

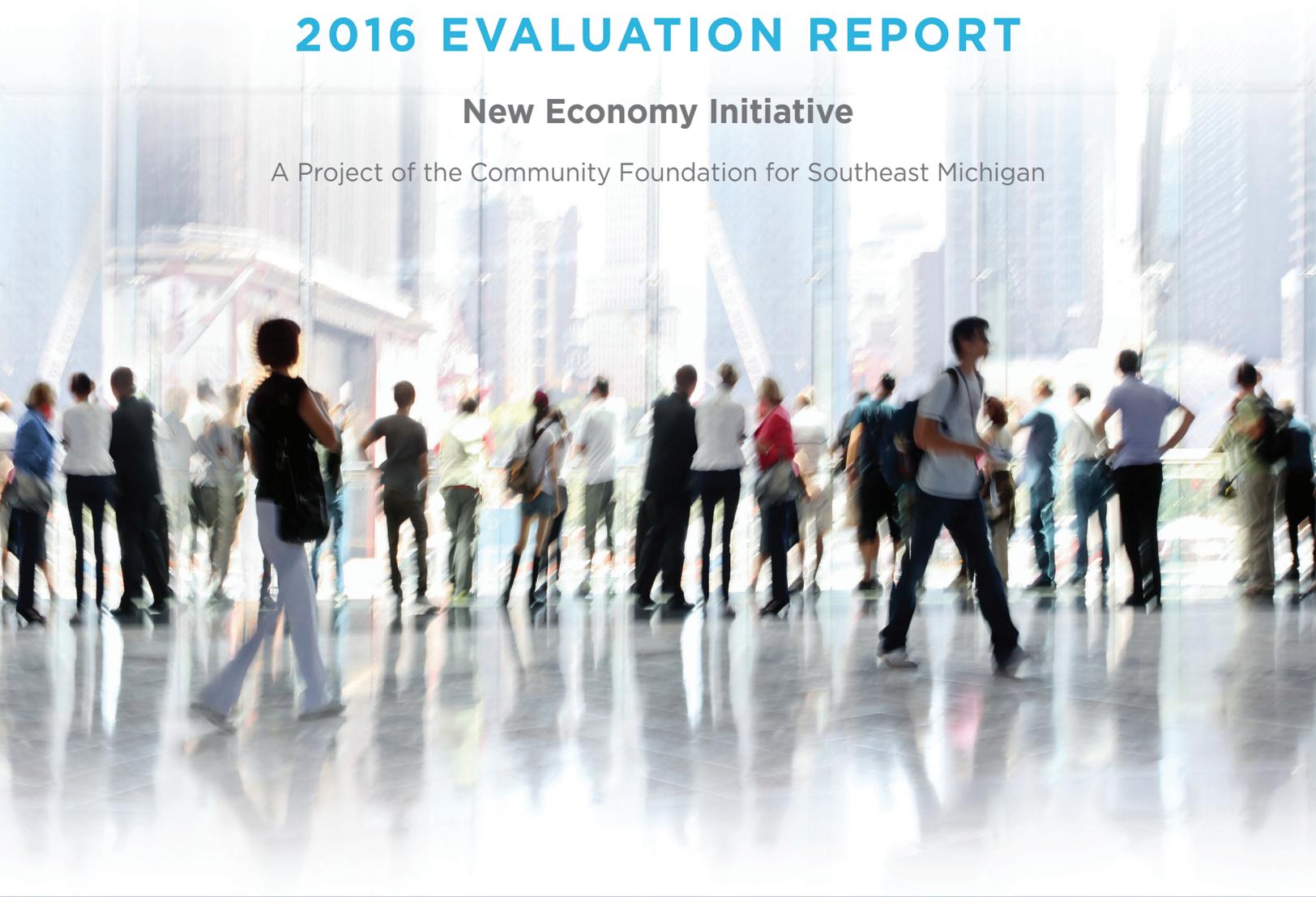


new
economy
initiative

2016 EVALUATION REPORT

New Economy Initiative

A Project of the Community Foundation for Southeast Michigan



Submitted to:

The New Economy Initiative

Submitted by:

Growth Capital Network

TABLE OF CONTENTS

Executive Summary	1
Program Overview	3
Introduction	
Organizational Background and History	
Purpose of the Evaluation	8
Purpose of Report	
Methodology	
Macroeconomic Context – Southeast Michigan	10
Grant and Grantee Composition	15
Emphasis Areas	
Social Equity Focus Areas	
Geographic Focus Areas	
Detroit Neighborhood Focused Grants	
Impact Snapshot	25
Awarded Dollars	
Dollars Leveraged into the Entrepreneurial Ecosystem	
Entrepreneurial Services	
New Enterprises/Companies Created	
Total Jobs Created and Revenue Generated	
Disclosures, Licenses, and Patents	
NEI Grantee – Client Perspectives	
NEI Grantee – Client Success Stories	
Appendices	45
A: Grants Funded in 2016	
B: Grant Performance Network	

EXECUTIVE SUMMARY

The New Economy Initiative (NEI) was created in 2007 as a special project of the Community Foundation for Southeast Michigan to accelerate the transition of Southeast Michigan to a position of leadership in the new global economy. It has since grown into the largest philanthropy-led economic development initiative working to build a regional network of support for entrepreneurs and small businesses with the goal of establishing a more diverse economy where opportunity, wealth and prosperity are available for all. This unique philanthropic initiative is comprised of 13 national and local foundations that have committed \$154M to support diverse regional and Detroit focused development efforts.

Growth Capital Network (GCN) has been working with NEI since 2011, and our analyses assist NEI to make funding decisions that drive continuous improvement and long-term impact. GCN is a woman-led strategic management, research and evaluation firm whose mission is to create meaningful connections between communities and their funding sources. The annual NEI Evaluation Report informs stakeholders about the current status of funding and assesses the short-term outcome and immediate effect that these grantees have on the Southeast Michigan economy and innovation eco-system.

KEY FINDINGS

RESULTS

The following are key findings from the online Grantee Performance Network system. They outline the NEI portfolio's current composition and the impact on program participants from 2009 through December 31, 2016.

GRANT AND GRANTEE COMPOSITION

2009-12/31/2016:

- \$102.6 M has been awarded in 328 grants
- 150 grants focused on underserved populations and were awarded \$22.3 M
- 104 grants are currently open/active utilizing \$12.7 M
- 62 grants focused on underserved populations are currently open/active, utilizing \$4.1 M

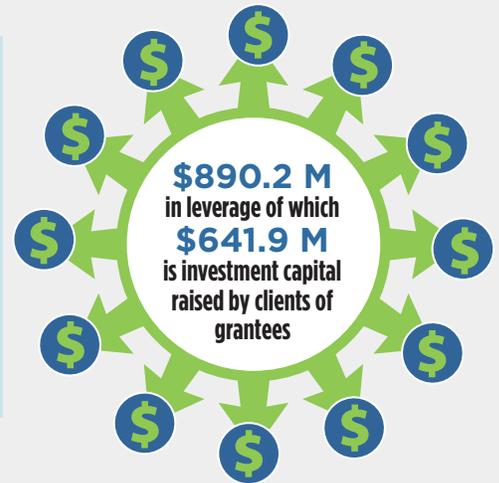


\$102.6 M
has been awarded
in **328** grants

EXECUTIVE SUMMARY (CONTINUED)

2016:

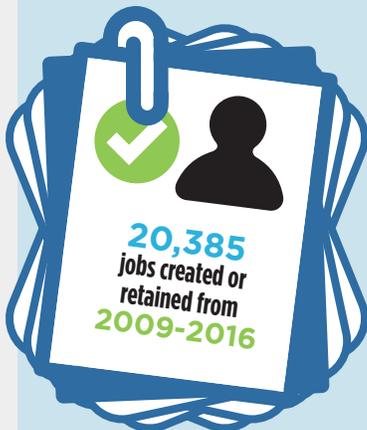
- 2016 had the 2nd highest volume of grants (69), and disbursed \$6.6 M
 - 45 grants went to programs focused on underserved populations and were awarded \$2.2 M
 - 32 of the 45 grants were in \$10K and \$100K increments (a total \$0.5 M) given directly to Detroit businesses through the NEIdeas challenge



IMPACT SNAPSHOT

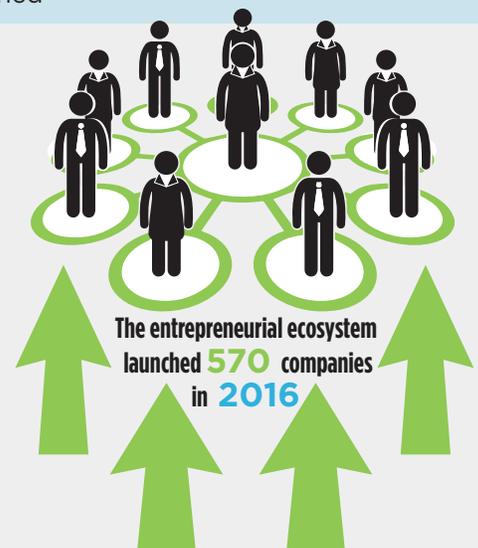
2009-12/31/2016:

- \$890.2 M in leverage has augmented the entrepreneurial ecosystem
 - \$248.4 M was received as program match
 - \$641.9 M of investment capital raised by clients of grantees
 - 237,913 people were exposed to entrepreneurial services through NEI grantees' events, workshops, and programs (flash report 3/21/17)
 - 44,927 were engaged by programs focused on underserved populations (flash report 3/21/17)
 - 6,680 companies were assisted by NEI grantees
 - 2,293 companies have been created
 - 20,285 jobs have been created or retained



2016:

- \$79.2 M in leverage has augmented the entrepreneurial ecosystem
 - \$14.2 M received in program match
 - \$65.0 M of investment capital raised
 - 3,189 companies were assisted by NEI grantees
 - 570 companies launched
 - 2,895 jobs have been created or retained



PROGRAM OVERVIEW

INTRODUCTION

The New Economy Initiative (NEI) was created in 2007 as a special project of the Community Foundation for Southeast Michigan to accelerate the transition of Southeast Michigan to a position of leadership in the new global economy. It has since grown into the largest philanthropy-led economic development initiative working to build a regional network of support for entrepreneurs and small businesses with the goal of establishing a more diverse economy where opportunity, wealth and prosperity are available for all. This unique philanthropic initiative is comprised of 13 national and local foundations that have committed \$154 M to support diverse regional and Detroit focused development efforts. Since 2011, Growth Capital Network (GCN) has been working with NEI to perform a set of quantitative and qualitative reviews of the grant portfolio.

The key goals of GCN for the ongoing project are as follows:

- Maintain a performance measurement system for the NEI grantees
- Engage with the grantees on a regular basis around their reporting
- Provide technical assistance and capacity building for the grantees
- Illustrate the impact of NEI and its role in shifting the local economy through key findings
- Discern and discuss lessons learned for collective knowledge and iteration
- Deliver success stories

After an overview of the initiative's history and a discussion of the research objectives/ methodology, the report reviews the key macroeconomic indicators and trends that are impacting Southeast Michigan. It outlines the current composition of the NEI portfolio, the focus areas of the monies and the maturity levels of the grantees. A sampling of the individual grants is reviewed before the focus shifts to the overall effect of the initiative - the top line metrics and impacts.

ORGANIZATIONAL BACKGROUND AND HISTORY

NEI was conceived and charted in 2007. From the earliest phase of the initiative, the strategy and vision has focused on fostering innovation and entrepreneurship across Southeast Michigan. Rather than restricting support to an individual sector or industry, a broad reach was considered the most effective manner to encourage economic growth.

It was a grave economic period in our region. The majority of U.S. jobs lost during the first decade of the millennium were in Michigan, and our state was experiencing a significant per-capita income drop. NEI's focus was to recapture lost jobs, attract and retain talent, and participate in the creation of a revitalized infrastructure/culture and the establishment of a more diverse economy.

PROGRAM OVERVIEW (CONTINUED)**KEY ECONOMIC TRANSFORMATION FOCI (2006-2007)**

In order to most effectively and efficiently direct grant funds, the NEI Governing Council, the strategic governing body at that time, determined three key foci of economic transformation:

- Talent: programs to help prepare, attract, and retain skilled workers in the region
- Innovation: entrepreneurial opportunities in new and existing enterprises
- Culture Change: efforts to enhance the region's image regarding learning, work, and innovation

Subsequent to its formal launch in 2008, NEI developed metrics related to each of the three core objectives. Performance measurements were incorporated to ensure that funding lead to high impact, scalability, and sustainability. The metrics served as tools to effectively evaluate funded initiatives, as well as benchmarks for future opportunities.

From 2008 through 2011, the NEI staff applied a framework for ongoing implementation that employed the three modules of activities that targeted the original NEI areas of talent, innovation and culture change and connected to the existing work of foundations in the Detroit metropolitan region.

THREE MODULES OF ACTIVITIES (2008-2011)

- Promote a successful entrepreneurial eco-system.
- Capitalize on existing regional assets and resources.
- Build and employ a more skilled and educated workforce.

INNOVATION NETWORK AND NEI 2.0 (2012-2016)

Resulting from the guidance of key funders and the NEI Governing Council, a new direction for NEI funding activity began in 2012 with the Innovation Network strategy. This represented a strategy more specifically focused on fostering entrepreneurship and early-stage businesses, with a primary focus on strengthening the Detroit entrepreneurial ecosystem. In 2014, NEI 2.0 was officially announced with new funding from 12 funders for more than \$34M to support its efforts over the next three to five years to continue its work. The funders of NEI 2.0 included the Knight Foundation, Ford Foundation, Kresge Foundation, W.K. Kellogg Foundation, William Davidson Foundation, Hudson-Webber Foundation, Charles Stewart Mott Foundation, Community Foundation for Southeast Michigan, Max M. and Marjorie S. Fisher Foundation, the Ford Foundation, the McGregor Foundation, and Surdna Foundation. NEI has funding through 2017 to support its efforts and continue its nurturance of an innovation and entrepreneur focused culture, with the bulk of its remaining grantmaking budget ending in 2016.

PROGRAM OVERVIEW (CONTINUED)

TOP NEI 2.0 ACTIVITIES

- Continue to support Innovation Network and the surrounding district it resides within
- Grow the service provider network that services the entrepreneurial business community with a focus on neighborhood based businesses
- Promote entrepreneurship and culture change across the region through events, competitions, and activities

In summary, since its inception, the NEI grant making has evolved from broad based metrics and foci to a tightly focused strategy where the engagement and support of the entrepreneurial community across southeastern Michigan has become the prime objective.

EMPHASIS AREAS

When NEI grants funds to programs they classify these programs based on their purpose and goals into six emphasis areas. The following are the descriptions of the NEI emphasis areas in which funded grants are grouped:

	DESCRIPTION	EXAMPLE ORGANIZATIONS AND PROGRAMS
Connections	Investments to create and promote valuable, sustainable and accessible networks	<ul style="list-style-type: none"> • BizGrid • Forward Cities • Med Health Cluster • NEI Neighborhood Worktable
Ideas	Investments instigating new ideas and helping ideas come to market	<ul style="list-style-type: none"> • Accelerate Michigan Innovation Competition • NEIdeas Competition • Wayne State University – Office of Tech Commercialization
Investment	Investments in providing access to capital for every stage of ideas and growth	<ul style="list-style-type: none"> • Detroit Micro Loan Collaborative • Detroit Innovate, First Step Fund • Detroit Soup • Michigan Angel Fund
People (Talent)	Investment in retaining, attracting, and preparing talent for jobs	<ul style="list-style-type: none"> • Global Detroit – Global Talent Retention Initiative • Southwest Solutions – Earn and Learn • Venture for America • Workforce Intelligence Network (WIN)
Place	Investments in building physical places for ideas to thrive and to help make Detroit and its metropolitan area an ideal location for start-ups and growing businesses	<ul style="list-style-type: none"> • Eastern Market • Grandmont Rosedale Development Corp • Jefferson East Inc. • Midtown Detroit Inc.

PROGRAM OVERVIEW (CONTINUED)

	DESCRIPTION	EXAMPLE ORGANIZATIONS AND PROGRAMS
Tools	Investments in identifying best practices and providing training, mentors, and support services to help ideas grow	<ul style="list-style-type: none"> • Accounting Aid Society • Arab Community Center for Economic & Social Services ACCESS • Central Detroit Christian • Downtown Detroit Partnership – Build Institute • FoodLab • Matrix Human Services • Southwest Solutions - ProsperUs • WSU TechTown

To see full descriptions of the 2016 programs and their emphasis area, please see Appendix B.

NEI 3.0 (2017-2021)

With new leadership in place, in early 2016, NEI began to pursue funding to support a strategy for a third phase of grantmaking (“NEI 3.0”). By Q4 2016, NEI had secured \$21 million in awards. The team expects to secure the remaining commitments by Q3 2017 reaching its \$28.5 million goal. All current NEI funders have been supportive of NEI 3.0 strategy. Funders who contributed to NEI 3.0 in 2016 include previous funders the Community Foundation for Southeast Michigan, William Davidson Foundation, Ford Foundation, Hudson-Webber Foundation, John S. and James L. Knight Foundation, McGregor Fund, and the Ralph C. Wilson Jr. Foundation which became the thirteenth funder to support NEI since the initiative’s inception.

The new 5-year strategy will continue to provide support to southeast Michigan’s entrepreneurial ecosystem through 2021. It focuses on supporting the growth and expansion of neighborhood business and high-growth ventures, the growth of high-growth firms owned by women and people of color and the launch of community-driven innovation challenges. The strategy seeks to deliver a comprehensive storytelling strategy around entrepreneurship the city and region. And, because the funding is terminal, NEI is looking to conduct assessments and determine recommendations to increase the sustainability of funded programs and collaborations.

SOCIAL EQUITY AND INCLUSION

An important aspect of NEI’s work that imbues their strategic areas is social equity. Since the initiative’s inception, it has been steadfast in its commitment to inclusion and equity as driving values and has traditionally funded programs focused on serving underserved populations. NEI and GCN in collaboration with PolicyLink have brought the equity discussion to the foreground during funding meetings and have included it in each set of grantee reporting requirements.

In addition to the emphasis areas, grants which focus on specific underserved target populations are placed into what NEI refers to as “social equity focus” areas. There are five “social equity focus” areas: immigrants, low education, low income, minorities, and women; and grants may be placed into more than one area depending on the target populations. To see which 2016 programs had a social equity focus, please see Appendix A.

PROGRAM OVERVIEW (CONTINUED)

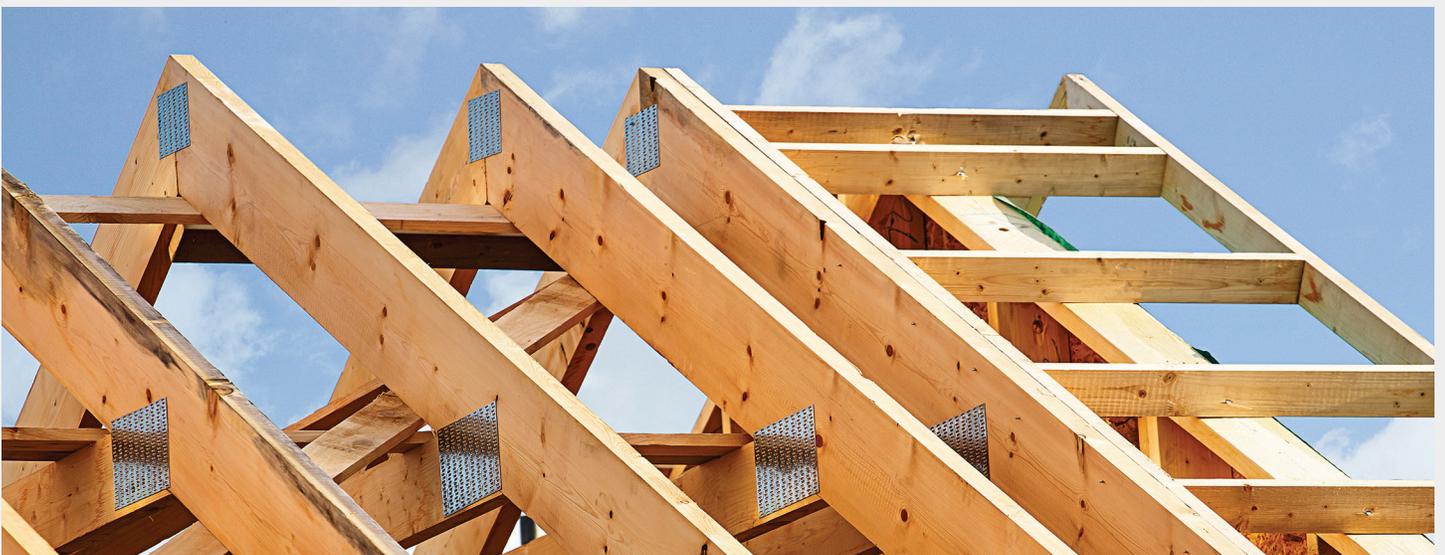
Equity and inclusion will continue to be a guiding principle in NEI 3.0 grantmaking. The neighborhood focus of the past several years will expand, with nearly 50 percent of the grant budget dedicated to support businesses in distressed communities, including the cities of Detroit, Hamtramck, and Highland Park. Grant dollars are specifically dedicated to identifying and reinforcing programs that focus on women, immigrants and minorities in the high-growth business development space. NEI will continue its work with challenge programs, delivering the final year of NEIdeas and developing a community-informed innovation challenge.

DETROIT NEIGHBORHOOD WORK

From 2009 onward, part of NEI's commitment to inclusion and equity included addressing gaps in employment and income. NEI began to fund organizations that were not only focused on developing entrepreneurship and innovation in Southeast Michigan but were also providing services to businesses within Detroit neighborhoods. In 2014, NEI decided to more systematically bring entrepreneurial services to the neighborhoods to build a network of providers. With this system, the businesses in Detroit would know where to go for what services, so that they could build their enterprise from ideation through to growth. These programs include the BUILD Institute, ProsperUS, NEIdeas Challenge, Michigan Women's Foundation's Dolphin Tank, and more. To see which 2016 programs are Detroit Neighborhood focused please see Appendix B.

NEI funded four types of programs that are doing work in the neighborhoods which include:

- Competitions - Access to "free capital"
- Investment - Capital through microloans and loan readiness services
- Place - Spaces that support entrepreneurs such as co-working and accelerator spaces
- Support Services and Research - Business building services to entrepreneurs and neighborhood organizations



PURPOSE OF THE EVALUATION

The purpose of the evaluation is to: provide a clear picture of the movement and impact of NEI's investment into Southeast Michigan's entrepreneurial ecosystem; communicate the analyses and provide anecdotal stories of success and lessons learned.

The ultimate goal of performance metrics, data, and analysis are so NEI can make well-informed funding decisions to drive continuous improvement and long-term impact in the region. It's important for the NEI staff to meet external stakeholders' requirements while being empowered to make strategic internal decisions and improvements. The commitment to track and communicate results helps others to understand the goals of the organization and the incremental progress towards achievement.

Each grantee is responsible for reporting on a unique set of milestones which help to gauge their progress towards strategic and programmatic goals. The grantees are also required to report against a set of metrics that help us to more deeply and quantitatively understand their impact. Many of the metrics are directly applicable to the grantee, but some are indicators that help us to gauge the growth and health of the eco-system writ large. With the numeric reporting, we can more accurately discern the impact that NEI funds are having on local exposure to entrepreneurship, business starts, job creation, leveraged programmatic and private investment capital into Southeast Michigan.

PURPOSE OF REPORT

The purpose of the evaluation report is to inform NEI of the current status of the funding to their different grantees for 2016 and to assess any short-term outcomes and immediate impacts made by these grantees on Southeast Michigan. The report outlines the current composition of the NEI portfolio, the focus areas of the monies, and the maturity levels of the grantees. It also reviews the collective economic impact on the region with an overview of the leveraged dollars, companies and jobs created, revenues generated as well as pipeline of new innovation with disclosures, licenses, and patents. Culture shifts are documented through the community members who have been exposed to and educated about entrepreneurship through the grantees.

METHODOLOGY

In order to achieve GCN's evaluation goals, we monitor grantees progress in completing program activities and achieving milestones, and assess if grants are supporting NEI in achieving its goals. To ascertain this information, GCN uses a mixed method approach, along with a grant-by-grant review process that includes document review, discussion with NEI program officers, and extensive interviews with select grantees and their clients.

All NEI grantees are required to report on a set of universal metrics to assess overall impact and a smaller set of metrics tailored specifically for their program. These metrics are self-reported by

PURPOSE OF THE EVALUATION (CONTINUED)

grantees and entered into the Grant Progress Network (GPN) system. The GPN system is a grant management system that includes global messaging of grantees, document/image uploads, auto-notification for report submissions, grantee to-do lists, customized milestone and metric menus, data exporting and preliminary reports, online assistance, and event tracking.

THE GRANT PROGRESS NETWORK (GPN) INTERFACE PROVIDES

- Streamlined reporting and communication with the grantees
- Simplified two-way communication between the grantees and the NEI
- Easy access to key grantee organization information such as financials and budgets
- Access to media and communication data such as logos, board lists, and staff biographies
- Data capture that ranges in scope from the individual grantee to the complete initiative
- Organizational and grant data for all grants (closed and open)
- Outcomes and measures data for grantees
- Streamlined activity management of the activity and adherence measurement
- Efficient reports and downloads
- Simplified transition of grantees between NEI staff

GPN will be updated to accommodate the new strategy for the third phase of grantmaking. We'll be upgrading and modifying the interface for the 2017 through 2021 grantees.

For more information on the GPN system please see Appendix B.

Data Disclosure

Grantee metrics are self-reported. Many program participants have had contact with multiple grantees and may be represented more than once. Actual counts may vary among different reporting sources due to grantee compliance with timely reporting. Data for this report was extracted from the GPN system on March 1 2017. Data extracted and reported on, before or after this date may cover dissimilar results.

MACROECONOMIC CONTEXT – SOUTHEAST MICHIGAN

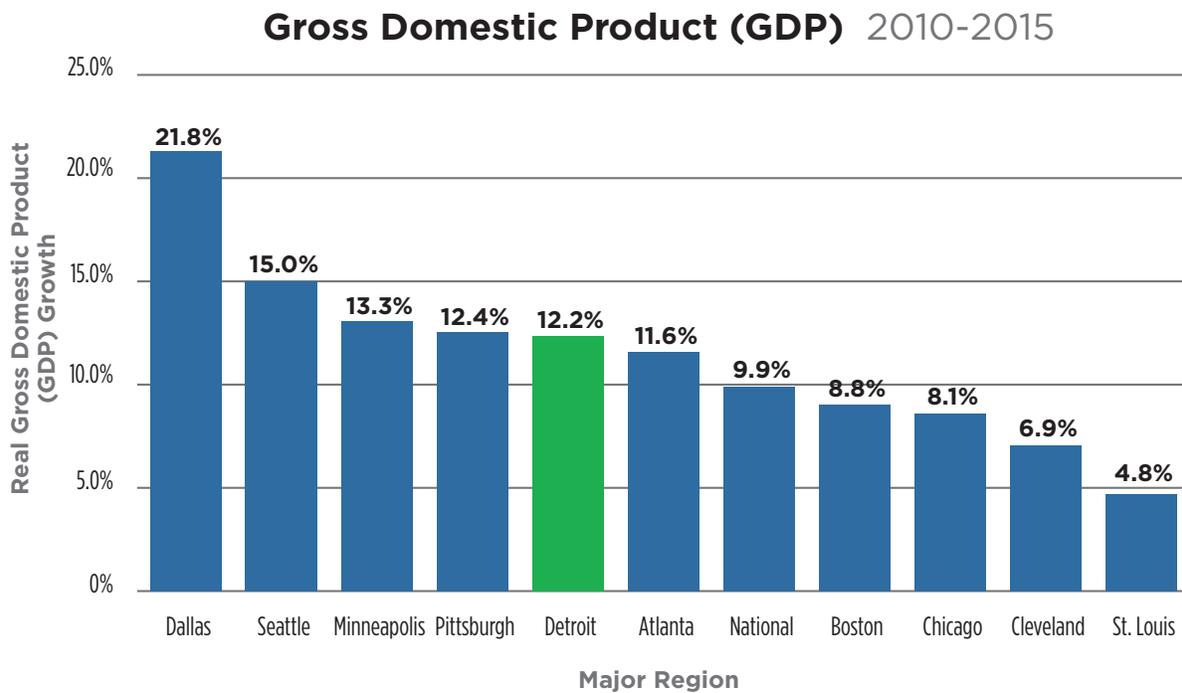
GCN has been tracking various macroeconomic indicators to obtain a broad view of how the NEI catchment area is faring. The following are key findings from our macroeconomic overview which covers the Detroit MSA spanning back to 2010. Note: The Detroit-Warren-Dearborn Metropolitan Statistical Area (MSA) encompasses Lapeer, Livingston, Macomb, Oakland, St. Clair, and Wayne Counties.

Since NEI began its work, there have been material shifts in the demographic and economic contexts of Southeast Michigan. There are many positive indicators and trends – some of key ones are noted below, yet there are still significant challenges and adverse trends that show no sign of diminishing.

GCN uses a quartet of leading indicators to gauge the health of a city’s economy; real gross domestic product (GDP), per capital income growth, employment and median home value. They provide a rough snapshot of a metro area’s output and wealth creation.

GROSS DOMESTIC PRODUCT

In the Detroit MSA, the trends in all four indicators are positive. The increase in Detroit’s Real GDP outperformed the national average by 2.3% in 2015 and from 2010 to 2015, the region had the 19th highest growth rate (12.2%).



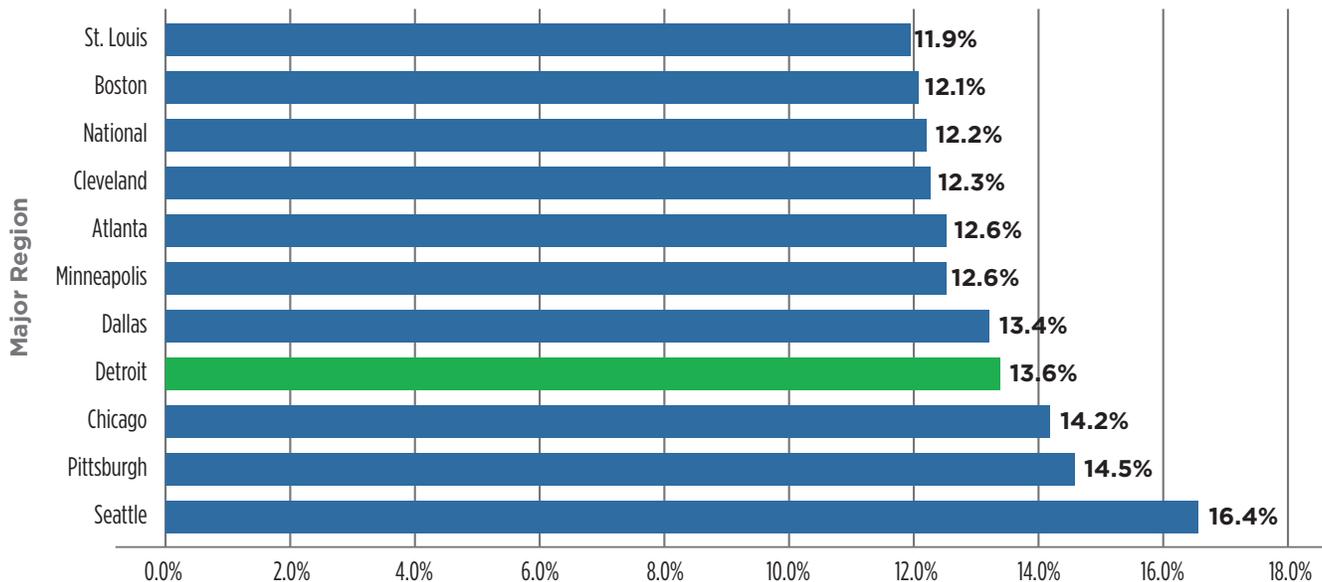
Source: U.S. Census Bureau

MACROECONOMIC CONTEXT – SOUTHEAST MICHIGAN (CONTINUED)

PER CAPITA INCOME GROWTH

Per capita income followed a similar trajectory to Real GDP in the 2010-2015 time frame with an increase of 13.6%. In 2015, the Detroit MSA exceeded the national growth rate by 1.4%. The median household income also rose 11.3% during the five-year time frame and was at par with the national growth rate. That said, the Detroit MSA median household income, \$53K, is more than two times the median household income of Detroit, Hamtramck, or Highland Park, as it includes prosperous areas including Oakland County and Macomb. Detroit and Hamtramck median household incomes are at \$25.9K and \$23.8K, respectively, and Highland Park is significantly lower at just over \$17K.

Per Capita Income Growth 2010-2015



Source: U.S. Census Bureau

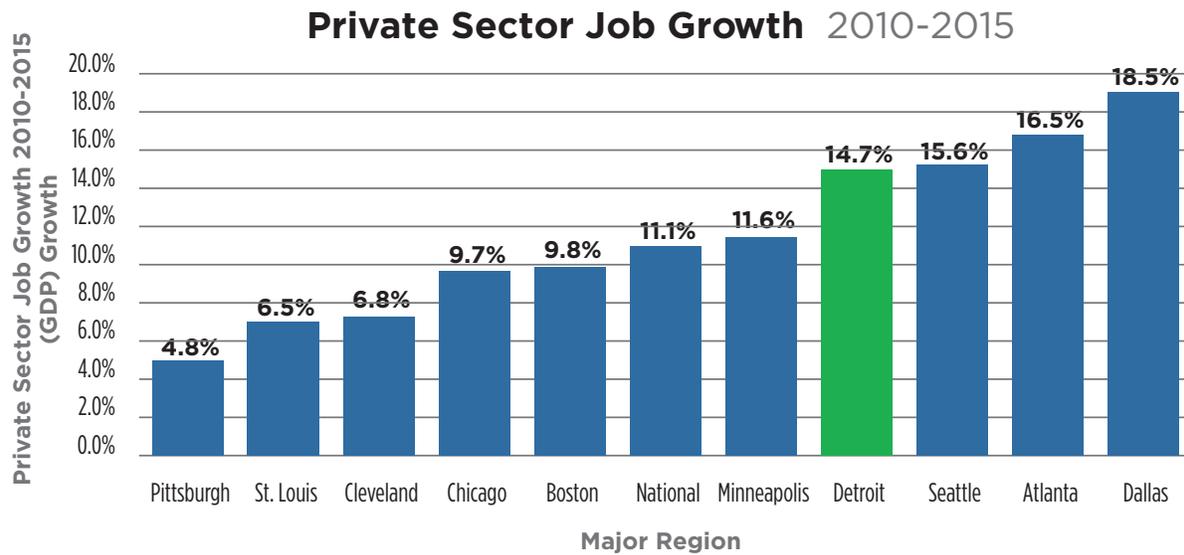
EMPLOYMENT & UNEMPLOYMENT

Since 2010, private sector job growth in the Detroit MSA has been notable, with the region outperforming the national growth rate by 3.6%. The number of private sector jobs added (>226,000) surpassed major metropolitan areas such as Minneapolis, Boston, and Chicago.

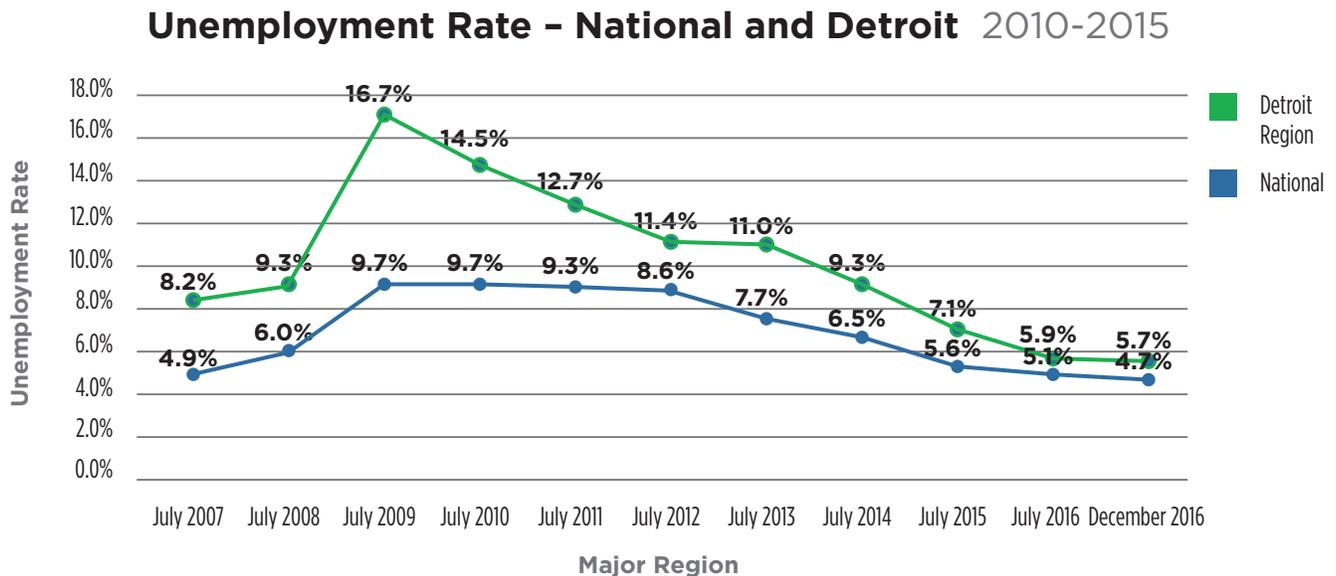
The Detroit MSA's unemployment rate, which peaked in 2009 at 16.7%, has declined fairly steadily over the last seven years. In the 2010-2015 time frame, the gap closed significantly between regional and national unemployment. That said, the rate still lags by one percent as of December 2016 and thousands in the Detroit MSA are underemployed or unemployable. The cities of Detroit

MACROECONOMIC CONTEXT – SOUTHEAST MICHIGAN (CONTINUED)

and Highland Park have current unemployment rates of 10.9% and 13.6%, respectively, while other highly-professionalized areas in the Detroit MSA have much lower unemployment rates, such as Oakland County at 4.8%.



Source: Bureau of Labor Statistics

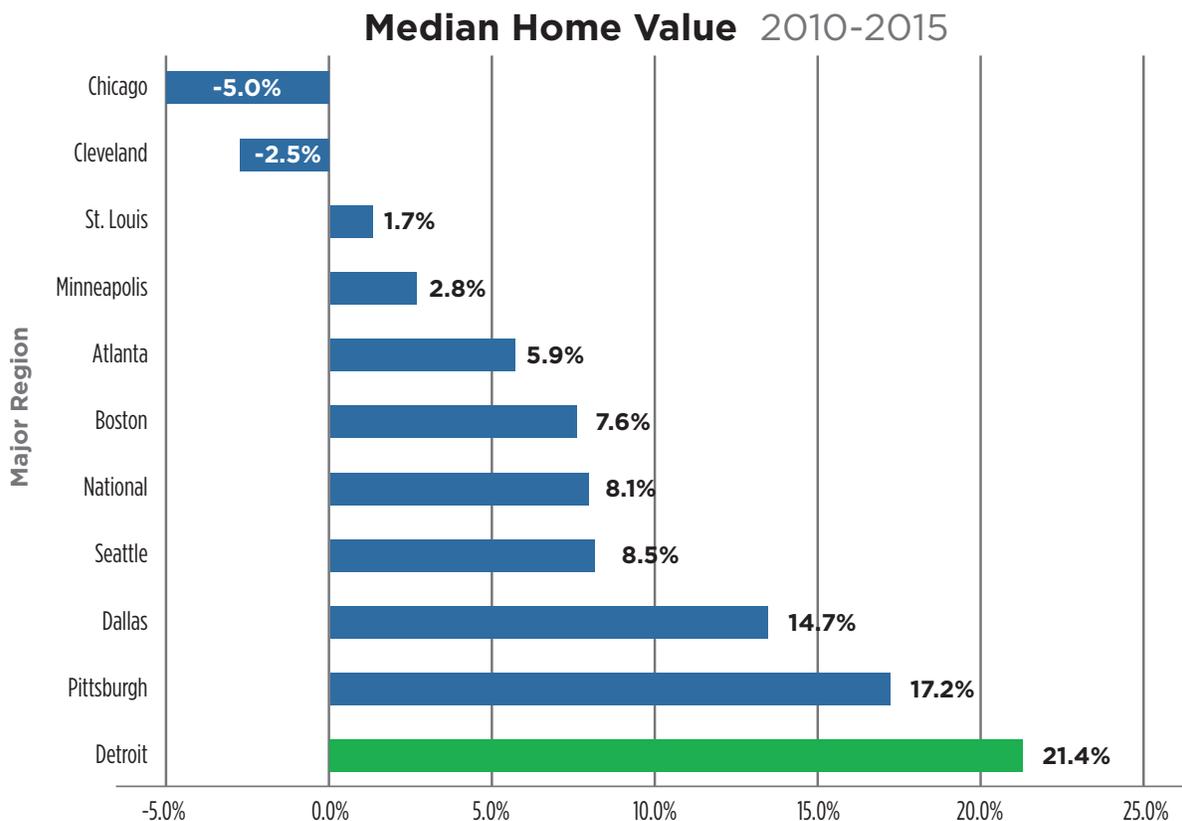


Source: Bureau of Labor Statistics and Detroit Regional Chamber

MACROECONOMIC CONTEXT – SOUTHEAST MICHIGAN (CONTINUED)

MEDIAN HOME VALUE

The rise in median home values has been explosive. From 2010 through 2015, the Detroit MSA led its peer group as median home values increased by 21.4%. However, even with a pace that exceeded the national average by 13.3 percentage points, the picture is not all positive. Home values are returning to or exceeding pre-recession levels in some neighborhoods, yet the growth is spotty. The 2015 average median home value (\$151,000) is still lower than 2009 (\$158,000).



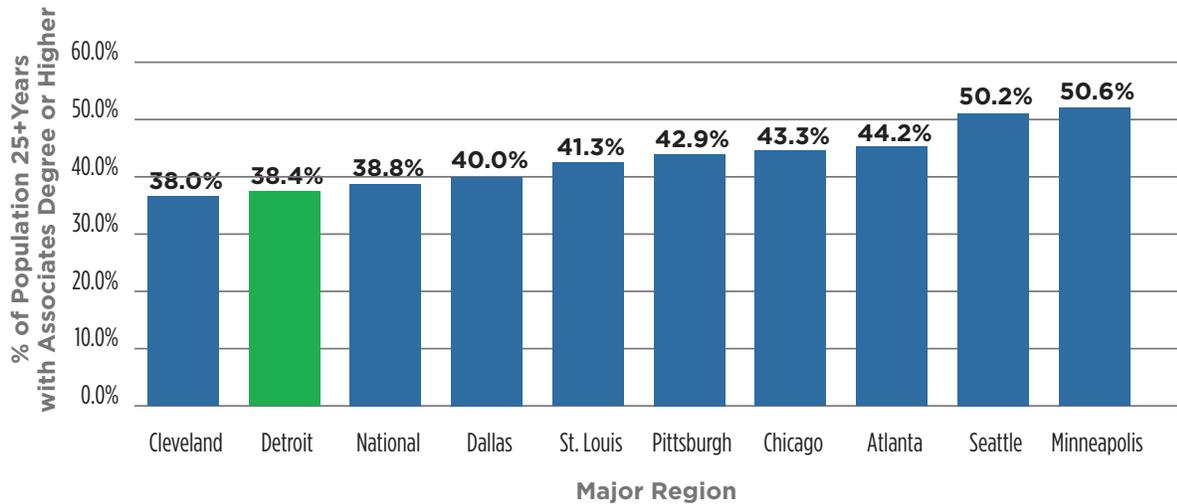
Source: U.S. Census Bureau

EDUCATIONAL ATTAINMENT

Educational attainment is a mixed bag and one of the largest regional challenges with respect to economic development and growth. Whereas Michigan is a top 10 state for degrees conferred and southeast Michigan’s universities and colleges showcase nationally ranked undergrad and graduate programs, the region is stagnant. The Detroit MSA is on par with the national average for population with an associate degree or higher, yet the region ranks ninth among peers.

MACROECONOMIC CONTEXT – SOUTHEAST MICHIGAN (CONTINUED)

Private Sector Job Growth 2010-2015



Source: Bureau of Labor Statistics

SUMMARY

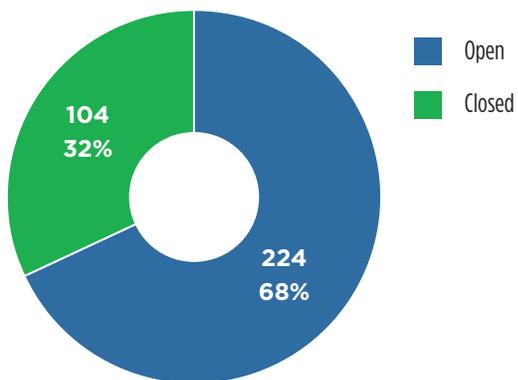
There are a number of positive indicators and trends in the Detroit MSA macroeconomic data, however the economic growth across the region is stochastic and wildly uneven. The Detroit MSA includes very prosperous and highly professionalized regions, like Oakland County. There is a significant difference between the city of Detroit and the Detroit MSA. Because the NEI work is deeply imbedded in the region, its experience with grantees and their clients mirrors the imbalanced rebound of post-recession, post-bankruptcy Detroit.

Over the years, the NEI has periodically transformed its strategy to accommodate the changes in regional conditions. It's 3.0 strategy illustrates the shift from an emphasis on workforce and high-growth companies to more deeply engaging with women, immigrants and people of color as well as Detroit-focused neighborhood businesses,

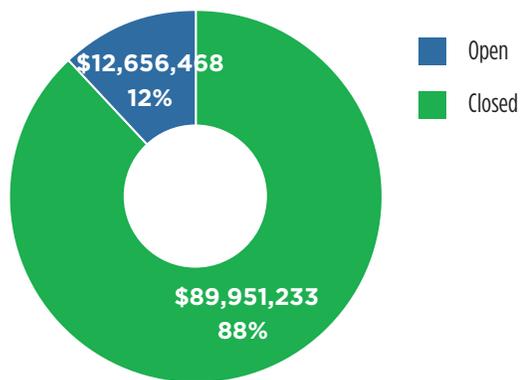


GRANT AND GRANTEE COMPOSITION

Grants by Volume
(328) 2008-2016

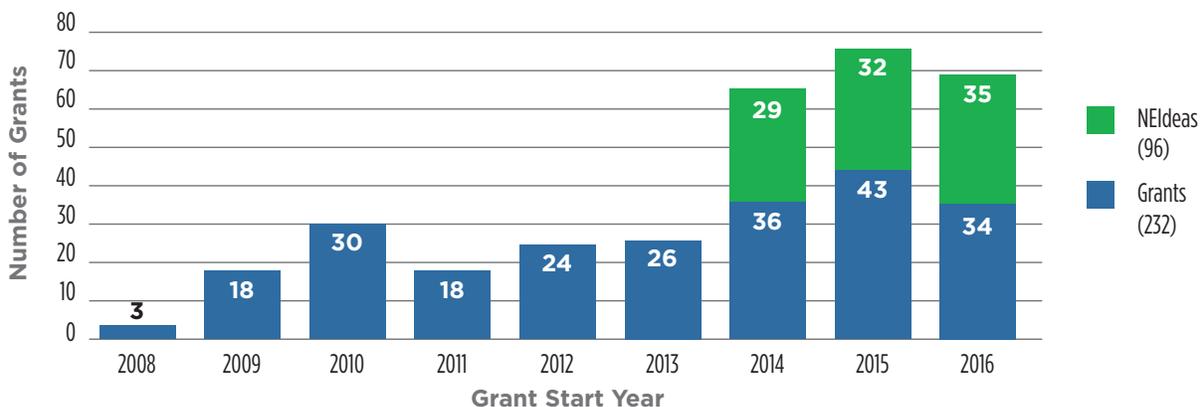


Grants Awarded by Amount
(\$102,607,701) 2008-2016

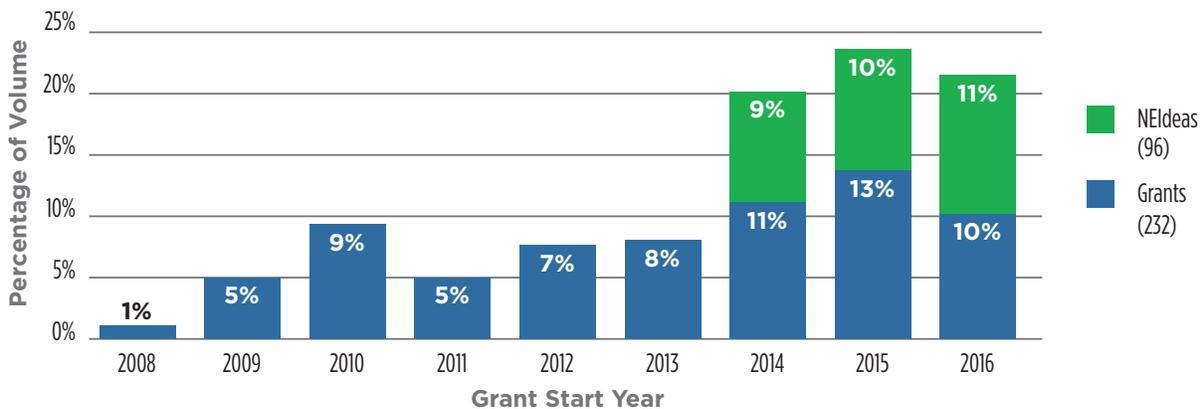


Since NEI's inception through 2016, \$102,607,701 has been awarded through 328 grants. Of these, 32% (104 out of 328) are open/active and comprise 12% of the total funding awarded (\$12,656,468).

Grants Annual Volume 2008-2016



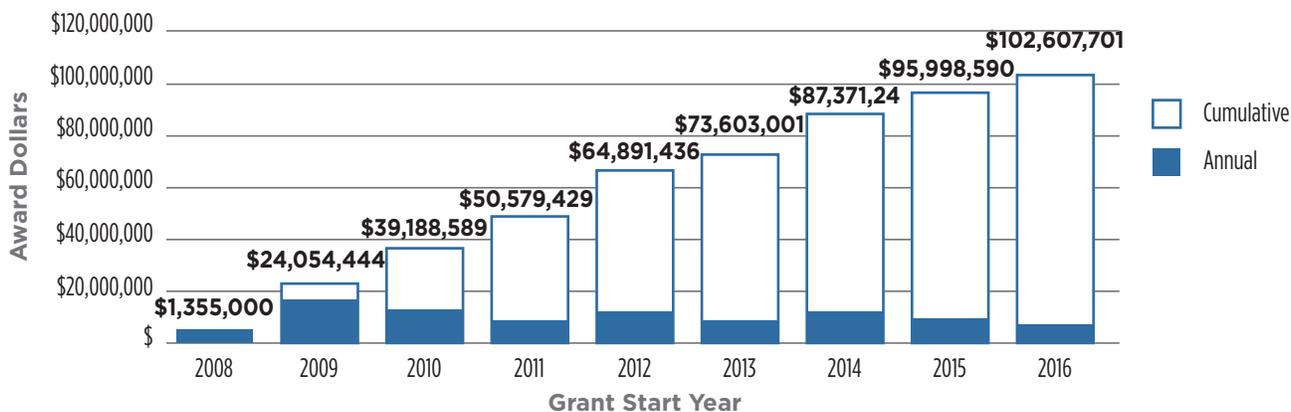
Annual Grant % of Total Volume 2008-2016



GRANT AND GRANTEE COMPOSITION (CONTINUED)

In 2016, NEI awarded thirty-four program grants in the initiative’s history, representing \$5.9 M in funds and 5.7% of all grants funded. NEI also disbursed thirty-three \$10K grants and two \$100K grants directly to Detroit business owners through the NEIdeas challenge. This brought the 2016 yearly total to 69 grants and \$6.09 M funded.

Cumulative Grant Dollars 2008-2016



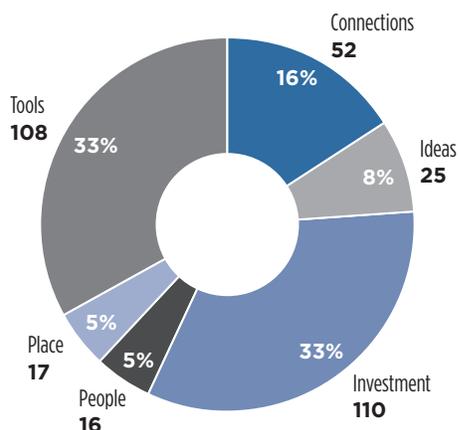
EMPHASIS AREAS

NEI grants are placed into 6 emphasis areas: Connections, Ideas, Investment, People, Place, and Tools. Of the total grants funded by NEI they are distributed in the following way by the emphasis areas

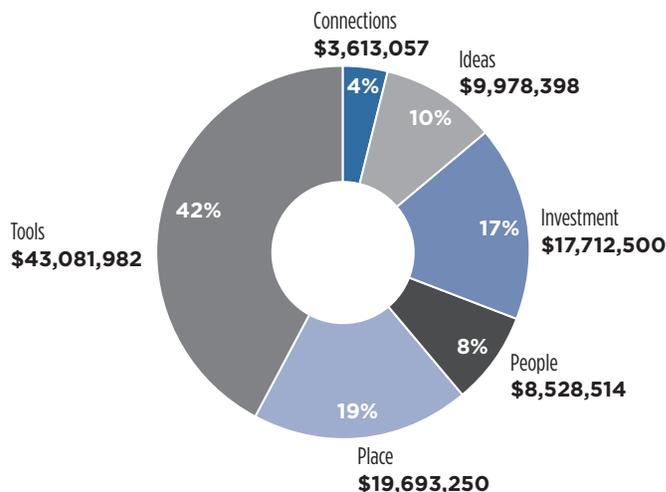
Tool grants	\$43.1 M (42% of \$102.6 M total awarded funds)
	108 grants (33% of 328 total grants)
Investment grants	\$17.7 M (17% of \$102.6 M total awarded funds)
	110 grants (33% of 328 total grants)
	\$1.5 M of investment grant were awarded to NEIdeas Challenge grants
	96 of the 110 investment grants are NEIdeas Challenge grants
Connection grants	\$3.6 M (4% of \$102.6 M total awarded funds)
	52 grants (16% of 328 total grants)
Idea grants	\$10.0 M (10% of \$102.6 M total awarded funds)
	25 grants (8% of 328 total grants)
People grants	\$8.5 M (8% of \$102.6 M total awarded funds)
	16 grants (5% of 328 total grants)
Place grants	\$19.6 M (19% of \$102.6 M total awarded funds)
	17 grants (5% of 328 total grants)

GRANT AND GRANTEE COMPOSITION (CONTINUED)

Grants Awards by Emphasis Area
2008-2016



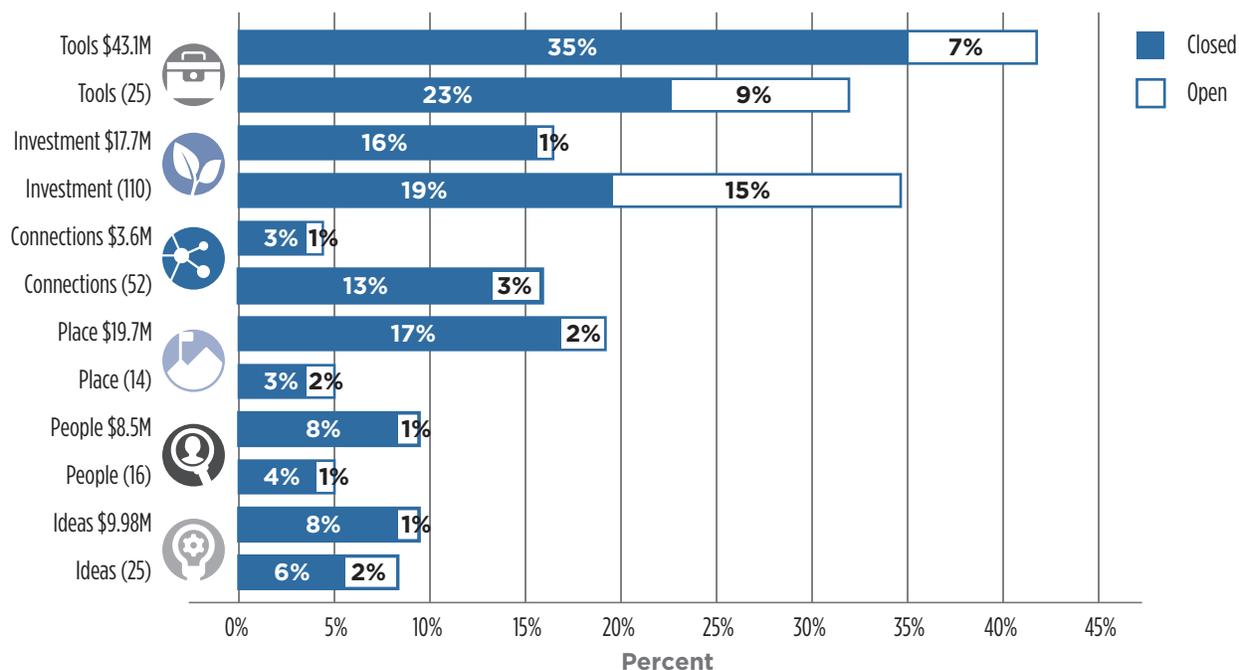
Grants Awards by Emphasis Area
2008-2016



NEI funded relatively few Place grants (17 out of 328) however, Place grants totaled \$19.6 M or 19% of awarded funds. Investment garnered \$17.7 M (17% of awarded funds); Ideas \$10.0 M (10% of awarded funds); People \$8.5 M (8% of awarded funds), and Connection \$3.6 M (4% of awarded funds).

The majority (68%) of NEI grants have been closed, representing 88% of the funds awarded (\$89.95 M). Tool grants have the highest number of grants awarded (108), and associated funding (\$43.1M) and comprise 42% of total grants. Investment grants have the most open/active grants at (48 of 110 total) utilizing \$17.7 M of capital.

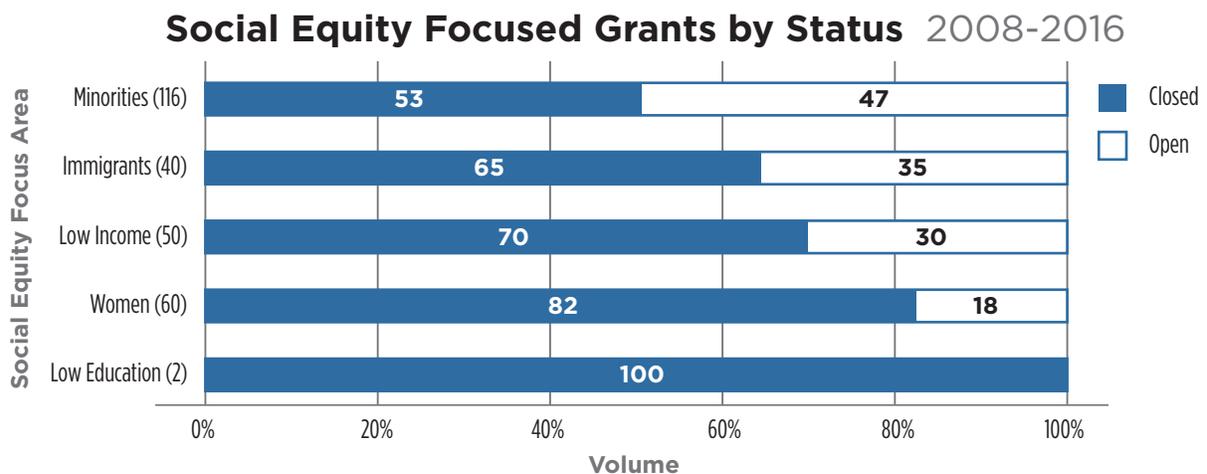
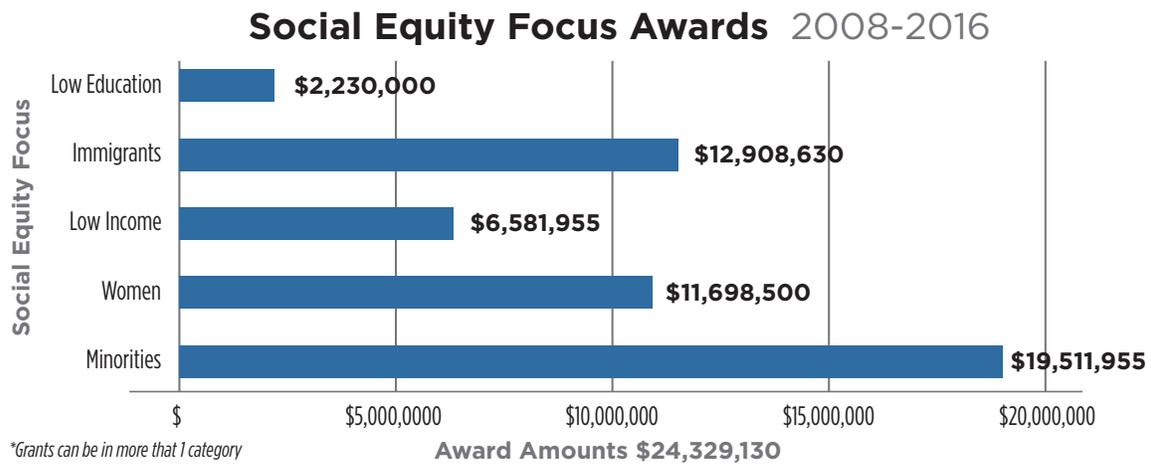
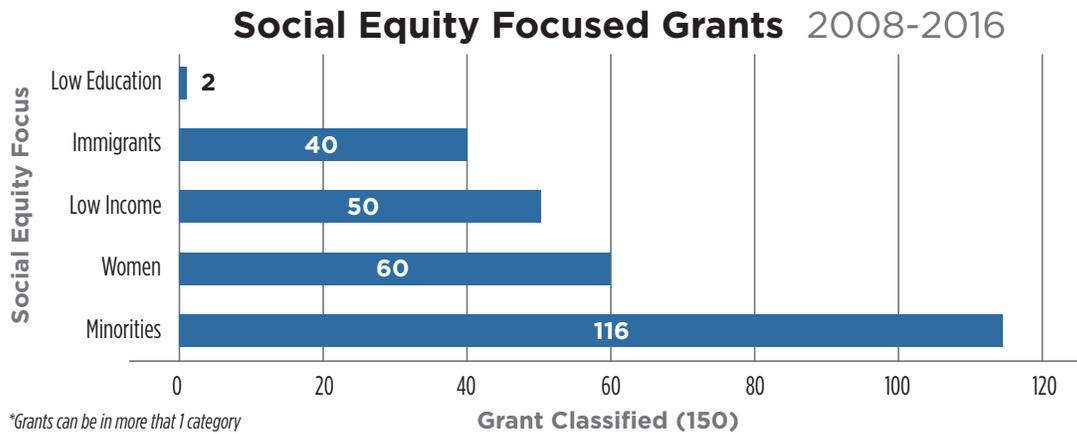
Open and Closed Grants by Emphasis Area



GRANT AND GRANTEE COMPOSITION (CONTINUED)

SOCIAL EQUITY FOCUS AREAS

Grants with specific underserved target populations are placed into NEI designated social equity focus areas. The five categories are immigrant, low education, low income, minority, and women. Depending on their target population, grants may be designated in more than one area.



GRANT AND GRANTEE COMPOSITION (CONTINUED)

Forty-six percent (150 out of 328) of all grants funded from 2008-2016, targeted underserved populations and have been awarded \$24.3M. Of these, 41% (62) are open/active utilizing 17% (\$4.1M) of total underserved targeted funds. Sixty-nine (69) grants were made in 2016, 65% (45) had a social equity (SE), focus, and were awarded 34% (\$2.2 M) of the \$6.6M of the 2016 funds. Of these 45 grants, 71% (32) were NEIdeas Challenge grants.

PROGRAM FOCUS

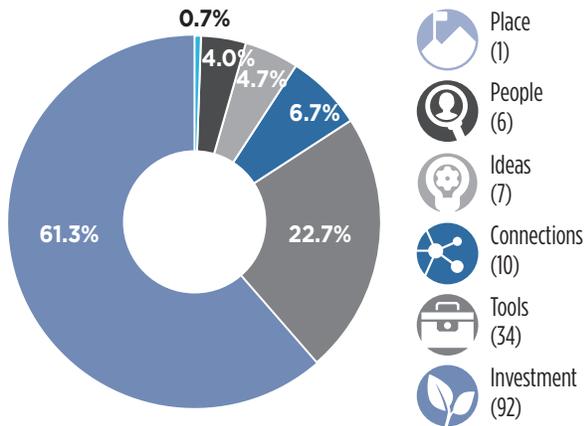
- | | |
|--------------------------------|--|
| Immigrant: | <ul style="list-style-type: none"> ■ 27% (40) of social equity grants ■ 53% (\$12.9 M) of total funds to social equity grants ■ 9% (14) are open/active |
| Low education: | <ul style="list-style-type: none"> ■ 1% (2) of social equity grants ■ 9% (\$2.2 M) of total funds to social equity grants ■ Both grants are closed |
| Low income individuals: | <ul style="list-style-type: none"> ■ 33% (50) of social equity grants ■ 19% (\$4.7 M) of total funds to social equity grants ■ 10% (15) of these programs are open/active |
| Minority: | <ul style="list-style-type: none"> ■ 77% (116) of social equity grants ■ 80% (\$19.5 M) of total funds to social equity grants ■ 37% (55) of these programs are open/active |
| Women: | <ul style="list-style-type: none"> ■ 40% (60) of social equity grants ■ 48% (\$11.7 M) of total funds to social equity grants ■ 7% (11) of these programs are open/active |

SOCIAL EQUITY GRANTS BY EMPHASIS AREA

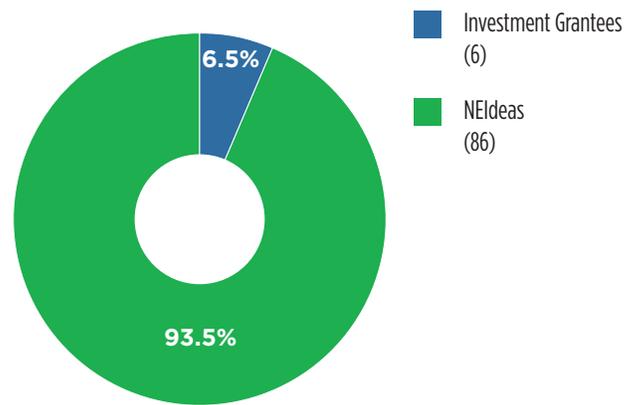
Investment grants were the majority of social equity grants at 61.3% (92) and received \$8.1M in funding. However, of the social equity investment grants, 93.5% (86) were NEIdeas Challenge grants, which received \$1.13 M. Tools represented 22.7% of the total volume (34) and with \$9.3 M and were 38.4% of the dollars granted. The remaining emphasis areas totaled 24 grants and comprised 16% of the volume as well as 28.3% of the dollars at \$6.9 M.

GRANT AND GRANTEE COMPOSITION (CONTINUED)

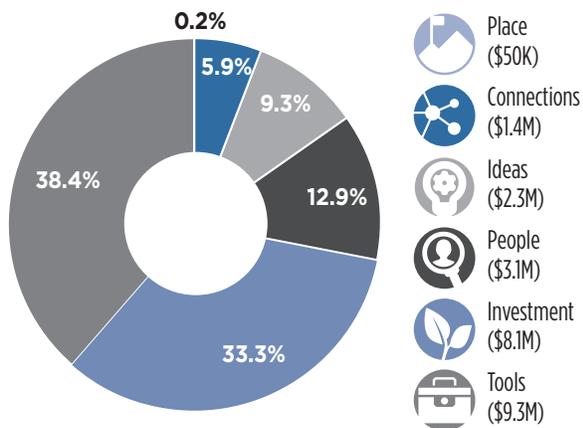
Social Equity Focused Grant Volume by Emphasis Area 2008-2016



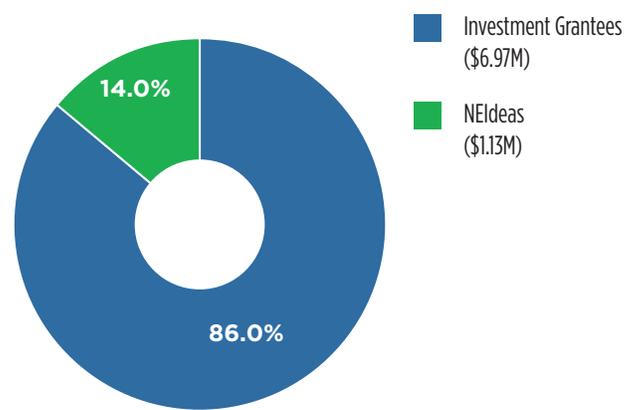
Social Equity Investment Grant Volume 2008-2016



Social Equity Focused Grants by Emphasis Area 2008-2016



Social Equity Investment Grants 2008-2016



Tool grants \$9.35 M (38% of \$24.3M total SE awarded funds)

34 grants (23% of 150 total SE grants)

Investment grants \$8.10 M (33% of \$24.3 M total awarded SE funds)

92 grants (61% of 150 total SE grants)

\$1.13 M of investment grant were awarded to NEIdeas Challenge grants

86 of the 92 SE investment grants are NEIdeas Challenge grants

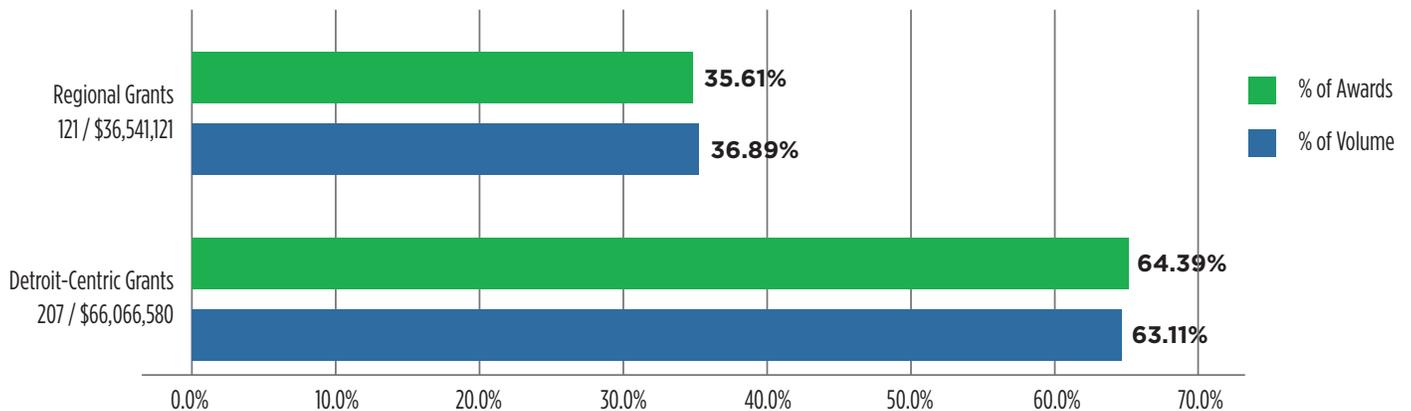
GRANT AND GRANTEE COMPOSITION (CONTINUED)

Connection grants	\$1.45 M (6% of \$24.3 M total awarded funds)
	10 grants (7% of 150 total grants)
Idea grants	\$2.26 M (9% of \$24.3 M total awarded funds)
	7 grants (5% of 150 total grants)
People grants	\$3.13 M (13% of \$24.3M total awarded funds)
	6 grants (4% of 150 total grants)
Place grants	\$50K (.2% of \$24.3M total awarded funds)
	1 grant (.7% of 150 total grants)

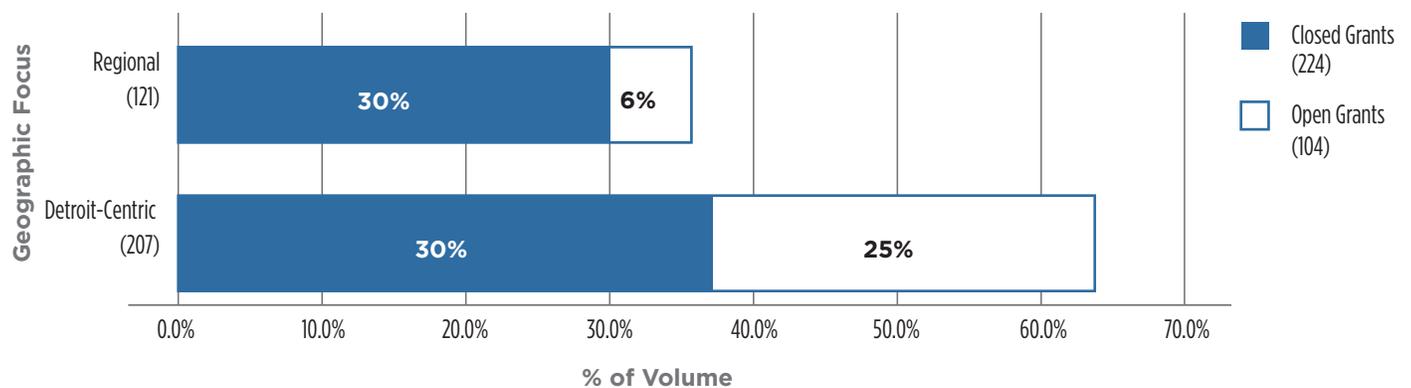
GEOGRAPHIC FOCUS AREAS

Grants are also grouped by geographic focus. Because NEI supports diverse development efforts in the Detroit and the Southeast Michigan region, grants are grouped by Detroit-centric (Detroit) or regional.

Grants Geographic Focus 2008-2016

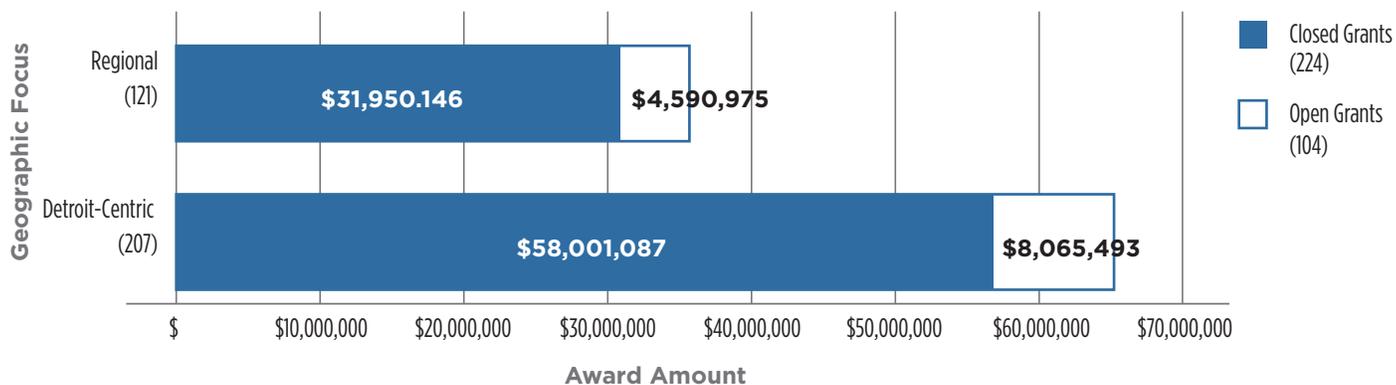


Grants Geographic Focus 2008-2016



GRANT AND GRANTEE COMPOSITION (CONTINUED)

Grants Geographic Focus 2008-2016



Total Detroit-focused grants comprised:

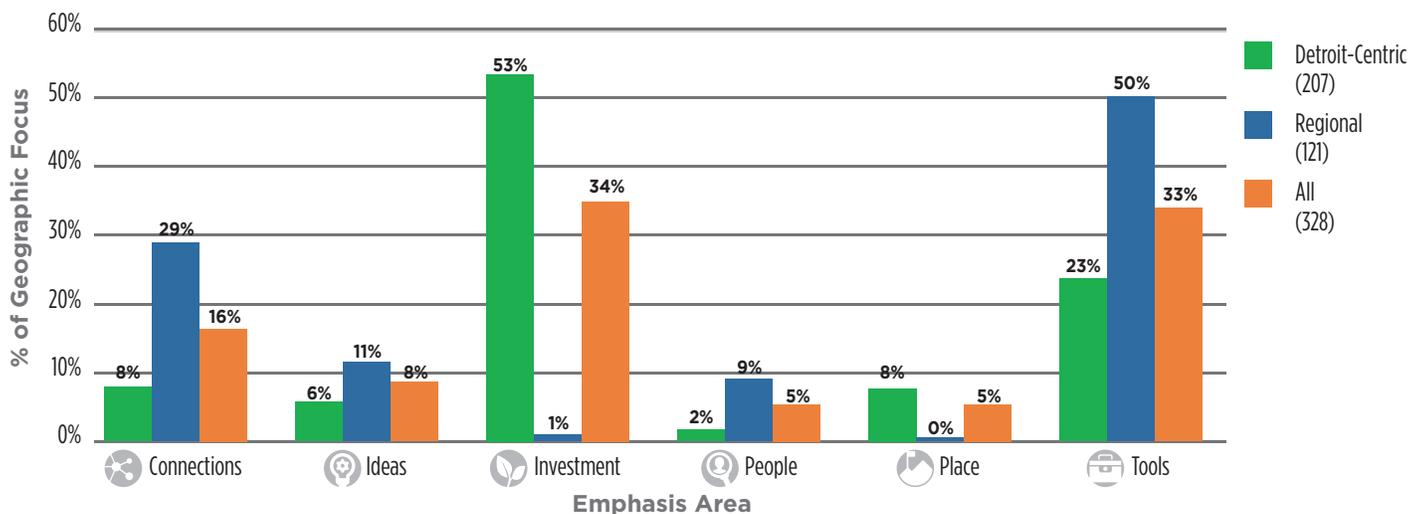
- 63% (207) of total grants
- 64% (\$66 M) of total funding
- 25% (83) are open/active grants

2016 Detroit-focused grants comprised:

- 17% (57) of total grants
- 4% (\$4.4 M) of funding
- 17% (57) are open/active grants

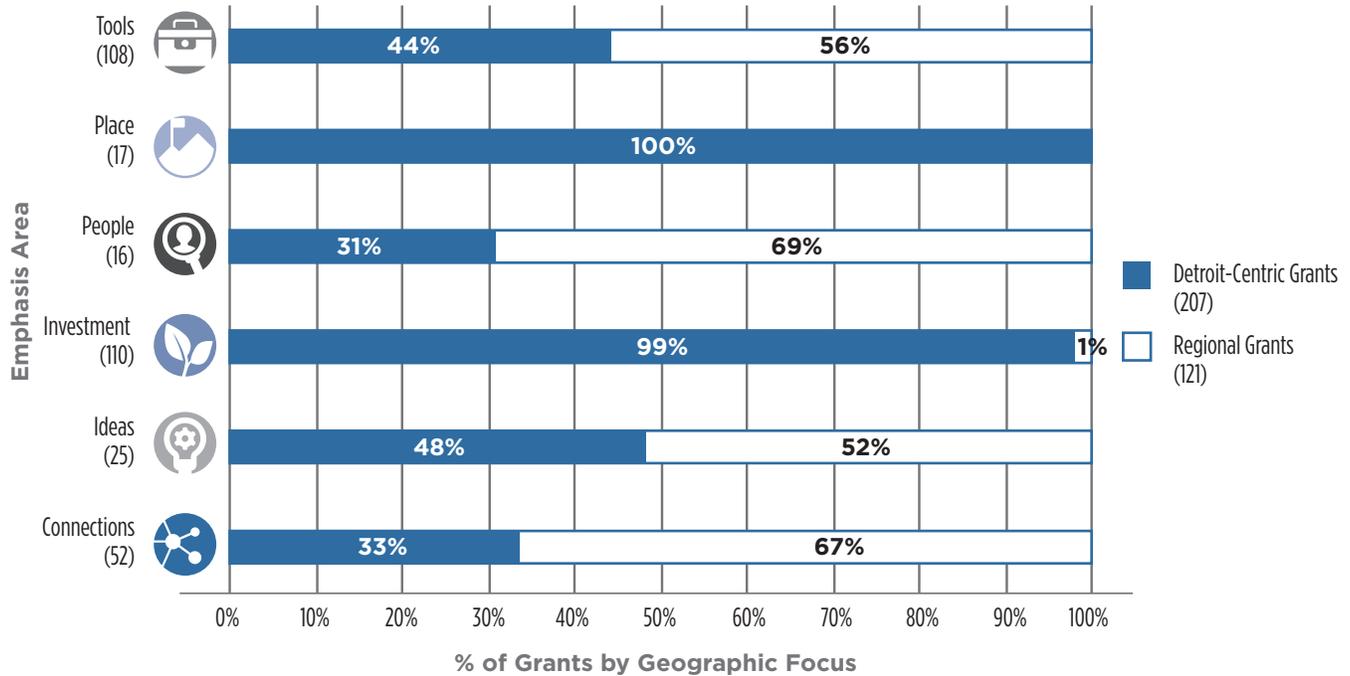
All Investment and Place grants are Detroit focused; whereas, the majority of People (69%), Connection (67%), Tool (56%), and Idea (52%) grants are regional grants

Grants by Geographic Focus and Emphasis Area 2008 - 2016



GRANT AND GRANTEE COMPOSITION (CONTINUED)

Emphasis Area by Geographic Focus 2008-2016



DETROIT NEIGHBORHOOD GRANTS

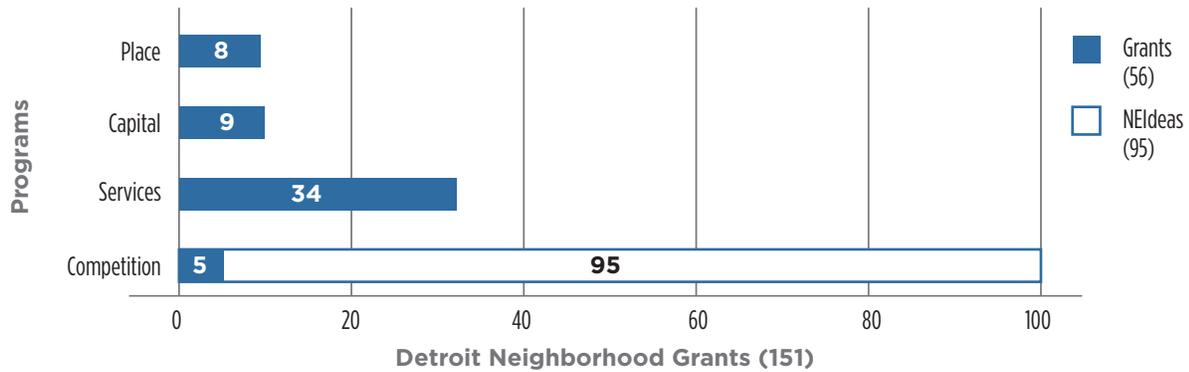
Of the 207 Detroit grants, 151 are specifically neighborhood focused. These represent 46% of all NEI grants and 14.9% of all funds (\$15.3M).

NEI's work with Detroit neighborhoods provides 4 types of programs: Competitions that supply “free capital”, Investment Grants that provide access to capital, Place Grants that provide access to space that support entrepreneurs, and Support Services and Research (Services) that provide a variety of services to entrepreneurs and neighborhood organizations that provide services to entrepreneurs.

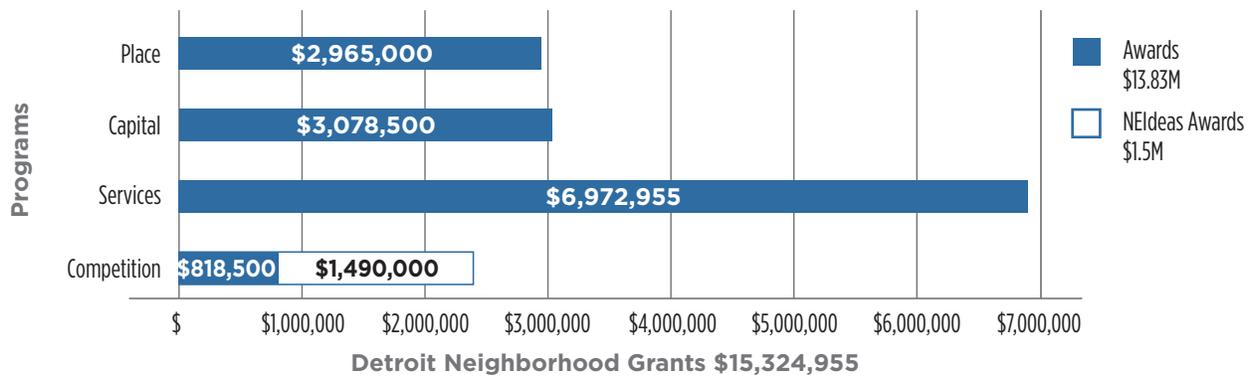
Competitions garnered the lion's share (66%) of Detroit neighborhood grants at (100) and received \$2.3 M. Ninety-five NEIdeas winners received grants of \$10,000 and \$100,000 for a total of \$1.5 M directly to business owners in Detroit. Service grants were 23% (34) of Detroit neighborhood grants and received the highest amount of funding at \$6.97 M, 45.5% of all funds. Place grants comprised of 5% of Detroit neighborhood grants and 19% of funds awarded (\$2.97 M). Capital grants comprised of 6% of grants and 20% of funds (\$3.1 M).

GRANT AND GRANTEE COMPOSITION (CONTINUED)

Detroit Neighborhood Focused Grants by Program 2008-2016

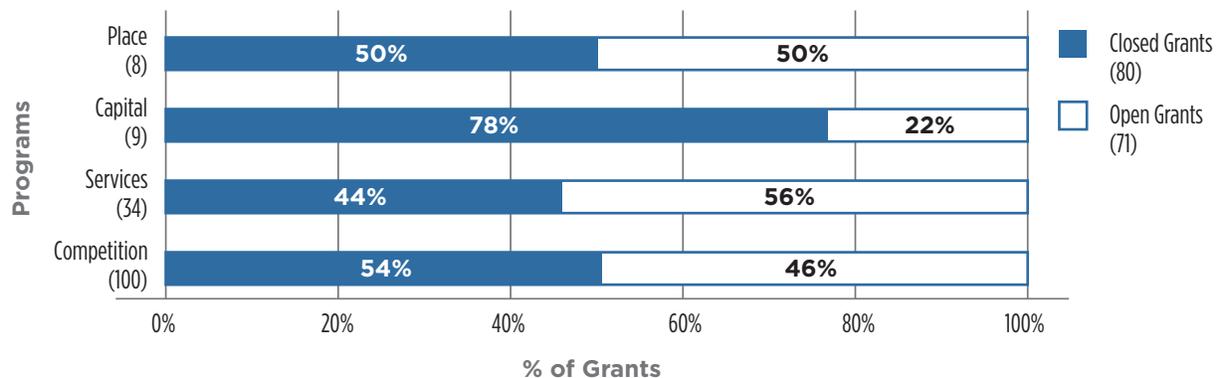


Detroit Neighborhood Focused Grants by Program 2008-2016



Of Detroit neighborhood grants 47% (71) are open/active utilizing 31% of funds awarded (\$4.75 M). The percentage of open and closed grants for each category reflect the whole. Forty-six percent (46%; 46) of Competition, 56% (19) of Service, 22% (2) of Capital, 50% (4) of Place grants are open/active.

Detroit Neighborhood Grants by Status and Program 2008-2016



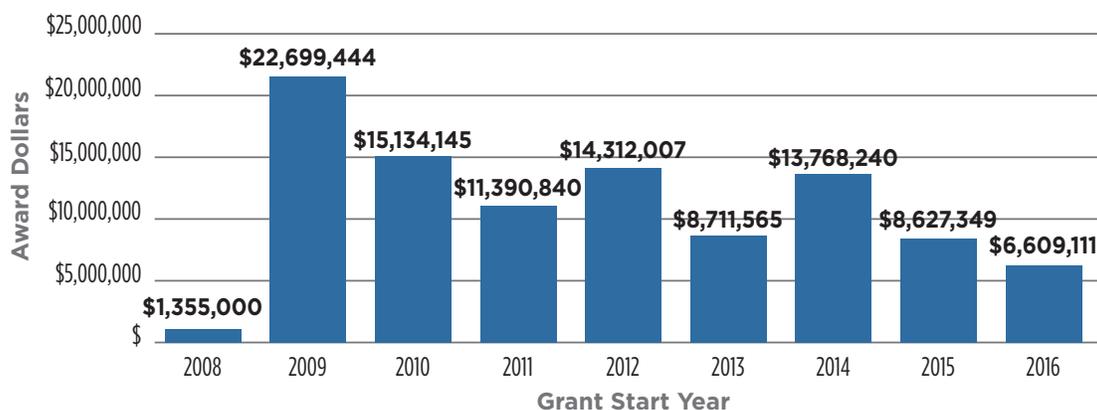
IMPACT SNAPSHOT

With 32% of the NEI grants open/active and many grantees starting new or expanding current programs into new neighborhoods, their impact will not be able to be fully assessed for several more years. However, based on grantee self-reported metrics and outcomes, we can assess immediate NEI funded program outcomes, begin to see overall themes and trends, and foresee possible future collective impact. The following is an overview of grantee self-reported metrics, including: overall totals, 2016 year-end totals, and trends from 2008-2016 with demographics breakdowns for select metrics.

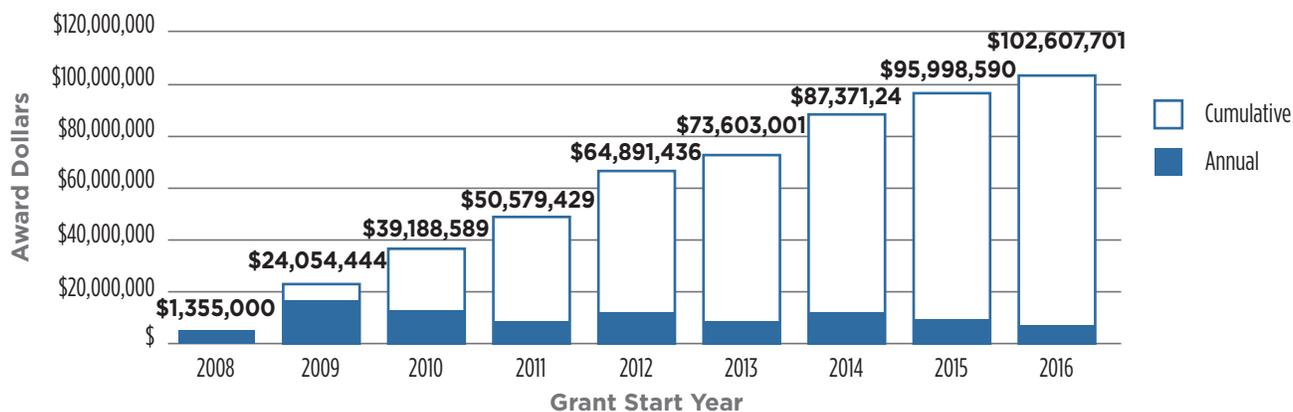
AWARDED DOLLARS

Since its inception, NEI has awarded 328 grants, totaling \$102.6 M. In 2016, NEI made 69 grants, 21% of the total grants funded. This is a slight decrease from 2015 which had the highest volume of grants in the program. Funding efforts have steadily increased over the years, starting at just under \$1.4 M in 2008 to \$102,607,701 cumulatively to date.

Grants Awards 2008-2016 - \$102,607,701

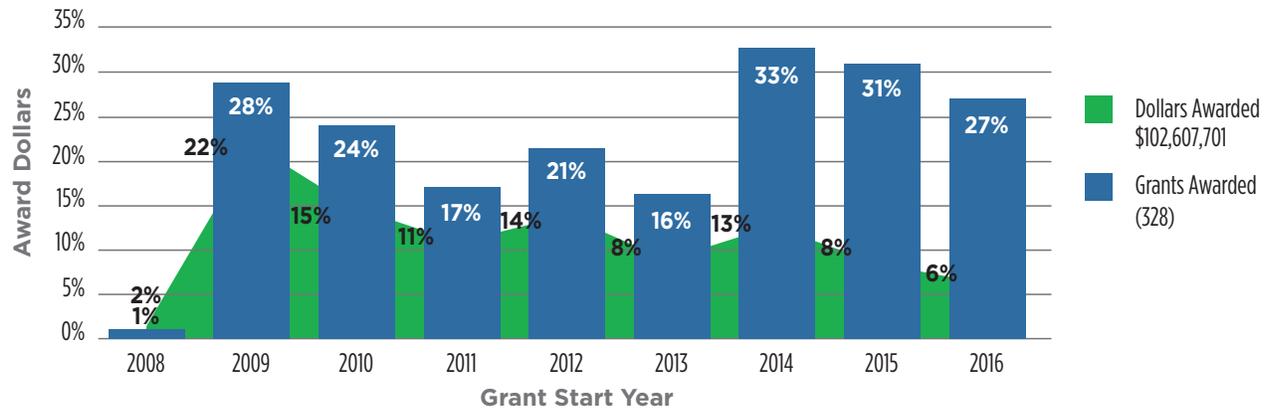


Cumulative Grant Dollars 2008-2016



IMPACT SNAPSHOT (CONTINUED)

Cumulative Grant Dollars 2008-2016



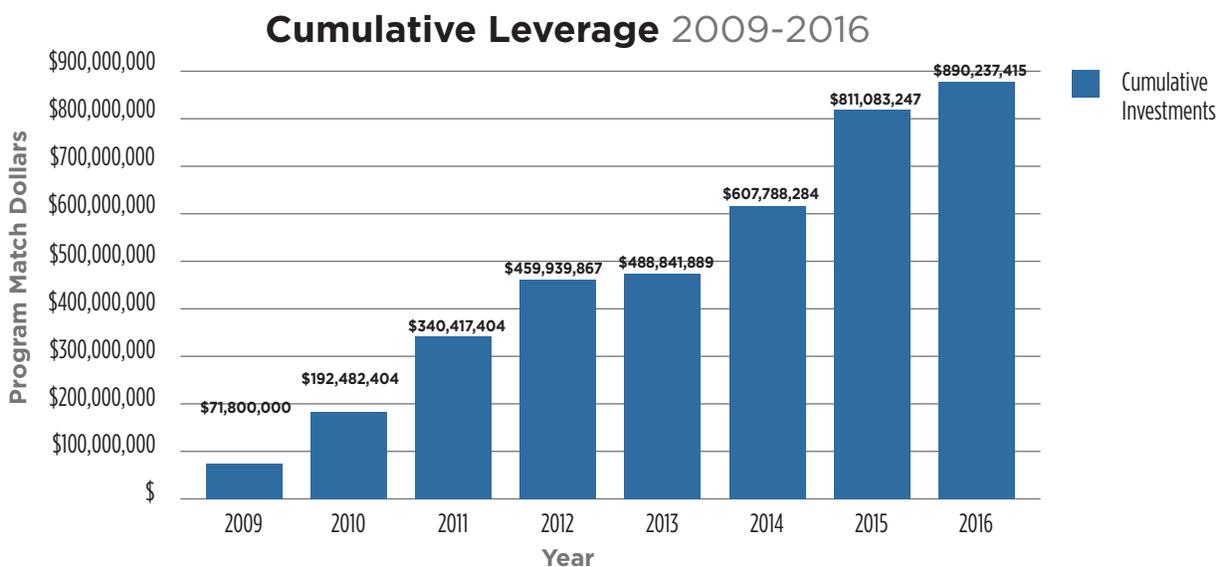
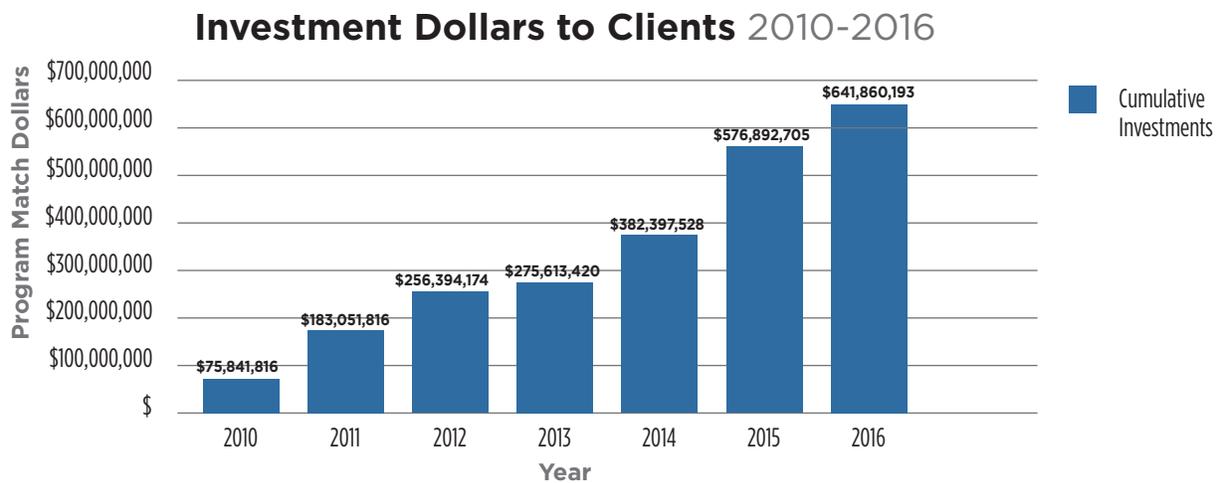
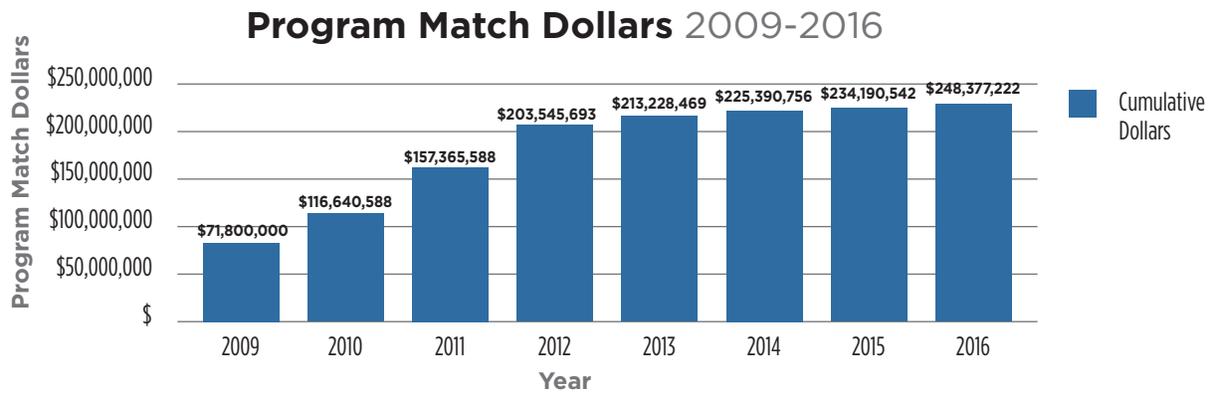
The distribution of grants ranges from \$1,000 sponsorships for small events, to grants as large \$5.9M. The average grant size is impacted by the NEIdeas competition. The NEIdeas competition grants are small and awarded to Detroit Business owners. Between 2014 and 2016, 90 winners received \$10,000 and 6 winners received \$100,000 for a total of \$1.5 M. These grants differ from typical awards from NEI which normally fund non-profit organizations who in turn, provide services and/or funding to entrepreneurs and small business owners. However, the competition awards are administered through the Detroit Economic Growth Corporation (DEGC) and are considered as atypical NEI granting. Typical NEI grant awards average \$482,114. By combining the atypical NEIdeas grants with the typical grants, the average drops to \$312,828; this can be seen in all measures of central tendency.

	NEI GRANT FUND AWARDED	NEI GRANT FUNDS AWARDED INCLUDING NEIDEAS GRANTS
Mean (Average Amount)	\$435,809	\$312,828
Mode (Most Frequent Amount)	\$300,000	\$10,000

DOLLARS LEVERAGED INTO THE ENTREPRENEURIAL ECOSYSTEM

As of 2016, \$890.2M, of capital has flowed into the entrepreneurial ecosystem through \$248.4M in program match dollars and \$641.9 M of investment capital to grantee clients. Programs with a social equity focus had \$202.2 M in dollars leveraged, with \$30.3 M in program match and \$171.9 M in capital investment to clients. Overall, the trend shows that dollars leveraged are steadily increasing.

IMPACT SNAPSHOT (CONTINUED)

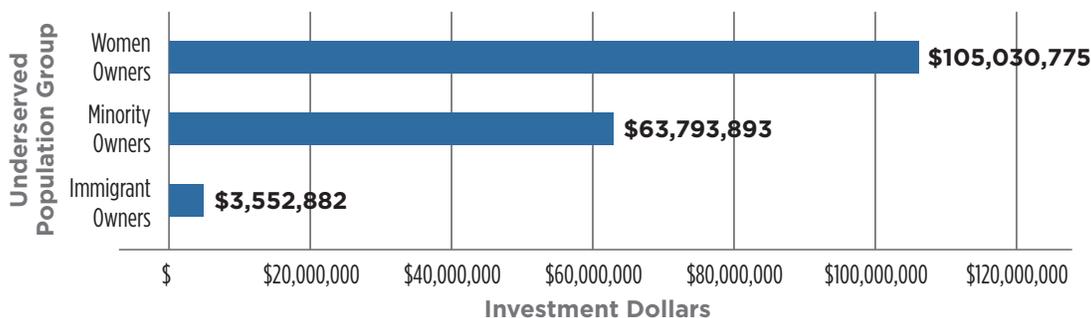


From 2010 to 2016, leverage steadily rose in both program match dollars and investment capital, with a majority of those funds derived from investment capital to clients. There has been a total of

IMPACT SNAPSHOT (CONTINUED)

1,639 companies who raised investment dollars, 462 were in 2016. Of the investment capital raised, 16.4% went to women business owners, 9.9% to minority business owners, and 0.55% to those who identified as immigrant business owners.

Investment to Client Businesses 2012-2016



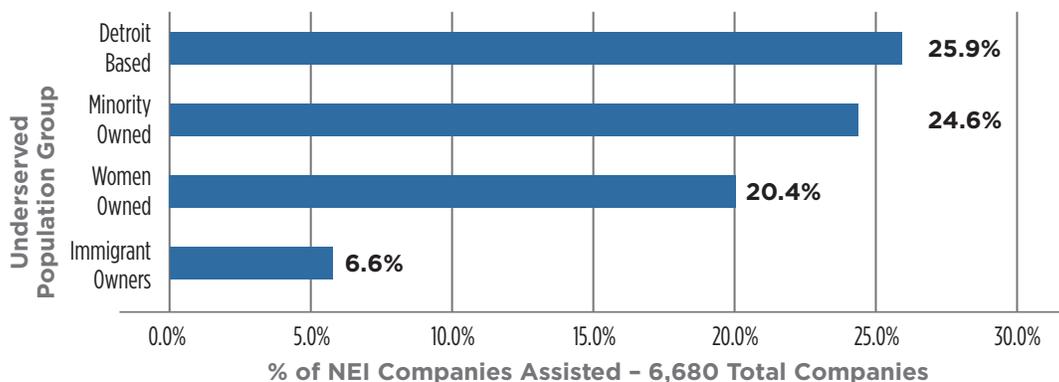
ENTREPRENEURIAL SERVICES

During 2016, there were 944 public events and 238 educational programs. A total of 3,111 public events and 714 educational programs were funded by NEI from 2012 to 2016 exposing 237,913 people to entrepreneurial opportunities and services; of which 18.9% were from programs with a social equity focus.

As an indication of online traction, there have been 13.2 M hits to grantee websites and 6,000+ online users of software platforms created by grantees.

This indicates that NEI funded programs are reaching a large audience via a range of platforms. Furthermore, 6,680 companies received assistance from grantees. During 2016, 3,189 companies received services, of which 2,165 came from programs with a social equity focus. Of those companies, 651 were women business owners, 785 were minority business owners, and 210 as immigrant business owners.

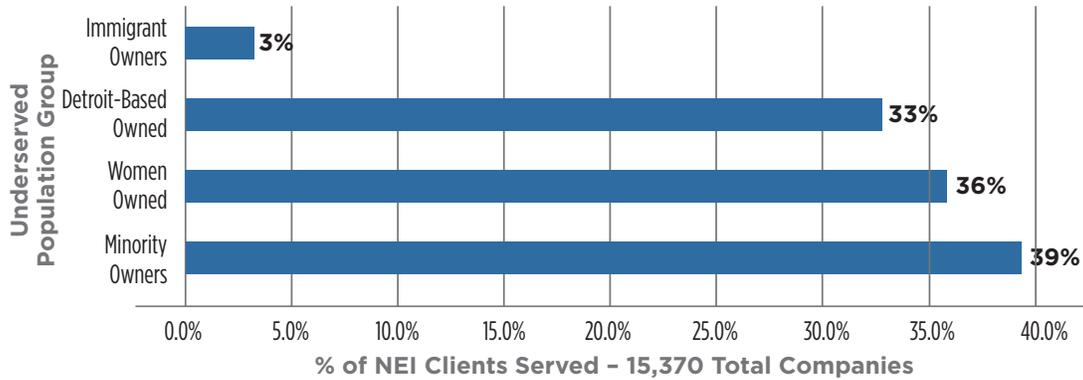
Companies Assisted 2012-2016



IMPACT SNAPSHOT (CONTINUED)

In direct services there have been 15,370 entrepreneurial clients served by NEI grantees from 2012-2016; with 3,300 (22.7%) being served in 2016. Of entrepreneurial clients served during 2012-2016, 39% (5,993) were minority owned, 36% (5,533) were women owned, 33% (5,072) were Detroit-based companies, and 3% (51) were immigrant owned companies.

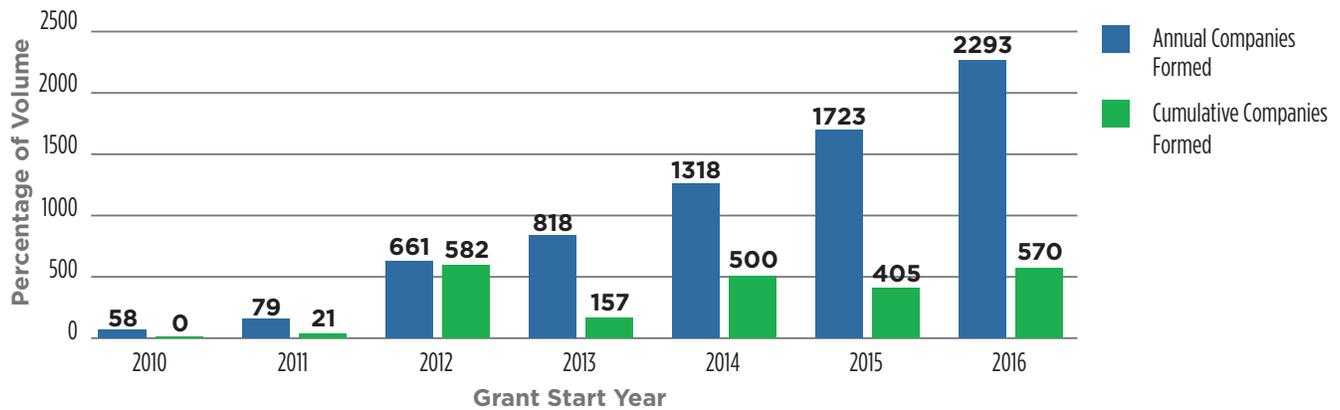
Clients Served 2012-2016



NEW ENTERPRISES/COMPANIES CREATED

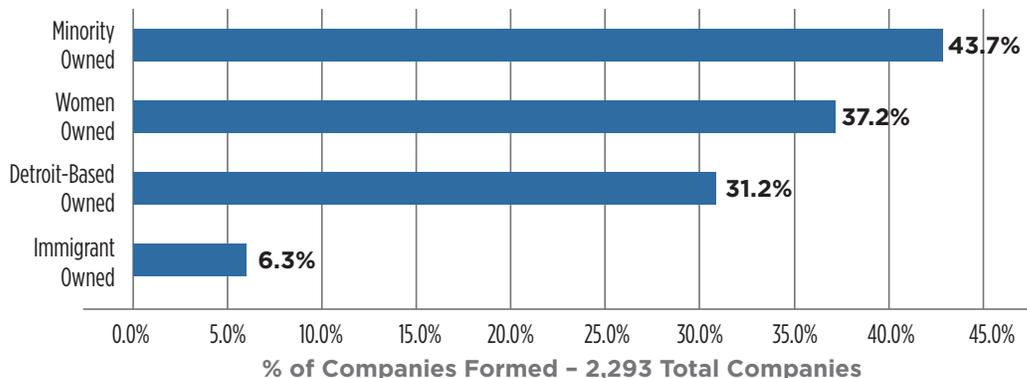
Between 2010 and 2016, 2,293 new companies were created, of which 570 began in 2016. The trend shows a steady increase company creation. Of companies created to date, 1002 (43.7%) are minority owned, 853 (37.2%) are woman owned, 715 (31.2%) are Detroit-Based, and 145 (6.3%) are immigrant owned.

Companies Formed 2010-2016



IMPACT SNAPSHOT (CONTINUED)

Underserved Populations' Companies Formed 2010-2016



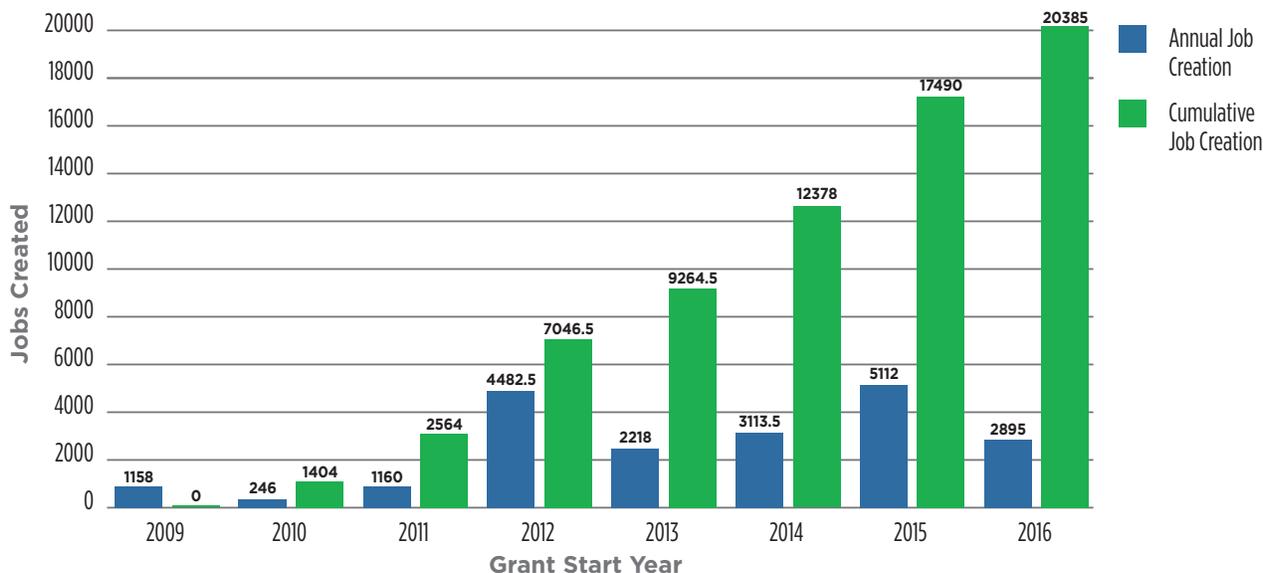
TOTAL JOBS CREATED AND REVENUE GENERATED

NEI grantees reported 2,895 jobs created in 2016 for a total of 20,385 jobs created from 2009-2016. 3,755 of the total jobs were created by programs with a social equity focus; 45 % of these (1,692 jobs) were created in 2016. The trend shows that job creation has steadily increased throughout the granting period.

Revenue

More than \$157.3 M in revenue has been generated by grantee clients from 2011-2016. Although 2016 yielded over \$69.76 M in revenue for NEI grantees, 2013 accounted for the largest amount of revenue at \$31.7 M out of a cumulative of almost \$61.8 M.

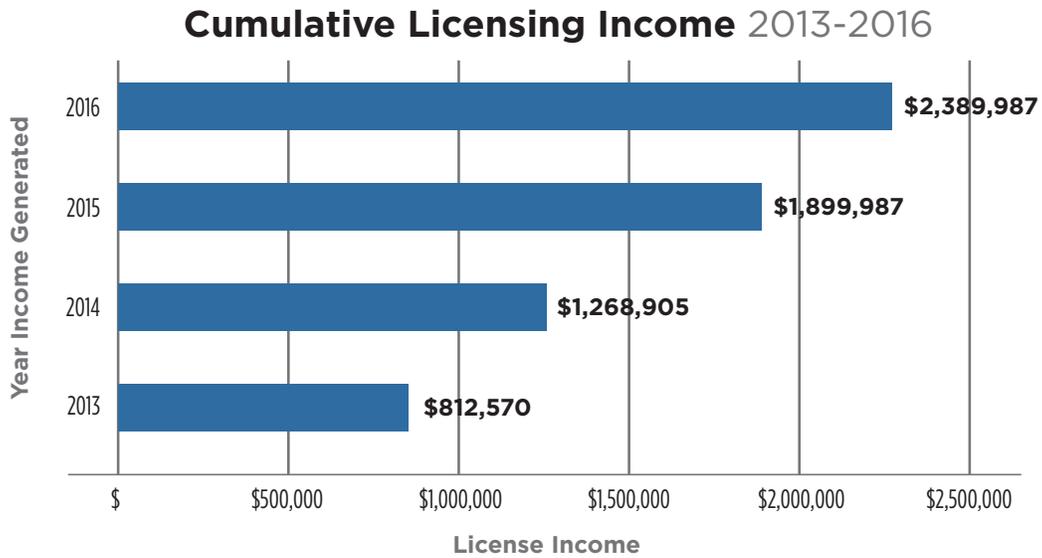
Client Company - Jobs Created 2010-2016



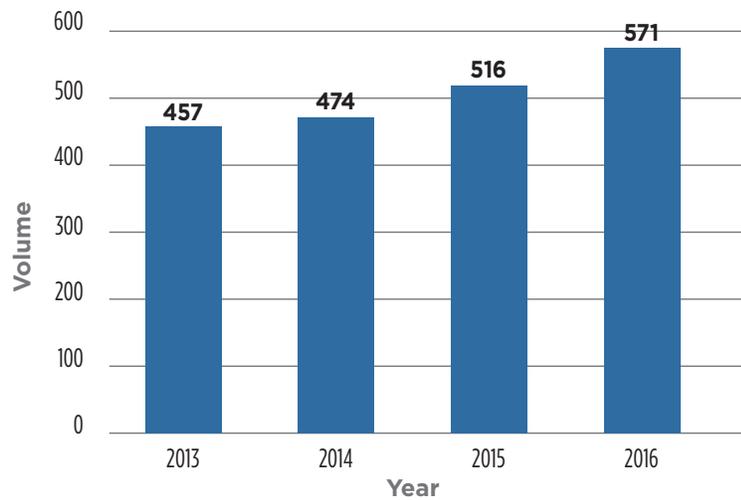
IMPACT SNAPSHOT (CONTINUED)

DISCLOSURES, LICENSES, AND PATENTS

Across the NEI portfolio from 2010-2016, grantees have reported 6,393 technology/invention disclosures, 64 licensing deals, and 571 patents.



Cumulative New Patents Created 2013-2016



IMPACT SNAPSHOT (CONTINUED)**NEI GRANTEE – CLIENT PERSPECTIVES**

As a way to highlight grantee success stories and assess the outcomes of NEI grantees via the voice of their clients, twenty-one individual company owners were interviewed (See the methodology section for how the interviewees were selected). Interview participants had a variety of businesses including: community diversity training and consulting services, auto repair, manufacturing of gun safety devices, horse riding classes for children in Detroit, clothing and retail, web applications and platforms for high school student career exposure, cancer diagnostics, and gourmet hot dogs.

LESSONS LEARNED

- Value of tables (Neighborhood work, District work) and expanding NEI's feedback system to broader and more diverse stakeholders.
- Value in storytelling in addition to outcomes reporting to expose and promote the NEI work, especially its reach to underserved populations.
- Challenges of co-investing with changing priorities of MEDC and its impact on the ecosystem.
- Value of entrepreneur-to-entrepreneur connections via programs like Endeavor and High Growth Happy Hours.
- Need to better understand actual client data vs. aggregate client reporting – began process to collect client info for active grantees.
- Benefit of taking the time and resources to capture outcomes data and provide GPN to capture it – how this was used to inform the Impact Report of the overall work.

NEI GRANTEE – CLIENT SUCCESS STORIES**ACCOUNTING AID SOCIETY**

Accounting Aid Society is a tax assistance organization located in the New Center area, providing accounting and tax assistance to small business owners in Detroit neighborhoods to ensure that small businesses incorporate sound financial management practices. NEI provided funding to build a sustainable model that can be expanded to support small businesses throughout Detroit. Accounting Aid Society's goal is to ensure that small businesses incorporate sound financial management practices to sustain and grow their business.

Meiko Krishok of Guerilla Food, a food truck and catering business located in Corktown, has worked with Accounting Aid Society for two tax seasons. "At Guerilla Food we use food as medicine. Our food is grown in Detroit as much as possible through local food producers and farmers. The events we have are very community-based and grass roots. We're really focused on

IMPACT SNAPSHOT (CONTINUED)

using food as something that connects people and connects us back to our body, to keep body and mind healthy.”

Guerilla Food Catering

Ms. Krishok found Accounting Aid Society through FoodLab where they were listed as a resource. After having a negative experience with Guerilla Food’s 2015 tax filing and accountant, she contacted the Accounting Aid Society. Ms. Krishok’s previous business accountant told her that she owed the government \$5,000. That is when she decided to contact Accounting Aid. “I brought in everything I had and worked with Rachel Campbell. She walked me through the process, explaining everything. She told me what paperwork I needed and was very thorough.” In the process, Ms. Krishok learned a lot, including how to create better tracking systems and bookkeeping strategies. “The first year was pretty rough with a lot to compile, but this past year was much easier. Many thanks to Rachel and the AAS staff for being such an invaluable resource!”



Guerilla Food’s Festive Food Truck

BUILD INSTITUTE

Build Institute is a business support organization headquartered on Bagley Street in Mexicantown. They provide entrepreneurship classes, networking, and mentorship to Detroit entrepreneurs to help launch and grow their business. NEI provided funding to Build Institute to support their existing curriculum, launch additional courses and grow the Kiva lending platform. One of Build’s goals with the NEI funding is to graduate 300 entrepreneurs from their programs.



Hunt & Noyer Wood Workshop

Hunt & Noyer

Kyle Huntoon is a Build graduate and two-time Kiva borrower. The Build Institute helped him launch and grow his business. Mr. Huntoon is a fourth generation

woodworker and founder of the handmade furniture store Hunt & Noyer, which is located on 4th Street in Detroit.

Mr. Huntoon was recently awarded an NEIdeas grant. The grant allowed him to purchase a wide belt sander. “The sander and dust collection allow me to increase my efficiency with every piece of furniture that I build, while helping to maintain a safe environment for myself and my employees.” He added: “I currently have one employee and plan to increase my staff with a move to more production work over custom commissions as a result of the sander purchase.”



Hunt & Noyer Belt Sander

IMPACT SNAPSHOT (CONTINUED)



Picture Detroit

Christina Collie is the Founder of Picture Detroit, a fine art and photography business that worked with Build Institute. She described how Picture Detroit came into existence. “I moved back to Detroit in 2012, just before the bankruptcy, when all the media was negative. I walked everywhere and started posting images of my daily commute, of all the new things that were happening here. A friend that I graduated from CCS with asked me where the images were from and she said no one would ever believe that was Detroit.” Christina’s friend shared the photos through her website, making them more public, and Christina decided to turn it into a business last year. “At first, I was going to just do services to help small businesses with promotion through social media, but now I sell my photos.”

Ms. Collie has done several Picture Detroit shows, including some bazaars, and now works for Build helping with the alumni ambassador program. She says that the nine-week curriculum helped her develop her business plan, increase her confidence, and create connections with other program graduates. “I credit Build with helping me figure out what I’m doing with my business. The network you build helps give people confidence in their business. And you always have a resource available if you have questions.”

Motor City Soaps

Caitlyn Pisarski is a 2013 Build graduate who founded Motor City Soaps five years ago. “I took a soap making class in 2012 and fell in love with the process. I started giving soap away and people wanted more. They told me I should start selling it, so I opened an Etsy shop and Motor City Soaps became an LLC in 2013.” Ms. Pisarski sells to health conscious customers who want to incorporate handmade skin care products into their lifestyle, as well as people who are passionate about Detroit.

“Build allowed me to have early access to revenue and customers through pop-up space.” Through Build, Ms. Pisarski was able to procure two Kiva loans which helped her to expand her business and introduce soap making classes. The new classes have grown rapidly in the last eighteen months accounting for 25-30% of her revenue.

“Build definitely helped with getting my business plan together and connected me to a wide array of services. They helped me become an LLC, file my taxes, and also connected me to great entrepreneurial resources like Ponyride, where I now have co-working space.”

Ms. Pisarski says it can be difficult to feel like you are making an impact as a solo entrepreneur and that, without Build, she would have felt very alone. “They were a wonderful sounding board whenever I had questions.”

IMPACT SNAPSHOT (CONTINUED)

COLLEGE FOR CREATIVE STUDIES/DC3

College for Creative Studies received a grant from NEI to support the Detroit Creative Corridor Center (DC3), which is designed to strengthen Detroit's creative businesses and create awareness of Detroit's creative economy through the Detroit Design Festival and other events. In addition to the annual Detroit Design Festival, DC3 provides exposure and networking opportunities to Detroit's creative community and, through their NEI funding, they plan to develop a full service business development program and gain national recognition as a Detroit maker brand. Four DC3 clients, Andy Wahl, Joe Romo, Tony Eggert, and Courtney Balestier, were interviewed and describe the support their businesses received from DC3.

Walrus Creative

Andy Wahl has designed DC3's Detroit Design Festival website for the past two years through his website development and design company, Walrus Creative. The company has been in business for five years serving marketing firms in Detroit, as well as individual clients. "My business is doing better as a result of doing the Detroit Design Festival website. It helped me get exposure to bring in new clients. They are a good team and I enjoy working with them." Mr. Wahl is also a member of Creative Co., which he proudly advertises and finds beneficial both for the networking and the potential RFPs that are accessible through membership. He is also looking forward to participating in Creative Co.'s Client Services Boot Camp.



Andy Wahl, Walrus Creative

No Pulp Digital

Joe Romo is a Creative Co. Client Services Boot Camp graduate as well as a Build Institute graduate who says that both organizations have been great for the growth of his company, No Pulp Digital. Mr. Romo started the company with his business partner, Brian, about two years ago and has expanded their portfolio to nine clients. No Pulp Digital provides digital marketing, advertising, branding, and web design mainly for startups and small to medium sized companies.

"Being part of the Build class opened my eyes to how many people are out there trying to do their own thing." These were all potential customers for No Pulp Digital. Build then referred the company to DC3, where they won two RFPs as a Creative Co. member. "It gave us an avenue to RFPs. It was great, the work that came from that." Mr. Romo also appreciates the networking opportunities as a result of being a Creative Co. member. In addition to meeting the other members, he has had an opportunity to speak on a panel for an NEI event and now volunteers for DC3's Drinks X Design. "Overall, it's been a great experience."

IMPACT SNAPSHOT (CONTINUED)**Three Lyons Creative**

Tony Eggert of Three Lyons Creative, a DC3 Creative Co. member, discussed how the program has helped his company grow their revenue over the past year. Three Lyons Creative, located in Corktown, was launched by Mr. Eggert, his brother Daniel, and their cousin Mike three years ago. Three Lyons Creative is an homage to their mothers' family, intended to keep their maternal family name alive. Combining their skills, they create video, graphic design and illustration, audio, and web design for nonprofits and small businesses in and around Detroit. "We love Detroit, we all went to high school here and live here. We have a unique combination of skills, and socially, we really care about what our clients do and who they are. We can tell their stories in ways that other companies can't because we have a good relationship with each client, we do a lot of research, and we really know them and their employees."

Three Lyons Creative doubled their revenue last year and expects to do so again this year. When asked about their work with DC3, Mr. Eggert attributes a lot of that growth to Creative Co. membership. "Creative Co. is a unique business network. They provide exclusive RFPs, workshops, lectures, and social events for their members, and they really provided an avenue for building a network with other creative companies and clients. About 25% of our business is coming from these contacts. Our growth this year is mostly as a result of Creative Co."

Courtney Balestier

Courtney Balestier is a freelance writer who moved from New York to Detroit to focus on creative writing in the business world. She does a variety of work including cognitive therapy media, blogs, native advertising, and other branded content. Her business is growing through word of mouth and the DC3 network. Ms. Balestier worked with Meredith Kerekes, DC3's entrepreneur in residence who encouraged her to form an LLC. "She answered all my questions and helped with documentation. My work is not the typical profile of a Creative Co. member, I never had to deal with RFPs. Meredith generously helped with templates from her own business and introduced me to Creative Many." Through Creative Many, Ms. Balestier was matched with a business attorney for pro bono legal services and help in filing her LLC as well as navigating contracts.

The Creative Co. proposal workshop taught Ms. Balestier a lot about presenting herself as a business rather than a freelancer and she finds that membership has allowed her to expand her network. She currently has a contract with another Creative Co. member and is in a unique position to do work with the companies, rather than compete for the same business. "I wish more writers would take advantage of this."



Courtney Balestier, LLC

IMPACT SNAPSHOT (CONTINUED)

CENTRAL DETROIT CHRISTIAN COMMUNITY DEVELOPMENT CENTER

Central Detroit Christian Community Development Center (CDC) has been around for twenty years and uses a holistic, grass roots approach in helping their neighbors. They provide a variety of programming in education, employment, and economic development to help central Detroit residents reach their full potential. NEI provides support for a business empowerment and development program for small businesses in Detroit's Central Woodward/North End neighborhood, one of many programs operated by CDC. One of CDC's goals with the NEI grant is to be a point of entry to connect local entrepreneurs and small businesses to resources and service providers. Nate Gangwer of Detroit ReMade talks about how they are achieving this.

Detroit ReMade

Nate Gangwer is the manager of Detroit ReMade, a subsidiary of Central Detroit Christian that was founded in early 2015 and creates unique home furnishings out of recycled materials from Detroit. "We focus primarily on wood working. We use 99% recycled material from the city, using things people have left behind. We always have permission to enter abandoned buildings where we salvage usable items and materials." From those materials, Detroit ReMade creates new coffee tables, lamps, wall decorations, and other home décor.

Mr. Gangwer currently runs the Second Avenue workshop in Detroit by himself after an employee left. "He moved on to a full time position, which is what we try to do at CDC. We try to train and equip our staff for permanent jobs outside of CDC that can pay better and offer health benefits. After our previous employee left, we thought "what will be most effective for our community?" CDC plans to partner with contractors in the neighborhood to offer two week long educational classes, which will result in potential hiring candidates for Detroit ReMade and simultaneously give participants the training that will allow them to get a job in construction.

Regarding CDC's work in the neighborhood, Mr. Gangwer says, "There are a huge range of issues to address from education, to housing, nutrition, proper housing legislation, financial counseling, and business support services." In addition to launching several businesses, CDC also offers after school and weekend tutoring, high school clubs, parenting classes, support with foreclosure, and home buyer education classes. Mr. Gangwer appreciates this holistic approach and notes that is why they changed the Detroit ReMade model to offer training to more than one person. "We have an immediate need to hire, but we want long term impact."



Merchandise Selection, Detroit ReMade



Handmade Table, Detroit ReMade

IMPACT SNAPSHOT (CONTINUED)

DAPCEP

Detroit Area Pre-College Engineering Program (DAPCEP) is located on Woodward Avenue in Detroit and works with universities and school systems to provide STEM education opportunities, teaching subjects like robotics, nanotechnology, and entrepreneurship. DAPCEP received support from NEI for a youth entrepreneurship program designed to create a local pipeline of minority entrepreneurs and innovators and to assist in the academic preparation needed to succeed in a university-level STEM curriculum.

GCN interviewed four DAPCEP students, Sade, Kodi, Amorie, and Trinity about their experience with the program. The young women have quite a variety of aspirations. Trinity would like to be an actor, entrepreneur, and artist and feels that the program helped prepare her for the future by helping her get out of her comfort zone. Kodi plans to study law and entrepreneurship and hopes to attend Michigan State University. Sade would like to study computer science at Stanford so she can build software and create a company. Amorie would like to major in film and minor in psychology. She is passionate about immigration, racial and gender equality, and animal rights and would like to become an activist.

In 2016, the students in the entrepreneurship class worked in pairs to develop an idea and showcase it to successful entrepreneurs. All four young women in the Ann Arbor class enjoyed the program and the pitch competition. Trinity described the showcase event. "It was really good to prepare us for the future, to see if it's something we would like to do. The entrepreneurs provided good feedback on what we can improve on." Kodi enjoyed the showcase, but says it "takes a lot of work and time." She learned about finances and the responsibility it takes to be an entrepreneur. "The peer mentors have been really helpful." The first session at the showcase featured speakers. Sade noted, "I enjoyed when the speakers came out and talked about their experience. We learned what not to do and how to network and market."

The students appreciate the experience and the skills they are learning. Amorie said, "I can put it on a college application and it teaches me skills to be an entrepreneur. It helps me open my mind up more about creating a business. I want to create a fashion line, but I'm also into film and would like to open a production studio."

Sade added, "I feel like it's a good program. The information they are giving us is beneficial. We learned how to work with people, how to make a pitch, and speak in front of a large group. We have a real understanding of each type of business, like LLC."

Currently, the students are in the second portion of the class preparing for state competition by deciding on an idea to showcase. They are considering combining their efforts into one group. It has been a long process of trying to hone their choices to a single idea, but the students find value in working as a team and learning how others' think.

IMPACT SNAPSHOT (CONTINUED)

ENDEAVOR

Endeavor is a global program that catalyzes long-term economic growth by selecting, mentoring, and accelerating the best high-impact entrepreneurs. Entrepreneurs go through a rigorous screening process designed to select only the best potential companies to drive innovation, create role models, and create jobs. NEI provided support to grow Endeavor Detroit and connect, educate, and inspire Detroit's entrepreneurial community. Two Endeavor companies, Drought and Varsity News Network, were interviewed to find out how Endeavor is achieving this goal.

Drought

Drought was formed in 2010 by the four James sisters and sells certified organic juices with no additives or preservatives. "We really wanted to create an opportunity to take control of our lives so we came together to create something good for us and the community. We did a Kickstarter as a farmers' market stand, and from there we took off," says CEO Caitlyn James.

Since opening their first shop in April 2012, Drought has opened five stores located in Plymouth, Detroit, Royal Oak, and Bloomfield Hills, and has expanded to 40 employees. Their juices are also available through a wholesale line in specialty retailers like Plum Market. Ms. James says they are in a good position to hire quite a few more employees as they plan to expand nationwide. "We are expanding the kitchen, moving from a 3,000 to a 15,000 sq. ft. space and plan to open four more stores before the end of the year."

Drought started working with Endeavor just over a year ago, and assistance provided has included manufacturing assessments and marketing strategy workshops. Ms. James feels that the greatest benefit is in the strategic financial discussions with Endeavor mentors, which has helped the founders to think and act more professionally, refine their strategy, and increase operational efficiency. "Anyone who feels that their business has promise should reach out to Endeavor."



The James Sisters, Drought Founders



Ryan Vaughn, CEO Varsity News Network

Varsity News Network

Ryan Vaughn is the cofounder and CEO of Varsity News Network (VNN), a digital platform that school administrators use to communicate sports rosters, schedules, pictures, etc. The platform is housed on each school's athletic platform and includes a mobile app. VNN is in the process of defragmenting the high school sports industry, which is a \$10 billion market. The company currently has exclusive contracts with over 10% of schools across the U.S. and is adding a few more each

IMPACT SNAPSHOT (CONTINUED)

day, making them the largest and fastest growing company in the industry over the past five years. In that time, the company has also created 40 full time jobs and has brought in about 40 independent contractors as sales reps.

In November 2013, VNN won the \$500,000 Grand Prize at the Accelerate Michigan Innovation Competition and was able to raise \$3 million of venture capital within six months. Last year, Antonio Luck approached Mr. Vaughn to discuss the possibility of joining Endeavor. He was intrigued, and was especially drawn in by the economic development focus, which is in line with his company's mission. "There has been a fire around software in Grand Rapids, and VNN has grown along with that market. We are in a leadership position to leverage that and make Grand Rapids a hotbed for software startups."

After only five months with Endeavor, Mr. Vaughn can point to a solid example of impact on their advisory board, and believes that the relationship will lead to revenue, job, and overall business growth. The Endeavor network facilitated the former CEO of Reebok joining VNN's advisory board. "That sold me on it. We were accepted into Endeavor in October and have been working with the team ever since."

GLOBAL DETROIT/GTRI

The Global Talent Retention Initiative (GTRI), launched in 2011 by Global Detroit and several regional partners, operates out of the Green Garage co-working space and provides connections between international students and prospective employers to attract and retain global talent to fill unmet needs in high-growth industries. It also revitalizes urban neighborhoods by increasing the number of immigrant entrepreneurs, and builds a more welcoming culture. NEI supports GTRI to maximize the contributions of international talent and investment in Detroit's innovation economy. Beyond GTRI's goal of attracting and retaining worldwide talent to fill unmet needs in high-growth industries, they also help fuel the growth of Detroit's entrepreneurial culture. Process Control & Instrumentation hired Arjun, and both were interviewed to learn more about the benefits of the GTRI program.

Process Control & Instrumentation

Sophia Chue of Process Control & Instrumentation (PC&I), headquartered in Detroit, works with GTRI to connect with interns and junior engineers. The company, which works on system integration and process control automation, is going into its 17th year and currently has 25 employees. They work with municipalities to automate processes such as piping water from a lake to a house. Through Global Detroit's Gracie Xavier, Ms. Chue has been able to bring on two international students, an intern and a junior engineer. "I went to some of Gracie's programs and job fairs. That's where we met Arjun."



Sophia Chue, Process Control & Instrumentation (PCI)



Arjun Venugopal, PCI

IMPACT SNAPSHOT (CONTINUED)

Arjun, a Wayne State student, says that without the help of GTRI in finding the internship with PC&I, he would probably still be looking for a job. “They do have very specific job fairs, with companies that are looking forward to taking international students. The tax workshop helped a lot and they also did a great job connecting people to The Indus Entrepreneurs (TIE).” Arjun mentioned that the TIE CON event in Dearborn was a great experience and networking opportunity with new startup companies.

Ms. Chue has been working with GTRI for over two years and says that without them, she would not have understood the intricacies between H1b, CPT, and OPT. “We have a hard time finding engineers. [With GTRI] it’s easier to find junior engineers that we can teach in our field and provide an opportunity to stay in the country. It’s a wonderful program. We need employers to be more active in giving international students a chance.”

GRANDMONT ROSEDALE DEVELOPMENT CORPORATION

Grandmont Rosedale Development Corporation’s programs include home renovation, commercial revitalization, neighborhood beautification, a farmer’s market, and a community garden. GRDC also operates the Grand River WorkPlace, a neighborhood-based co-working and pop-up space located in the Grandmont Rosedale neighborhood and has been an NEI grant recipient since 2014. Most recently, they received funding for a comprehensive business development and commercial revitalization strategy on the Grand River corridor. GRDC aims to facilitate business attraction and retention through connecting businesses with spaces that fit their needs. Two of these businesses include Voluptuous Bien’Aime Boutique and the Talking with Nana radio show, both of whose owners were interviewed to learn more about the value GRDC offers entrepreneurs through the Grand River WorkPlace.



Nicole Bien-Aime

Voluptuous Bien’Aime

Nicole Bien-Aime of Voluptuous Bien’Aime Boutique recently moved into the WorkPlace’s pop-up space and says that it “helped tremendously. The store front is giving me more ‘look-ability’ as people walk by and look in the window.” Ms. Bien-Aime discovered the space through ProsperUS, another NEI grantee, when she took their class offered at Grandmont Rosedale Development Corporation.

Voluptuous Bien’Aime sells clothing in all sizes but focuses

on curvy women. Ms. Bien-Aime started her career in corporate America and after experiencing the challenge of trying to find work clothes for plus-sized women, she started her boutique. She knew other people must be having the same challenge and her boutique has more to offer than just clothing. “I’m a buyer, but I do custom, tailor made outfits. I bring in experts to do a style assessment. People don’t have time to shop or don’t



Voluptuous Bien’Aime Boutique

IMPACT SNAPSHOT (CONTINUED)

know what to wear. I help them create their own look.” Now going into her third year, Ms. Bien-Aime believes that Grandmont Rosedale is the ideal location for her boutique. “There are not that many plus-size boutiques in the area. Most are in Southfield, Royal Oak, and Oak Park. The opportunity is awesome. My business is able to be displayed in the neighborhood, and I appreciate the exposure.”

Talking with Nana

Nana Dansoa is the executive director and host of “Talking with Nana” on Radio One Detroit every Saturday from 4-6pm. Her show is broadcast on Newstalk WCHB 1200 AM/ 99.9 FM. She features weekly guests with life changing success stories, chats about current events, and covers a variety of topics. Ms. Dansoa was in need of a professional venue to meet clients, advertisers, and sponsors. She found a special location at the Grand River WorkPlace.

“I don’t need a whole lot of room and I love being in the heart of the community. My clients love it and some want to get a space there themselves.” Ms. Dansoa added, “It is a clean and professional location that is well-managed by GRDC and provides a great network.” When asked what she would do without the space, she says that she would probably be meeting clients at coffee shops. “It’s good to have a home base!”



Nana Dansoa on air

IMPELLIA/DETROIT VENTURE FACTORY

Impellia, formerly known as Digital Venture Factory, is a Detroit-based enterprise creation program focused on the commercialization of university and industry-based digital healthcare technologies. Founded by Dave Morin, Richard Walker, and Charlie Batch, Impellia is currently developing products for injury prevention in sports. Impellia received funding from NEI for the continued development of digital healthcare and sports medicine ventures and job creation ecosystems in Detroit. Impellia’s work includes the continued development of digital healthcare and sports medicine venture and job creation ecosystems in Detroit. They work with a variety of companies, universities, and venture funds, four of which were interviewed to learn more about the impact Impellia has had on the ecosystem.

Critical Minds Advisory LLC

Vincent Gatti of Critical Minds Advisory LLC worked with Dave Morin of Impellia, who introduced Mr. Gatti to a number of different incubators, including TechTown, Ann Arbor SPARK, and Automation Alley. “Within that framework, I was able to meet different companies who need help. We’re in talks with a few different companies at TechTown. I would never have met any of these people without Impellia.”

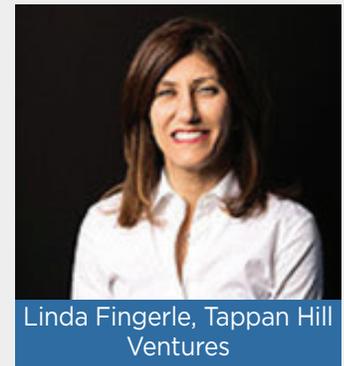
Critical Minds is a global technology and sales advisory company, with offices in Atlanta, Boston, Madrid, and Buenos Aires. The company helps early stage startups with their sales process and fills a gap for companies who do not have the capacity to manage the process themselves. According

IMPACT SNAPSHOT (CONTINUED)

to Mr. Gatti, the introductions made by Dave Morin saved him about six months of time and follow up. “Some of this would not have happened without Impellia. They have been an invaluable resource for learning about different businesses, technologies, and markets.”

Tappan Hill Ventures

Tappan Hill Ventures, a venture capital fund for software technology companies which takes its name from the crossroads of Ross Business School in Ann Arbor, was founded by Linda Fingerle, a graduate of Ross’s Executive MBA program. Ms. Fingerle already knew Dave Morin and asked him to become an advisor. He agreed and introduced her to Carl Erickson, co-founder of Atomic Object, who became a partner in Tappan Hill. “It’s extremely hard to find a partner. I have a strong business, commercialization, and finance background, so it was important to have a technology partner. If Dave had not introduced us to Carl, we would not have gotten off the ground.”



Linda Fingerle, Tappan Hill Ventures

It’s been almost two years since its first investment and Tappan Hill Ventures has made nine investments. According to Linda, “The key is a network.” The fund is comprised of 78 investors from large companies, all of whom are customers of startup companies. Impellia has also been extremely helpful in getting the market positioning right. “When we invested in AdAdapted, Richard Walker from Impellia helped us to sell the product and gain a position in the market. They have been extremely helpful for us.”

Eastern Michigan University, Office of Tech Transfer

Melinda Marion, Director of Tech Transfer at Eastern Michigan University in Ypsilanti, has worked with Impellia’s Rick Walker in ways that have been impactful for both faculty and students. Impellia is working with Stephen McGregor, one of the faculty members that runs EMU’s gait analysis lab. “I would definitely say Impellia and Eastern Michigan have a synergy. Sometimes it is difficult for a university to make connections with industry. Impellia is allowing us to help advance their mission, which is the same as ours in a lot of ways. Through building relationships with educators, you can continue to move research out to the market.” Ms. Marion described the benefits to all parties involved, noting that partnerships like this help companies get their product to market, allow faculty to apply their knowledge and expertise to real world projects, and provide a huge learning benefit for students, who can be exposed to new technologies in the industry so they understand what is happening commercially. “Students feel like they are building out a new technology that benefits society. The new generation really wants to see purpose in their education. They need leaders like Impellia who show them they can make a difference and still do what they love.”

Eastern Michigan University Tech Transfer currently has 22 patents and is hoping to get some of their technologies to industry, including an antibacterial coating and a fire retardant coating. Ms. Marion is enthusiastic about a continuing partnership with Impellia. “We’re really excited about their success. If they succeed, we succeed. It’s a really good relationship that is just kicking off and it’s the beginning of something great.”

IMPACT SNAPSHOT (CONTINUED)

MICHIGAN SMALL BUSINESS DEVELOPMENT CENTER

The Michigan Small Business Development Center (SBDC) in Southeast Michigan provides training, counseling, and research services for businesses in the region, including help with business plan development, market research, capital readiness, financial management, and strategic planning. SBDC received funding from NEI for support services and assistance for businesses in underserved Detroit neighborhoods. One of the goals of the grant is to help existing businesses to better understand the requirements for good financial management and to prepare them for access to capital. Amanda Brewington, Founder of Always Brewing in Grandmont Rosedale, discusses how SBDC helped increase her capital readiness and expand her business.

Always Brewing Detroit

Amanda Brewington is the Founder of Always Brewing Detroit, a coffee shop and community gathering space on Grand River in the Grandmont Rosedale neighborhood. She recalls her work with SBDC's Lawrence Jackson and how it helped prepare her for easier access to capital.

Ms. Brewington's story started in November of 2012 when she was working with mentor Darrin Leppek at TechTown. She had successfully obtained two loans, one from TechTown and another from the Detroit Development Fund, and moved on to win \$1,900 in a Detroit SOUP pitch evening. That was the moment where she felt that she could make the leap into entrepreneurship.

Darrin introduced her to Tom Goddeeris, the executive director of Grandmont Rosedale Development Corporation, and a discussion with him led to her pop-up space in their neighborhood. Always Brewing Detroit opened its doors in July 2013. "Business was good, but not good enough to sustain me and my employees. I was still waiting tables a couple of nights a week. I needed to expand and add a kitchen."

Ms. Brewington decided that the Motor City Match (MCM) program would be an ideal partner for the expansion. She applied for MCM a couple of times, but did not advance in the rounds. "I didn't have good sales or growth projections." Amy from TechTown's SWOT City program referred Ms. Brewington to Lawrence Jackson at SBDC, noting "he is really good at projections."

After working with Lawrence every Monday for about six weeks, Ms. Brewington applied for the third round of MCM in January 2014 and won! "My work with Lawrence really helped me to get all of the things that I do out of my head and onto paper. That was the pivotal part that helped me to win MCM. Lawrence was just great!"



Pie Buffet at Always Brewing Detroit



Live Music, Always Brewing Detroit

APPENDIX A: GRANTS FUNDED IN 2016

ORGANIZATION NAME	SUPPORT STATEMENT	EMPHASIS AREA	SOCIAL EQUITY FOCUS	GEOGRAPHIC FOCUS	DETROIT NEIGHBORHOOD FUND
Accounting Aid Society	Support for accounting and tax assistance services to small business owners in Detroit neighborhoods	Tools	Immigrant Low Income Minority	Detroit	Yes
Allied Media Projects Inc.	Support for the equitable internet initiative to provide adult and youth entrepreneurship experiences in the information technology field utilizing gigabit speed internet in Detroit neighborhoods.	People	Low Income	Detroit	No
Ann Arbor SPARK Foundation	Support to recruit angel investors for the Michigan Angel Fund to increase angel investment capital for southeast Michigan early stage technology companies	Investment	None	Regional	No
Arab Community Center for Economic and Social Services	Support for the Growth Center that provides training and technical assistance for immigrant and non-English speaking populations to develop and grow businesses	Tools	Immigrant	Regional	Yes
Central Detroit Christian Community Development Corporation	Support for a business empowerment and development program for small businesses in Detroit's Central Woodward/North End neighborhood	Tools Low Income Minority	Immigrant	Detroit	Yes
College for Creative Studies	Support for the Detroit Creative Corridor Center to strengthen Detroit's creative businesses and create awareness of Detroit's creative economy	Tools	No	Detroit	No
Detroit Area Pre-College Engineering Program	Support for a youth entrepreneurship pilot program to create a local pipeline of minority entrepreneurs and innovators	Connections	Low Income Minority	Regional	No
Detroit Development Fund (Shorebank)	Support for the Detroit Micro Loan Collaborative	Investment	Minority	Detroit	Yes
Detroit Economic Growth Association	For support to update content and provide continued facilitation of the BizGrid project	Connections		Detroit	Yes
Detroit Economic Growth Association	Support the growth and expansion of a sustainable citywide system to increase local business-to-business procurement opportunities within Detroit.	Tools		Detroit	No

APPENDIX A: GRANTS FUNDED IN 2016 (CONTINUED)

ORGANIZATION NAME	SUPPORT STATEMENT	EMPHASIS AREA	SOCIAL EQUITY FOCUS	GEOGRAPHIC FOCUS	DETROIT NEIGHBORHOOD FUND
Downtown Detroit Partnership	Support for entrepreneurship training, technical assistance and assistance by the Build Institute	Tools	None	Detroit	Yes
Downtown Detroit Partnership	Support for a mentoring program at Crain's Detroit Business Detroit Homecoming	Connections	None	Regional	No
Eastern Market Corporation	Support for planning, entrepreneurial space buildout, and capacity for economic development services to expand Detroit's food economy	Place	None	Detroit	Yes
Eastern Michigan University Foundation	Support the Michigan Small Business Development Center-Southeast Michigan for support services and assistance for existing businesses in underserved Detroit neighborhoods.	Tools	Immigrant Low Income Minority	Detroit	Yes
Endeavor Detroit	Support for Endeavor Detroit, a program that works within the entrepreneurial community to mentor and accelerate high growth potential entrepreneurs in Southeast Michigan.	Tools	None	Regional	No
FoodLab	Support for starting and strengthening food entrepreneurs in Detroit neighborhoods	Tools	Immigrant Low Income Minority	Detroit	Yes
Funders Network for Smart Growth and Livable Communities	Support for annual membership to the Funders Network for Smart Growth and Livable Communities	Connections	None	Regional	No
Grandmont Rosedale Development Corp	Support for a comprehensive business development and commercial revitalization strategy on the Grand River corridor in the Grandmont Rosedale community	Place	None	Detroit	Yes
Inforum Center for Leadership	Support over one year to provide comprehensive training programs and mentorship to high tech and high growth women entrepreneurs	Tools	Women	Regional	No
Invest Detroit Foundation	Support for the Accelerate Michigan Innovation Competition 2016 to encourage entrepreneur business development and venture capital investment in southeast Michigan	Ideas	None	Regional	No
Invest Detroit Foundation	Support for a Detroit-based enterprise creation program focused on the commercialization of university and industry-based digital healthcare technologies	Tools	None	Regional	No

APPENDIX A: GRANTS FUNDED IN 2016 (CONTINUED)

ORGANIZATION NAME	SUPPORT STATEMENT	EMPHASIS AREA	SOCIAL EQUITY FOCUS	GEOGRAPHIC FOCUS	DETROIT NEIGHBORHOOD FUND
Matrix Human Services	Support for the Osborn Neighborhood Alliance to assist new and existing businesses by connecting them to neighborhood business support resources	Tools	Immigrant Low Income Minority	Detroit	Yes
Michigan Community Resources	Support for data analysis for NEIdeas 2016	Ideas	None	Detroit	Yes
Michigan Community Resources	Support to coordinate technical assistance for the business applicants to the NEIdeas Challenge	Ideas	Immigrant Low Income Minority	Detroit	Yes
Michigan Women's Foundation	Support to continue to provide financial assistance and supportive resources to economically disadvantaged women entrepreneurs in Detroit	Tools	Women	Detroit	Yes
NEIdeas - Above a& Beyond Learning Child Care Center	Support to purchase playground equipment to enhance the learning environment and increase enrollment	Investment	Minority	Detroit	Yes
NEIdeas - All About Technology Sales, Inc.	Support to become an Apple Authorized Service Provider and improve the storefront and interior	Investment	Minority	Detroit	Yes
NEIdeas - Bobs Classic Kicks, Inc.	Support to purchase equipment to manufacture apparel in-store	Investment	Minority	Detroit	Yes
NEIdeas - C & S Shoes Inc.	Support to update retail interior and increase storefront security	Investment	Minority	Detroit	Yes
NEIdeas - C.Y. Restoration Inc. (dba Detroit House Carpentry)	Support to hire and train an apprentice in sustainable millwork and woodwork and purchase a work truck	Investment	Minority	Detroit	Yes
NEIdeas - Cabresto Imports Corporation	Support to advertise their product and produce marketing materials	Investment	Minority	Detroit	Yes
NEIdeas - Champs Landscaping LLC	Support to purchase new commercial mowers	Investment	Minority	Detroit	Yes

APPENDIX A: GRANTS FUNDED IN 2016 (CONTINUED)

ORGANIZATION NAME	SUPPORT STATEMENT	EMPHASIS AREA	SOCIAL EQUITY FOCUS	GEOGRAPHIC FOCUS	DETROIT NEIGHBORHOOD FUND
NEIdeas - City Center Coin Laundry LLC	Support to install and advertise credit/debit card systems on washers and dryers	Investment	Minority	Detroit	Yes
NEIdeas - Corbe Company LLC	Support to install pottery equipment and introduce pottery class offerings	Investment	Minority	Detroit	Yes
Organization Name	Support Statement	Emphasis Area	Social Equity Focus	Geographic Focus	Detroit Neighborhood Focused
NEIdeas - Detroit Training Center	Support to purchase training vehicles and invest in marketing to increase training capacity and attract students	Investment	Low Income		
Minority	Detroit	Yes			
NEIdeas - Fresh Cut Detroit LLC	Support to install equipment to increase efficiency of its flower growing system	Investment	Minority	Detroit	Yes
NEIdeas - Gourmet Food Center	Support to purchase and install commercial kitchen equipment to introduce a new service and product to customers	Investment	Minority	Detroit	Yes
NEIdeas - Guadalajara #2 Inc.	Support to upgrade a delivery vehicle and purchase furnishings to increase capacity	Investment	Minority	Detroit	Yes
NEIdeas - Hunt & Noyer LLC	Support to purchase and install an industrial sanding machine and dust collection system	Investment	Minority	Detroit	Yes
NEIdeas - JLH Heating and Cooling LLC	Support to purchase equipment to increase efficiency and introduce direct custom products	Investment	Minority	Detroit	Yes
NEIdeas - La-Posada Inc.	Support to purchase equipment and furnishings to expand offerings and capacity	Investment	Minority	Detroit	Yes
NEIdeas - LCG Foods Inc.	Support to purchase food trucks and invest in marketing to expand customer base	Investment	Low Income Minority	Detroit	Yes
NEIdeas - S & B Tires & Auto Repair Services LLC	Support for adding a general parts store to the business	Investment	Minority	Detroit	Yes
NEIdeas - Sevonty Restoration LLC	Support for renovations and equipment to increase production efficiency	Investment	Minority	Detroit	Yes

APPENDIX A: GRANTS FUNDED IN 2016 (CONTINUED)

ORGANIZATION NAME	SUPPORT STATEMENT	EMPHASIS AREA	SOCIAL EQUITY FOCUS	GEOGRAPHIC FOCUS	DETROIT NEIGHBORHOOD FUND
NEIdeas - Sha La Cynt's LLC	Support to purchase equipment to scale food production to meet demand	Investment	Minority	Detroit	Yes
NEIdeas - Smith Shop LLC	Support to purchase equipment to increase efficiency and train employees to increase capacity	Investment	Minority	Detroit	Yes
NEIdeas - Socra Tea LLC	Support to expand food menu and add and improve indoor seating	Investment	Minority	Detroit	Yes
NEIdeas - Spa-A-Peel Studio LLC	Support to purchase and install plumbed-in spa pedicure chairs	Investment	Minority	Detroit	Yes
NEIdeas - Spectacles Inc.	Support for technological updates, website redesign, and inventory to increase sales	Investment	Minority	Detroit	Yes
NEIdeas - Starberri LLC	Support to purchase equipment to service elderly and disabled clients	Investment	Minority	Detroit	Yes
NEIdeas - Super Fluids LLC (dbs Good Juice)	Support to purchase cold-press equipment for mass production of juice	Investment	Minority	Detroit	Yes
NEIdeas - The Cleaning Doctors Inc.	Support to purchase equipment and hire social media expertise	Investment	Minority	Detroit	Yes
NEIdeas - Triangle Hardware Inc.	Support to purchase paint equipment to expand services	Investment	Minority	Detroit	Yes
NEIdeas - Very Special Van Service LLC	Support to purchase a vehicle to increase services to passengers with limited mobility	Investment	Minority	Detroit	Yes
NEIdeas - Welco & Company Inc.	Support to provide specialized mechanical contractor training for employees	Investment	Minority	Detroit	Yes
NEIdeas - Xenophora LLC	Support to purchase equipment to manufacture in-house and to introduce casting services locally	Investment	Minority	Detroit	Yes
NEIdeas - Zarkpa's Purses & Accessories	Support to increase store security, purchase inventory, and manufacture new products locally	Investment	Minority	Detroit	Yes

APPENDIX A: GRANTS FUNDED IN 2016 (CONTINUED)

ORGANIZATION NAME	SUPPORT STATEMENT	EMPHASIS AREA	SOCIAL EQUITY FOCUS	GEOGRAPHIC FOCUS	DETROIT NEIGHBORHOOD FUND
NextEnergy	Support to connect the innovation pipeline for Smart City technologies with various opportunities for prototype and pilot deployments in the City of Detroit in order to drive investment and attract talent and industry to the region.	Tools	None	Regional	No
OU INC	Support for Oakland University Incubator (OU INC) to assist southeast Michigan tech startups and strengthen regional partnerships in the Med-Health and Information Technology sectors	Tools	None	Regional	No
PolicyLink	Support for advancing equitable innovation and entrepreneurship Innovation and Entrepreneurship	Connections	Immigrant		
Low Income Minority Women	Regional	Yes			
SCORE Foundation	Support for program marketing and volunteer recruitment for small business coaching	Tools	None	Detroit	Yes
Walsh College	Support for an entrepreneurial training and education program for Walsh College students.	Tools	None	Regional	No
Wayne State University	Support for Technology Transfer office to continue to sustain the momentum of improving the university's entrepreneurial culture and technology commercialization results.	Ideas	None	Detroit	No
WSU Tech-Town	Support Detroit SOUP, neighborhood micro-granting dinners that support community entrepreneurial projects in Detroit	Investment	None	Detroit	Yes
WSU Tech-Town	Support for a Detroit-based high-tech business incubator and accelerator, a neighborhood business support program, and to implement a regional MedHealth Innovation Cluster	Tools	None	Detroit	No

APPENDIX B: GRANT PERFORMANCE NETWORK

A confluence of factors led the NEI staff to consider the creation of an online database. Not only is technology getting more robust and price efficient, but the volume of evaluation data being captured and the complexity of the questions being asked of the initiative is increasing exponentially with each grantee added into the process. In 2012, Spring Management Systems began the development of a system, the NEI's Grant Progress Network (GPN). Since then, it has developed into a robust database with a user friendly interface for NEI grantees and staff.

GPN interface provides

- Streamlined reporting and communication with the grantees
- Easy two way communication between the grantees and the NEI
- Easy access to key grantee organization information such as financials and budgets
- Access to media and communication data such as logos, board lists, and staff biographies
- Data capture that ranges in scope from the individual grantee to the complete initiative
- Organizational and grant data for all NEI grants (closed and open)
- Outcomes and measures data for NEI grants
- Streamlined management of the activity and adherence of each grantee
- Reports and downloads for increased efficiency
- More simplified transition of grantees between NEI staff

Key features of the GPN system include global messaging of grantees, document/image uploads, auto-notification for report submissions, grantee to-do lists, customized milestone and metric menus, data exporting and preliminary reports, online assistance and event tracking. The GPN database has been populated with all of the earlier available grantee reporting so that all of the data included in key reports such as the flash report are current. The system currently houses data for 134 grantee organizations and 259 grants. All NEI grantees have been introduced to the system and are learning how to provide their data/ reporting.

Phase II of the GPN project created a more robust engine with expanded reporting capabilities and trend analysis to inform NEI fundraising and reporting. Many of the new reports focus on compliance (close out, metric menus, NEI spend, equity impact) whereas others demonstrate developments in the grants/data (grant maturity level, funds awarded trending with program match dollars, new capital investment trends etc.).