

BALTIMORE: THE NEW MODEL FOR A STARTUP CITY

UpSurge Baltimore is building an engine to propel Baltimore into the top tier of US innovation cities. Our work centers on founders, tech-enabled and national-scale businesses, helping to launch, support, grow and celebrate high-impact startups. UpSurge is also developing strategies to attract new companies, talent and capital to Baltimore.

WE'RE NOT TRYING TO BE JUST THE NEXT GREAT STARTUP CITY.

WE'RE BECOMING THE COUNTRY'S FIRST EQUITECH CITY.

We are students of the country's brain hubs - cities we admire for their ingenuity and economic success - working to build an innovation economy where people from all backgrounds and cultures belong. One that cultivates and nurtures the diverse, high-growth startups that create high-quality jobs and offer career mobility and higher wages.

THE VISION

In 2030, Baltimore will be widely recognized as the nation's first Equitech City - a diverse, thriving hub of innovation and the model for a new kind of startup city. Entrepreneurs and investors from around the world look to Baltimore as a launching pad for transformational companies, and more Baltimoreans will see the knowledge economy as a pathway for their own upwardly mobile futures. High-quality jobs and higher wages will spur new investment in our neighborhoods, small businesses, cultural institutions and nonprofits.

**IF WE CAN DO IT IN BALTIMORE,
IT CAN BE A MODEL FOR THE WORLD.**

WHY EQUITECH?

Tech economies are at the heart of thriving US cities, and we believe that Equitech will be a force multiplier on the traditional tech economy - where diversity is a competitive advantage. Over time, not only will entrepreneurs and investors around the world look to Baltimore as a launching pad for transformational companies, but more Baltimoreans will see the knowledge economy as a pathway for their own upwardly mobile futures.

As the cultural framework for UpSurge, Equitech provides a lens to attract, align and support transformational startups - not a filter to exclude them. Equitech companies cross industry sectors and capture hearts, minds and wallets for a variety of reasons.

TYPES OF EQUITECH COMPANIES:

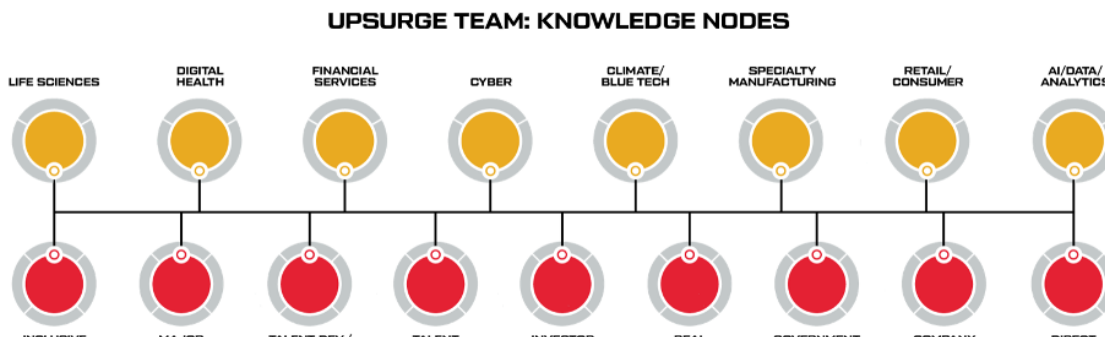
- 1 COMPANIES WHOSE CULTURE AND VALUES ARE GROUNDED IN THE ADVANTAGES OF DIVERSE LEADERSHIP, TEAMS AND PERSPECTIVES
- 2 COMPANIES LED BY UNDERESTIMATED FOUNDERS
- 3 COMPANIES IN ANY INDUSTRY USING INNOVATION TO BROADEN ACCESS OR REDUCE SOCIETAL BARRIERS

MANY EQUITECH COMPANIES FALL INTO MULTIPLE CATEGORIES ABOVE



MAKING CHANGE THROUGH THREE KEY WORKSTREAMS

- 1. UpSurge Ecosystem:** The movement-building engine focused on education, support and problem-solving for entrepreneurs; attracting capital, companies and talent; telling the Baltimore innovation story around the world; mobilizing Baltimore around the Equitech culture and framework; and building opportunity pathways.
- 2. UpSurge Investments:** The vehicle for direct company investments, which will start with a Techstars accelerator partnership and eventually house future investment pools. Techstars is a critical component of our overall efforts, providing a channel through which to attract and engage promising startups, and raising Baltimore's visibility among their network of 16,000 investors, mentors and founders.
- 3. UpSurge Community Teams:** Knowledge nodes led by local industry sector, activity and community leaders who will contribute focused expertise to develop strategies that nurture, support, attract and retain startups. Teams will comprise diverse participants from tech, industry, neighborhoods and academia - all local leaders who understand the opportunities and challenges before us and as such are best situated to develop the strategies that will shape our future path. Ideas for new teams are emerging as we continue conversations with people across the ecosystem. To-date, they include the industries and innovation activities below:



RIGHT HERE. RIGHT NOW.

UpSurge is building on the strength of Baltimore's vibrant small businesses and large companies. Both are vital to a flourishing city. UpSurge's focus on growing the number of startups and scale businesses adds an important layer to the local economy; these companies typically offer higher base wages, career mobility and benefits. The challenge is to build a startup city that draws broadly on the brilliance of its populace—across neighborhoods and cultures—as founders, workforce, mentors, investors and thought leaders. Growth in the number of private-sector, high growth jobs is foundational to Baltimore's future.

We start with an incomparable platform -- the strength and culture of our existing startup and tech ecosystems, and a host of factors known to accelerate a successful innovation economy:

- Globally recognized universities at the forefront of innovation.
- Gamechanging startups in life sciences, digital health, cybersecurity, FinTech, MarTech, and ClimateTech.
- Largest city in the leading state for federal R&D spending.
- Renowned public and private anchor institutions, like NIH, NSA, Applied Physics Laboratory, NASA/Goddard, Amazon, AstraZeneca, Lockheed Martin, Northrop Grumman, Constellation, Exelon, T. Rowe Price, Under Armour and so many more.
- Location on the Amtrak corridor, a major international port and beautiful, affordable neighborhoods.