

Place Strategies—Technology Parks and *Knowledge Communities*—International

FEASIBILITY/STRATEGY STUDY  
CITY OF KNOWLEDGE AND TECNOPARQUE INTERNACIONALE

AUTORIDAD REGIONAL INTEROCEÁNICA, PANAMA CANAL ZONE  
REPUBLIC OF PANAMA



In 1997, EKA was part of a team led by the Academy for Educational Development (AED) to study the feasibility of (and to create a business design for) a national educational and economic development strategy to address the uses of all US Government properties comprising the Panama Canal Zone which was to revert to the Republic of Panama in 1999. Effectively, Panama was about to acquire a 10-mile wide Zone stretching from the Atlantic to the Pacific, encompassing 77,000 square miles and thousands of buildings.

The Government of Panama, through the Autoridad Regional Interoceánica and the *City of Knowledge Foundation*, was examining strategies for integrating this large-scale property into national economic development strategies. *City of Knowledge* is an integrated concept that includes educational institutions and programs, research institutions, and industrial research and development components. At the time of this study, a major decision was: Which of the former US military bases should be designated as the City of Knowledge site?

EKA was responsible for developing the site conclusions and the Tecnoparque International strategy, including strategies to attract new industrial and research funding for targeted areas. EKA was instrumental in shaping the overall strategic plan for educational institutions and economic development.

The Government of Panama selected the former Fort Clayton to be the site for City of Knowledge and is actively redeveloping the former military base, including International Technoparque, which already has 40 companies there.

**Client Contact Information:**  
No Current Contact Available

**Highlights:**

- International Economic Development with Major US-Panama Relations Component
- Urban Planning for Revitalization with Adaptive Re-Use—Military Base Use Conversion
- Business and Real Estate Development Strategy
- Strategic Vision, Market Strategy, Business Plan, and Site Selection
- Exceedingly Complex Stakeholder Process



WARSAW TECHNOPOLIS AND WARSAW TECHNOLOGY PARK

MILITARY UNIVERSITY OF TECHNOLOGY AND BOROUGH OF BEMOWO, WARSAW, POLAND

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Highlights:

- Sponsorship of Military / Technological University
- Urban Planning for Revitalization with Adaptive Re-Use
- Business and Real Estate Development Strategy, including Site Selection
- Strategic Vision, Market Strategy, Business Plan



SCHEMAT ZAGOSPODAROWANIA FRAGMENTÓW WAT. 2



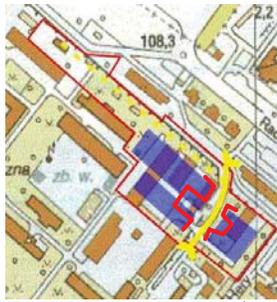
CENTRUM NOWYCH TECHNOLOGII.  
 FABRYKI LOKATORSKIE (10,28 ha)

Under a US-AID contract to the Association of University Research Parks, EKA was engaged to provide a *Strategic Business Plan* for this project in Warsaw, sponsored by the Military University with local government, state government, and other academic and foundation partners.

Ms. Klein and her colleague, Ronald C. Kysiak, performed this study. Ms. Klein initiated the work with a one-week visit to Warsaw for site visits, tours, and planning discussions. Following the field work, she developed the recommended strategies for University program changes, a new foundation to be created, the roles for local government, and elements of the land plan, including selection of early phases for development.

The leadership for this project has been working on implementation of the various recommendations.

INKUBATOR INNOWACYJNOŚCI  
 I PRZEDSIĘBIORCZOŚCI (3,84ha).



BIURO ORGANIZACJI PARKU TECHNOLOGICZNEGO WAT



Place Strategies—Technology Parks and Knowledge Communities—International

RESEARCH PARK, RUSSKY ISLAND, VLADIVOSTOK

GOVERNMENT OF RUSSIA (VIA PERKINS EASTMAN)

EKA provided support to Perkins Eastman for a concept and planning study for a potential mixed use research park on Russky Island, at Vladivostok. The project was tentatively entitled “Vladivostok Scientific Educational Center.” The concept was to focus on science and technologies related to green environment and sustainability.

EKA provided information and materials for a lengthy and substantive presentation on international practices in the planning and development of technology centers and research/science parks, including several case studies.



FEASIBILITY STUDY AND PLAN FOR BIPOLO MILANO  
SCUOLA DI SPECIALIZZAZIONE IN APPLICAZIONI BIOTECNOLOGICHE

UNIVERSITÀ DEGLI STUDI DI MILANO

EKA assisted in the feasibility study and plan for Biopolo Milano, a biotechnology applied research center to be developed by the Università Degli Studi di Milano, Italy.

Plans called for Biopolo Milano to offer comprehensive programs, covering basic research, applied/contract research, incubator space and programs, a range of scientific services, databases, policy analysis, and public information programs about biotechnology.

In association with NOVATECHNE and an Italian design/planning firm, EKA evaluated organizational aspects of the plans and developed recommendations for marketing and management training programs. EKA also analyzed intellectual property policy alternatives.



FEASIBILITY ANALYSIS—TECHNOLOGY PARK

CENTRO DE ENSEÑANZA TÉCNICA Y SUPERIOR, MEXICALI, MEXICO

CETYS Universidad is a private university with three campuses in Baja California—Mexicali, Ensenada, and Tijuana.

During her tenure at KPMG Peat Marwick, Ms. Klein determined the feasibility of developing a 50- to 100-acre tract of land owned by/adjacent to this private engineering and technical college in Mexicali into a corporate site.

This study centered on special opportunities and problems of a private technical institution in a border city near San Diego, with a strong base of *maquiladora* plants. The study assessed the likelihood of market demand by US and Japanese corporations to locate technology and technical-oriented operations at CETYS; involved issues of labor force, transportation, and municipal participation; and focused on the types of industries to target, emphasizing industries and specific companies already represented in *maquiladora* manufacturing in Mexicali and other border locations.

The recommendations addressed programmatic initiatives; industrial relationship strategies; and phasing for a technology center, incubator, and subsequent corporate development, with occupancy projections for a ten-year period.



## INDUSTRIAL ZONE DEVELOPMENT STRATEGY

### CITY AND PROVINCE OF EL JADIDA, MOROCCO

EKA was engaged, with Chemonics International, under a US AID contract, by the Association of Young Entrepreneurs of El Jadida to work with the Municipality, the provincial government, and local private industry to develop strategies for future development of a 12-year old, 150-hectare industrial zone in this emerging industrial coastal city. Local leadership wished the industrial zone to meet a regional objective—creation of new business opportunities for young entrepreneurs.

EKA's analysis and report led to recommendations for creation of a centrally located sub-zone for "Industrial Development Services." The sub-zone would include an incubator, a Center for Industrial Support Services, to be a liaison function between industry and institutions of research, a library, an exhibit hall, training/conference rooms, and other service programs/facilities.

Also, EKA recommended privatization of development, management, and marketing of the industrial zone, under contract between the Municipality and the Association of Industries, and creation of a local seed capital fund.

This study was conducted in a two-week period in El Jadida and the report written in French. The EKA report received wide circulation, press coverage, and national ministry governmental attention in Morocco.

## US STUDY TOUR—INDUSTRIAL, BUSINESS, RESEARCH PARKS AND INCUBATORS FOR MOROCCAN BUSINESS & GOVERNMENT LEADERS



### GOVERNMENT OF MOROCCO/US AID/CHEMONICS INTERNATIONAL

EKA planned and conducted a week-long study mission in the US for business and government leaders from Morocco. The tour included an opening seminar, debriefing sessions, and visits to business, office, industrial, and research parks and incubators in five states. Participant evaluations indicated that the experience was significant to the ability of the participants to shape various public-private economic development projects they are undertaking in various Moroccan cities.

Ms. Klein conducted this tour entirely in French and served as interpreter between the Moroccan visitors and their local site hosts in the US.