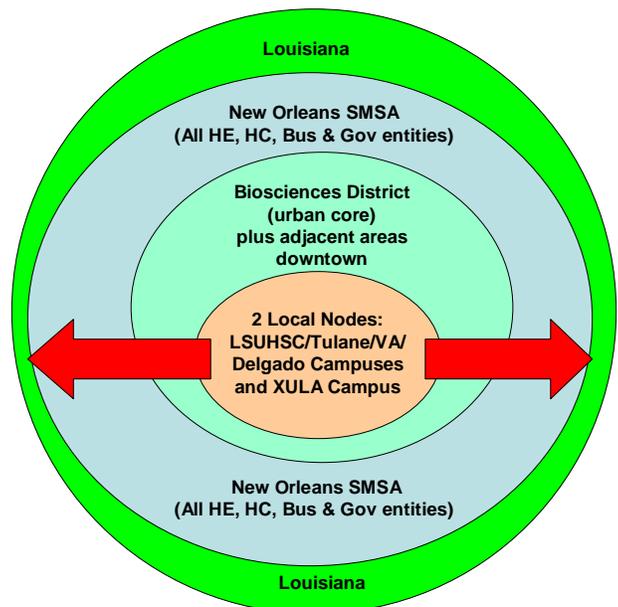
NEW NOMENCLATURE: REGIONAL INITIATIVE VS. GEOGRAPHY OF PLACE

The above vision denotes primarily a broad **regional initiative** to create a future economy for the citizens of the region, but the initiative also includes a degree of special focus on a **defined place** that must receive important priority attention for development. In addition, the **regional initiative** links to (and forms a significant part of) statewide bioscience capacities that the State of Louisiana markets globally. For these reasons, new nomenclature is adopted, as follows:

New Orleans Regional Biosciences Initiative is a regional strategy. At its core is *New Orleans Biosciences District*, although development occurs throughout the region.

A Regional Initiative in Four Layers of Geography

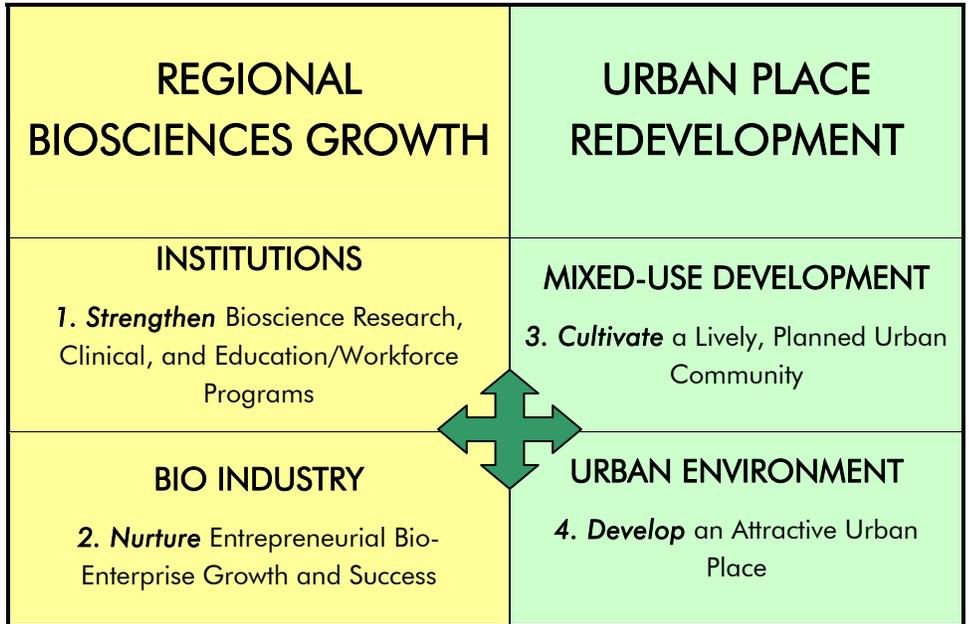
- Louisiana
- ↑
- New Orleans SMSA
- ↑
- Biosciences District (urban core)
- ↑
- 2 local nodes at health science, health care, and higher education institutions within the District (urban core)



FOUR GOALS IN TWO DOMAINS

To achieve the vision, four major goals are organized into two domains:

- **Regional Biosciences Growth**—a continuum from basic research through commercial applications in industry and clinical settings
- **Urban Place Redevelopment**—a planned and controlled mix of urban uses and improvement of the character of the physical environment.



STAKEHOLDERS

For technical purposes indicated in this *Strategic Plan*, such as comparative data and evaluation, **region** is defined as the New Orleans Statistical Metropolitan Area (SMSA).

True stakeholders for whom this long-term enterprise is undertaken are the citizens of the New Orleans region—present and future.



Those organizations that are charged collectively with achievement of the vision—including all the education, health care, business, government, and community organizations, agencies, and institutions whose knowledge, skills, and resources are needed to make this complex, long-range effort successful—are the indirect stakeholders, the *workers*.

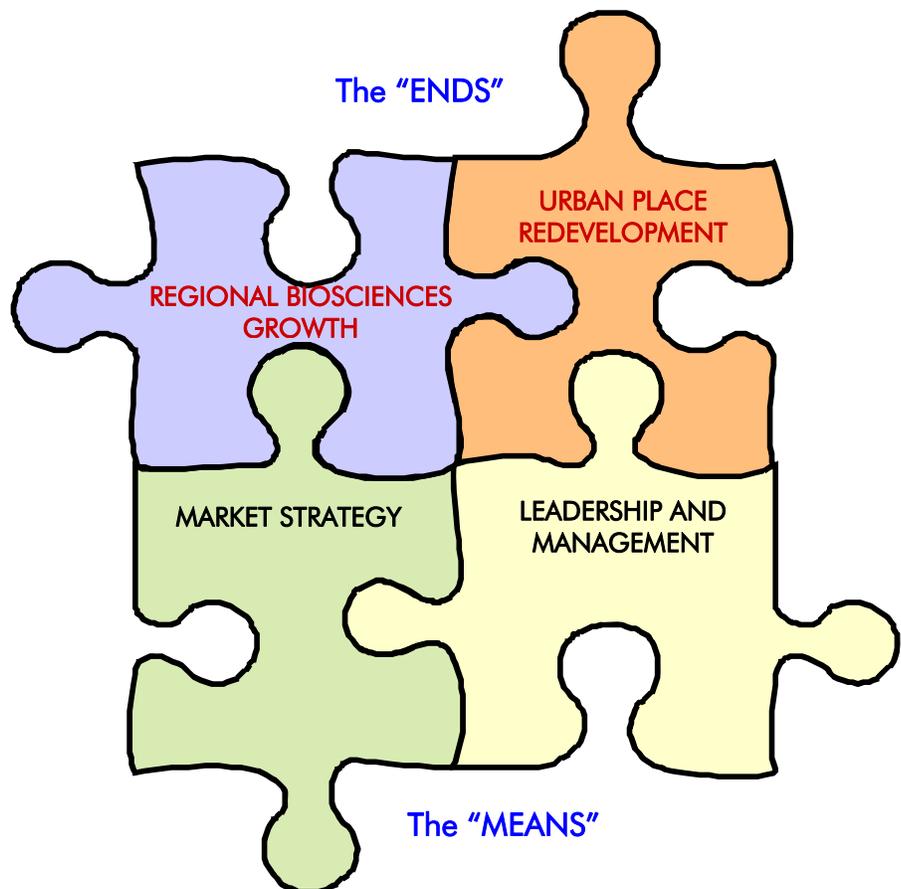
This Strategic Plan only summarizes the tasks or action strategies

Substantial background data about the Medical District, peer data, and various analyses are found in interim work papers that were produced to support the stakeholder planning dialogue.

STRATEGIC PLAN IN FOUR PARTS

The *Strategic Plan* includes four sets of strategies. The first two address the goals or desired results (**ENDS**). The other two address the **MEANS** by which to achieve the **ENDS**. The four sets of **ENDS** and **MEANS** strategies are as follows:

- **Regional Biosciences Growth** strategies are defined under **Innovation System Strategy**, in three parts:
 - Research and Technology Development
 - Business Entrepreneurship
 - Knowledge Workforce Development
- **Urban Place Redevelopment** strategies are addressed under **Physical Development Strategy**, in three parts:
 - Planning, Financing, and Management
 - Land and Infrastructure
 - Real Estate Project Development and Asset Management
- **Market Strategy and Marketing Plan Outline** provides overall positioning and approaches to be taken both to promote bioscience capabilities and to “sell” occupancy of physical space, in two parts:
 - Market Strategy (What We Are Promoting)
 - Marketing Plan Outline (Marketing Tactics)
- **Leadership and Management Strategy** is the organization of functions for accomplishment of this long-term *Strategic Plan*, in two parts:
 - Entity Role Strategies
 - Collaboration Process Strategies



INNOVATION SYSTEM STRATEGY

A comprehensive
INNOVATION SYSTEM
drives the goal of *Regional
Biosciences Growth...*

Research and Technology Development Strategies

Via Task IS.2, the leadership will develop future collaborative research strategies. Some areas for consideration, based on strengths, include:

- Antiviral peptides
- Viral vectors
- Eschemia/stroke prevention
- Tissue modeling
- Dental devices and polymers
- Bioinformatics (UNO)
- Nanotech delivery (UNO)
- Drug delivery (Xavier)
- Vaccines (malaria, etc.)
- Adult stem cells/ cell therapy and immuno-stimulation.

This work will be coordinated with the State's current initiatives to plan for research and technology development priorities.

Business Entrepreneurship Strategies

WHAT IS THE INNOVATION SYSTEM STRATEGY?

The **Innovation System Strategy** is a continuum of endeavor from basic research to applications of innovation in clinical and commercial settings—to achieve the primary goal of **Regional Biosciences Growth**. Innovation—broadly defined—is the business of both universities and bioscience companies.

WHAT NEEDS TO BE DONE?

- IS.1 Affirm that the Innovation System Strategy is regional and virtual, not site-based (although there is a core site)**
- Adopt (by this *Strategic Plan*) nomenclature changes to signal this—*New Orleans Regional Biosciences Initiative*
- IS.2 Develop a collaborative *Biosciences Strategic Research Plan***
- Include concrete plans for aggressive development of the CRC and GTRC as these are the already-in-place collaborative research strategies
 - Plan two or three more niches with market innovation potential, to be cultivated collaboratively (and coordinated with the State's RC/EEP)
 - Manage independent strategies of the individual institutions with appropriate sensitivity to the *collaborative* research scale-up strategies.
- IS.3 Raise private funds for a shared fund to assist institutions with priority scientist hires for the collaborative research initiatives**
- Use funds for niches defined in the *Biosciences Strategic Research Plan*
 - Use funds for lab fit-ups, relocation benefits, and start-up packages
 - Determine an appropriate amount for first several years, e.g. \$5 million.
- IS.4 Influence faculty culture to motivate entrepreneurial endeavors**
- De-emphasize *commercialization* and *technology transfer* and focus mission dialogue on *translational research, health care innovation, entrepreneurship, and service to society*
 - Align reward systems with the message in ways that count for faculty
 - Develop institutional policies leading to greater numbers of entrepreneurially-inclined faculty among new hires
 - Determine if state-level measures would support faculty entrepreneurs.
- IS.5 Modernize institutional technology development practices**
- Make local/regional impact (not license revenues) the priority objective, in any cases where local application of intellectual property is feasible
 - Improve capacities for technology development and share resources
 - Harmonize intellectual property policies among the institutions, to facilitate multi-institution-business collaborations.
- IS.6 Expand and strengthen the regional biosciences “community”**
- Sustain one-on-one outreach to faculty, companies, and entrepreneurs
 - Provide entrepreneurship training in groups and via individual mentors
 - Create a modest e-news vehicle for publicizing regional R&D activities.
- IS.7 Create a local seed fund for biosciences venture investments**
- Raise \$10 million in public and private funds
 - Engage professional fund management
 - Base the fund's office/staff in the NO BioInnovation Center.
- IS.8 Encourage the State to create a tax credit for bioscience company R&D investments**
- Work with Baton Rouge and Shreveport on this tactic.

Workforce Development Strategies

- IS.9 Find existing space immediately to define a “place” for the initiative and the District; to begin NOBio’s programs; and to house any present companies needing space.
- IS.10 Establish a permanent workforce monitoring function and design programs over time, as needs emerge, for all levels of personnel
- Set up a new model for workforce data; conduct an initial baseline study; and then track data periodically
 - Include the region’s education programs, degree production, employment levels, institutional needs, and company skills needs—in biosciences
 - Interview employers, including health care institutions, periodically
 - Design new or expanded workforce response programs based on needs
 - Consider as one possibility a program to train research lab technicians
 - Consider tech training program for those with baccalaureate degrees
 - Use all opportunities to acquire special grants for workforce programs.
- IS.11 Create a Science High School in the District
- Organize as a charter school that will focus on STEM disciplines
 - Obtain a planning grant for concept planning with appropriate partners.
- IS.12 Create a one-stop service for experiential education and recruitment
- Facilitate business access to internship/co-op programs of all institutions
 - Locate the clearinghouse activity in the BioInnovation Center.
- IS.13 Create a central hub (one-stop) location for entrepreneurial support and business outreach and services
- Designate the BioInnovation Center as the hub location
 - Relocate the university tech transfer offices into the Center
 - Establish a seed capital fund presence
 - Establish a one-stop service operation for companies to easily access experiential education and recruitment functions of the various institutions.

WHAT ARE THE SUCCESS FACTORS?

- Research program priorities are selected for scale-up investments based on a combination of existing expertise and market innovation potential
- Strong institutional collaborations facilitate focus and scale-up of research
- New scientist hires, especially in targeted niches, is facilitated and accelerates
- Research funding at institutions and joint institutes increases noticeably
- Institution-to-private company collaborations are made user-friendly
- Effective business financing and support are available for entrepreneurs
- A constant supply of small-scale office and lab space is available for lease
- Knowledge workforce support—technicians to PhD scientists—are in place
- Commitment is sustained and effort is focused over a long plan horizon.

Success in the **Research** end of the **Innovation System** continuum increasingly will be characterized by problem-focused or translational research approaches, often in large-scale collaborations. In **Technology Development**, agility, creativity, and responsiveness to achieve fruits of innovation in/for the region, and often in unique situations, are more important than intellectual property protection. The business end of the **Innovation System** continuum provides an environment in which entrepreneurial activity of all kinds is nurtured effectively and prospects for success accordingly enhanced. If the **Biosciences Knowledge Workforce** includes PhD scientists who must be recruited and retained at high levels to laboratory technicians, then success requires permanent collaboration between institutions, government, and business sector leadership to achieve varied support strategies.

PHYSICAL DEVELOPMENT STRATEGY

A comprehensive Physical Development Strategy drives the goal of Urban Place Redevelopment...

Planning, Financing, and Management Strategies

Land and Infrastructure Strategies

Roughly \$250MM would be needed to acquire all target properties in the bounded site. The City is considering special bonds. Land-bank funding is a priority and requires coordination among various agencies.

WHAT IS THE PHYSICAL DEVELOPMENT STRATEGY?

The **Physical Development Strategy** is a wide array of tasks in land planning, land acquisition, infrastructure development, facilities development, urban improvements, and ongoing quality of life services—to drive toward the second main goal—**Urban Place Redevelopment**.

WHAT NEEDS TO BE DONE?

PD.1 Affirm a common land-based definition of the core District

- Accept that boundaries are as defined by GNOBEDD legislation
- Define core development nodes around LSUHSC/Tulane/VA and Xavier

PD.2 Ensure ongoing coordination of land planning with UNOP and City recovery areas—building on land use planning already done

- Plan District's mix of uses to include:
 - a. Primary institutional uses
 - b. Private bioscience companies
 - c. New and revitalized housing
 - d. Retail/amenities
 - e. Science high school.
- Build on RPC's planning process to plan uses in detail around two core nodes and to establish general intent of uses for remaining areas (e.g. revitalization of residential neighborhoods)
- Include a planned location for a Science High School
- Evaluate whether creation of sub-districts for LSUHSC, Tulane, VA, and Xavier would be a useful solution to respect individual institution plans and, if yes, create them
- Develop **Design Guidelines** in the **Master Land Use Plan**, including streetscape standard design(s)
- Work with City of New Orleans to coordinate with the UNOP and to obtain approval for District **Master Land Use Plan** implementation.

PD.3 Establish specific mechanisms for effective, permanent coordination among the Biosciences District, Canal Street, and Iberville projects.

PD.4 Commit to collectively support current priority development projects and activities—both institutional and District projects

- LSUHSC and VA Hospital complex—in the District
- Cancer Research Center
- New facility for BioInnovation Center and LGTRC
- Renovation of an existing facility for immediate Medical District use
- A first phase of street improvements (beginning with current activities planned for lighting, Tulane Avenue, etc.)
- Immediate highest priority land acquisitions (other than LSUHSC/VA)—and especially to prepare development sites and control key areas.

PD.5 Create and sustain a land acquisition and land-banking program

- Raise \$50 million from institutions, government, and private sources (in addition to requirements for LSUHSC/VA projects)
- Establish the program to provide break-even or a reasonable return on investment, as a result of re-sales and ground leases
- Negotiate with the State and City for needed land transfers
- For property the District will own, consider use of ground leases (rather than sales) where possible
- Prioritize areas for early acquisition to establish strategic control over key locations and intersections

Real Estate Project Development and Asset Management Strategies

The institutions need to consider how they might meet some of their space needs in leased space in the District that then would make possible the financing of speculative space for bioscience companies.

- Exclude specific defined areas to be acquired by/for LSUHSC and the VA
 - Use the *Road Home Program* provisions creatively in parcel acquisitions
 - Prepare development sites on an ongoing basis.
- PD.6 Organize phases for infrastructure improvements (including parking) and for streetscape improvements in priority locations**
- Use current land planning to select priority areas for early phases, such as at Canal Street and the planned BioInnovation Center; around institutions; and at entrances to the District
 - In selecting priority areas for improvements, build on the City's commitment to Canal Street as a priority node
 - Consider using Canal Street's street design guidelines as a basis for District guidelines.
- PD.7 Make multi-tenant buildings (MTBs) the cornerstone development strategy—within the core District and in selected other locations**
- Develop MTBs directly and structure development partnerships
 - Engage institutions to determine their needed uses and their ability to lease space in order to secure financing in a series of MTBs, over time
 - Consider possible MTB locations outside the core that would be suitable, for example at the Primate Center.
- PD.8 Identify partners and develop transactions/deals over time for housing, retail/amenities, and school development**
- Clearly establish a development entity as the single voice to lead and control all development in the bounded area
 - Take a proactive stance toward private development, via defining projects and issuing RFPs, rather than allowing development to "happen."
- PD.9 Provide enhanced quality of life services throughout the District**
- Include security and maintenance of streetscapes and infrastructure.
- PD.10 Provide asset management for District-owned property**
- Provide asset management via internal staff or vendor contracts, or both.

WHAT ARE THE SUCCESS FACTORS?

- Land consolidation for development for all functions within the District
- Land consolidation to assist expansion of institutions within the District
- Collaboration with Canal Street investments to leverage redevelopment efforts
- Success in transformation of Iberville into a mixed-use, mixed-income community and creation or revitalization of other residential areas over time
- Establishment of conditions in the District that permit and encourage private-sector development of all non-institutional components of the strategy—cleaner, safer, more vibrantly urban
- Provision of a constant supply of speculative space in multi-tenant building settings for occupancy by expanding biotech companies
- Provision of special quality of life services to the Medical District similar to those provided by the Downtown Development District.

In a highly challenging urban redevelopment context, **Physical Development Strategy** will require significant public sector leadership and commitments, especially in early stages of development when the site is not attractive and when a market is not visible to private developers. Selected roles for private developers need to be created and the public sponsor's control of uses, even as it seeks private investment, is very important, to achieve the vision.

MARKET STRATEGY AND MARKETING PLAN OUTLINE

MARKET STRATEGY
defines the product being promoted

The **MARKETING PLAN** then sets forth tactics and tasks in promotion and sales.

WHAT IS THE MARKET STRATEGY?

The **Market Strategy** is a conceptual definition of what actually is being promoted and sold and to whom. Often, this is called *market positioning*.

- What is our *product*? (What are we marketing?)
- What are our target *market segments*? (To whom are we marketing?)

Then, **Market Strategy** guides and drives a **Marketing Plan**, which is a set of tactics for two distinctly different sets of functions—*promotion* and *sales*.

Promotion and sales tactics are defined as follows.



In this Strategic Plan, the **Market Strategy** is defined and the **Marketing Plan** is outlined. Creation of a detailed, executable **Marketing Plan** is included as an action strategy.

WHAT NEEDS TO BE DONE?

- MS.1 Commit to product position as both programmatic and physical**
- **Real Expertise:** World-class capabilities in certain selected niches of excellence in bioscience segments (that mesh with commercial innovation)
 - **Value Added Features:** Real benefits, facilities, services, and other resources to help businesses flourish
 - **Innovation-Focused Partnerships and Relationships:** Active promotion of institution-institution and institution-business and business-business collaborative alliances—to solve problems and to innovate
 - **Desirable Physical Place:** Aggressive efforts over time to make the urban place an organized, high-value, attractive business location.
- MS.2 Develop a detailed Marketing Plan, based on this outline**
- MS.3 through MS.9 are outlined elements to be detailed in a **Marketing Plan**
- MS.3 Organize tactics around three target segments**
- **Start-up companies** coming from institutions or institutional collaborations with business entrepreneurs, including some already in the region, that would benefit from value added by the Initiative's programs or sites

*Market Strategy/Position—
What is our Product?*

Marketing Plan Outline
Marketing Tactics

- **Maturing companies** already in the region (present and future) that need to expand or to connect better with research in the universities
- **Large, national and multi-national companies** with research centers elsewhere, which may develop a relationship with a local partner university program or faculty group, or that need to be near an expanding market, a major customer, or a clinical trials population. (Note: This is likely to be small-scale use, not large-scale HQ use.)

MS.4 Use the niches defined in the *Biosciences Research Strategic Plan* and other institutional strengths as basis for targeting promotion to bio industry segments.

MS.5 Offer and provide conveniently a range of institutional, value-added amenities and resources of real benefit, especially to start-up or small businesses

- Provide company employees institutional identification entitling them to access to health facilities, libraries, cultural events, sporting events, institutional newsletters, etc. (or create a special "District ID")
- Provide facilitated access to specialized laboratories or services, specialty scientific equipment, or technical information sources
- Facilitate access to the knowledge workforce, including faculty partners, interns, graduate students, and graduating students by organizing a "one-stop" coordination point of entry.

MS.6 Use relationship marketing as an essential tactic for targeting to generate prospects

- Target companies that have existing research relationships with faculty
- Target companies that show interest in certain technologies, e.g. licensees
- Target alumni in executive positions in tech companies in niche areas
- Target companies that have contributed philanthropically to institutions.

MS.7 Create a specific organizational structure for leadership and management of promotion and sales activities

- Agree that promotion and sales is a joint responsibility of several lead organizations
- Assign roles to promotion and sales teams
- Organize a Marketing Committee comprised of persons whose skills together span the expertise needed for promotion and sales to oversee all marketing.

MS.8 Develop detailed tactics for promotion

- Coordinate wherever possible with other state promotion efforts (Baton Rouge, Shreveport, LED, etc.)
- Develop web site and coordinated print and display materials, including simple brochure, folder, one-page information sheets, and ad and display copy and images
- Identify highest priority advertising venues
- Determine manner of BIO and other trade show/event participation
- Work to obtain as much positive "earned media" as possible.

MS.9 Develop detailed tactics for sales

- Develop policies for working with brokers
- Develop policies for engaging private development partners
- Develop land lease terms
- Organize information about financial incentives and seek or create new ones, including funding to help prospects with the cost of tenant improvements
- Determine key sales team members (including scientists as needed)
- Develop and maintain a prospect tracking system.

Refer to Leadership and
Management Strategy section
for additional information.

WHAT ARE THE SUCCESS FACTORS?

- Stakeholder organizations agree that this effort is not about selling real estate, although place does matter; it is about promoting *knowledge, expertise, relationships, and business innovation opportunity*—and, at the same time, an attractive place.
- The **Market Strategy** and **Marketing Plan** clearly establish that the **New Orleans Biosciences Initiative** competes in a hot global biosciences marketplace. The competitors are elsewhere and all local institutions are partners in that global competition, not local competitors.
- **New Orleans Biosciences Initiative** increasingly achieves name recognition in institutional, real estate, and technology marketplaces as one among peer initiatives and sites for biosciences, as evidenced by listings and media.
- Promotion of expertise and knowledge assets is constant and effective.
- Actual inquiries about opportunities for R&D relationships or space increase.
- New innovation relationships, contracts, or R&D collaborations are created (even with no facility or space involved).
- Actual land or facility lease transactions are accomplished.

LEADERSHIP AND MANAGEMENT STRATEGY

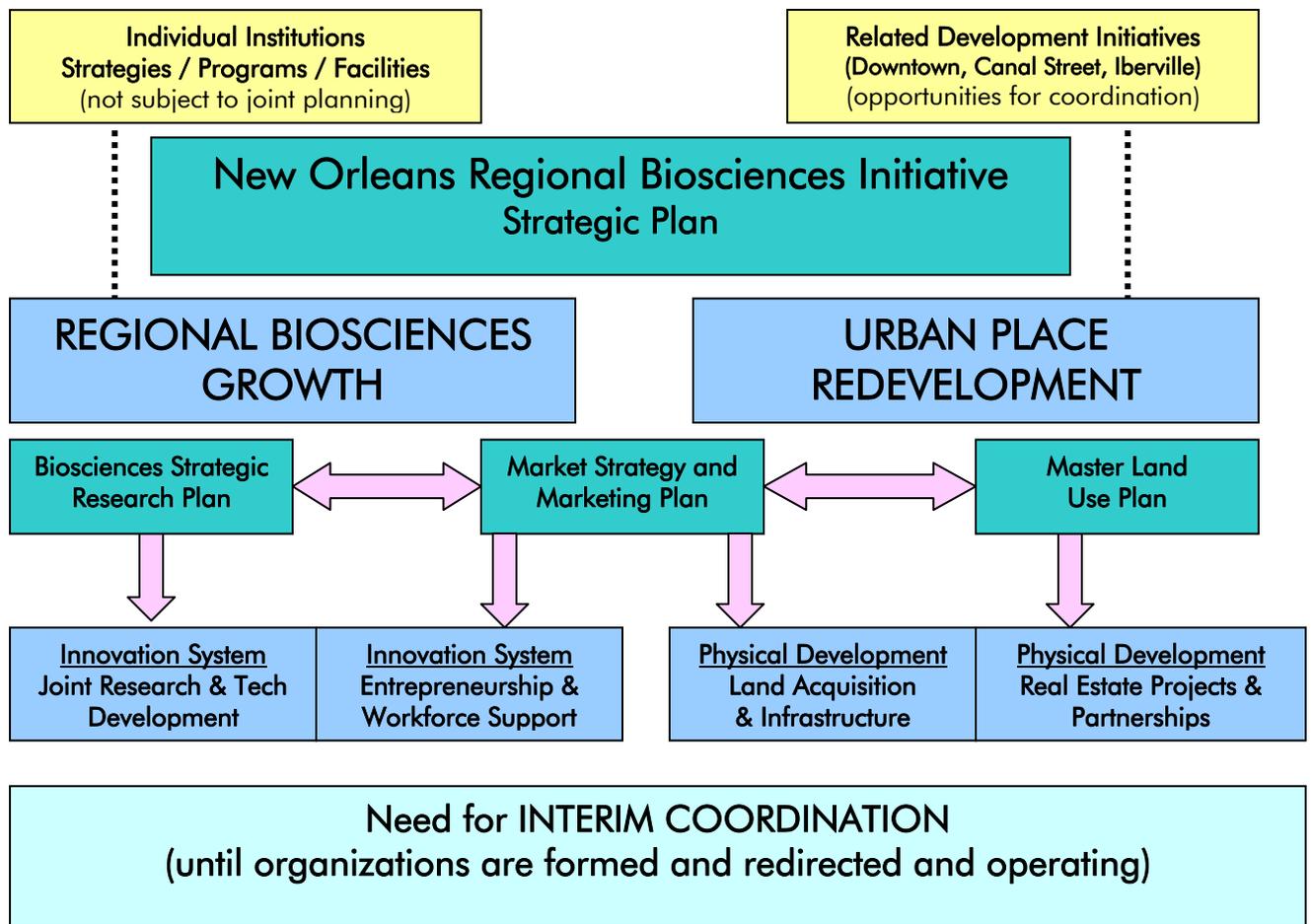
Considerable talents and resources of the many stakeholders can make the difference for the future of the New Orleans region... Organized, collaborative leadership and disciplined management are all that is required to activate the many assets.

WHAT IS THE LEADERSHIP AND MANAGEMENT STRATEGY?

New Orleans has had many organizations involved in aspects and versions of the District concept, and has engaged in several planning efforts.

This *Strategic Plan* serves the vital purpose of being the vehicle for consensus on WHAT needs to be done and, also, BY WHOM. Functions required are many, complex, and interrelated, but require different skills and orientations. Also, tasks range from immediate to very long-term. Both long-term and immediate action strategies are detailed above. **Functions** represented by the strategies, and thus requiring effective leadership, are summarized as follows.

New Orleans Regional Biosciences Initiative FUNCTIONS



Color Key:

Not directed by this Initiative

Plan Documents

Goals & Strategies

Interim Coordination



Entity Role Strategies

There are a few ways in which the Board and Advisory Council structures should be improved. In the interest of achieving momentum now, it was decided that GNOBEDD should be activated as currently defined and that legislative changes should be developed for the 2008 session.

WHAT NEEDS TO BE DONE?

- LM.1 Activate GNOBEDD immediately as the overall coordinating entity for this *Strategic Plan*; as the lead agency for acquiring funding for various needs; and to oversee coordination of marketing**
- Aggressively pursue City, State, Federal, sponsor, and private philanthropic funding for initially identified needs—capital and operating; leverage local sponsor pledges for state funding
 - Appoint the Board
 - Develop staffing and operational plan and hire initial staff
 - Reaffirm the physical definition of the core District based on GNOBEDD boundaries
 - Establish operating relationships and coordination processes with NOrMC, NOBio, DDD, RPC, Canal Street, and Iberville
 - As/after operations begin and as needs are identified, use the framework of this *Strategic Plan* to develop specific legislative requests for modifications to the statute in membership or other provisions (for the 2008 session).
- LM.2 Redefine NOrMC as the entity solely focused on institutional collaborative program strategies, as these are critical to success**
- Change corporate name to New Orleans Regional Medical Collaborative
 - Eliminate concept of NOrMC's physical boundary and establish NOrMC clearly as a regional organization of institutions focused entirely on programs
 - Revise the membership structure (and Board structure) to include **all** higher education and health care institutions in the region, and to include a moderate number of business and state government representatives, especially as their skills are relevant to NOrMC's new agenda, for example, in knowledge workforce development
 - Create three committees: Research Initiatives and Technology Development Policy; Clinical Program Collaborations; and Knowledge Workforce
 - Construct memberships of these Committees to include non-Board members for their expertise, if needed, for example, GNO, Inc. and WDB representatives and other institution personnel for *Knowledge Workforce*.
- LM.3 Clarify NOBio's role as the entity responsible for providing, or leading and coordinating Business Entrepreneurship strategies**
- Change Board structure and membership to reflect greater emphasis on business and finance skills for entrepreneurial enterprises, with perhaps more limited institutional representation
 - Determine if a separate corporate entity is required for the seed capital fund (although its staff would be housed at the BioInnovation Center).
- LM.4 Create one additional entity—New Orleans BIO Development Corporation, to serve as the lead agency for physical development**
- Design the entity to include Board level representation of those existing entities that have the greatest skill sets in physical development
 - Keep the Board as small as possible for functionality reasons and share staff with GNOBEDD.
- LM.5 Organize a cross-organizational Regional Biosciences Initiative Marketing Committee**
- Recognize that what is being marketed (promoted) combines both program assets and physical facilities and therefore cannot be correctly undertaken without correct involvement of multiple entities
 - Use this Committee to promote understanding of the overall **Market Strategy** (positioning) and to develop and coordinate tactics of the

Collaboration Process Strategies

Marketing Plan—assigning various promotion and sales functions appropriately to GNOBEDD, GNO, Inc. NOrMC, NOBio, BIO-DC, the Chambers, and the institutions.

LM.6 Adopt a standard set of metrics by which to measure progress and monitor these on a permanent basis

- Assign responsibility for ongoing evaluation of progress on defined metrics to GNOBEDD
- Produce at least annual updates.

LM.7 Convene periodic workshop sessions of Boards of all organizations—for systematic review of ongoing initiatives and accomplishments

- Include primary entities GNOBEDD, NOrMC, NOBio, BIO-DC, and GNO, Inc. and invited others (e.g. RPC, DDD, LED, LA BOR, LRA, etc.).
- Determine if biannual or quarterly workshops are needed
- Assign convening responsibility to GNOBEDD.

LM.8 Building on this Strategic Plan and other recent planning, undertake immediately the next level of planning tasks

- Develop a **12-Month Action Plan** that spells out schedule, deadlines, and responsibilities assigned to various entities for most immediate activities
- Develop immediately the details for **Entities** (corporate document or legislative changes) for revised purposes and board memberships (GNOBEDD, NOrMC, NOBio, and for new BIO Development Corp.)
- Appoint a group (in and via NOrMC) to develop the **Biosciences Research Strategic Plan** and to coordinate the region’s collaborative efforts relating to the State’s RC/EEP planning activities
- Expand on current NY Associates land planning activity to develop at least conceptual level **Land Uses** for the entire area within the core area/District boundaries and prepare some graphics that can be used in promotion
- Develop a detailed **Marketing Plan** with executable tasks, budget, and staffing, under direction of a **Regional Biosciences Marketing Committee**.

This is a *Strategic Plan* for the entire initiative. Thus it does not contain many details that are required for execution of various parts of the initiative.

Additional follow-on (or continuing) planning activities must begin with a **12-Month Action Plan** to define tasks, assignments, and deadlines for most immediate tasks.

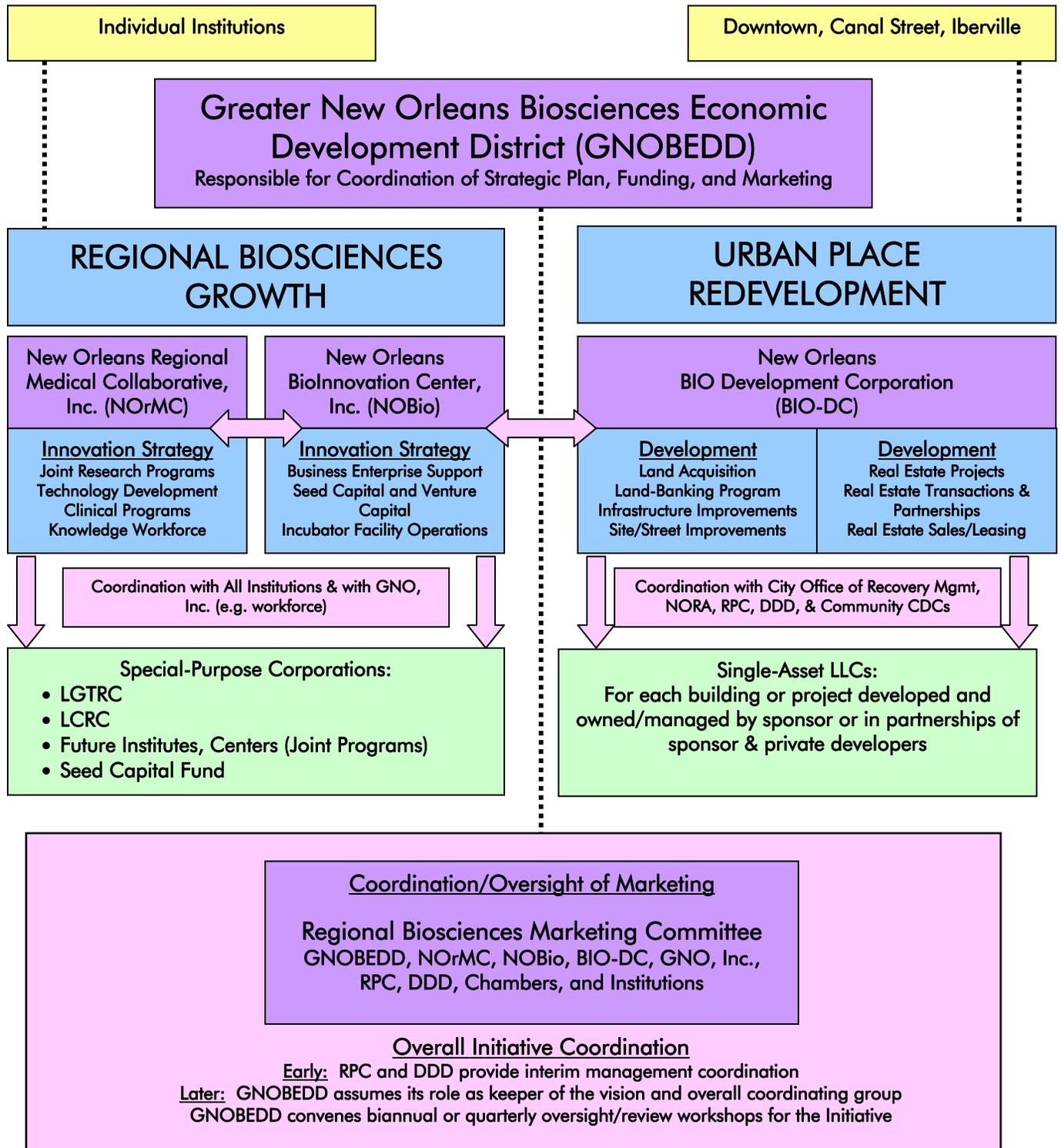
Other areas for additional and ongoing planning are:

- Entities
- Additional Land Use planning
- Biosciences Research Strategic Plan (coordinate with RC/EEP)
- Marketing Plan

WHAT ARE THE SUCCESS FACTORS?

- A strong individual champion emerges who can influence others and help sustain common focus on this *Strategic Plan* and coordination of its activities
- Every stakeholder organization truly adopts the idea that New Orleans is competing with other regions globally—and NOT internally within the region. Collective commitments and good partnering behaviors are adopted by all.
- Each major stakeholder organization (and participating institutions) provide a start-up funding contribution
- GNOBEDD earns recognition as the main coordinating entity and acquires significant new resources
- A new BIO Development Corporation becomes the **Urban Place Developer**
- NOrMC refocuses and makes great progress in region-wide programmatic collaborations in **Research/Technology Development, Knowledge Workforce, and Clinical Programs**
- NOBio proceeds assertively with its roles in **Business Entrepreneurship** support
- Action strategies in this *Strategic Plan* are implemented and measurable or identifiable results are achieved more expeditiously than in the past.

New Orleans Regional Biosciences Initiative
LEADERSHIP AND MANAGEMENT ORGANIZATION



Color Key:



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