



RISE OF THE REST® **2019**
ECOSYSTEM PLAYBOOK

PLACE MATTERS:

TEN INNOVATIVE REAL ESTATE DEVELOPMENTS DRIVING STARTUP HUB GROWTH

POWERED BY  revolution

@RiseOfRest www.revolution.com/playbook



ABOUT THE 2019 PLAYBOOK

This year marks the five year anniversary since Steve Case and Revolution kicked off the first RISE OF THE REST® Road Trip, bringing Revolution's tour bus to Detroit. That day marked the launch of a movement to draw attention to entrepreneurs and startup communities across the country that were being largely overlooked by most venture capital investors.

Since then, RISE OF THE REST® has expanded beyond the tour to include a \$150 million early stage venture fund backed by several dozen iconic entrepreneurs and investors and a platform with thousands of network connections. To date, the tour has visited 43 cities, travelling more than 11,500 miles. The fund has invested in more than 125 companies across 70+ cities.

Over the years, we have seen these regional startup communities evolve and mature to meet the needs of the entrepreneurs. Their experiences and best practices have created a valuable exchange between cities and now serve as the foundation of our Playbook series, the first of which we launched last year to highlight our “ecosystem wheel” — an in-depth exploration of the people and organizations essential for fueling startup community growth.

The most successful emerging ecosystems recognize that scaling a startup requires network density — being in close, regular contact with other creators who share a willingness to explore what is possible. Because of that, these communities have focused on creating innovative places for entrepreneurs to work, share ideas, and solve problems. In turn, these gathering places have served as engines of transformation, helping to build a new future for often-neglected city centers.

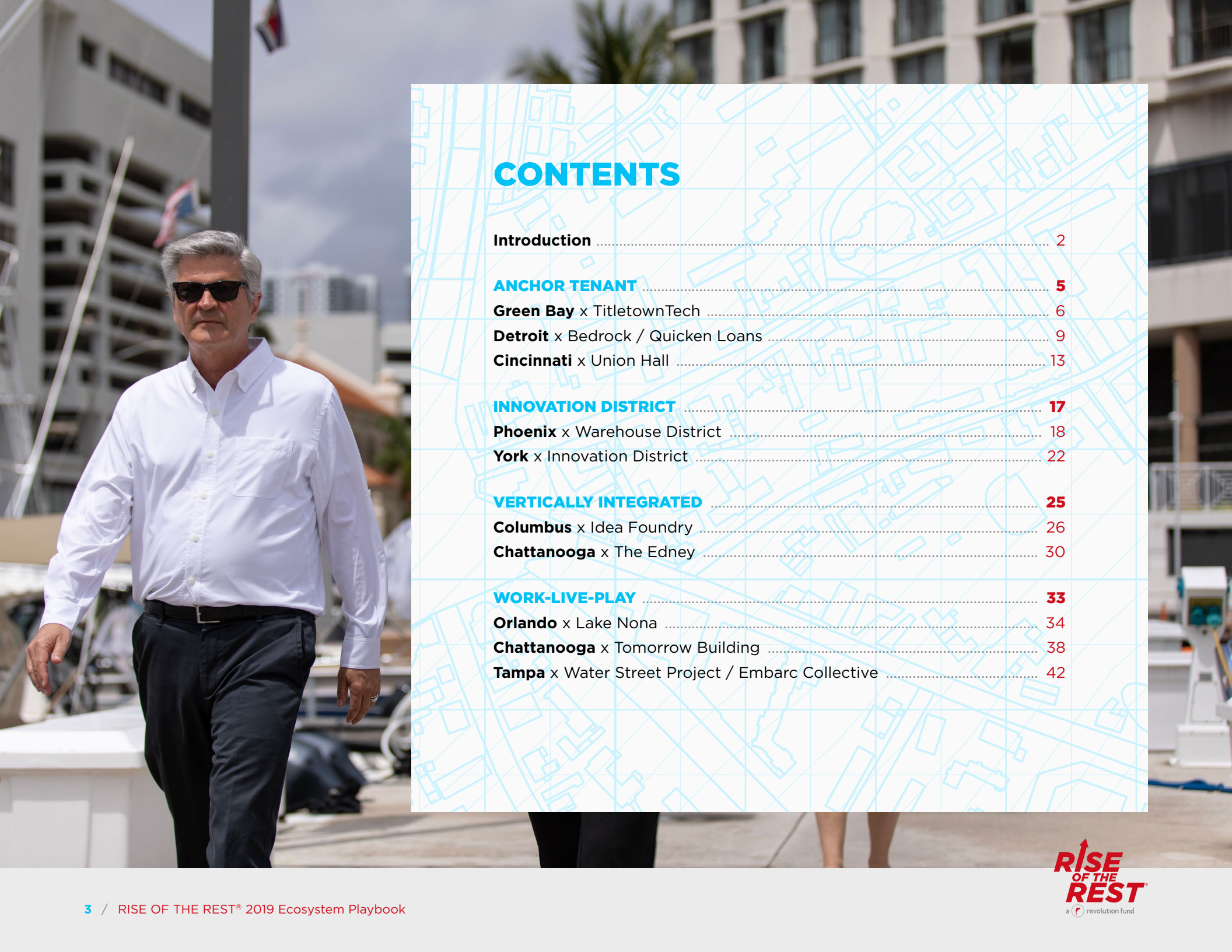
And governments have taken notice of the compelling value proposition these physical developments offer for startup talent, delivering incentives and support to accelerate their creation. Most notably, the Opportunity Zone legislation passed in 2017 has the potential to drive capital to underserved markets that could go towards furthering the spaces needed to support a robust entrepreneurial ecosystem.

Our 2019 Playbook examines the central roles that 10 of the most innovative physical spaces play in bolstering the next wave of economic renewal in cities across the US, through the insights, experiences, and advice from the regional stakeholders who are at the forefront of these developments.

STEVE CASE
Chairman & CEO
Revolution

ANNA MASON
Partner
RISE OF THE REST
SEED FUND

MARK RUCCI
Director of
Platform Strategy
RISE OF THE REST
SEED FUND



CONTENTS

Introduction	2
ANCHOR TENANT	5
Green Bay x TitledTownTech	6
Detroit x Bedrock / Quicken Loans	9
Cincinnati x Union Hall	13
INNOVATION DISTRICT	17
Phoenix x Warehouse District	18
York x Innovation District	22
VERTICALLY INTEGRATED	25
Columbus x Idea Foundry	26
Chattanooga x The Edney	30
WORK-LIVE-PLAY	33
Orlando x Lake Nona	34
Chattanooga x Tomorrow Building	38
Tampa x Water Street Project / Embarc Collective	42

Four Models for Physical Developments in Startup Communities

As RISE OF THE REST® has toured the country, we pay special attention to the physical spaces and redevelopments in cities in an attempt to understand how they have spurred entrepreneurial success. While each space is uniquely tailored to the region in some way, across all cities visited we have observed **four distinct development models:**

Definitions for each of the models and categorization of each case study has been designated by the RISE OF THE REST® team.

All information was provided by local partners and RISE OF THE REST® made a best effort to verify the information using publicly available, third-party sources.



1

ANCHOR TENANT

MODEL A key organization, company, or individual that attracts other startups, housing, and retail. This model was originally applied within malls, where major retailers were considered “anchor tenants,” and is now being successfully re-deployed for startup centers.



2

INNOVATION DISTRICT

MODEL Typically a government-sanctioned cluster of companies, startups, incubators, accelerators, and ecosystem builders. This model can also be driven by private-sector leadership.



3

VERTICALLY INTEGRATED

MODEL A complex or high-rise with space for incubators, labs, accelerators, co-working, and corporate innovation. This enables startups and entrepreneurs to more seamlessly move through “stages of startup production” in one space.



4

WORK-LIVE-PLAY

MODEL Integrated residential, commercial, cultural, institutional, and entertainment spaces that emphasize pedestrian access. This emerging model now combines all three into one contemporaneous space focused on innovation and entrepreneurship.

1

Introduction

- 1 Anchor Tenant Model
- 2 Innovation District Model
- 3 Vertically Integrated Model
- 4 Work-Live-Play Model

ANCHOR TENANT MODEL



Anchor tenants help to send a signal to the ecosystem that a particular geography, industry, or subset is a worthwhile endeavor, quickly attracting other startups, scaleups, housing, and retail units into the

vicinity. This model was originally applied within malls, where major retailers were considered “anchor tenants,” and is now being successfully re-deployed for startup hubs.



- ◀ A rendering of the completed TitletownTech development, Green Bay, WI.

GREEN BAY x TITLETOWNTECH

TitletownTech is an anchor tenant case study because it would not be possible without the foundational presence of the Green Bay Packers and Microsoft.

AS TOLD BY **CRAIG DICKMAN**,
TITLETOWNTECH

In Green Bay, the Packers are paramount. The third largest city in Wisconsin, with just north of 100,000 residents, Green Bay is home to the only fan-owned team in any of North America's four major professional sports markets. But in addition to being known for this iconic football brand, Green Bay is also making moves to use its history of manufacturing and supply chain know-how, coupled with top talent from the University of Wisconsin system, to become a leading technology-focused venture center.

At the forefront of this is TitletownTech, a project being led by the Packers, Microsoft, and TitletownTech's Managing Director, Craig Dickman. TitletownTech is home to a world class innovation lab, venture studio, and venture fund focused on building and scaling transformative companies in the region. Situated on formerly empty plots of land next to Lambeau Field, the building will serve as the super-connector space in the ecosystem.



Model Type:
Anchor Tenant

Year Completed:
2019

Status:
Built

Size:
46,000 square feet

Website:
titletowntech.com

Specifically, TitledownTech will focus on disruptive technology companies and entrepreneurs in: advanced manufacturing, supply chain, digital health, AEW (agriculture, environment, and water) technology, and professional sports experiences.

The Green Bay Packers, Microsoft, and the community were not looking to create a new evergreen startup ecosystem and drop it into the middle of the city. Dickman notes, “We constantly asked ourselves: how do we connect the dots between what is already here to take Green Bay to the next level?”

Describe the space and its components

The TitledownTech building is strategically located in the 46-acre Titledown district directly across from Lambeau Field, home of the NFL’s Green Bay Packers. The 46,000 square foot building has been under construction since March 2018 and officially opened in Q1 of 2019.

The building itself is split into three levels: level one will be home to community engagement and public-use space that will allow members of the community to engage with the technology entrepreneurs and innovators in the region.

Levels two and three will be home to TitledownTech’s three programming arms: the Innovation Lab, the Venture Studio, and the \$25M Venture Fund.

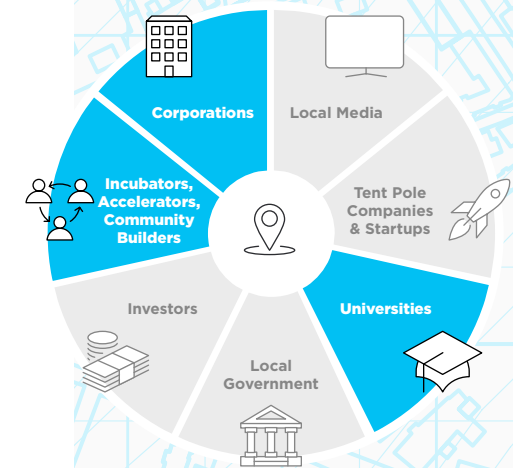
What inspired this development?

The Green Bay Packers organization is unique: it is owned by the Green Bay community. Its 360,000 shareholders focus on connecting the professional sports team to initiatives and programs that directly benefit those living in and around Green Bay. The organization realized the mutual economic dependency that the sports team and the community had on one another and set out to use entrepreneurship and innovation, as opposed to corporate attraction and relocation, as a means of preparing Green Bay for the future economy.

Armed with this vision, the Packers set out to find a premier partner who was able to both envision what this future economy could look like, but also has the tools and talent to execute. The Packers teamed up with Microsoft and its President, Brad Smith (a native of Appleton, WI) to begin building the digital infrastructure that authentically tied to the Green Bay region. TitledownTech is intended to be the core from which this innovation can ultimately expand.

RISE OF THE REST® Ecosystem Wheel

In our first Ecosystem Playbook, we outlined the seven entities that help to fuel the rise of startup ecosystems — the Seven Spokes of a Startup Hub. For each of the case studies, we highlighted the partners who contributed to the development of the physical space.



Corporations

- Microsoft
- Green Bay Packers

Incubators, Accelerators, Community Builders

- NEW Venture Foundry

Universities

- University of Wisconsin Green Bay
- University of Wisconsin System



What has been or will be the measurable economic impact?

The TitledownTech team is keen on measuring both the quantitative and qualitative impact of the space on Green Bay. More traditional metrics that will be tracked include: whether or not returns are generated for the venture fund, the number of businesses created and scaled through the programs, the addition of new employment with wages that exceed historic norms for the region, and the uptick in invested capital in Green Bay-based companies.

On the qualitative side, the TitledownTech team plans to conduct a gap analysis on the local technology and startup ecosystem in Green Bay. The hope is that creating ecosystem maps will allow the next wave of entrepreneurs to more seamlessly navigate funders and support organizations moving forward. <>

LEARN MORE

[TitledownTech handling 'hundreds' of entrepreneurial pitches](#)

[Titledown announces involvement of additional partners in TitledownTech](#)

- ^ An in-progress construction photo of TitledownTech and programming outside of Lambeau Field, Green Bay, WI.



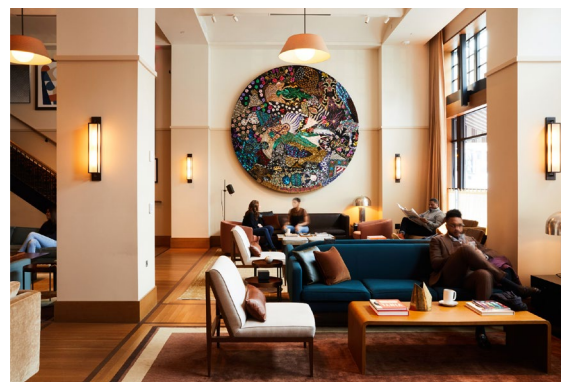
CRAIG DICKMAN
Managing Director,
TitledownTech

Twitter: @cdickman
dickman@titledowntech.com

DETROIT x BEDROCK / QUICKEN LOANS

This is an anchor tenant case study because the relocation of Quicken Loans to downtown Detroit, coupled with Bedrock's continued property developments, signaled the potential of the city for other tech companies and startups to build there.

In 2009, Dan Gilbert was faced with a complex challenge — the company he founded, Quicken Loans, was struggling to attract and retain talent at its suburban Michigan campus. Graduates and young professionals were choosing to relocate to firms in Chicago, New York City, and Los Angeles. With its HQ lease set to expire, Quicken Loans had three options: renew the lease in the suburbs; shift to a suburban campus model — like many other modern-day tech companies — or relocate the headquarters and leverage Detroit's downtown core.



^ A view inside some of the Bedrock properties, including the Shinola Hotel (bottom) in Detroit, MI.



Model Type:
Anchor Tenant

Year Started:
2010

Status:
In Progress

Size:
100+ properties

Website:
bedrockdetroit.com

Detroit, the nearest city, was experiencing the aftermath of post-bankruptcy and had seen little investment at scale. Gilbert made a big bet on the city, and chose Detroit as the new headquarters for Quicken Loans, which would ultimately attract the necessary talent for its family of companies to continue to scale, and serve as a blueprint for the revitalization of a great American city.

After Quicken Loans relocation to the One Campus Martius Building in the heart of the downtown financial district, Gilbert formed his new real estate arm, Bedrock, to begin thinking about the portfolio's larger footprint in the city. Noticing a lack of investment and an influx of available properties, the Bedrock team began acquiring properties with the vision of restoring each property's individual architecture and collectively maintaining the broader vibrancy of Detroit's downtown.

To date, Bedrock has restored more than 100 properties across the city and has helped to incubate, attract, and expand more than 330 companies, largely due to a signal that Quicken Loans sent it committed to building its future in Detroit.

Describe the space and its components

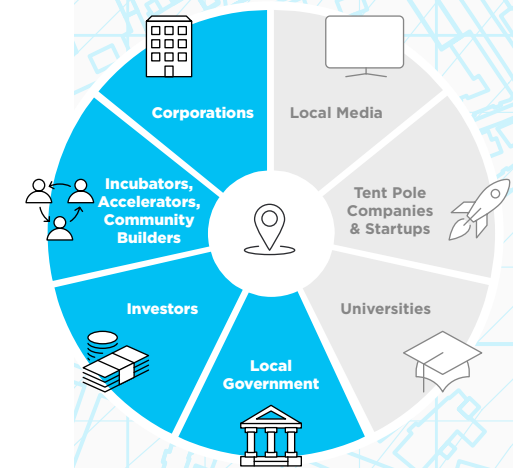
Bedrock's footprint is mainly focused in Detroit's central business and financial district. The properties are primarily mixed-use in design and able to accommodate retail on the ground level and office or residential space above. Bedrock's vision is to enhance the entrepreneurial ecosystem of Detroit through the creation of dense pockets across the city that support technology startups and small businesses, whether they are Detroit-bred or relocating from another part of the country.

Since 2011, Bedrock has invested and committed more than \$5.6B in acquiring, developing, and restoring physical spaces across Detroit. The State of Michigan measured the economic impact on the city and the state at nearly \$18B. The projects have spanned from new construction including the Hudson's Site, Monroe Blocks and City Modern to the renovation of some of Detroit's most famous art deco buildings including the Book Tower, First National Building and One Woodward.

Bedrock does not fill these properties on a "first come, first served" basis. Instead, the team looks for tenants and partners who want to make a long-term commitment to Detroit — those who want to increase the attractiveness for startups in the city, or have been part of Detroit's history and continue to be vital for its future.

RISE OF THE REST® Ecosystem Wheel

In our first Ecosystem Playbook, we outlined the seven entities that help to fuel the rise of startup ecosystems — the Seven Spokes of a Startup Hub. For each of the case studies, we highlighted the partners who contributed to the development of the physical space.



Corporations

- Quicken Loans

Incubators, Accelerators, Community Builders

- Grand Circus

Investors

- Dan Gilbert
- Detroit Venture Partners
- Michigan Venture Capital Association
- Courtside VC
- Ludlow Ventures

Local Government

- City of Detroit
- Michigan Economic Development Corporation

This is a non-exhaustive list of partners; The Rock Family of Companies has worked with dozens of partners over the years.

What inspired this development?

The Rock Family of Companies, which includes Bedrock, is determined to position Detroit as the leading startup hub of the Midwest. Detroit's close-knit startup community and legacy as a hub of innovation sent all the right signals to the broader region that the city was on the rise. These companies operate with a “For More Than Profit” business model aimed at creating opportunity for all, where “Doing Well” and “Doing Good” aren't mutually exclusive concepts. They actively seek to lower barriers of entry for people to create new businesses that will also invest in the people and places they love.

What has been or will be the measurable economic impact?

The Rock Family of Companies wants to see Detroit surge and grow as a city, as a tech ecosystem, and a place for people to build quality lives for themselves and their families. Success is both qualitative and quantitative; the team is measuring and thinking about metrics for both: the number of people and companies relocating to Detroit from outside of Michigan; the generation of new startups and small businesses relocating or expanding to Detroit; the presence of second headquarters and regional offices of major tech companies; the number of exited successes like Duo Security in nearby Ann Arbor; and the continued creation of high paying careers for Detroit residents, both existing and new.



^ A view of some of the Bedrock properties in downtown Detroit, MI.



What does the next version / iteration of this space look like? What follows it and how will you continue to improve the offering?

The Bedrock developments across Detroit are still in the early stages and the team is continuing to expand its footprint across the city. The focus of the team has shifted to making sure the right people and organizations have access to the spaces and are occupying them as long-term tenants who have a genuine commitment to the city. This has manifested through partnerships with small businesses and startups looking to launch and scale in Detroit. The Quicken Loans Community Fund launched the annual Detroit Demo Day, an initiative that offers more than \$1.2M in interest free loans to local small business owners and entrepreneurs. The Downtown Detroit Market program allows local entrepreneurs to test and incubate a concept in attractive pop-up shops before committing to long term brick and mortar spaces in the city. Expect more partnerships and projects like these as Bedrock continues to focus on the long-term attractiveness of the city.



What other physical spaces for entrepreneurs have emerged in the city?

Detroit has continued to attract some of the top technology companies in the world to the city through the creation of regional offices and strategic partnerships. In just the last few years Detroit has already seen major tech giants like Amazon, Google, LinkedIn, Twitter, Waymo, WeWork and Coyote Logistics set up in the city. While not all of these companies are housed in a Bedrock property, it speaks to the anchor tenant and network effects that the city has been undergoing. </>

^ A pop-up market for entrepreneurs to test brick and mortar concepts run by Bedrock in Detroit, MI.

[LEARN MORE](#)

For More Than Profit

CINCINNATI x UNION HALL

This is an anchor tenant case study because Union Hall's redevelopment sent a signal that the Over the Rhine neighborhood had untapped potential for up and coming startups and creatives

AS TOLD BY **ERIC WEISSMANN**, CINTRIFUSE

In the last two decades, the City of Cincinnati made a conscious choice to undergo a huge preservation effort of pre-Civil War buildings across the region, many of which were concentrated in the neighborhood known as Over the Rhine, a 360-acre neighborhood located adjacent to downtown Cincinnati that has maintained much of its residential character, but has been starved of development and investment. In fact, for years, the Over the Rhine neighborhood was considered one of the most dangerous in the United States. The neighborhood was originally considered to be the future home of a designated innovation district, flush with associated tax credits and incentives. After much debate in the private and public circles, officials chose to forgo a special tax designation and instead looked to find tenants that could spur organic economic growth and vibrancy.



^ Founders working out of Union Hall in the Over the Rhine Neighborhood, Cincinnati, OH.

One such organization that led the charge was **Cintrifuse**, an organization formed by the **Cincinnati Business Committee** to attract entrepreneurship, small business development, and broad innovation efforts. One of the first projects tackled was the redevelopment of Over the Rhine's Union Hall.



Model Type:

Anchor Tenant

Completed:

2015

Status:

Built

Size:

38,000 square feet

Website:

unionhallcincy.com

Describe the space and its components

Union Hall is a 38,000 square foot space spread across three buildings of six floors (four above ground and two below) with coworking, open concept offices, and community event space in the heart of the Over the Rhine neighborhood. It is home to more than 100 people a day that utilize the space as both a consistent place of work and also a gathering place for events. The buildings of Union Hall date back to the mid-1850s, one of which was home to a pre-Civil War dancing hall with ornate twenty-foot ceilings. The name Union Hall was one of its first monikers because many different unions historically could hold their meetings in the building at the same time.

Since Union Hall opened its doors in 2015, it has held events as large as weeklong **Startup Weeks**, high profile speakers, hack-a-thons, corporate offsites, parties, regalias, meetups and everything in between. To date, more than 115,000 people have walked through its glass doors, tucked between some of the neighborhood's most popular bars and shops.

RISE OF THE REST® Ecosystem Wheel

In our first Ecosystem Playbook, we outlined the seven entities that help to fuel the rise of startup ecosystems — the Seven Spokes of a Startup Hub. For each of the case studies, we highlighted the partners who contributed to the development of the physical space.



What inspired this development?

Approximately 10 years ago, the City of Cincinnati's development arm, **3CDC**, began slowly acquiring properties in the neighborhood with the intention of strategically redeveloping them. The Union Hall building is the most central and the largest of the properties.

What has been or will be the measurable economic impact?

Out of the more than 115,000 people who have visited Union Hall since 2015, more than 80,000 of them have attended startup and entrepreneurial programming hosted by Cintrifuse. Within Union Hall, the Cintrifuse team has seen an increase in the number of venture capital firms and startups looking to relocate to the area to be as close as possible to the core of the tech ecosystem.

What is your favorite story of how network density came to life because of this space?

One great example is a partnership between a startup and a major corporation that was forged at Union Hall. A company named Frayt entered Union Hall as a startup in its earliest ideation stages. The Frayt platform offers an on-demand delivery app that lets companies "save time and money, while shipping anything whenever they want."

The team first connected into the Union Hall ecosystem through a free, six-week pre-accelerator class offered by **The Brandery** on Union Hall's second floor. After six weeks in and out of the building, Frayt decided to join the Union Hall community as a resident, full-time — hoping to hang around the collision space and score a pilot with a local company. And they did. Less than a year later, Frayt landed a contract with The Kroger Company who's digital executives also frequent Union Hall.

Founders after a convening in Union Hall in the Over the Rhine Neighborhood, Cincinnati, OH. >





< Union Hall's main event space for high profile speakers and workshops, Cincinnati, OH.

What other physical spaces for entrepreneurs have emerged in the city?

Three other spaces have opened since Cintrifuse took over Union Hall, all in the downtown core. Additionally, coworking communities like Fueled Collective and CovWorx have begun operations in the city's suburbs, signaling anticipated future success. Lastly, one of the region's top startups, Ahalogy, has relocated its suburban headquarters to be closer to the downtown core in Over the Rhine. </>

LEARN MORE

[Union Hall](#)

[Cintrifuse](#)

[StartupCincy](#)



ERIC WEISSMANN

VP of Communications,
Community & Economic Inclusion,
Cintrifuse

Twitter: [@eweissmann](#)
ericw@cintrifuse.com

Introduction

- 1 Anchor Tenant Model
- 2 Innovation District Model
- 3 Vertically Integrated Model
- 4 Work-Live-Play Model

INNOVATION DISTRICT MODEL



The establishment of “Innovation Districts” can be observed across the country and most often take the form of a dedicated piece of land, sanctioned by local government, where companies, startups, incubators, accelerators, and ecosystem

builders cluster together where they otherwise didn’t exist before. Innovation Districts are usually compact and accessible via public transit. We’ve seen recently that this model can also be driven by private and nonprofit sector leadership.

PHOENIX x WAREHOUSE DISTRICT

The Phoenix Warehouse District leveraged public policy and forward-thinking startups to redevelop a historic part of the city.

AS TOLD BY **NICOLE PASTEUR**,
OFFICE OF CONGRESSMAN GREG STANTON

Former Phoenix Mayor and current Congressman, Greg Stanton, **categorized** the Phoenix warehouse district as “an invisible area” that the city had “turned its back [on].” The piece of land south of Phoenix’s downtown core has undergone a transformation due to a purposeful influx of technology, innovation, arts, and culture. As of March 2018, the 36 warehouses designated as historic landmarks have attracted more than 130 new businesses since 2013.

The development of the warehouse district, coupled with the **expansion of regional light rail**, has connected the south side of the city to the downtown and provided the foundation for continued economic growth that is supported by key players across the entire ecosystem.



^ Aerial view of Phoenix’s Warehouse District, Phoenix, AZ.



Model Type:
Innovation District

Year Started:
approx. 2013

Status:
In Progress

Size:
14x6 city blocks

Website:
phxwd.com

Describe the space and its components

The warehouse district, making up two-fifths of a square mile in Phoenix, is an historical part of the city whose legacy helped to put Phoenix on the map as a major American city in the Southwest. This part of the city, 14 blocks long and 6 blocks wide, was used to warehouse produce and sustain perishable goods in the winter, enabled by Phoenix's climate and geographic proximity to rail lines. Improvements in transportation and supply chain forced this industry in Phoenix to fade, causing the subsequent decline of the warehouse district as it fell into disrepair and served no valuable purpose to the broader ecosystem. Sports stadiums were erected in proximity to the warehouse district, but did little other than use the space for temporary parking of fans' vehicles. Save for a few small businesses and art galleries, the area went severely underutilized for a number of years.

It was not until a concentrated effort between the city government, growth-stage startup **WebPT**, Arizona State University, several artists and gallery owners, and community leaders began developing the downtown core to make PHX's urban center more attractive for businesses and residents, that the warehouse district proved to be valuable again. WebPT's **relocation of its office** and its 200 employees into the warehouse district, backed by investment from the city government in physical infrastructure (roads, sidewalks, water lines, lighting), served as a beacon to the rest of the Phoenix community that this part of the city was both valuable and necessary in order to support transformative companies of the future—all in the same location where Phoenix companies of the past thrived.

WebPT signaled to the market that the warehouse district was a destination; this signal was catalytic for Galvanize, a collection of urban technology campuses, to open a space in the Warehouse District.

As the district continues to mature, a new housing complex financed by **JMA Ventures** with an influx of businesses and mixed-use retail, is under development. The real estate investment firm is planning to complete a 276-unit apartment complex for those looking to also call the Warehouse District home.

RISE OF THE REST® Ecosystem Wheel

In our first Ecosystem Playbook, we outlined the seven entities that help to fuel the rise of startup ecosystems — the Seven Spokes of a Startup Hub. For each of the case studies, we highlighted the partners who contributed to the development of the physical space.



- Corporations**
 - Marriott
 - Phoenix Suns
 - Arizona Diamondbacks
- Incubators, Accelerators, Community Builders**
 - Galvanize
 - Coplex
 - YesPHX
 - Arizona Commerce Authority
- Investors**
 - JMA Ventures
 - Cowley Companies
 - Battery Ventures
 - Canal Partners
 - Tallwave Capital
 - Arizona Tech Investors
- Local Government**
 - City of Phoenix
 - Downtown Phoenix, Inc.
- Universities**
 - Arizona State University
- Tent Pole Companies & Startups**
 - Galvanize
 - WebPT



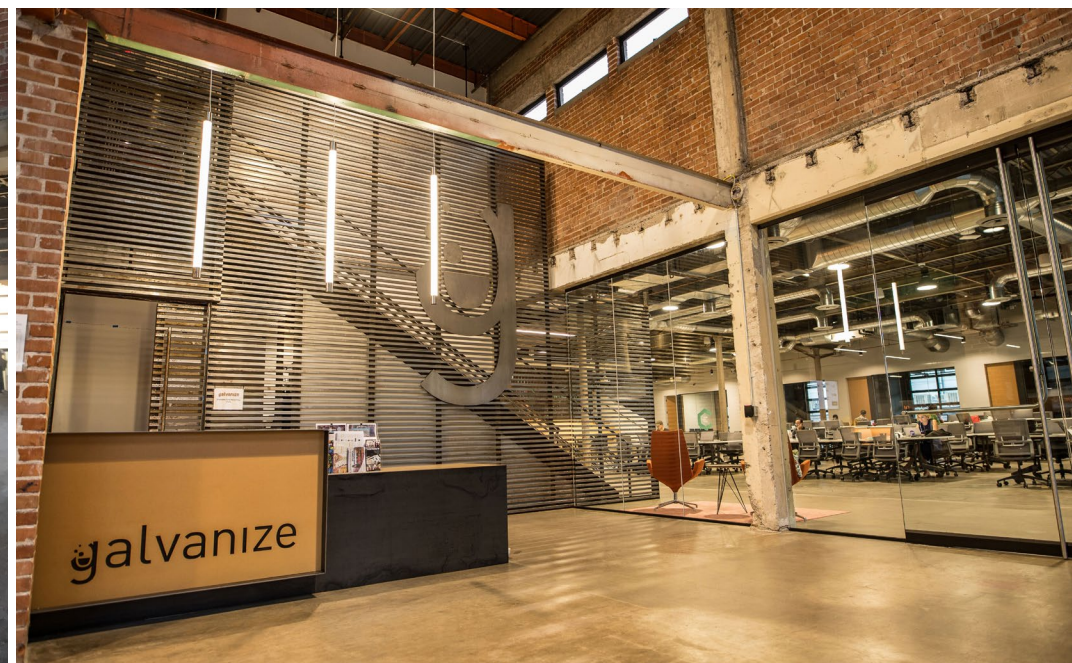
What has been or will be the measurable economic impact?

To date, the PHX Core strategy has **seen tremendous growth** in the district: 130 startup and creative companies, 13,000+ higher education students, 10,000 daily light-rail riders, 140 bars, restaurants, and coffee shops, and a density rate 24 times higher than in overall Phoenix.

What does the next version / iteration of this space look like? What follows it and how will you improve the offering?

As the Warehouse District continues to expand and gain attention, the city continues to make long-term investments; one example is the light rail project, which will connect the Warehouse District to the south side of Phoenix, a part of the city that has traditionally been less economically advantaged than the downtown core.

^ Before and after shot of new shared space for entrepreneurs, Warehouse District, Phoenix, AZ.



What other physical spaces for entrepreneurs have emerged in the city?

The warehouse district is now home to dozens of established businesses, more than 100 entrepreneurs and startups working inside **Galvanize** alone, upwards of 2,200 employees, and 267 residents across the district.

The downtown core continues to complement the Warehouse District space with the opening of two new 20-story residential towers this year, which will again signal to entrepreneurs and innovators that the Warehouse District and Phoenix more broadly is an ecosystem for those looking to live, learn, and build transformational companies. </>

LEARN MORE

[A Renewal for Phoenix's Warehouse District: Polished but Gritty](#)

^ Before and after shot of new shared space for entrepreneurs, Warehouse District, Phoenix, AZ.



NICOLE PASTEUR

Communications Director and Policy Advisor for Greg Stanton

Twitter: [@nicolepasteur](#)
nmpasteur@gmail.com

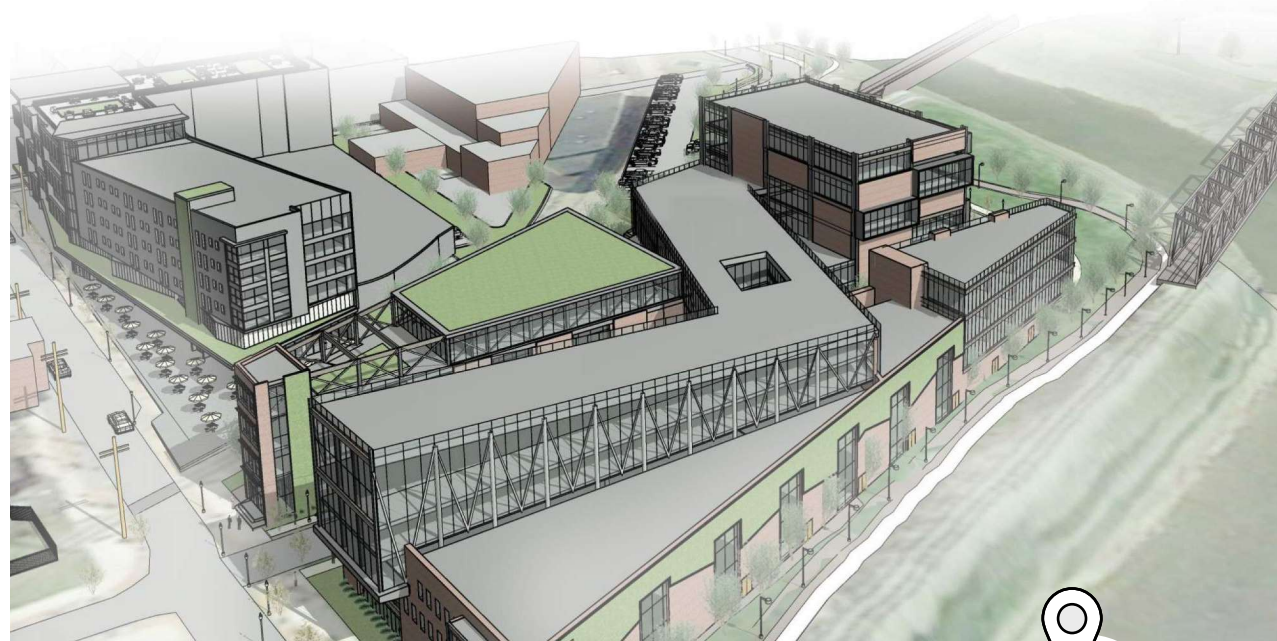
YORK x INNOVATION DISTRICT

The York Innovation District represents a dedicated part of the city that is focused on the development of a new tech-focused skill set for its residents.

AS TOLD BY **JOHN MCELLIGOTT**,
YORK EXPONENTIAL

York Exponential: The York Plan 2.0 Innovation District is the reimaged vision for a technology-based innovation hub in York, a small city in Central Pennsylvania with a population of less than 100,000 people and a rich manufacturing history and talent base.

After sunsetting a technology startup and leaving a local real estate investment company, York Exponential founder John McElligott set out to build a company and a broader vision that paid respect to York's integral role in manufacturing goods during World War II (an effort commonly referred to as “The York Plan”), while also thinking about the inflection point that the city was currently facing regarding the manufacturing industry.



^ Renderings of the York Innovation District, including build out of York Exponential, York, PA.



Model Type:
Innovation District

Project Launch:
2017

Status:
In Progress

Size:
240,000 square feet
across 2 acres

Website:
yorkdispatch.com
yorkexponential.com

Describe the space and its components

The York Innovation District is a partially-completed and partially-under-construction redevelopment of two acres in the City of York's Northwest Triangle. The site, which is also a designated federal Opportunity Zone, will be home to a 10-story, 240,000 square foot facility that will be built in five phases, which include space for alternative manufacturing, robotics research, laboratories and prototyping, as well as office space, temporary housing and underground parking all with a focus on humans and robots working together.

In addition to an innovation campus that will house robotics companies, the plans include a mixed-use development, with residential living, retail space and about 140 parking spots. There will also be an amenity area with a fitness center, bike center, co-working space and other game areas.

What inspired this development, and how does the space tie uniquely to the history or industry of your city?

The York Exponential team and city and state government are tying the project back to York's roots during World War II. Almost eight decades ago, four prominent business leaders from York, PA came together to discuss how to prepare the local community for what would eventually be World War II. Their talks centered on how to mobilize local industries to assist the upcoming war effort — despite resistance from many in the local community.

These leaders knew that to win the war, the U.S. didn't just need to manufacture tanks, ships, and guns, but it first needed to build people. In six months, a plan was created to pivot the entire York economy to meet the demands of the time — it was called the York Plan, a cooperative effort designed to share skilled workers and underused machinery to support the government in the war effort.

The Plan's 15-point outline included terms and models Silicon Valley thought it invented a decade ago — crowdfunding, crowdsourcing, maker spaces, and a resource sharing economy. When the war was declared and the government did not have a plan, it turned to York. The York Plan was adopted across the country under the slogan “Do what you can with what you have” and was seen as a community of communities, all moving with a sense of urgency and in the same direction.

After learning of the history of York's contributions to WWII, the York Exponential team was inspired to adapt the model for the twenty-first century. But this time, instead of building tanks and ships, York will focus on building American-made robotic capabilities.

RISE OF THE REST® Ecosystem Wheel

In our first Ecosystem Playbook, we outlined the seven entities that help to fuel the rise of startup ecosystems — the Seven Spokes of a Startup Hub. For each of the case studies, we highlighted the partners who contributed to the development of the physical space.



- Incubators, Accelerators, Community Builders**
 - The Fortress Academy
- Local Government**
 - York City Government
 - Commonwealth of Pennsylvania
 - York City Redevelopment Authority
- Tent Pole Companies & Startups**
 - York Exponential
- Local Media**
 - York Dispatch

What other physical spaces for entrepreneurs have emerged in the city?

The Fortress Academy, a state-licensed education institution, is set to open on the space and will serve as a first-of-its-kind program to educate the next wave of robot mechanics. The 15-week pathway program ties directly into the creation of a robotics ecosystem and hopes to create middle-class jobs in robotics. Students will have the option to earn while they train and participate in the apprenticeships model, while also creating a new pipeline of talent that was before untapped in York.

In order to propel the education of all those in York, the The Fortress Initiative was created to ensure communities are prepared for the coming challenges and opportunities ahead and to bring technology to every citizen, regardless of age, race, gender, or socio-economic status. The Fortress of York will be an 8,000 square foot science, technology, engineering, and math (STEM), robotics, and computer programming center focused on exponential technology, awareness, and education. It will be located in the converted Western National Bank through a partnership between York Exponential, The Fortress Academy and The YMCA.



“For those that say technology can’t flourish in a place like York, I say, ‘Watch us, because we will,’” **McElligott said**. “This will be a first-of-its-kind campus where citizens of all walks of life will work alongside robots and Artificial Intelligence to create a brighter, more prosperous and truly inclusive future.” </>

LEARN MORE

[York Exponential](#)

[York Innovation District Announcement](#)

^ Educational programming around robotics provided by new institutions in the York Innovation District, York PA.



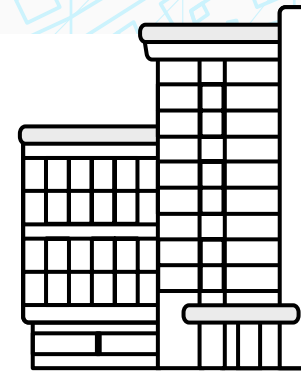
JOHN MCELLIGOTT
CEO, York Exponential

Twitter: [@3TCRobotics](#)
j.mcelligott@yorkexponential.com

Introduction

- 1 Anchor Tenant Model
- 2 Innovation District Model
- 3 Vertically Integrated Model
- 4 Work-Live-Play Model

VERTICALLY INTEGRATED MODEL



A complex or high-rise with space for incubators, labs, accelerators, co-working, and corporate innovation spaces. The design of this physical space helps startups and entrepreneurs more

seamlessly navigate through the stages of startup production: everything from idea generation and incorporation through talent development, investment, and scaling.

COLUMBUS x IDEA FOUNDRY

The Idea Foundry is a vertically integrated case study because it integrates all aspects of makerspaces with startup support services to create an end-to-end offering for entrepreneurs.

AS TOLD BY **ALEX BANDAR**,
COLUMBUS IDEA FOUNDRY

Idea Foundry in Columbus, OH is both a physical place — 65,000 square feet of workshops and offices; working nooks, classrooms and communal spaces — and a state of mind: the belief that each person has the potential to bring ideas to life if given the space, the equipment and the support to empower the inner maker.

Founded by PhD scientist and entrepreneur, Alex Bandar, Idea Foundry transformed a more than 100-year-old shoe factory in Columbus. Built in a neighborhood formally referred to as “The Bottoms,” the area now serves as the core of the arts and innovation district of Columbus and the region. “Columbus residents see the future as malleable, just like the things we make at Idea Foundry,” Bandar said.



^ The Idea Foundry building in Columbus, OH.



Model Type:
Vertically Integrated

Year Built:
2008

Status:
Built

Size:
65,000 square feet

Website:
ideafoundry.com

Describe the space and its components

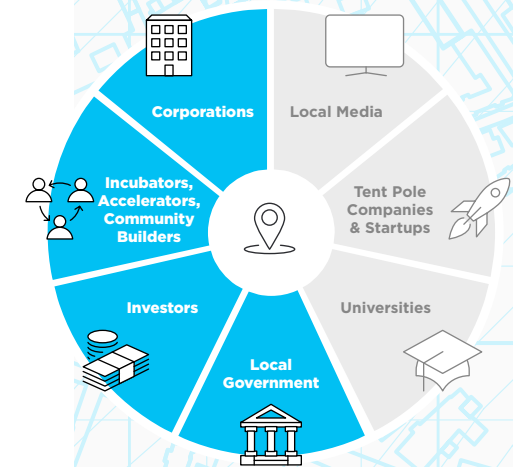
Over a period of four years, as the Idea Foundry was incubated and continued to grow, it found its home in an evolving set of locations. It began in a 2,000 square foot space as a side project for Bandar, and then quickly grew to a 24,000 square foot welding, woodworking, 3D-printing studio.

When a 100-year old, 65,000 square foot former shoe factory was donated by the City of Columbus to the Franklinton Development Association, the local nonprofit cast a wide net searching for the perfect tenant to fill the space and to help rebrand the emerging neighborhood of Franklinton. They found the Idea Foundry. Without going to banks for a mortgage, the Idea Foundry was able to work with the local nonprofit to structure a purchasing agreement for the building over a decade-plus period (a model Bandar says should be replicated for startup support organizations across the Midwest). The mission of the Idea Foundry and its novel arrangement with the nonprofit attracted the attention of high-profile angel investors Nancy Kramer and Christopher Celeste, who then helped scale the business.

Today, the Idea Foundry consists of 30,000 square feet of workshop space and 30,000 square feet of coworking seats, events spaces, and offices. Within the workshop space, which largely occupies the first floor, are stations for welding, woodworking, machining, metal forming, blacksmithing, metal casting, 3D printing, electronics, jewelry, stained glass, vacuum forming, virtual reality, design stations, and much more. Within the coworking space, which largely occupies the 2nd and 3rd floors of the building, there are offices for 40 small businesses and startups. Care was taken to selectively curate the tenants of these offices to result in a community or ecosystem that can support itself. For example, it was important to have at least a few marketing agencies, at least a few web design and SEO agencies, at least a few VC firms, and a smattering of lawyers and professional service providers to help support the several hundred small businesses growing within the Foundry.

RISE OF THE REST® Ecosystem Wheel

In our first Ecosystem Playbook, we outlined the seven entities that help to fuel the rise of startup ecosystems — the Seven Spokes of a Startup Hub. For each of the case studies, we highlighted the partners who contributed to the development of the physical space.



Corporations

- ArtPlace America

Incubators, Accelerators, Community Builders

- Alex Bandar, Idea Foundry

Investors

- Hatch, angel investment firm

Local Government

- The Franklinton Development Association
- The City of Columbus
- The Columbus Foundation

What is your favorite story of how network density came to life because of this space?

In 2013, the Idea Foundry competed in four international competitions on “making,” hosted by **Make Magazine**. The Idea Foundry placed first in three of those competitions, and second in the last. The Idea Foundry also sponsored a high school robotics team that placed in the top five in the **First Tech Challenge for five straight years**, and in their last year they placed first in a competition of over 3,000 schools (the final was in Sydney, Australia). Alex marveled at the fact that Columbus didn’t just compete, but handily won against teams from cities like New York, San Francisco, Singapore, and London. The Idea Foundry had essentially provided a five year head start on other cities having combined the most passionate makers, artists, techies, coders, entrepreneurs, marketers, and educators in one space and provided them with resources, taught them how to use them, created a platform for collaboration, and got out of their way. This provided the network density that helped Columbus makers establish themselves internationally.



What does the next version / iteration of this space look like? What follows it and how will you continue to improve the offering?

After ten years of managing the Idea Foundry, Alex stepped aside as CEO in August of 2018, and elevated COO Casey McCarty to the position. He now manages business development at the Idea Foundry, and spends most of his time helping other institutions and cities to replicate similar businesses, spaces, and communities as the Idea Foundry and the neighborhood of Franklinton. Currently contracted with a group in Cincinnati and a group at Hocking College, with other opportunities in Akron, Dayton, Toledo, Somerset, and even places like Guatemala City, Guatemala, Alex is excited to explore how different communities build successful maker cultures.

^ The Gravity Project — 200 condos, 30,000 square feet of creative commercial space, and more — in Columbus, OH.

What other physical spaces for entrepreneurs have emerged in the city?

As news of the success of the Idea Foundry began to spread across the region, **it wasn't long before supporting industries and companies began to spring up** in what was once an otherwise underdeveloped and underappreciated part of the city. Arts organizations, breweries, food trucks, business and residential spaces emerged in the neighborhood. Since the Idea Foundry moved into Franklinton, several hundred million dollars of private investment have followed. Furthermore, several other niche makerspaces (devoted to fashion or food, for example) emerged across Columbus. Several startups at the Idea Foundry which received investment (from Richard Branson, Mark Cuban, Steve Case) decided to remain in the neighborhood once they successfully “up-and-outed” from the Foundry, because they wanted to remain geographically and culturally part of the community. Makerspaces can serve as centers of gravity that attract, create, and retain makers, doers, and entrepreneurs. </>



[LEARN MORE](#)

[How Makerspaces Help Local Economies](#)

^ “Out of Town” Apartments pay homage to the saw-tooth rooftops of many manufacturing buildings.



ALEX BANDAR

Founder and Director of
Business Development,
Columbus Idea Foundry

Twitter: [@IdeaFoundryCbus](#)
alex@ideafoundry.com

CHATTANOOGA X THE EDNEY

The Edney is a vertically integrated case study because all 10 of its floors are dedicated to serving different segments of the startup and tech community.

AS TOLD BY **MARCUS SHAW**,
THE COMPANY LAB

The Edney Innovation Center is the hub of Chattanooga's Innovation District, housing a mix of startup companies, accelerators, co-working spaces, and other innovation economy generators. Since 2015, The Edney Innovation Center has operated as a public-private partnership between developer DEW Properties, business accelerator The Company Lab (CO.LAB), The Enterprise Center and Society of Work. The building was formerly owned and operated by the Tennessee Valley Authority (TVA), one of the largest government power producers.

About five years ago, TVA wanted to sell the building now known as The Edney. Chattanooga's Mayor tasked The Enterprise Center, a local non-profit, to work with TVA to develop an RFP for the best use of the building, one where public and private sector benefits could intersect. In response, The Enterprise Center created a vision for an integrated innovation center.



^ Startup founders demo new technology at The Edney building in downtown Chattanooga, TN.

Model Type:
Vertically Integrated

Year Renovated:
2015

Status:
Built

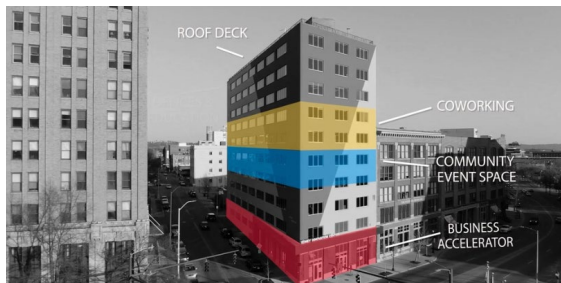
Size:
90,000 square feet

Website:
theedney.com



Describe the space and its components

Think about The Edney as a beehive: with more than 90,000 square feet available, The Edney tenants are spread over 10 floors. Floor one is home to CO.LAB and signals that the building is welcome to entrepreneurs starting at its front door. Floor two is home to **Tech Town**, a continuing education organization for young people looking to be trained in STEM. Floor three is home to the **City of Chattanooga Information Technology** department. Floor four is reserved for several scale up companies with teams ranging from 10 to 20 people. Floor five is community space run by The Enterprise Center and a place where more than 1,500 public events are held each year. Floors six and seven are home to flexible work space run by Society of Work. Floors eight, nine, and 10 are set aside for SMBs to have fixed office space. And finally, The Edney's rooftop is home to a beautiful view of the city, featuring the adjacent mountain range and the **Gig City's** downtown core.



^ A cross-section of the The Edney Innovation Center by floor, Chattanooga, TN.

What inspired this development, and how does the space tie uniquely to the history or industry of your city?

Over the last decade, Chattanooga **has become internationally known** for its community-wide fiber optic network. Recognizing the momentous potential of such an asset, Mayor Andy Berke created a “technology, gig, and entrepreneurship” task force in 2013. The mayor assigned The Enterprise Center to carry out the task force’s vision of cultivating innovation and bridging the digital divide.

Under the leadership of Ken Hays, The Enterprise Center facilitated the agreement with DEW Properties to redevelop The Edney Building as an Innovation Center. Hays forged partnerships across the city, both with public and private officials, to ensure The Edney development was community-driven, not developer led.

What has been or will be the measurable economic impact?

Since The Edney’s opening in 2015, more than **10,000 people** have passed through the doors to take part in programming or to call the building their permanent home. CO.LAB’s programs train more than 200 entrepreneurs annually through various accelerators and mentorship cohorts, in addition to hundreds of young students graduating from Tech Town programs.

RISE OF THE REST® Ecosystem Wheel

In our first Ecosystem Playbook, we outlined the seven entities that help to fuel the rise of startup ecosystems — the Seven Spokes of a Startup Hub. For each of the case studies, we highlighted the partners who contributed to the development of the physical space.



- Corporations**
 - EPB
- Incubators, Accelerators, Community Builders**
 - CO.LAB
 - Launch CHA
 - The Enterprise Center
- Investors**
 - DEW Properties
- Local Government**
 - City of Chattanooga
 - The Enterprise Center
 - Hamilton County
- Universities**
 - University of Tennessee Chattanooga
- Tent Pole Companies & Startups**
 - Society of Work
 - Carbon Five
 - Ambition

What is your favorite story of how network density came to life because of this space?

The Edney Innovation Center opened directly across the street from Patten Towers, which was originally built as a hotel in the early 1900s and now operates as affordable housing. Tenants of The Edney and residents of Patten Towers began a tradition of playing bingo on a regular basis. Through relationships built at bingo, tenants at The Edney learned that Patten Towers residents were struggling with a lack of access to healthy, affordable food. Those conversations led to the opening of Bingo's Market, which accepts EBT and sells affordable staples and snacks for those who live or work in the area.

What other physical spaces for entrepreneurs have emerged in the city?

The Edney has demonstrated the value of collision and collaboration in the community. Legacy companies in Chattanooga who have observed these successes have created or are currently exploring the creation of innovation and collision spaces. Several organizations including the Chamber of Commerce and United Way have reimaged physical spaces to encourage innovation and collaboration among entrepreneurs. Private groups have also entered the Chattanooga market with new co-working and meeting spaces designed specifically for entrepreneurs. </>



LEARN MORE

[Chattanooga's Innovation District Beckons to Young Entrepreneurs](#)

[The Edney Innovation Center](#)

^ View of Chattanooga's backdrop from the rooftop of The Edney



MARCUS SHAW
CEO, The Company Lab

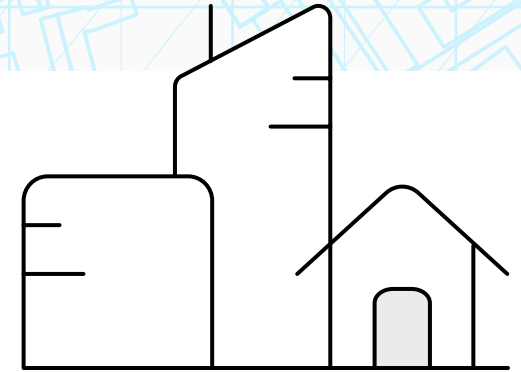
Twitter: [@thecompanylab](#)
[marcus@colab.is](#)

4

Introduction

- 1 Anchor Tenant Model
- 2 Innovation District Model
- 3 Vertically Integrated Model
- 4 Work-Live-Play Model

WORK-LIVE-PLAY MODEL



A generation ago, the emergence of a “third space” between work and home revolutionized the physical landscape; “third spaces” often took the form of coffee shops, churches, libraries, and parks. Now, the work-live-play model helps to integrate those spaces in a contemporary

and centralized location focused on inspiring innovation and entrepreneurship. This model has integrated residential, commercial, cultural, institutional, and entertainment spaces that emphasize pedestrian access and blended experiences.

ORLANDO x LAKE NONA

Lake Nona is a work-live-play case study because of its intentional creation of physical spaces that allow entrepreneurs to build companies, live in wellness-focused housing, and enjoy amenities akin to a bustling downtown.

AS TOLD BY **GLORIA CAULFIELD**,
LAKE NONA INSTITUTE

In Orlando, FL, **one of America's most visited cities**, a piece of land nearly three-quarters the size of Manhattan is home to a master-planned community known as Lake Nona. With an emphasis on unlocking human potential, **Lake Nona has brought all of the pieces of a vibrant entrepreneurial ecosystem together** to offer the ideal work-live-play options to entrepreneurs and creative types alike.

Developed by the Tavistock Group and continually ranked **among the fastest-growing communities in the country**, Lake Nona is known for thoughtfully-designed neighborhoods, top-rated education facilities, business and research clusters, retail and entertainment centers, and diverse work spaces encompassing the best Central Florida has to offer.



^ A gathering in the heart of Lake Nona, Orlando, FL.

According to Lake Nona Institute's Executive Director, Gloria Caulfield, "The spirit of innovation has always been and will continue to be a driver for making Lake Nona a vibrant, visionary community." That's why the team prioritizes collaboration between the large corporations and vibrant young startups the community has attracted across its 17 square miles.

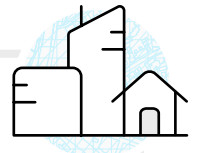
Model Type:
Work-Live-Play

Year Started:
1996

Status:
In Progress

Size:
17 square miles

Website:
lakenona.com



Describe the space and its components

The community's focus on health and wellbeing has made Lake Nona a living lab where companies, organizations, and entrepreneurs convene to explore new trends and ideas.

Home to the U.S. Tennis Association's National Campus, the Johnson & Johnson Human Performance Institute, an intelligent healthy home (WHIT), KPMG's newest employee development center, and the Veterans Health Administration's national center, Lake Nona has become an epicenter for professional development and training for organizations from across the globe.

The Lake Nona team also wanted to focus on the aspects of health and wellbeing that went beyond clinical care. With that inspiration, Lake Nona became a living lab where entrepreneurs, startups, nonprofits, academics, and corporations convene to explore new trends and ideas. The team pioneered WHIT — the Wellness Home built on Innovation and Technology — as a home designed to activate the industry's latest health solutions and technologies in a real-life environment.

WHIT has enabled five startups from around the world to come together to test and collaborate in its living lab environment, each specializing in a different aspect of the home. Vera Iconica, based in Jackson, Wyoming, redesigned the kitchen with a focus on wellness and fresh food using evidence-based research and behavioral science to guide users toward healthy decision making. Sleepscore Labs, headquartered in Carlsbad, California, integrated its technology into the bedrooms to help provide more accurate data around sleep improvement and sleep product evaluation. Lighting Science, based on Florida's Space Coast, engineered all nonnatural lighting in the home to better regulate a human's circadian clock, thus boosting performance, sleep quality, and air quality. Natufia, a leading research lab specializing in hydroponic agriculture equipment based in Estonia, installed one of their kitchen garden units in the home to replace the need for refrigeration for fresh produce. And lastly, Neuroverse integrated its wearable solutions to maximize the benefits of mediation and mental health in the home.

RISE OF THE REST® Ecosystem Wheel

In our first Ecosystem Playbook, we outlined the seven entities that help to fuel the rise of startup ecosystems — the Seven Spokes of a Startup Hub. For each of the case studies, we highlighted the partners who contributed to the development of the physical space.



Corporations

- Johnson & Johnson
- Cisco
- KPMG
- Nemour's Children's Healthcare
- U.S. Tennis Association
- Siemens

Incubators, Accelerators, Community Builders

- Guidewell Innovation Center

Investors

- Tavistock Group

Local Government

- City of Orlando
- Orange County
- U.S. Department of Veterans Affairs
- Greater Orlando Aviation Authority

Universities

- University of Central Florida
- University of Florida
- Valencia College



What inspired this development?

When Tavistock began developing Lake Nona more than 20 years ago, it knew it wanted to create a place that inspired human potential — a collaborative community designed to foster innovation and push boundaries. In the mid 2000s, Florida’s governor was looking for ways to diversify the state’s economy and create high-paying jobs by focusing on life sciences. The idea of building an innovation hub, with multiple health and life sciences institutions and research organizations, was born. Lake Nona worked with public and private partners including the University of Central Florida, the Department of Veterans Affairs, and Nemours Children’s Health System to create Medical City, Lake Nona’s first cluster of excellence.

How does the space tie uniquely into the history or industry of the city?

Orlando is already known worldwide as an epicenter for tourism, but many don’t realize it’s also home to high-tech industries including modeling, simulation and training, life sciences, aviation, and aerospace. Lake Nona supports these industries by cultivating a collaborative ecosystem where companies, organizations, and entrepreneurs are enabled and encouraged to explore their ideas.

^ Nemours Children’s Hospital located in Lake Nona, Orlando, FL.



What does the next version / iteration of this space look like? What follows it and how will you continue to improve the offering?

On the horizon, Lake Nona is working on expanding the entertainment and experience offerings in its Town Center that includes building a state-of-the-art, medically-integrated wellness facility. The University of Central Florida has broken ground on a 100-bed adult teaching hospital in Medical City. The team is building more density in the heart of Lake Nona with additional residential options, and getting ready for KPMG to open its new 55-acre learning and training center in early 2020.

What other physical spaces for entrepreneurs have emerged in the city?

The GuideWell Innovation Center has a next-generation workspace space called CoRE (Collaborative Resource Ecosystem) built to bring business leaders, global academic communities, and entrepreneurs together to create solutions that will reshape the future of the health industry. CoRE is currently home to biotech companies, digital developers, and modern business-minds who are working to develop groundbreaking ideas to advance health science. </>

< The Guidewell Innovation Center (top) and Johnson & Johnson's Human Performance Institute (bottom) in Lake Nona, Orlando, FL.

LEARN MORE

Orlando's Latest Theme Park Is a City for Wellness

Orlando Offers a Vision of the City of the Future



GLORIA CAULFIELD
Executive Director,
Lake Nona Institute

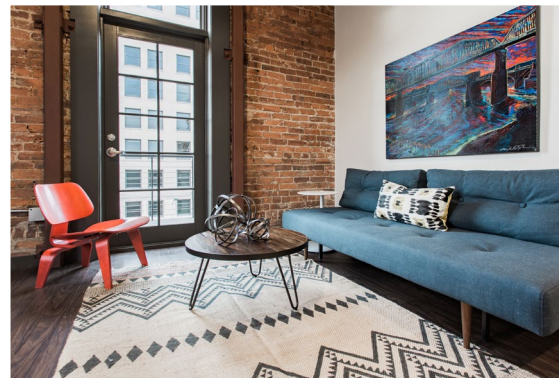
Twitter: [@LearnLakeNona](https://twitter.com/LearnLakeNona)
contact@tavistock.com

CHATTANOOGA x TOMORROW BUILDING

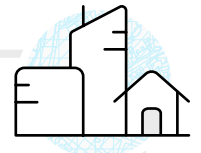
The Tomorrow Building capitalizes on its location in Chattanooga's downtown to create a work-live-play environment for the entrepreneurs and creatives who live there.

AS TOLD BY **TIFFANIE ROBINSON,**
LAMP POST PROPERTIES

In the heart of Gig City's Innovation District, the transformation of a nineteenth century building has helped reshape the way entrepreneurs, artists, and creatives can collaborate. The Tomorrow Building, established in 2016 by Lamp Post Properties, is a micro-apartment building that offers community-driven programming and high-end living space to a wide variety of tenants. After working closely with local startups via Lamp Post's venture arm, the properties team realized that attracting and retaining talent to work in downtown Chattanooga was a challenge. **What was missing was a place where employees could live, be surrounded by other creative types, and build community that fostered connections between their companies and to the city itself.**



^ The Tomorrow Building exterior and unit interior, Chattanooga, TN.



Model Type:
Work-Live-Play

Year Built:
2016

Status:
Built

Size:
40,000 square feet

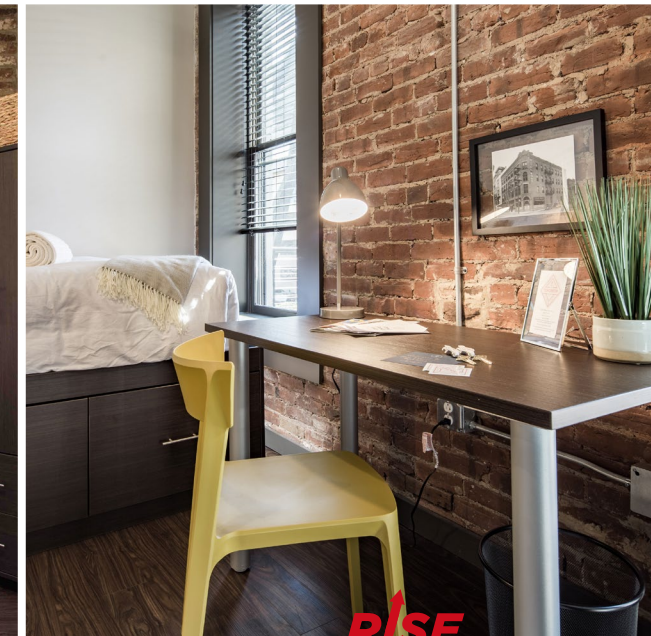
Website:
tomorrowbuilding.com

The model is built on flexible leasing structures, quick move in and out times, and the promise of a vibrant community that showcases the best of the Chattanooga ecosystem.

Describe the space and its components

The Tomorrow Building is a 39-unit co-living building located in the heart of **Chattanooga's Innovation District**. The building spans 40,000 square feet, with more than 10,000 square feet on the ground floor specifically dedicated to retailers. The building offers co-living to a wide variety of people looking to work and live in Chattanooga. The units are leased as either a studio or one-bedroom, come fully furnished and include all utilities and amenities, such as 1GB fiber internet (enough to run a company right from your room). The fully-furnished units are designed to create pods of shared living space and larger kitchens, with the goal of increasing interaction among community members. These spaces have movie screens, ping pong tables, group eating areas, and places to work and relax. The Tomorrow Building also has a full-time live-in Community Manager that helps to foster connections and create experiences tailored to the interests of the community as a whole.

The Tomorrow Building units and >
common areas, Chattanooga, TN.



Tenants are able to lease a unit on various schedules and timeframes, this includes traditional 3, 6, and 12 month leases and also includes flexible short terms leases anywhere from one night to one month. “The team emphasizes flexibility for those looking to stay in the space and looks to be the place to land for people arriving in Chattanooga from all over the world.”

While much of the co-living trend is being driven by entrepreneurs looking for a supportive and creative community, entrepreneurs are not the only ones who make up the tenant base. The Tomorrow Building is also home to a diverse mix of artists, musicians, tech workers, and nurses of all ages.

What inspired this development?

Lamp Post Properties piloted the idea of the Tomorrow Building in a nearby apartment building before making the larger investment in permanent real estate. They found that putting people together in a shared environment, coupled with a focus on the creation of a community, caused great things to happen.

The Tomorrow Building was created after the Lamp Post Properties team observed a need for short-term and long-term housing for entrepreneurs, creatives, and tech workers as they arrived in Chattanooga or specifically relocated to the downtown after living in another part of the city or state. Through their affiliation with the Lamp Post Group incubator, the properties team worked closely with a number of startups who had a hard time recruiting talent where a major pain point was a lack of attractive housing options for top candidates. They also observed another problem that many cities are facing: young workers in Chattanooga were having a hard time connecting with like-minded people outside of work, which was weakening talent retention prospects across the city.

RISE OF THE REST® Ecosystem Wheel

In our first Ecosystem Playbook, we outlined the seven entities that help to fuel the rise of startup ecosystems — the Seven Spokes of a Startup Hub. For each of the case studies, we highlighted the partners who contributed to the development of the physical space.



- Incubators, Accelerators, Community Builders**
 - Lamp Post Group
- Investors**
 - Benwood Foundation
 - Lamp Post Properties
- Local Government**
 - The River City Company

The team admits that they were betting on co-living in its early stages and were told repeatedly by investors that the concept would fail, and fail quickly. **The Tomorrow Building was fully-leased up in its first six months.** Now the team has experienced a surge in developers reaching out to strategize about how to leverage best practices and bring co-living to other parts of the country.

What is your favorite story of how network density came to life because of this space?

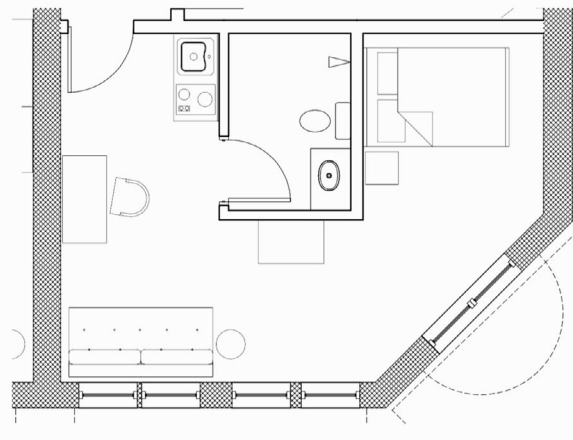
There are a growing number of Baby Boomers and Millennials living in the space and creating strong friendships between each other with a mentor/mentee dynamic that never could have been predicted.



^ Floor plan options for Tomorrow Building units, Chattanooga, TN.

What does the next version / iteration of this space look like? What follows it and how will you continue to improve the offering?

The Lamp Post Properties team is considering replicating the Tomorrow Building in other mid-size markets similar to Chattanooga because they believe the concept works well for housing and talent needs in similar sized cities. The next iteration, according to the team, would likely include co-working, more tenant community programming, and more commercial tenant space. </>



LEARN MORE

Co-Living and Co-Working Trends Come to Chattanooga

Why Housing Is Key to Chattanooga's Tech-Hub Ambitions



TIFFANIE ROBINSON
President and CEO,
Lamp Post Properties

Twitter: @MrsRobinson1010
tiffanie@lamppost.properties



◀ Rendering of Water Street Tampa, Tampa, FL. Renderings and illustrations are artist's impressions only and cannot be regarded as representations of facts. Photo courtesy of Strategic Property Partners, LLC.

TAMPA x WATER STREET PROJECT / EMBARC COLLECTIVE

Water Street Tampa is a Work-Live-Play case study because it is creating a vibrant new tech-enabled downtown core that better equips the city to support entrepreneurs and creatives. A key component of this development is startup support organization Embarc Collective.

AS TOLD BY **LAKSHMI SHENOY**,
EMBARC COLLECTIVE

Describe the space and its components

One of the largest developments in the nation, **Water Street Tampa** is a new, mixed-use neighborhood in downtown Tampa that will reconnect the existing Central Business District to surrounding neighborhoods and embrace the waterfront of Hillsborough Bay.

The development project, led by **Strategic Property Partners** (SPP), represents a significant investment in the city's future with the **addition of nine million square feet** of new commercial, residential, hospitality, entertainment, cultural, retail and educational spaces, connected by pedestrian-oriented streets to community anchors such as Tampa Convention Center, Amalie Arena, Tampa Bay History Center, Florida Aquarium and Tampa Riverwalk.



Model Type:
Work-Live-Play

Expected Completion:
2020 (Phase I)

Status:
In Progress

Size:
9,000,000 square feet

Website:
waterstreettampa.com
embarccollective.com

Water Street Tampa is representative of a bigger growth story occurring in Tampa Bay and helps to pull together many of these pieces into a cohesive development for a diverse mix of workers and residents.

Approximately 3,500 new rental and for-sale residences are planned to nearly double the number of housing units available within downtown Tampa. The street level will transform with the addition of a more pedestrian-centric design and the addition of one million square feet of new retail, cultural, and educational space, including 13 acres of new and improved parks and public spaces. The more than 23,000 people who are expected to engage with the Water Street Tampa project will also have access to a digitally-integrated experience on day one — app-based parking on demand, neighborhood-wide WiFi, and intelligent buildings.

Water Street Tampa intends to be the first **WELL certified community** in the world, one that functions to promote health and well-being across all aspects of community life by being inclusive, integrated, resilient, and fostering high levels of social engagement. This unique lifestyle will be available to those working, living, or entertaining in Water Street Tampa.

Hillsborough County's **population is expected to grow by 52% by 2045**. This growing population requires more job opportunities — and according to the **Kauffman Foundation**, startup jobs account for as many as 50 percent of new jobs created.

In an effort to enhance the “work” aspect of the Water Street Tampa development and support the startup ecosystem, **Embarc Collective**, a \$10M innovation hub has launched to support Tampa Bay’s startups in their efforts to build bold, scalable, thriving companies. Its staff of executive advisors and function-specific experts will deliver individualized and consistent support to startups. This support will be housed in Embarc Collective’s state-of-the-art 32,000 square foot collaboration facility, which will provide entrepreneurship, innovation, and technology programming for Tampa Bay’s startup community.

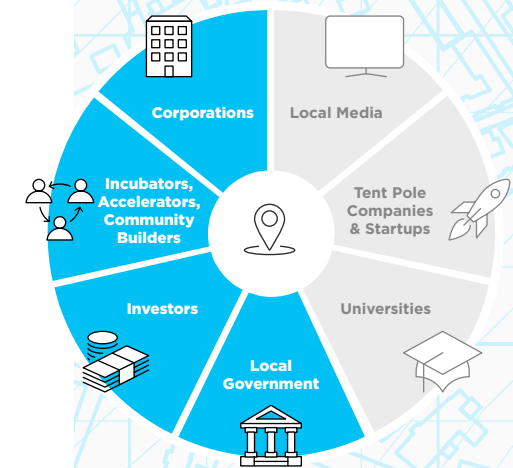
What inspired this development?

The project has been spearheaded by Jeff Vinik*, owner of the Tampa Bay Lightning, who brought on Cascade Investment, LLC. The Strategic Property Partners team was assembled to carry forward the vision of the 56-acre project. Vinik also recruited a seasoned startup support executive to lead Embarc Collective, CEO Lakshmi Shenoy, who served on the leadership team at 1871 in Chicago. **Embarc Collective’s vision is to be a first-of-its-kind innovation hub for the Tampa Bay startup community**, serving as a central landing zone to bring together startups, venture capitalists, customers, academic resources, and coaches — all in one space.

* Jeff Vinik is an investor in the **RISE OF THE REST® Seed Fund**.

RISE OF THE REST® Ecosystem Wheel

In our first Ecosystem Playbook, we outlined the seven entities that help to fuel the rise of startup ecosystems — the Seven Spokes of a Startup Hub. For each of the case studies, we highlighted the partners who contributed to the development of the physical space.



- Corporations**
 - KWJ Architects
 - KreherBarna Designs
 - Prophet Brand Strategy
- Incubators, Accelerators, Community Builders**
 - Established
 - Morgan Hill Partners
- Investors**
 - Vinik Family Foundation
 - Strategic Property Partners
- Local Government**
 - Florida Business Development Corporation



Together this project provides the necessary infrastructure for those looking to work, reside, or engage in downtown Tampa.

What is your favorite story of how network density came to life because of this space?

In smaller regions, there is often the misperception that the community is already well connected. However, Embarc Collective believes that it must be more intentional about inclusivity — there are always more voices to bring to the table and always more dots to connect. One early example of this often occurs during their weekly startup-only sessions, which are led by local and national experts and designed to focus on a specific startup business function. As startups share their needs, it's during those moments that they experience the generosity of the experts and like-minded community — the willingness to connect someone in the room to a prospective investor, customer, or industry expert that may be outside that entrepreneur's existing network. Connecting the dots between the founder, advisor, investor, and customer community is what will strengthen the ties in the region. </>



LEARN MORE

Former Hedge-Fund Titan and Bill Gates Are Betting Billions on Tampa

Tampa's multibillion-dollar downtown development boom starts on the waterfront

Sneak peek: Inside Embarc Collective

^ Rendering of Embarc Collective, Tampa, FL.



LAKSHMI SHENOY
CEO, Embarc Collective

Twitter: @lshenoy,
@EmbarcCollectiv, and
@WaterStTampa
lakshmi@embarccollective.com

RISE OF THE REST

