# ROUND ROCK, TX LIFE SCIENCES STRATEGIC VISION 2022

Prepared by Perkins&Will



# Round Rock Life Sciences Strategic Vision

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Produced by Perkins&Will for the Round Rock Chamber of Commerce

Perkins&Will



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# Acknowledgements

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#### Life Sciences Industry Cluster Strategic Advisory Group:

#### **Ascension Texas**

Ms. Kate Henderson

#### Austin Community College

- Dr. Linnea Fletcher
- Ms. Nancy Lyon

#### **Avery Centre**

- Mr. John Avery
- Dr. Nelson Avery

#### **BioAustinATX**

Dr. Scott Collins

#### **CIEDAR Consortium**

Mr. Andres Carvallo

#### **City of Round Rock**

- Ms. Laurie Hadley
- Mr. Brooks Bennett
- Honorable Craig Morgan

#### **Concept Companies & Momentum Labs**

- Mr. Brian Crawford
- Mr. Seth Lane

#### Greater Austin Chamber of Commerce/Opportunity Austin

Ms. Charisse Bodisch

#### Hill Country Payroll & Momentum Chair

Mr. Writ Baese

#### **Round Rock Chamber of Commerce**

- Ms. Jordan Robinson
- Mr. Jason Ball

#### Texas A&M University College of Medicine

- Dr. Amy Waer
- Dr. Kevin Brown
- Dr. Jim Lucas

#### **Texas State University**

- Dr. Ruth Welborn
- Dr. Michael Blanda
- Mr. Stephen Frayser
- Dr. Walter Horton

#### ZeteoBioMed

Tim Sullivan

#### **Consultant:**

Perkins&Will, Lead Facilitator and Innovation
 Community Planning and Design Advisor

#### **Special Guests and Presenters:**

- Ms. Charisse Bodisch, Austin Chamber of Commerce
- Dr. Walter Horton, Texas State University
- Dr. Amy Waer, Texas A&M University College of Medicine
- Dr. Linnea Fletcher, Austin Community College
- Dr. Scott Collins, BioAustin
- Mr. Mark Romney, University of California, Davis Aggie Square
- Mr. Brian Crawford, Concept Companies &
  Momentum Labs
- Mr. Mark Long, University of Florida Innovation Services
- Mr. Jason Chan, Perkins&Will
- Mr. Jonathon Bates, University of Utah Research Park
- Mr. Bob Geolas, HR&A Advisors



## **1. Introduction**

### **Process Overview**

The Round Rock Chamber of Commerce along with regional leaders and stakeholders have recognized the opportunity to take advantage of the greater Austin region's growing reputation as one of the top three emerging life science markets in the country. In recognizing this opportunity, they have identified the potential in the purposeful creation of a life sciences research and industry cluster that leverages the many community assets, both public and private.

The Round Rock Chamber, in collaboration with the City of Round Rock, believe there is promising economic development potential through purposefully connecting its public institutions with private partners, companies, and landowners to create new and sustainable innovation and growth of the life sciences industry.

Among the local and regional assets that underpin the opportunity in Round Rock are institutional anchors such as Texas State University-Round Rock, Texas A&M University Health Sciences-Round Rock, Austin Community College-Round Rock, Ascension Seton Williamson Hospital, and Baylor Scott & White Medical Center-Round Rock. In addition, private industry and industry groups are strategic assets that can advance this vision, several of which participated in the process including BioAustinCTX, Zeteo Biomed, Concept Companies

In seeking to connect and capitalize on these numerous local assets, The Round Rock Chamber enlisted Perkins&Will to convene a series of intensive stakeholder meetings to brainstorm and strategize around the local opportunity. The purpose of this planning effort was to facilitate a discussion that results in identification of the key strategic initiatives for such a life science cluster in Round Rock.

#### **Process:**

The strategic initiatives emerged from a series of choreographed community engagement and visioning sessions. The meetings were attended by key stakeholders identified by the Round Rock Chamber along with national subject matter experts identified by the project team to help direct the discussions.



#### Session 1 - Asset Review & Observations

The first session began with an overview of existing local and regional assets, the current state of the life sciences market, and existing initiatives in place. Presentations were given by local leaders representing several key institutions with the purpose of sharing information, forging connections, and beginning to identify common interests and areas of potential collaboration. These presentations included :

- Ms. Charisse Bodisch, Senior Vice President Economic Development, Greater Austin Chamber of Commerce/ Opportunity Austin
- Dr. Walter E. Horton Jr., Associate Vice President for Research & Federal Relations & Chief Research Officer, Texas State University
- Dr. Amy Waer, Dean, Texas A&M College of Medicine
- Dr. Linnea Fletcher, Biotechnology Department Chair & Director, InnovATEBIO National Biotechnology Education Center, Austin Community College District
- Dr. Scott Collins, President, Board of Directors, BioAustinCTX

The session then moved on with an extended presentation by a visiting subject matter expert in the development of life sciences centers given by Mark Romney, Chief Strategy Officer, UC-Davis Aggie Square. Mr. Romney discussed the evolution of Aggie Square, a health sciences innovation district associated with UC-Davis Health in Sacramento. The first phase of Aggie Square will include two life sciences buildings with a total of 600,000 square feet, which will include space for laboratories, an innovation hall, lifelong learning, and residential. The land is owned by UC-Davis, and they have structured a ground lease to developers with a fixed percentage return over a 65-year term.

Through developing these facilities, Mr. Romney emphasized the importance of incorporating community benefits and accessibility including opportunities for workforce development and a 20% target of new jobs employing members of the surrounding community. By incorporating these community benefits, Aggie Square also garnered more broad-based buy-in from local and state political leadership and has become an important element of the Mayor's economic development platform.

The session was intended to conclude with small group breakouts focusing on potential strengths, weaknesses, opportunities & threats (SWOT) assessment for a Life Sciences Industry Cluster in Round Rock and capture Vision observations. However, as is often the case when convening a group such as this, conversation ran long and this had to be shifted to a virtual collaborative input session.



#### **Session 2: Cluster Development Considerations**

The goal of the second session was to identify potential development and implementation considerations and models for the cluster, including special requirements, acceptable uses, partners and players, public-private opportunities, anchor institutions, and not-for-profits. This process sought to build consensus at a high level around the types of opportunities/uses best fit with the vision for a Round Rock Life Sciences Cluster.

In service of this goal, several visiting subject matter experts were invited to present and conduct Q&A sessions with the stakeholder group on design and development considerations related to the life sciences cluster. The invited presenters included:

- Mark Long, Former Director of Director of Incubation Services, University of Florida
- Brian Crawford, CEO, Concept Companies; Founder, Momentum Labs
- Jason Chan, Principal Science+Technology Practice Leader, Perkins&Will

Mr. Long discussed the elements of a successful incubator, emphasizing that simply creating the incubator space is not enough. Successful incubators should be built within an ecosystem of resources that may include coaching, networking opportunities, coworking, and "graduate" space for start-ups who are ready to scale up beyond the incubator.

Mr. Crawford presented a case study of Momentum Labs which fills the "graduate" space along the spectrum from startup to mature company. The facility is a privately developed multi-tenant space for early-stage biotech companies, with fully furnished and equipped laboratories available for lease. The flexibility of lease terms and scale creates a soft landing spot for growing companies, providing continued support, with resources, collaboration, and access to capital. A facility like this also creates additional opportunity to root a growing company in a local area as they mature.

Mr. Chan spoke to his experience designing a wide range of science and technology facilities (including Biotech R&D, heavy chemistry, high containment, clean rooms, pharma manufacturing, diagnostics, robotics, data/bioinformatics, engineering, maker spaces, advanced manufacturing, imaging, spec labs) which each have their own specific requirements. The intent of the facility and the spaces within it are important to consider early on, creating flexible floor plates and lab modules that can adapt to suit different tenants. He also spoke to trends in Texas with development around medical centers and higher education campuses, and challenges and opportunities in the Austin / Round Rock market including competition for talent, cost of living, tax incentives, available sites, zoning, and infrastructure availability.

The second portion of Session 2 included facilitated break-out group discussions around a number of development-related topics which included identifying appropriate life science typologies, anchors and amenities as well as discussion of a physical location or locations for development.

# Session 3: Organizational Models & Economic Influence

The goal of Session 3 was to identify opportunities and value in strategic partnerships and placemaking in building successful innovation ecosystems, addressing community fiscal benefits and economic impact models relating to industry growth, diversification, jobs creation, and enhanced local tax base.

Stephen Coulston, Principal at Perkins&Will, facilitated discussion of online survey results responses, followed by an engagement session featuring presentation and Q&A with visiting thought leaders on partnerships, organization, placemaking, economic and fiscal considerations. Presenters included:

- Jonathan Bates, Executive Director, Real Estate Administration, University of Utah
- Bob Geolas, Partner, HR&A Advisors; Former President & CEO, Research Triangle Park Foundation

Mr. Bates spoke to his experience in Salt Lake City leading University of Utah Research Park (UURP) and real estate programs. Established in 1968, UURP is one



University of California Davis, Aggie Square **↑** 



of the oldest and most successful university research parks in the U.S., created to stimulate economic development and provide employment opportunities for university graduates.

In 2019 the university embarked on a process to reimagine its 1960's era suburban model park as a vibrant new 21st century mixed-use innovation community. This Strategic Vision Plan responds to the burgeoning technology and innovation community in Utah, as well as the university's health and life sciences program drivers. Mr. Bates shared how this new vision is helping shape implementation of strategies for economics, land use, mobility, parking, environmental conditions, sustainability, and public/ private partnerships.

Several facilitated small group break-out discussions followed the presentations. Topics included: building scale, density, and character, desired supporting uses, and potential partnership and collaborative opportunities within the cluster.

Mr. Geolas shared his personal experience in working in knowledge communities, much which

has been spent leading institutional research parks from his early experiences with North Carolina State University's Centennial Campus, starting up the Clemson University International Center for Automotive Research Campus, serving as the former president of Research Triangle Park, and now as the partner for HR&A Advisors' knowledge economy practice.

He described how successful innovation clusters are highly collaborative through programed activities and physical placemaking and are authentic reflections of their communities. They should be welcoming destinations designed to be accessible and affordable, providing opportunity for economic inclusivity. Mr. Geolas shared that successful clusters should allow space for joint collaborative research in a neutral environment, provide opportunities to grow research funding, and fully exploit the combined advantage to working together. He also emphasized that early-stage incentives are crucial, and that governance, management and ongoing curation are key to economic success.

Research Triangle Park ↓

#### Session 4: Strategic Vision Outcomes

The purpose of Session 4 was to review summary of strategic visioning outcomes. A compilation of facilitated discussion outcomes from all previous sessions were presented back to the group as an outcome of their efforts throughout the visioning process. Recommendations are presented at the end of this document as well, and contain action items and recommended leads for each of these elements.





# 2. Existing Assets & Context

To meaningfully discuss a vision for the Round Rock Life Sciences Park, the first step is to understand the existing context and assets in the Round Rock region. This includes several academic intuitions, medical centers, and key tech employers (see map on Pg.9).

Additionally, with the location of the property owned by the Avery Family centered among a cluster of institutions - namely Texas State University, Ascension Seton Williamson, PAM Rehabilitation Hospital, ACC Round Rock, Texas A&M University-Round Rock - the group recognized the potential of this property to support development for future industry-academic partnerships and collaborations, and/or development supportive of life sciences uses happening on property owned by the institutions already present in the area.

Apart from understanding the physical location of these local and regional research and economic development institutional assets, it was important to understand the areas of focus and current initiatives of these organizations, to help direct future collaborative growth opportunities. Brief summaries provided by the speakers who represented these institutions are summarized in the following pages.







### **Round Rock Higher Education Assets**

Texas State University Round Rock: With a focus on multiple areas of excellence, the Texas State University is an incubator/accelerator for numerous collaborative initiatives working with private sectors, NGOs, foundations, and others, on federal research programs. Key focuses of the College of Health Professions are translational health research and applied research.



#### **CHP-Round Rock-Key Infrastructure**

- The Texas State Physical Therapy Clinic is a teaching facility where doctoral (DPT) students treat patients of all ages under the supervision of experienced faculty members, licensed in the state of Texas. The clinic offers state of the art equipment and evidence-supported intervention
- The Texas State Speech-Language-Hearing Clinic is dedicated to providing comprehensive, state of the art evaluation and intervention services to a wide range of clients with diverse cultural backgrounds and diagnoses
- The Ascension Seton Williamson Sleep Center at Texas State University has a mission to serve the educational, research, and diagnostic needs on the Round Rock campus and serves community residents in the surrounding Williamson County area, students, staff, administration, and faculty. is equipped with state-of-the-art equipment and furnishings on the Round Rock campus
- The St. David's School of Nursing Simulation Lab space consists of five large inpatient rooms containing 5-6 hospital beds each. Although a medical manikin typically resides in each bed, these spaces are sometimes occupied by students (or guests) playing the roles of patients
- These labs and clinics are multipurpose and support research and instructional activities conducted by Texas State faculty and students. A feebased set of services is also available to meet community needs

**Texas A&M University Health Sciences Center-Round Rock:** With a vision to develop innovators and leaders in medicine and biomedical research in the Central Texas region, Texas A&M HSC aims to grow clinical affiliates in the Round Rock region. Current areas of focus include Rural and Population Health, Military Medicine, and Innovation & Discovery.





**Austin Community College:** With campuses spread across the rapidly growing Austin metro area, ACC as an institution is committed to positioning itself as the preferred gateway to higher education and training, and as the catalyst for social equity, economic development, and personal enrichment. A key resource of particular interest to the Round Rock life sciences strategy is the InnovATEBIO National Center for Biotechnology Education (The Center), and is located at the ACC. InnovATEBIO is working to advance the education of highly skilled technicians for the nation's biotechnology workforce.

### **Austin Area Life Sciences Market Outlook**



**The Greater Austin Chamber of Commerce / Opportunity Austin** While this effort was initiated by the Round Rock Chamber, as a part of the Austin MSA and local innovation ecosystem the Greater Austin Chamber was enlisted to provide a view into the overall market for the area of which Round Rock is also a constituent piece. Their role within this process was to provide the broad picture for what they are seeing in the life sciences marketplace locally in terms of recruitment and retention of firms of all sizes, what businesses are looking for, and existing gaps in the market.

Analysis of Assets in the Greater Austin region:

#### What we have:

- 1. Diversity of companies: Over 280 companies in -
  - Medical device & diagnostics (33%)
  - Biologics/biotech (12%)
  - Contract research organizations (17%)
  - Pharmaceutical (16%)
  - Other (22%)
- **2.** 20 + colleges & universities with life sciences & healthcare
- 3. 16,500+ employees; 76,000+ healthcare
- 4. Top tier research university
- 5. Others: some funding resources, incubators, startup & entrepreneurial organizations, clinical trials, training hospitals, university commercialization, collaboration & creative environments, and a great culture

#### What we need:

- **6.** Density of market: Lack of existing market density makes companies hesitant to move to the Greater Austin area.
- Cohesive messaging: Life science' companies are widely spread out in this region and it's hard to see critical mass of collaboration in one spot – right from academic to incubators and next stage of company life-cycle.
- **8.** Reliable utilities (electric,water, wastewater). Pharmaceutical companies require a lot of water.
- **9.** Lack of product: For the growth of companies right out of the incubator.



**BioAustinCTX** is an independent non-profit, working towards advancing the life sciences industry in the Central Texas region. They help facilitate networking, collaboration and strategize to advance the life sciences community. BioAustinCTX seeks to implement actionable strategies and programs that facilitate the life sciences ecosystem through:

- Communication
- Collaboration
- Innovation
- Sustainable growth
- Investment

Dr. Scott Collins provided an overview BioAustinCTX and some insights into what he has seen in the life sciences industry locally over the last 20+ years.

- BioAustinCTX works with life sciences companies of all types and is apolitical.
- The organization works with educating life sciences & biotech around regulatory environment, R&D challenges, etc.
- BioAustinCTX helps new companies gain a foothold in Austin and build an industry network.
- The Austin region is unique in many ways, including an inclination to collaborate that sets it apart from other markets.
- Austin is at a point of inflection right now where companies are coming in, existing companies want to stay, and expertise is moving in to this region.
- Austin has a diversity of companies as well as a concentration of computational jobs.
- One major challenge is that companies are spread throughout the CTX region, there is opportunity in clustering.

# **3. A Vision for Life Sciences**

During the course of the process stakeholder input was solicited to help define a vision for a life sciences cluster in Round Rock in several ways:

- Survey: An online survey was conducted at the end of Session 1 to help guide the creation of a strategy for advancing a shared vision for the Round Rock region.
- Interactive Session 2: To understand the life science typology and draw potential, anchors & amenities in the industry cluster, and physical site opportunities in Round Rock.
- Interactive Session 3: Session 3 culminated in a discussion focused on gaining an understanding into potential partners; architecture character, scale, density; and supporting amenities and circulation.

During these various sessions, the following aspects were discussed as being critical to the success of a life sciences park and are the building blocks for a cohesive vision:

- Incubator: A business incubator is a program that is designed to accelerate the successful development of entrepreneurial companies. This can take place through the following ways:
- An array of business support resources & services
- Developed by incubator management & mentors
- Formations of 'clusters' so companies in similar markets can learn from one another
- Encourage 'serial entrepreneurs' to form and grow new companies
- Serving as a focal point for the ecosystem

### **Survey Snaphshot:**

Why do you believe that Round Rock should be a home to a new regional Life Sciences Industry Cluster?

- Leverage existing geographic, business & academic resources
  - Diverse & educated workforce
  - Infrastructure hospitals, educational institutuions
  - Government entities
  - Wide range of bio-science industry
- Opportunity to amplify existing investments & strengthen economic growth in Round Rock
- Focal point for life sciences in the Austin metropolitan area



Space Continuum: Life sciences clusters need to provide a variety of spaces - a place where incubator graduates can make a soft landing, along with scalable spaces for companies to grow. This space continuum could include the following:

- Starter space (co-working space)
- Co-accelerator (12-week cohort)
- Mixed use first stage incubation
- Catering to future needs:
- A 'postgraduate' space for growth companies
- The 'final stage' of incubation before occupying commercial space
- A place to house innovative collaborations between academic and industry partners

Space Types: Space types in a life science cluster need to reflect the tenant types. A variety of space types helps to retain companies in the area. A clustering of various uses aids with cross-pollination. Some space types according to the type of tenant include:

- Research & Development
- Diagnostic Labs
- Engineering Labs
- Medical Devices
- Bioinformatics
- Computational/data centers
- Maker space
- VR space
- Flexible Spec labs
- Infectious diseases/High containment labs
- Imaging
- Clean rooms
- Vivarium
- Heavy Chemistry labs
- Advanced manufacturing
- Pharmaceutical



These spatial types need to be supplemented with anchors such as incubator buildings and amenities to serve the company's needs as well create a sense of 'place' that not only responds to the employees needs but also creates opportunities for chance encounters outside the labs. 'Bumpable' spaces are those that are intentionally designed to support 'accidental interaction' and these spaces aid with industry crosspollination and give the place a strong identity. These additional programs can make the community feel connected to the life sciences park.

Innovation Ecosystem (Research Engine, Incubator, Space Types, Workforce, Capital): The first step in creating an ecosystem is identifying the program driver or research engine along with incubators where innovation is supported. A strong workforce pipeline is key to a successful innovation ecosystem. This can be developed through a concerted effort to connect people who already live in this region with job opportunities and connecting employers to a steady workforce. All this can happen against the backdrop of anchors, amenities and physical infrastructure that knit the ecosystem together.

Some of the elements that were identified as "best fits" for life sciences development in Round Rock in terms of the buildings elements and supporting spaces included:

#### Architecture

- Moderate to higher-density scale is desirable
- Low slung, disconnected, "buildings in space" not desirable
- Multi-use and active design
- Appealing to wide range of ages / employees
- R&D space is where vast majority of existing companies fall
- Flexible / Expandible

#### **Supporting Spaces**

- Outdoor Gathering Space (usable, not decorative!)
- Collaborative Workspace
- Event / Auditorium (shared)
- Active Streetscapes and Plazas
- Pedestrian and Bicycle supportive
- Appropriate food service / coffee offerings
- Not internal, make people leave their private spaces
- Retail and informal space appropriate to context



### **Survey Snaphshot:**

**Comments:** 

A concerted effort to make sure the GLOBAL bioscience community knows about the opportunities in Round Rock. A plan that focuses not only on filling initial gaps related to pharama, medical devices, and healthcare but anticipates the future - which is bio-industrial and more cross disciplinary into other high technology areas.

We need to think big!

Unique opportunity to start with a clean slate, engaging important potential neighbors. Balance opportunity for potential collaboration.





# 4. Strategic Opportunities

Based on the stakeholder input received, including SWOT analysis, a number of strategic opportunities were identified for the Round Rock life sciences cluster. These are broadly captured here as they were identified by the group, with more detailed recommendations to follow in Section 5 - Next Steps.

#### 1. Capitalize on existing anchors:

- Strengthen the foundation of individual research enterprise
- Preliminary opportunities anchored on existing institutions, existing collegial and collaborative spirit amongst the academic institutional partners.
- Strengthen and develop future partnerships



#### 2. Leverage strengths of greater Austin, but focused on Round Rock's geographic advantages

- Round Rock currently lacks life sciences incubation resources
- There is existing and potential partnership opportunity with Army Futures Command, potential for footprint in Round Rock.
- The life sciences industry is present and looking in greater Austin, yet there is not currently a coherent story being told around the life sciences opportunity in Round Rock.

#### 3. Fill existing gaps / prove the market

- Lack of understanding of current gaps in the marketplace i.e infrastructure, space, capital etc. from existing players
- Local life science industry is not well documented; existing survey is outdated (last survey 2011)
- There is not a lack of real estate for development opportunities, on either privately or publicly owned land.
- There is existing market demand and opportunity but no "critical mass" evident to outsiders.
- Necessary support infrastructure is not fully identified or in-place.



#### **STRENGTH**

- Proximity to Austin
- Climate, family friendly
- Access to Universities and Healthcare
- Collaborative workforce
- Low cost utilities
- Undeveloped land
- Proximity to airports
- University partners
  training workforce

#### **OPPORTUNITY**

- Support of community stakeholders
- Ability to bring key players
- Job creation for a diverse workforce
- Central Texas desirable place
  to live and work

#### **WEAKNESS**

- Round Rock not as 'cool' as Austin
- Not known for life sciences
- Feeder system of
  incubators declining
- Lack of knowledge regarding opportunities in Round Rock
- Bring more industry into the initiative

#### THREATS

- Higher education will they work together?
- Need careful planning for housing, schools, healthcare, infrastructure
- Lack of urgency & commitment from institutional players
- Prevent competition among
  educational partners

#### Round Rock Life Sciences Strategic Vision

### **5. Next Steps**

To conclude the strategic visioning process, a series of recommendations and action items were identified and presented to the stakeholder group at the fourth and final meeting. These recommendations are:

### 1. Formalize and continue this coalition and interest alignment that has emerged from this process.

- Formalize and maintain a Life Science Cluster "Task Force" or other entity that communicates and convenes on an ongoing basis.
- Develop cadence of follow-up activities and actions.
- Consider existing and other potential partners for inclusion in this group.
- Action Item/Lead: Round Rock Chamber
- Participants: Existing "task force" members, others as appropriate

### 2. Further develop partnerships between the higher education institutions already present Round Rock

- Establish a core working group and cadence of meetings between academic partners (a subset of the life sciences "task force").
- Engage and coordinate with leadership of institutions present in Round Rock to Identify potential for shared resources and amenities, either already in place or for future development.
- Utilize / capitalize on existing space to spark early activity and interest while maximizing benefit to the institutions.
- Action Item / Leads: Round Rock Chamber, Texas State, Texas A&M HSC, ACC

#### 3. Conduct a life sciences industry scan/survey

- A new survey should be conducted to fill these gaps in understanding.
- Action Item / Lead: Round Rock Chamber
- Participants: ACC InnovATEBIO, BioAustin CTX, Consultants





### 4. Create a Round Rock-based life sciences innovation district

- Institutional partners should work together to create a collaborative opportunity based in Round Rock.
- Existing institutions have complementary resources, and are co-located in proximity to each other.
- Specific opportunity to explore an incubator in close proximity to existing anchors.
- Action Item / Leads: Round Rock Chamber
- Participants: Texas State / STAR Park, ACC, Texas A&M HSC

#### 5. Seek opportunity with military innovation

- Further explore this relationship with existing partners and advance industry side of this partnership.
  - Texas A&M College of Medicine has strong focus in military health
  - Army Futures Command co-located with ACC Rio Grande campus
  - Darnell Army Medical Center Killeen
- Action Item / Leads: Texas A&M, ACC

# 6. Identify real estate that can accommodate the various needed uses, product types, and development approaches

- Identify the most appropriate real estate for various uses / products:
  - Incubator
  - Startup companies / graduates
  - Mature companies
  - Recruitment / large opportunities
  - Develop Land Lease / Land Sale approaches appropriate to context
  - Collaborative opportunities for land-lease / P3 (existing institutional partners)
  - Land sale potential: Avery Centre, others
- Action Item / Leads: Texas State, ACC, Texas A&M, Avery Family, Round Rock Chamber



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  - Land sale potential: Avery Centre, others
- Action Item / Leads: Texas State, ACC, Texas A&M, Avery Family, Round Rock Chamber

# 7. Explore opportunities and partnerships to develop the first building

- Identify development partners to take on risk to create the space for industry clustering to happen
- Continue moving forward with a strategy that attempts to create an identifiable cluster of life sciences uses / companies:
  - Life sciences incubator (~20,000 sf)
  - Startup / Graduate space
  - Space for 2-3 mature tenants
  - Amenity / Collaboration space
  - Co-working
  - 60% wet lab / 40% scale up manufacturing
- Action Item / Leads: Academic incubators, land holders, at-risk development partner(s)

#### 8. Ensure adequate life sciences industry infrastructure

- Identify / inventory infrastructure system capacity and needs for specific uses
- Public provision of infrastructure roadways, utilities, systems
- Prioritize and identify how to pay for these upgrades
- Consider funding mechanisms that could support investment (Tax increment financing district (TIF) / tax increment reinvestment zone (TIRZ))
- Action Item / Leads: City of Round Rock, Williamson County, Round Rock Chamber

#### 9. Assemble a competitive incentive package

- Develop an incentives package (i.e. tax abatement / deferral, jobs creation incentives, etc.)
- Explore the creation of a TIF district to fund improvements and incentivize development
- Taxing districts should shape competitive package for recruitment
- Action Item / Leads: Round Rock Chamber, City of Round Rock, Williamson County, ACC District

#### 10. Develop the Round Rock story and life sciences pitch

- Develop the pitch Round Rock Chamber and others should take the lead to create a marketing package the weaves the strands together.
- Deliver and hand off the pitch to Economic Development partners including Opportunity Austin, State of Texas Economic Development, other ED partners to aid in recruitment.
- Action Item / Leads: Round Rock Chamber





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