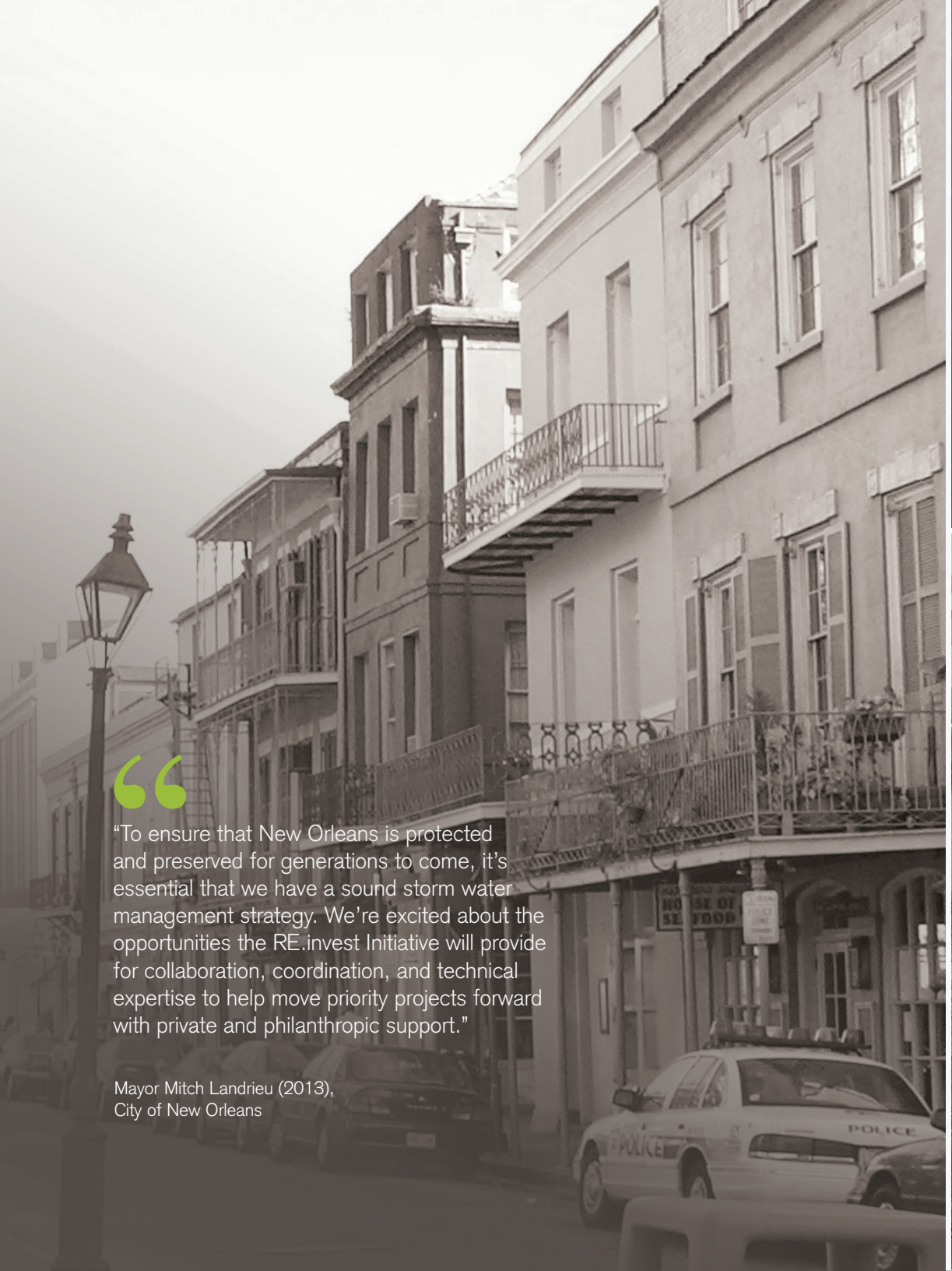
RE invest | CITY REPORT 2015

NEW ORLEANS



“To ensure that New Orleans is protected and preserved for generations to come, it’s essential that we have a sound storm water management strategy. We’re excited about the opportunities the RE.invest Initiative will provide for collaboration, coordination, and technical expertise to help move priority projects forward with private and philanthropic support.”

Mayor Mitch Landrieu (2013),
City of New Orleans

re:focus PARTNERS

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Introduction

An essential quality of resilient systems is the ability to continuously improve. Most city infrastructure systems today epitomize the opposite trait, system upgrades occur as a patchwork of band-aids using familiar approaches rather than strategically leap-frogging to better technologies. One of the most important barriers to implementing these more resilient infrastructure upgrades is the inability to test new technologies in real systems, such as utility water pipes, power lines, or telecom networks, and validate modeled performance improvements.

Currently, municipal governments are making the best use of increasingly strained public resources to upgrade critical infrastructure. However, most lack access to best-available technology based on limited opportunities to “try before buying” through conventional procurement processes. Often the same opaque contracting, permitting, and regulatory processes that limit public sector innovation also stymie private companies. Companies that face multi-year environmental permitting and review processes often set-up testing sites in friendly R&D environments and avoid communities that have the greatest infrastructure upgrade needs.

Corporations and those who invest in the most cutting edge technologies are doing everything possible, including traveling to places like Israel that advanced technology incubation support services, to access in-system demonstration sites and prove that technologies work. The City of New Orleans can take advantage of this corporate interest and willingness-to-pay by attracting and facilitating private investment in a local technology demonstration park.

Like many cities, New Orleans currently owns properties that are either underutilized or in the process of transition. By leveraging these sites to provide technology demonstration spaces - styled as outdoor museum exhibits - the City can take an alternative approach to attracting leading companies from around the world and promoting sustainable economic growth.

Overview

Since the devastation of Hurricane Katrina in 2005, the City of New Orleans has invested heavily in recovery and resilience, and recognizes that its sustainable future lies in improving its quality of life and maintaining its neighborhoods as great places to live. Accomplishing this requires strategic, integrated investments in housing, transportation, water infrastructure, and land use planning. Given that, the City has prioritized multi-modal transportation options that connect new and existing housing to jobs, healthcare and education centers; new methods of water management that mitigate threats caused by subsidence and flooding; and create new, vibrant public recreation space.

One example of the City's proactive investment is the Laffite Greenway. Using federal disaster recovery grants, the City designed a 2.6 mile pathway that when completed will stretch along a vacant rail corridor from City Park to Armstrong Park, connecting six historic neighborhoods from Bayou St. John and Mid-City down to the French Quarter. The project's $9.1 million first phase, to be completed in late 2015, includes a paved bike path, landscaping, lighting and ball fields on a patch of property adjacent to the Lafitte housing development near Claiborne Avenue.

In tandem to this work, the City is exploring ways to engage residents and expand appreciation for sustainable infrastructure as a major contributor to quality of life – building an understanding of the new normal in neighborhoods. Ultimately, the City hopes to cultivate a well-informed and supportive public for implementation of integrated, thriving communities that preserve the best parts of New Orleans' cultural heritage while embracing a sustainable future.

To complement these ongoing efforts, the RE.invest team proposed a New Orleans Innovation Park (iPark) – an effort to develop a set of interconnected municipally owned properties to serve as demonstration sites for innovative technology installations. Similar to a World's Fair or an interactive museum, a set of carefully curated resilient technology exhibits can serve both community and local government needs, while creating channels for private sector engagement in infrastructure upgrading.

Leveraging the City's investment in the area, this series of "park-lets," could provide innovative companies with an opportunity to test and analyze cutting-edge water and telecommunications technologies that could be integrated into future City capital improvement plans and system retrofits. By developing these sites as museum-quality demonstration spaces, the City could take an alternative approach to revitalizing these public spaces for new community uses, attract leading companies from around the world, engage residents and tourists alike in building local resilience, and promote sustainable economic growth.

Picture walking through the new Lafitte Greenway - imagine a vibrant outdoor space, with a tree-lined bike path, expanses of green grass, and technology demonstration sites. Where tourists from around the world can walk over a clear section of sidewalk to see how data flows underground and connects to homes and businesses. Where corporate executives can watch in real time as self-healing power systems save energy by watching real-time data streamed to touch screen plaques. New Orleans can design this new type of resilience district to engage companies while supporting community resilience.

Opportunity

The proposed iPark brings together elements from various technology demonstration models currently in use around the world, including trade shows (installation contracts and agreements); incubators and accelerators (sponsorship, first-look financing, and venture fund structures); and museums (education, curation and management systems). What makes the proposed iParks unique relative to these other models are the links to existing infrastructure systems (in-situ/utility connections) and the specific focus on municipal innovation in evaluating and procuring resilience solutions at scale.

Relevant Models

The RE.invest proposed iPark brings together elements from several other types of technology hubs. Below are four examples of innovation centers from around the world that highlight parallel approaches to demonstrating, prototyping, incubating, and/or accelerating specific companies or projects.

- New Lab

  http://newlab.com

  Located in an old shipyard at Brooklyn's Navy Yard, New Lab provides physical office space and shared access to highly capital-intensive manufacturing equipment that early-stage entrepreneurs and start-up companies need to prototype and test manufactured products and processes. New Lab's model is based on its non-traditional combination of shared equipment and collaborative design/work space, where innovators can access traditionally hard-to-find tools and equipment, like 3D printers, welding facilities and machining tools, without absorbing the capital costs and risks individually. Similar to New Lab, New Orleans' Innovation Park could allow early-stage companies to access complex systems and network connections; showcase and demonstrate new technologies in a safe, curated, public space; and offer a unique opportunity for larger companies to demonstrate performance at a utility-scale.

San Jose Environmental Innovation Center

http://www.sanjoseca.gov/DocumentCenter/View/28291

The City of San Jose recently transformed an underutilized municipally-owned property into a productive economic and social technology demonstration hub. The City maintains ownership of the site and collects lease fees through a separate non-profit "commercialization catalyst" called Prospect Silicon Valley. Large corporations, including BMW, Applied Materials, Wells Fargo Bank, Denso and Siemens, sponsor this non-profit entity. Prospect Silicon Valley works directly with incubators, accelerators, investors and corporations and provides SJEIC space for validating green technologies. New Orleans' Innovation Park could go beyond providing workspace and basic tools—which can be offered through other local incubators—to provide in-situ connections that allow companies to show economic and environmental performance over time for a real site (versus lab) and encourage performance-based for system-wide resilient infrastructure upgrades.

Danish Outdoor Lighting Lab

http://www.lightinglab.dk/UK/

The Hersted neighborhood in Copenhagen participated in a new platform, the Danish Outdoor Lighting Lab or DOLL, to help develop future LED-lighting solutions. DOLL's aim is to create energy efficiency and intelligent indoor and outdoor lighting solutions, while generating jobs in the local community and beyond. By serving as a living lab, residents, businesses and municipal decision-makers can test and experience different kinds of lighting solutions. In total, 25 companies have set up side-by-side demonstrations of technologies related to more efficient lighting, from physical lights to different sensor systems and power supplies. The Danish Outdoor Lighting Lab's primary focus is partnering with corporate entities looking to showcase products and services within a physical outdoor space, while facilitating end-user interaction for eventual scale and distribution. New Orleans' iPark could provide a similar outdoor user experience for both "shoppers" and residents.

Portland Innovation Park

http://www.bre.co.uk/filelibrary/Innovation_Park/Brochure_sections/US_Innovation_Park_-_Call_for_national_and_international_suppliers.pdf

In collaboration with British company BRE, the Portland Development Commission is currently in the process of designing a sustainable construction and building materials demonstration space. The Portland Innovation Park is structured with a focus on partnering with corporate entities looking to showcase products and services within a physical space, while quantifying costs and performance in an open data environment. Like Portland's model, New Orleans' Innovation Park could engage a core of strategic corporate and demonstrator partners and emphasize performance data collection.

"Source: Lafitte Greenway Master Plan"

Site Design & Planning

Building on those place-based models from Brooklyn, Copenhagen, Portland, and San Jose, and broader development goals, the City identified the following areas as potential locations for iPark development. Any iPark development would be expected to sequence with and support broader development plans.

- ## Lafitte Greenway

  The Lafitte Greenway Bicycle and Pedestrian Path is a 2.6-mile multi-use trail and linear park connecting the French Quarter to Bayou St. John and Mid-City. Funded by Disaster Community Development Block Grants and Louisiana Recreational Trails grants, the $9.1 million Lafitte Greenway project was designed with extensive input from neighborhood and civic groups. Building on this investment, strategic iPark coordinated demonstrations would help to engage citizens during Phase 2 and Phase 3 of the Greenway development.

- ## Claiborne Corridor Marketplace

  Intended to anchor re-development and re-integrate neighborhoods across the physical boundary of Claiborne Avenue/elevated I-10 expressway, the Marketplace will serve as a hub of community activity. The iPark demonstrations could support investments in classrooms, rehearsal spaces, stages, and other community engagement facilities.

The iPark model can be applied throughout the proposed planning area on both public and privately owned parcels of land; however, the best-suited spaces within the Greenway are the sections designated for high-traffic use southeast of North Claiborne Avenue and/or as a series of distributed sites along the entire length of the Greenway that would function more like a walking tour. Ideally, sites would be located along utility lines to provide in-line access for technology demonstrations and in some cases help the Sewerage and Water Board in their effort to add nearly 30,000 data points to the existing water system for increased monitoring.

To facilitate iPark development, the RE.invest team recommended the following site development criteria:

- ## Maximize education and interaction opportunities

  In an effort to make the space productive for companies, students, and the community-at-large - all demonstration sites should include robust educational and interactive components. Demonstrators would be required to provide not only the installation, but also collaborate with site planners on educational materials. In addition, the RE.invest team recommended installing Wi-Fi hot spots at each demonstration site to increase learning opportunities and support the city's broader goals to expand public Wi-Fi service. The site should be inviting at all times and require that all land uses be accessible to people with physical and developmental disabilities.

- ## Prioritize a mix of short-term prototype and longer-term installation demonstrations

  In an effort to match the city's desire to attract both cutting edge technologies and more established companies, the design should prioritize an equal mix of temporary prototype and longer-term installation demonstrations. In an effort to minimize costs while maximizing value for demonstrators, initial outreach should prioritize prototypes demonstrating freestanding technology systems that display real performance data. In-system demonstration will remain an option should on-site hookups be available particularly in the case of sensor and monitoring technologies that will only withdraw data from the utility systems. Regardless of length, demonstrators should consider the ease and cost of maintenance when designing their installations and provide reasonable, easy to follow maintenance plans that a local site manager can use to maintain the site and ensure that the site looks acceptable.

• Ensure Impact with a Limited Footprint

Initial site designs should include specifications for the space available (footprint) for technology demonstration along with power availability for each demonstration platform. At this stage, the team anticipates that each demonstration would be no larger than a shipping container and no smaller than a 10 square foot platform. Ideally the Greenway could accommodate at least 5 technology demonstrations with the option to add exhibits based on interest. In addition, the Claiborne Corridor offers space that could accommodate technology demonstration projects, specifically for those products that facilitate public engagement and community building.

• Address Environmental Conditions

Based on the location of the site, safety, liability and weather related concerns should be taken into consideration. The RE.invest team recommended utilizing shipping containers to house individual technology demonstrations as a part of the site design. This option would protect installations from potential weather-related damage and vandalism, while providing a consistent design standard for demonstrators.

• Maximize Green Stormwater Infrastructure

Site design should prioritize green infrastructure upgrades as identified in the Greater New Orleans Urban Water Plan along the edges and throughout each parcel. The RE.invest team recommends prioritizing rain gardens and rainwater harvesting systems for direct reuse and tree trenches, bioswales and permeable pavement to increase infiltration directly into the ground. In addition, to demonstrating the value of these flooding mitigation techniques on-site, these infrastructure upgrades would beautify the area.

• Facilitate Workforce Development

The proposed iPark should support local workforce development efforts, including green infrastructure maintenance. For that reason, the RE.invest team recommended the site plans integrate spaces for not only testing technologies but also for serving as an active skills lab. For example, the site plans could include space for testing various porous pavement options that the city could procure while also facilitating small-scale and repetitive installation, operations and maintenance training.

Technology Priorities

Building on local experience and needs, the proposed iPark could focus on the "smart" urban infrastructure or machine-to-machine technologies. Machine-to-Machine Technologies (M2M) is a term describing technologies that allow both wireless and wired systems to communicate with other devices of the same type. The basic components of M2M systems include a device (such as a sensor or meter) to capture an event (such as temperature, water flow, etc.) that is relayed through a network (wireless, wired or hybrid) to an application (software program) that translates the captured event into meaningful information (for example, the location and scale of a leak in the utility line). These systems can improve municipal systems and service by collecting and analyzing data, remotely monitoring and pinpointing problems more efficiently than traditional means. Descriptions of each technology area and examples of the types of technologies that would be prioritized are included below.

• Street Lighting and Camera Controls

This refers to public street lighting that adapts to movement by pedestrians, cyclists and cars. Intelligent or adaptive street lighting dims when no activity is detected, but brightens when movement is detected. This type of lighting is different from traditional, stationary illumination, or dimmable street lighting that dims at pre-determined times. When programmed, integrated cameras for sensing movement can also be used to track flooding or crime activity. Generally, benefits to installation include energy savings and reduced maintenance costs. Other specific opportunities include specialized smart lighting to support emergency response and evacuation procedures. Much like the previously described Danish Outdoor Lighting Lab, the City of New Orleans could utilize this iPark district in the Greenway to motivate companies to showcase their lighting technologies and engage the community in curating procurement preferences.

• Leakage Detection and Monitoring Systems

Smart water technologies encompass a wide and evolving set of sensors, instruments and advanced software systems that gather and present analyzed data. Smart metering has been the poster child of this field in the last decade, but is not the only technology type available in the marketplace. Advanced leakage detection systems designed to reduce water loss and improve energy efficiency are another example. Sensors can employ acoustic, thermal, electromagnetic, and chemical detection techniques - each with particular strengths, weaknesses and cost. There are also a series of hardware neutral software platforms being deployed in cities. By utilizing sites in the Greenway that are co-located with water lines, the City of New Orleans could invite different hardware and software companies to test their technologies in-system – allowing the City to review real-time performance and effectively "try before buying."

• Self-healing Materials and Grids

In recent years, concrete, water resistant coatings, electrical circuits and even plastics have been engineered with self-healing properties. Many of these cutting edge materials are not well enough understood to be deployed at-scale in municipal systems, but have the potential to save the city time and resources in the future. By providing space outside of a lab for testing and showcasing these technologies, the City can play an important role in research, development, demonstration and deployment of these innovative solutions and live up to its goal to become the national model for resiliency by 2018, its 300th anniversary.

Some ideas may work better for the space under and adjacent to I-10, other ideas may work better in the Lafitte Greenway or in other open areas like vacant or underutilized lots. Since the corridor is long, demonstrations could be organized into zones that allow the City to program complementary uses and other development priorities adjacent to each other.

Legal and Management Framework

Beyond site specific planning, the RE.invest team worked to define the key legal and operational elements required to create an iPark management framework with clear roles for various types of partners.

Timeframe & Transfer

The iPark approach outlined in this report can be applied to either temporary or permanent installations and technology demonstrations. In the case of New Orleans, the RE.invest team recommended establishing a 3-year timeframe for the initial iPark land use. This timeframe allows a sufficient length of time to set-up and test a suite of technologies, without locking all participating entities into a long-term management structure or transferring the site permanently to a new use. After three years, all parties would have an option to disband, adjust and/or extend the iPark for future years to accommodate new or rotating exhibits. Should the iPark be extended, remaining participants would be required to secure additional funds. Below is a projected timeline for Year 1:

- Q1 — Confirm roles/responsibilities of all partners, including signing partnership agreements, raising initial funds, and drafting site/demonstration lease contracts.
- Q2/Q3 — Continue fundraising for construction phase; procure iPark design/build firm; confirm ownership scenario; and cultivate demonstrators.
- Q4 — Sign land transfer lease/agreement
begin iPark construction;
hire local manager;
coordinate launch.
- Q1 Year 2 — New Orleans iPark Launch event and operation

Management Responsibilities

In order to ensure the success of the proposed iPark, the RE.invest team recommends that management of the park be separated into local and national responsibilities.

At the local level, a part- or full-time iPark manager should be seated within the City or a local partner organization. This manager should be contracted with funds from sponsors and demonstrators. The local iPark Manager would have authority over an independent iPark funding account, and ultimately be responsible for iPark operations, maintenance and engagement. This means that the iPark Manager would execute contracts with local contractors (e.g. landscape architects, maintenance staff) to oversee construction, exhibit installation, and ongoing operations and maintenance. The iPark Manager would also be responsible for coordinating with local partners, national sponsors, and demonstrators. In addition, the iPark Manager would be encouraged to build community events that leverage the iPark, including workforce development programming, events, tours, and the like.

Pending corporate support, a designated national entity would support all local iPark Managers and curate demonstrators and/or sponsors companies for the first 3 years. The national entity would include representatives from all national and international partners including site designers and sponsors companies. In addition to ensuring consistent design standards across iPark sites as they develop, the national entity would be responsible for coordinating a quarterly meeting and an annual event that brings together local, national and international iPark partners. This entity also would identify additional cities for future iPark development.

Beyond the parties directly engaged in the iPark, local partners, the City of New Orleans and the Greater New Orleans Inc., would maintain interest in the success of a local iPark and therefore play important roles in supporting the local manager.

Land Ownership & Liability

The parcels of land in New Orleans being considered for iPark development are currently City owned and a part of the planned Lafitte Greenway and Claiborne Corridor Marketplace. The RE.invest team developed two ownership scenarios, described in simplified terms below, for local consideration. All scenarios are consistent with local law but will depend on the final parcels identified for use, and are being explored further based on partner preferences.

- The first option is for the City to maintain ownership of parcels and liability for site development. If there is a clear public purpose, each demonstrator could enter into a Cooperative Endeavor Agreement (CEA) with the City to facilitate the entrustment of land for a public benefit and grant the City rights to all data collected from installations during the duration of the iPark. If an individual demonstration is designed as a short-term installations of 30 days or less, the City can sign a concession agreement through the Property Management department.

- A second option is for the City to sign a short-term CEA , ideally that would cover a 2-3 year term, with a designated national entity or local partner to entrust portions of the identified parcels for iPark installation. In this case, liability and management for the site would transfer to the lessee. The lessee would also be responsible for coordinating re-lease arrangements with each individual demonstrator.

Contract Innovations

In order to ensure that the iPark provides not only aesthetic and economic development benefits, but also potentially a financial benefit to the City, the RE.invest team recommended that all leases and Cooperative Endeavor Agreements include a clause to ensure that a percentage of the funds collected in excess of operating costs can be funneled into a City account to support local economic development programming, park operations and maintenance, green infrastructure and broadband technology upgrades in the area. In addition, lease contracts with demonstrations should include a clause that ensures a small, yet to be determined, percentage of any sale that results from iPark demonstration follow a similar allocation formula, such as 50% towards iPark functions and 50% towards a City set-aside.

For example, if operating costs in Year 2 are $450,000 and a combination of sponsorship fees, lease fees and a portion of sales bring in $1,200,000 – then the agreement would ensure that 50% of the $750,000 in excess of iPark operations would be invested back into iPark functions (i.e. events, online resources, etc.) and 50% - or $375,000 - would be put into a City account to support pre-defined municipal activities.

In short, this model creates a new way to facilitate private investment in City priorities for traditionally underserved communities.

Implementation Strategy

Corporate Engagement & Partnerships

Unlike other incubators and accelerators—iParks are designed to provide water, energy, waste, monitoring/controls, and financial technology companies with the ability to showcase and demonstrate new techniques and products in a safe curated public space and to facilitate direct access to municipal consumers. By letting companies showcase products and services, while publicly quantifying costs and performance, the iPark model is intended to simultaneously streamline municipal procurement and traditional corporate customer acquisition processes for leading green and resilience focused companies and technologies.

The New Orleans iPark is designed to lower the barriers to market entry for companies seeking to demonstrate the value of new cross-sectoral technologies in-system without extreme transactions costs, such as the hassle of coordinating multi-year reviews across energy and water sector utilities. In doing so, the New Orleans iPark can serve as a platform for any company seeking to prove commercial viability of cross-cutting technologies; promote innovative resilient infrastructure solutions; or more strategically source acquisition of innovative start-ups.

Through the process of developing engineering and design options in all eight RE.invest partner cities, the RE.invest team engaged in discussions with a wide range of companies interested in specific technology demonstration and investment opportunities. Below are several categories of target private sector partners for potential iParks based on current market needs in New Orleans.

Emerging Technology Providers

The companies that most directly benefit from a public space that provides in-situ demonstration are start-ups or small companies developing municipal solutions. Opportunities range from testing emerging water, wastewater, and water/energy nexus technologies to showcasing energy generation and storage systems and smart meters, sensors, monitors & cloud IT evaluation platforms. Because acquisition of municipal customers is both time and resource intensive, especially for new companies that sell environmental technology and infrastructure products, the iPark model offers a pathway to reduce customer acquisition costs and timeframes.

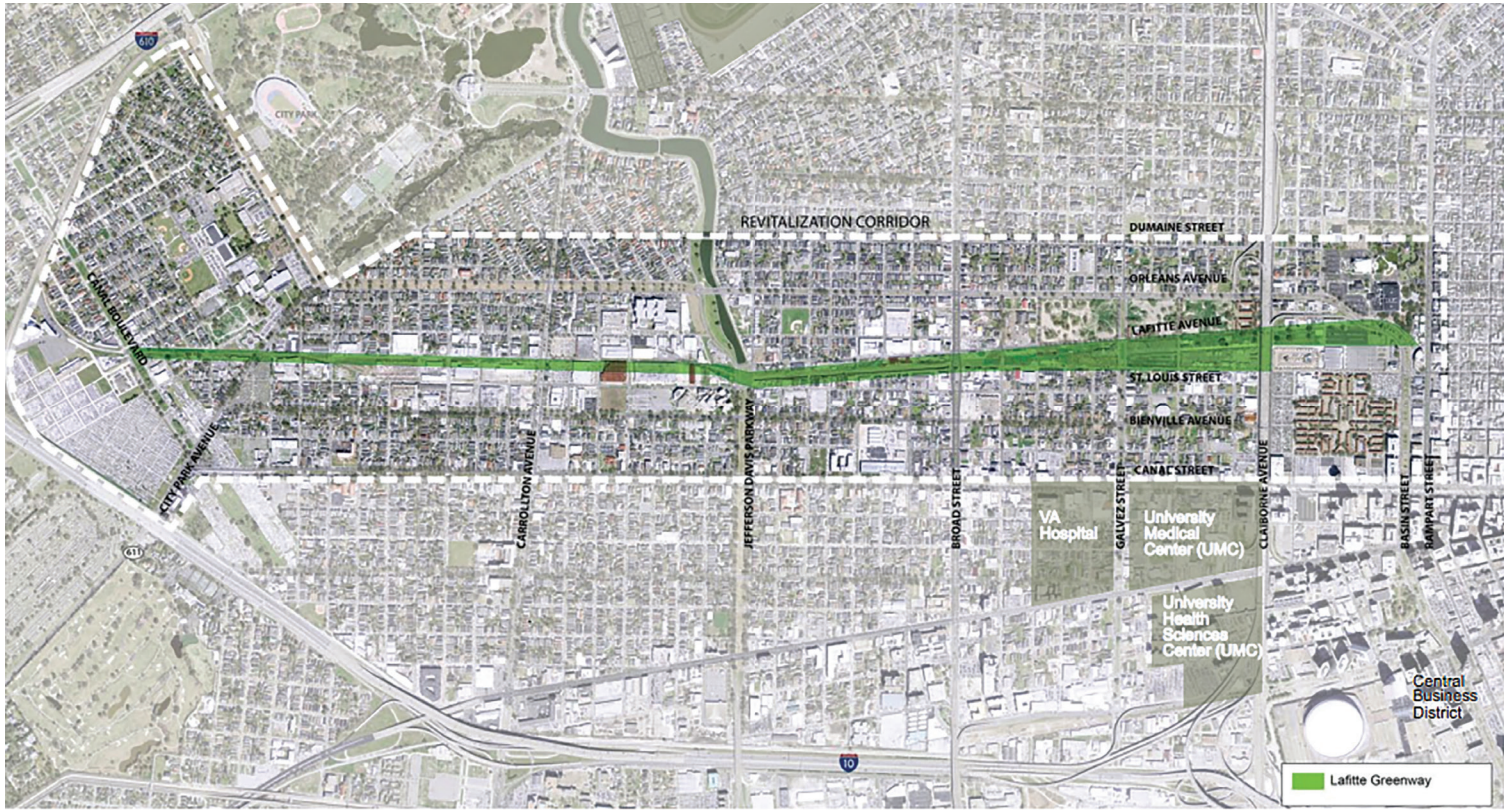
Corporate Research & Development Departments

Benefits to larger companies with robust research and development departments are two-fold. First, like their smaller peers, larger companies are also looking for opportunities to pilot innovative technologies. Beyond demonstration and testing rights, these companies also have the chance to build a more strategic acquisition pipeline by gaining first look rights to emerging environmental technology and infrastructure products that get positive reviews from municipal customers.

Venture Capital Investors

Unlike the previous categories of private sector partners, the iPark model offers a way for venture capital (VC) investors to increase the likelihood of success (uptake of products and technologies) of their existing portfolio companies in municipal markets.
Similar to how VCs currently support early-stage incubators and/or accelerators, the iParks provide a later-stage opportunity to evaluate product-market fit and assess the viability of long-lived technologies within municipal procurement cycles.

In all of these categories, the iPark model was structured so contributing sponsors can engage at different levels, with tiered branding opportunities, demonstration rights, and curation opportunities to select demonstrators in New Orleans and other iParks.



"Source: Lafitte Greenway Master Plan"

Local, National & Global Engagement

The iPark model is likely to be most successful at first in US markets like New Orleans that are committed to supporting innovation. But the model does not need to be exclusive to the US; cities around the world face the same challenges of rebuilding aging infrastructure systems and designing new systems to meet the needs of rapidly urbanizing areas. Making effective temporary use of underutilized land and building public-private partnerships to support long-term infrastructure improvement has potential global value.

For that reason, the partners have identified ways that in future the New Orleans iPark can expect to engage in local, national and international collaboration.

Local Engagement

Because of the unique set of investments the City and private developers are making in the area, the iPark in New Orleans could serve as a hub for education and community engagement. Connected to the broader Greenway and the Claiborne Corridor Marketplace – the iPark could host events, coordinate workshops and serve as an example of tangible innovation in the region. For example, integrating a telepresence feature that would allow events happening at remote locations such as the Convention Center, Jackson Square, City Park, community centers/institutions and other places to be streamed into the Marketplace providing an immersive experience. Other features could include a suggestion booth where visitors are invited to suggest projects to site in the spaces dedicated to temporary projects, or art multi-media art installations.

National Engagement

The iPark model is also being explored in other RE.invest partner cities. While each park has a different focus based on local priorities and competitive advantages, together the set of parks provide a broad vision for the future of municipal resilience solutions.

By coordinating these iParks through a national entity, each participating city could connect through annual meetings and iPark sponsored events, facilitating knowledge transfer. In addition, cities hosting iParks can serve as a regional showrooms and anchors for peer cities facing similar resilience challenges that are also looking to procure innovative solutions.

Global Engagement

An iPark is a physical demonstration and testing site for innovative infrastructure systems and technologies -- everything from desalinization plants powered by renewable energy technologies to seawalls and recycled water systems -- on underutilized parcels of land. The benefit of those iParks is two-fold, first companies that have a hard time accessing municipal clients can have a more direct line of communication and municipal decision-makers can "try before buying" infrastructure products. Another product of the RE.invest Initiative is the Adaptation Atlas (www.adaptationatlas.com), a tool intended to bridge the gap between climate impact science and on-the-ground solutions by mapping resilient infrastructure and technology projects from cities around the world. The iPark implementation strategy described in this report offers cities like New Orleans an opportunity to serve as a physical resilience showroom. To complement these types of showrooms, the Adaptation Atlas is designed as an online catalogue or showcase for cities from around the world seeking resilience solutions. The Atlas is intended to serve as a mechanism for facilitating dissemination of iPark technology innovations and performance data, and help cities attract additional rounds of sponsors and demonstrators for future phases of development.

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Innovations

To help catalyze local economic development, the City of New Orleans can consider collaborating with local and national partners to structure the RE.invest proposed iPark model in a way that supports local priorities while continuing to expand the City's leadership in cultivating innovation and investing in long-term resilience.

- Leverage underutilized parcels of land for outdoor museum-style technology demonstrations and exhibits
  - Test comprehensive smart technology systems that can improve communications, public engagement, and water and energy system efficiency
  - Feature green infrastructure to support implementation of the Greater New Orleans Urban Water Plan
  - Enable better environmental performance data collection from in-situ installations
- Incentivize corporate investment in local resilience building and catalyze local economic development by creating new innovation districts
  - Leverage planned development and public expenditures on green and open space to generate greater private investment interest in the region
  - Connect local procurement decisions to global innovation in environmental technology markets
  - Use innovative contracting structures to ensure that corporate demonstrations generate public benefits and revenues, as allowed under local procurement rules and regulations