

Florida Atlantic Research and Development Authority Economic Development Plan

2017-2022

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Florida Atlantic Research and Development Authority

Economic Development Plan

2017 – 2020

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The current environment

The Florida Atlantic Research and Development Authority (FARDA or the Authority) is a special district created by Florida Atlantic University (FAU) along with Palm Beach and Broward counties in 1985 and organized under Florida Statutes Chapter 159, Part V specifically to achieve three fundamental aims:

- 🌀 Promote scientific research and development (R&D) in affiliation with, and related to, a university.
- 🌀 To foster economic development.
- 🌀 To broaden the economic base of the counties.

In 2011 FARDA created the brand name Research Park at Florida Atlantic University® (Research Park or Research Park at FAU) under which it operates its two properties in Boca Raton and in Deerfield Beach, FL, located at the geographic center of the South Florida region, comprising 5.5 million richly diverse people.

At the end of 2016, the Research Park and its Technology Business Incubator® (TBI) are home to 37 innovative technology organizations that are actively engaged with FAU on a range of scientific projects, hire FAU interns and graduates and participate in the life of the University and of the wider community.

- 🌀 Overall economic impact - \$643.55 million
- 🌀 Jobs - 1,484 direct jobs, 1,957 indirect jobs
- 🌀 Average salary - \$57,739
- 🌀 Interns – 107
- 🌀 FAU alumni – 149
- 🌀 51% of all TBI and Research Park companies focus on an FAU pillar



Research Park at FAU campus Boca Raton

Evaluation of the 2014-2017 Strategic Plan

Four strategic imperatives were identified in the 2014-2017 Strategic Plan, each was accompanied with a set of action steps. Each imperative and its current status is discussed here:

A. Develop deeper awareness and understanding of the opportunities in the Research Park, including the Technology Business Incubator, among FAU faculty and students. In parallel deepen the understanding of FAU's capabilities among Research Park companies.

- Increased communication has improved mutual understanding.
 - i. New projects have been commenced between TBI and Research Park companies Eyelife license of College of Science technology.
 - ii. Dioxide Materials joint research grant from U.S. Department of Energy with I-SENSE.
 - iii. Dioxide Materials' researcher appointed as adjunct faculty in the College of Science.
 - iv. University MRI agreement to share equipment with the Center for Complex Systems.
 - v. TapImmune invested in the Department of Biological Sciences for "Immune Monitoring for Study Protocol".

B. Increase graduation rate of Technology Business Incubator companies into the Research Park.

- During the strategic plan period Dioxide Materials was the only company to graduate from the TBI into the Research Park. Others graduated and moved to other

C. Develop a sense of place at the Research Park, including easier physical linkages to FAU.

- During the strategic plan period a more attractive food service provider has been recruited to the Research Park resulting in more interactions in the café.
- The FAU shuttle bus route was extended to include the Research Park on a trial basis in 2014 for 30 days. Ridership was low and FAU decided to discontinue the trial.
- Networking and collaboration events were organized and hosted by FARDA to bring employees and entrepreneurs together.

D. Establish viable a location in northern Palm Beach County and in Broward County.

- FARDA successfully partnered with the Palm Beach County Department of Economic Sustainability to secure a grant from the U.S. Department of Commerce Economic Development Administration grant to study the feasibility of a research park in northern Palm Beach County.
- The resulting study report demonstrated that demand for an incubator and research park exists but that revenues would fall short of expenses for at least ten years, making the venture not viable unless an entity, or partnership of entities, willing to absorb the financial losses can be found.
- Initial steps have been taken to ascertain the viability of a location in Broward County.

The commitment

The Authority developed this plan to continue the refinement of its activities begun with the first strategic plan in 2011, to have the maximum positive impact on the economic development of its Broward – Palm Beach service region. It is hoped the plan attracts partners from around the region for the overall benefit of the two counties and FAU. Following this plan the Authority can better integrate with the economic development and engagement strategies of its founding partners. The Florida Atlantic Research and Development Authority will pursue activities central to its fundamental purposes with the aim to:

- Focus on core competencies, complementing the efforts of others.
- Pursue initiatives in areas that can have measurable and sustainable economic impact.
- Seek community partners in all initiatives.

The planning process

This *Economic Development Plan 2017-2020* builds on the Authority's history and existing strengths, and it maintains the mission and vision adopted by the Authority in 2011.

In an effort to create an inclusive and useful plan the Authority encouraged, sought out, and received substantial input from various stakeholders, including:

- Individual Authority members.
- Former Authority members.
- Greater Boca Raton Chamber of Commerce.
- Greater Fort Lauderdale Alliance.
- Palm Beach County Department of Economic Sustainability.
- Florida Atlantic University.

- 🌀 Broward County administration.
- 🌀 City of Boca Raton.
- 🌀 Research Park and TBI tenants.
- 🌀 Palm Beach and Broward technology companies outside the Research Park.
- 🌀 Research Park and TBI service providers.
- 🌀 Florida Institute for the Commercialization of Public Research.
- 🌀 GrowFL.

In preparation for the development of this plan, Authority members and stakeholders used many regional and economic development resources, such as:

- 🌀 The FAU 2015-2025 strategic plan.
- 🌀 The 2012 Study of North American University Research Parks.
- 🌀 Palm Beach County 6 Pillars.
- 🌀 Broward County 6 Pillars.
- 🌀 The FARDA 2014-2017 strategic plan.
- 🌀 Various journal and newspaper articles discussing innovation and economic development.

In January 2017 the Authority met for a half-day strategic planning workshop to discuss the current state of the Research Park and TBI, and to discuss new initiatives for the region's economic development in conjunction with research and other initiatives at FAU.

Mission statement

In 2011 the Authority adopted the following statement as its mission.

To create and sustain the ideal environment for innovation and invention, maximizing the academic and entrepreneurial talent and regional resources in South Florida to accelerate economic development and prosperity.

This mission statement captures the spirit of the three purposes outlined in the statute, and clearly states that the Authority will work with academic partners, harnessing entrepreneurial talent in order to improve its service territory.

Vision

To be recognized as Florida's premier R&D destination for innovative technology companies to thrive.

Values

The Florida Atlantic Research and Development Authority values:

- 🌀 Leadership – the development and deployment of unique assets in the pursuit of bettering Palm Beach and Broward counties.
- 🌀 Accountability – taking responsibility for actions and developing measurable outcomes.
- 🌀 Teamwork – using the attributes of all relevant actors to solve regional challenges.
- 🌀 Integrity – being transparent and delivering on commitments.
- 🌀 Innovation – always seeking new solutions and to improve.
- 🌀 Professionalism – ethical and responsible behavior in all endeavors.
- 🌀 Customer service – exceeding the expectations of stakeholders.
- 🌀 Respect – treating people and institutions the same way FARDA, its members and employees should be treated.
- 🌀 Engagement – collaborating with relevant community actors to benefit all stakeholders and the region as a whole.

Goals

FARDA will focus on creating the maximum positive economic impact throughout its service region by assessing each initiative and investment against its three fundamental purposes and with the goal of:

- 🌀 Creating an environment that promotes the creation, growth and innovation of existing South Florida companies.
- 🌀 Diversifying the economy by facilitating relationships that complement and enhance the unique assets of FAU and South Florida.
- 🌀 Evaluating new markets and opportunities by measuring their relationship to the three founding purposes of the Authority.

The Plan

FARDA will achieve success by undertaking tactical actions and embracing initiatives that are centered around and focused on the fundamental purposes for which it was created.

Promote scientific research and development (R&D) in affiliation with, and related to, a university.

Tactical actions and initiatives

1. Integrate the emerging companies in the Technology Business Incubator® (TBI) with the research activities of FAU.
 - 🌀 Facilitate relationships between TBI entrepreneurs and FAU faculty.
 - 🌀 Seek out and promote SBIR/STTR opportunities for TBI companies to work with FAU faculty.
 - 🌀 Facilitate relationships between TBI entrepreneurs and regional service providers and subject matter experts.
 - 🌀 Increase linkages to FAU's Career Development Center.
 - 🌀 Seek to graduate research-oriented innovative companies into the Research Park or wider community, in order to develop and integrate them with FAU's efforts in deepening research excellence in its four pillars.

Assessment and measurement

- 🌀 Number and financial value of research collaborations and partnerships between companies and FAU faculty.
 - 🌀 Net new job creation by TBI companies.
 - 🌀 Number of FAU interns and alumni hired.
2. Increase scientific R&D activity and partnerships by Research Park companies with FAU faculty.
 - 🌀 Update the approval process for new Research Park companies.
 - 🌀 Ensure existing companies are meeting and exceeding proposals set out in original White Papers.
 - 🌀 In collaboration with FAU, identify and recruit highly relevant organizations to fill any vacancies in the Research Park properties, always with a focus on FAU's pillars and platforms.
 - 🌀 Increase communication and interaction between Research Park companies and FAU research faculty.

Assessment and measurement

- 🌀 Number, financial value, and quality of scientific and research projects and grants between companies and FAU faculty.
- 🌀 Discovery/innovation commercialization.
- 🌀 Number of FAU interns and alumni hired.

3. Enhance the Boca Raton property's physical and R&D connectivity to FAU

The Authority's property in Boca Raton, FL was its first and is its largest. During the mid-1980s and mid-1990s a majority of the land in the Research Park was subleased to a private entity for development. The Authority has the opportunity to enhance the Research Park's Boca Raton property through a number of initiatives.

Seek opportunities to simplify the land lease structures:

- 🌀 Invest in the physical assets of the Research Park, increasing control over the direction of the Research Park and ensuring development is consistent with the mission and vision of the Authority.

Partner with land sub-subtenants to recruit valuable additions to the Research Park:

- 🌀 Partner with sub-subtenants and FAU to identify, target and recruit relevant companies in FAU's pillar and platforms areas of focus.
- 🌀 Evaluate affordable & student housing, retail and other opportunities as an ancillary uses to create and enhance a sense of place and destination.

Partner with stakeholders to enhance the sense of place:

- 🌀 Greater Boca Raton Beach and Park District – shaded walkways, enhancement of El Rio Canal.
- 🌀 City of Boca Raton, Florida Department of Transportation – traffic calming, bus stop shelter.
- 🌀 Maintenance Association, City of Boca Raton – waste water capacity.
- 🌀 FAU, City of Boca Raton, Boca Raton Regional Hospital - evaluate innovation districts.

Assessment and measurement

- 🌀 Successful acquisition of Research Park assets.
- 🌀 Number of companies recruited to Research Park properties in areas of focus.
- 🌀 Projects undertaken and completed to enhance the sense of place.

To foster economic development.

Tactical actions and initiatives

1. Fully develop the Research Park at FAU – Deerfield Beach property

The Authority's property in Deerfield Beach was leased to the Authority by the City of Deerfield Beach in 2003 following a city-wide referendum. Four acres remain to be developed on the property, located at the corner of SW 10th Street and FAU Research Park Boulevard. The Authority is required to approve all prospective tenants in the Research Park to ensure that the public purpose of the land is maintained and the mission of FARDA fulfilled.

Seek opportunities to round-out the development of the property

- 🌀 Fully understand the City's vision of the property.
- 🌀 Fully evaluate the opportunities for the land's development in the best interests of the community.
- 🌀 Partner with FARDA's tenant to identify and recruit appropriate companies.
- 🌀 In collaboration with the City, evaluate scenarios in which the land could be developed in the best interests of the City.

Assessment and measurement

- 🌀 Successfully recruit and secure tenant company(ies) to the Deerfield Beach property, in line with the goals of Deerfield Beach and the Greater Fort Lauderdale Alliance.
- 🌀 Articulate the benefits/disadvantages of scenarios for development of the land.

2. Build out the life cycle of an entrepreneurial venture in the Research Park at FAU – Boca Raton property

FARDA will continue to seek to develop a comprehensive life cycle of entrepreneurial support and resources in the Research Park. With selective recruitment by Tech Runway and the Technology Business Incubator® (TBI), companies with assets and resources relevant to FAU's pillars will grow, providing invaluable market know-how and insights to research faculty and students.

- 🌀 Forming the first part of the support system of the life cycle of a Research Park company, FAU's Tech Runway works with startups and early stage companies. The TBI will coordinate with Tech Runway to graduate ventures from its program into the TBI, as appropriate.
- 🌀 The TBI has a seventeen year history of working with start-up, early-stage and scale-up companies, many of which are still in operation in the Research Park and around the two county region, continuously generating economic impact. The TBI's entrepreneurs have tended to be experienced, with different needs than a first-time

- entrepreneur. With the increased growth of companies, FARDA will coordinate the graduation of mature companies into the Research Park, as appropriate, and assisting others to graduate into the wider region.
- 🌀 Seek out opportunities to optimize the entrepreneurial life cycle and support infrastructure in the Research Park, evaluating the utility of the TBI in fostering economic development.

Assessment and measurement

- 🌀 Number of Tech Runway companies recruited into the TBI and Research Park.
- 🌀 Average salaries of jobs created and maintained by companies in the TBI and Research Park.
- 🌀 Overall economic impact of the companies in the TBI and Research Park.
- 🌀 Number and quality of partnerships and collaborations between TBI, Research Park companies and FAU.
- 🌀 Qualitative and quantitative analysis of TBI.

To broaden the economic base of the counties.

Tactical actions and initiatives

1. Develop expertise in economic gardening.

TBI companies have been trending towards being centered on scale-up, second stage companies, and with the development of Tech Runway, the move to working with scale-up and second-stage companies is a natural evolution which strengthens the overall support system. FARDA will work with companies that have achieved \$1 million or more in revenue and 6-10 employees that can grow quickly, creating significant regional economic impact and becoming potential long-term Research Park tenants or innovation leaders elsewhere in the region. Focusing on the industries targeted by the state of Florida, Broward and Palm Beach counties, with a preference for those that fit into FAU's pillars and platforms, identify and recruit four companies through the GrowFL program in the pilot year, ramping up to four from each county in the subsequent years.

- 🌀 Invest in staff training with the Edward Lowe Foundation.
- 🌀 Partner with the Florida Economic Gardening Institute, based at the University of Central Florida (UCF), operating as GrowFL.
- 🌀 Acquire a company progress tracking solution.
- 🌀 Seek financial support from regional stakeholders.
- 🌀 Identify, recruit and successfully graduate 16 target industry companies through the program by 2020.
- 🌀 Ensure companies' expectations are exceeded, developing strong relationships throughout the two counties and with FAU, making their retention in the region more likely and their economic impact more sustainable.

Assessment and measurement

- Number of companies successfully completing the GrowFL program annually, and in total.
- Number of net new jobs created by the companies successfully completing the GrowFL program.
- Number of jobs held by FAU graduates, retaining FAU talent in South Florida.
- Average salary of net new jobs created.
- Number of FAU interns and FAU graduates employed by companies successfully completing the GrowFL program.
- Number of companies engaged with FAU in its pillars and platforms.
- Qualitative and quantitative analysis of the GrowFL initiative.

2. International Landings Center

Recognizing the rapid growth in the need for entrepreneurship centers that have the capacity to serve foreign companies interested in expanding outside of their domestic markets, FARDA proposes creating an international landing center. In serving these foreign companies, the center will become part of a global network of Soft Landings-designated centers that have been validated through a rigorous application and peer-review validation process by the International Business Innovation Association (InBIA).

An InBIA Soft Landings designation recognizes entrepreneurship centers that excel in providing companies with various services. Ultimately, Soft Landing centers ensure that foreign companies experience a “soft landing” or facilitated entry when entering the U.S., developing a permanent presence in South Florida. Foreign-owned companies bring new ideas to the market place, fresh capital and fresh intellectual capital, diversifying the economy.

- Coordinate with Broward County stakeholders to identify an appropriate location.
- Seek financial support from regional stakeholders.
- Develop an effective proactive marketing plan to identify and recruit target industry companies from overseas in collaboration with Broward County and the Greater Fort Lauderdale Alliance.
- Develop a robust system to ensure the soft landing of foreign-owned companies in South Florida.
- Develop close relationships with bi-national chambers of commerce, trade commissions and other international groups to facilitate links to other countries.
- Nurture foreign-owned companies in the center in order to facilitate the development of permanent facilities in South Florida by the recruited companies.

Assessment and measurement

- Funding secured for the center.
- Number and quality of international trade organization partnerships.

- 🌀 Number of target industry companies recruited to South Florida.
- 🌀 Number and average salary of net new jobs created.

2017 Florida Atlantic Research and Development Authority Members

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