MESSAGE FROM THE PRESIDENT

I am pleased to present the vision and goals of The Enterprise Center’s Master Growth Plan and the $5.1 million initial impact investment required for the plan. Since our last strategic plan in 2008, we have expanded our footprint in the local entrepreneurial ecosystem, helping established minority entrepreneurs grow and mature their businesses and be catalysts for economic growth. Our two affiliates, The Enterprise Center Community Development Corporation and The Enterprise Center Capital Corporation, have also experienced significant growth. The Enterprise Center Community Development Corporation has created award-winning community engagement and revitalization initiatives in our local community that include the addition of our newest facility, the Dorrance H. Hamilton Center for Culinary Enterprises, a food business accelerator, and West Philly Foods, a community food resource. The Enterprise Center Capital Corporation has a new loan fund that extends its loan cap from $50,000 to $200,000, which provides more flexible and patient lending strategies for non-traditional borrowers.

This dynamic document builds on this past period of growth and maturation. It addresses the challenge we face as a family of organizations to continue to stay relevant in how we serve our businesses and community. It provides our vision for growth and impact by clarifying who we are, what we will achieve for minority entrepreneurship, and how we will optimize our services through our initiatives combining business acceleration, capital investments, and community development. It highlights five client management and financing “tools”—Stage Coaching System, Advanced Financial Intelligence, D-Biz Connect, Performance Fund, and Prudent Fund—that are priorities to develop and implement which will help put strategy to action. Lastly, it includes three action plans in the appendix that will detail how we will approach our vision for business, capital, and community.

We hope that the results from the Master Growth Plan will also have a larger impact in approaches to economic disparity and community development. We know that most doors previously closed to disadvantaged individuals, primarily minorities and women, are starting to unlock. As we continue to open access to economic opportunities, we need to provide the relevant education, responsible coaching, and resource networks that will cultivate and accelerate the capacity of disadvantaged businesses.

We continue to remain on the forefront of entrepreneurship. Our implementation of the five client management and financing tools is the first step to deliberately selecting service models and tools that will significantly change how we develop and deliver our programs with greater consistency, more effective performance, and better benefits for those with whom we work and partner.

This plan is a living document, one that we will refer to frequently, and we invite you to support and follow our progress.

Della L. Clark

President, The Enterprise Center
SNAPSHOT: THE MASTER GROWTH PLAN

The Masters Growth Plan provides the roadmap for growth and impact by clarifying who we are, what we will achieve for minority entrepreneurship, and how we will optimize our services through our initiatives combining business acceleration, capital investments, and community development.

VISION

By 2020, The Enterprise Center will achieve national prominence as a provider of innovative, flexible tools and services that drive business growth, advance economic inclusion, and enrich communities wherever our partners, clients, and stakeholders work and live.
INITIAL GROWTH INVESTMENT: THE FIRST THREE YEARS

The initial three-year investment (see Investment Priorities for details) lays the groundwork for the Master Growth Plan and will expand program capacity and services for the business and community teams. The capital team will also expand, with its largest investments (detailed in Appendix. Capitalization Plan) in the capitalization of two fund initiatives: Performance Fund and Prudent Fund. The five priorities will be the linchpin for the Master Growth Plan and will drive the organization toward the following projected three-year impact:

The total investments of $13,740,563 in the next three years

= 2,856 clients directly served

1,488 Jobs created

Client Capital Secured $264.5M

$371M Client dollars procured

If you invest $10,000 in us

= 2 clients directly served

1 Job created

Client Capital Secured $180,000

$260,000 Client dollars procured
INVESTMENT PRIORITIES

The total organizational investment in the next three years of $13.7 million includes the initial $5.1 million to support expansion of five client development and financing tools—Stage Coaching System, Advanced Financial Intelligence, D-Biz Connect, Performance Fund, and Prudent Fund—talent management and organizational stability with investments in staff and in necessary capital improvements as well as other expenditures related to program development.

Investment Breakdown
Chart below shows annual expenses over the next three years that will support talent management and organizational stability, including general operating expenses.

<table>
<thead>
<tr>
<th>Annual Expenses</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
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<td>$1,633,844</td>
<td>$1,762,487</td>
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<tr>
<td>Capital</td>
<td>$787,935</td>
<td>$665,951</td>
<td>$662,139</td>
</tr>
<tr>
<td>Community</td>
<td>$1,726,629</td>
<td>$1,640,276</td>
<td>$1,815,600</td>
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<tr>
<td>Core</td>
<td>$417,177</td>
<td>$413,206</td>
<td>$467,262</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$4,679,798</td>
<td>$4,353,278</td>
<td>$4,707,488</td>
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</table>

Chart below is a subset of the Annual Expenses chart and shows a three-year growth investment in the five priorities: Stage Coaching System, Advanced Financial Intelligence, D-Biz Connect, Performance Fund, and Prudent Fund.

<table>
<thead>
<tr>
<th>Growth Investments</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Five Priorities</td>
<td>$200,000</td>
<td>$50,000</td>
<td>$30,000</td>
</tr>
<tr>
<td>Stage Coaching</td>
<td>$200,000</td>
<td>$50,000</td>
<td>$30,000</td>
</tr>
<tr>
<td>System</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advanced Financial</td>
<td>$50,000</td>
<td>$25,000</td>
<td>$25,000</td>
</tr>
<tr>
<td>Intelligence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D-Biz Connect</td>
<td>$50,000</td>
<td>$40,000</td>
<td>$10,000</td>
</tr>
<tr>
<td>Performance Fund</td>
<td>$50,000</td>
<td>$50,000</td>
<td>$50,000</td>
</tr>
<tr>
<td>Prudent Fund</td>
<td>$150,000</td>
<td>$50,000</td>
<td>$25,000</td>
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<tr>
<td>Investment in Staff</td>
<td>$1,027,861</td>
<td>$1,114,731</td>
<td>$1,188,781</td>
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<tr>
<td>Other Investments</td>
<td></td>
<td></td>
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<tr>
<td>(Capital, One-Time Expenditures)</td>
<td>$402,200</td>
<td>$201,300</td>
<td>$367,300</td>
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<tr>
<td>TOTAL</td>
<td>$1,930,061</td>
<td>$1,531,031</td>
<td>$1,696,081</td>
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</table>
### Achieving Outcomes: Projected Years 1-3

#### Business

<table>
<thead>
<tr>
<th># Clients Served</th>
<th>Client Procurement Dollars (Million)</th>
<th>Client Capital Secured (Million)</th>
<th>Earned Revenue (Thousand)</th>
<th>Jobs Created</th>
</tr>
</thead>
<tbody>
<tr>
<td>660</td>
<td>$97.5</td>
<td>$67</td>
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<tr>
<td>795</td>
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<td>952</td>
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#### Capital

<table>
<thead>
<tr>
<th># Clients Served</th>
<th>Client Procurement Dollars (Million)</th>
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<th>Jobs Created</th>
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<tbody>
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<td>62</td>
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<td>$21.2</td>
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<td>92</td>
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</table>

#### Community

<table>
<thead>
<tr>
<th># Clients Served</th>
<th>Client Procurement Dollars (Million)</th>
<th>Client Capital Secured (Million)</th>
<th>Earned Revenue (Thousand)</th>
<th>Jobs Created</th>
</tr>
</thead>
<tbody>
<tr>
<td>50</td>
<td>$1</td>
<td>$1.5</td>
<td>$500</td>
<td>10</td>
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<tr>
<td>70</td>
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<tr>
<td>100</td>
<td>$2</td>
<td>$2.5</td>
<td>$1</td>
<td>50</td>
</tr>
</tbody>
</table>
CURRENT ENVIRONMENT AND MOVING FORWARD TO 2020

Target Market
Through the Master Growth Plan planning process, The Enterprise Center determined that ample technical assistance and training services are available in the marketplace for start-ups and microenterprises. However, fewer resources are available that can follow a business with the services needed along the business growth continuum—from early start-up to mature. Even fewer resources exist for entrepreneurs who are at a ‘turning point’ to scale their businesses to reach their full revenue potential. The Master Growth Plan is designed to make an impact for established and mature businesses at this ‘turning point’ with business and financial education, management assistance, on-going coaching services, and financing over the time that the business needs to achieve capacity.

This latter group of established businesses at this turning point will comprise the target market that will benefit from the development and implementation of our five priorities.

The Enterprise Center will continue to work with smaller businesses with revenues less than $500,000 but will focus primarily on recruiting and working with established entrepreneurs who have a strong desire to scale up and create economic impact, whether through job creation or revenue generation. The Enterprise Center will also remain committed to our West Philadelphia and other local neighborhoods, as well as to economic and community development initiatives along key commercial corridors that anchor neighborhoods throughout Philadelphia.

So when minority entrepreneurs succeed, they also increase the chances of other minorities to do the same.

Stephen Rogers, Gordon and Llura Gund Family Distinguished Professor of Entrepreneurship, Kellogg School of Management.
Current Environment
Without stronger small business anchors in these communities, their ability to recover and generate economic wealth will remain limited. Research supports that locally-owned stores generate greater benefits for the local economy.¹

The Enterprise Center also recognizes the talent, creativity, and resources available throughout the city and the untapped potential of minority and women entrepreneurs. With the City of Philadelphia and its surrounding counties moving back from the brink toward favorable economic growth—population is increasing, unemployment is decreasing, and business and financing are trending positively—keeping this momentum of progress going is one of the most pressing challenges in community and economic development.

The Philadelphia Region has experienced significant growth in MBEs between 2002 and 2007, as reported by the 2007 Census. With a growth rate of roughly 70%, the growth of black-owned businesses outpaced the rate of new businesses started during the period as compared to non-minority owned businesses. However, the largest MBEs in the region remain relatively small in comparison to non-minority owned businesses.²

The City of Philadelphia’s 2014 Annual Disparity Report indicates that capacity building programs and outreach initiatives play a critical role in increasing minority/women/disabled business participation. The City’s Office of Economic Opportunity suggests that the barriers restricting minority-owned businesses from acquiring major contracts with the City continue to be access to capital, business networks, and bonding (2014).

² The Philadelphia Business Journal’s (PBJ) List of Minority Owned Businesses (2015). The largest MBE reported by PBJ had 250 employees, followed by only two businesses with 100 employees. The majority of MBEs in the region have approximately 20 employees, and most have fewer than 10 employees.
U.S. economic health will continue to depend on everyday entrepreneurs: “Research conducted by Wayne State University Professor Timothy Bates shows that the average white-owned firm located in a predominantly minority community employs a work force that is 35 percent minority. In contrast, a minority-owned firm in a minority community will employ a work force that is more than 85 percent minority.”  

The driver of economic prosperity for communities has more to do with who owns the company than the community itself. The Enterprise Center’s vision in the Master Growth Plan is to mitigate this persistent drop-off in the number of high-scalable minority businesses and increase the positive economic impact that minority entrepreneurship can have on a community.

How do you bridge the gap between the two while fostering economic opportunity that is inclusive for all? With its community work, The Enterprise Center is creating that bridge by connecting residents to the services and job opportunities they need to become self-sufficient, and also connecting community-based businesses to technical assistance and procurement opportunities with anchor institutions like universities and hospitals that have become key drivers in our region’s modern economy.

Community Challenge

Many neighborhoods in Philadelphia are changing for the better with new development and economic opportunities, and yet Philadelphia still has the highest poverty rate of the ten largest cities in the country as other neighborhoods continue to struggle with decades of disinvestment and high concentrations of low-income residents. Philadelphia is the poorest of the ten largest cities in the country, with 26% of the city’s residents living in poverty. This problem is even more concentrated in West Philadelphia where The Enterprise Center is located and does most of its on-the-ground community work, and where 34% of the population lives in poverty. (Source: US Census 2012 5-Year ACS).

\footnote{Stephen Rogers, “THEORY: Ownership, funding key to prosperity for minorities and women entrepreneurs,” Kellogg World (Kellogg School of Management), Winter 2004.}
HOW WE OPERATE: BUSINESS, CAPITAL, COMMUNITY TEAMS

The Enterprise Center and its two affiliates, The Enterprise Center Community Development Corporation and The Enterprise Center Capital Corporation, work together to provide collaborative services that meet the business, capital, and community needs of minority entrepreneurs and the communities where they work and live. Staff are organized into teams that support each of these functions. The Executive Team, working with the Board of Directors, provides oversight and leadership, and the Core Team is comprised of non-program staff who support the family of organizations.

THE ENTERPRISE CENTER’S TEAM STRUCTURE

<table>
<thead>
<tr>
<th>EXECUTIVE TEAM</th>
<th>BUSINESS</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Team Services</td>
<td>Entrepreneurs</td>
</tr>
<tr>
<td></td>
<td>Business Education</td>
<td>Small Business Owners</td>
</tr>
<tr>
<td></td>
<td>Access to Capital</td>
<td>Veterans</td>
</tr>
<tr>
<td></td>
<td>Management Support</td>
<td>Women</td>
</tr>
<tr>
<td></td>
<td>Connections</td>
<td>Youth</td>
</tr>
<tr>
<td>Executive Vice President,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Vice President,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Real Estate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Vice President, Core</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CORE TEAM</th>
<th>CAPITAL</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>Team Services</td>
<td>Entrepreneurs</td>
</tr>
<tr>
<td>Communications</td>
<td>Pre-Loan Technical Assistance</td>
<td>Small Business Owners</td>
</tr>
<tr>
<td>Development</td>
<td>Post-Loan Technical Assistance</td>
<td>Veterans</td>
</tr>
<tr>
<td>Evaluations &amp; Data</td>
<td>Financing</td>
<td>Women</td>
</tr>
<tr>
<td>Human Resources</td>
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<td>Youth</td>
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<tr>
<td>Special Events</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Partners</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Team Services</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Education</td>
<td>Entrepreneurs</td>
</tr>
<tr>
<td>Access to Capital</td>
<td>Small Business Owners</td>
</tr>
<tr>
<td>Management Support</td>
<td>Veterans</td>
</tr>
<tr>
<td>Connections</td>
<td>Women</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COMMUNITY</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean &amp; Safe</td>
<td>Individuals</td>
</tr>
<tr>
<td>Corridor Management</td>
<td>Businesses</td>
</tr>
<tr>
<td>Engagement &amp; Outreach</td>
<td>Neighborhoods</td>
</tr>
<tr>
<td>Farm-to-Business Food System</td>
<td>Partners</td>
</tr>
<tr>
<td>Leadership Development</td>
<td>Youth</td>
</tr>
<tr>
<td>Revitalization</td>
<td></td>
</tr>
</tbody>
</table>

Team Services
- Business Education
- Access to Capital
- Management Support
- Connections

Team Services
- Pre-Loan Technical Assistance
- Post-Loan Technical Assistance
- Financing

Team Services
- Clean & Safe
- Corridor Management
- Engagement & Outreach
- Farm-to-Business Food System
- Leadership Development
- Revitalization

Who
- Entrepreneurs
- Small Business Owners
- Veterans
- Women
- Youth
**Outcome:** Be the premier organization for minority entrepreneurs in advocacy and practice.

**Objective 1** - Expand opportunities with external partners to engage in stronger collaborations for deeper service penetration and broader distribution of high-impact services.

**Objective 2** - Impart a rigorous, innovative education that includes client developmental tools and financing options optimized for business start-up, growth, and maturation.

**Objective 3** - Advance minority entrepreneurship as a sustainable solution to economic and community development issues.

**KEY FEATURES**
- Strengthen program integration and delivery with key staff hires in training, education, and evaluation and data management.
- Create three client developmental tools that provide a modular system with consistent delivery of services regardless of trainer or coach.

**Stage Coaching:** a branded, proprietary system designed to bring rigor, uniformity, and flexible planning to the technical assistance process. It will address the needs of businesses at each stage of growth with technical assistance that is aligned with the conditions that the entrepreneur is facing.

**Advanced Financial Intelligence:** a branded business financial literacy curriculum with tools that will help entrepreneurs at all stages of growth gain the necessary financial acumen to interpret their financial performance and manage with sound financial decisions.

**D-Biz Connect:** a centralized client information platform that will facilitate and expedite business-to-business transactions used by staff with clients to improve efficiencies in navigating procurement relationships for clients and partners.

- Add two new finance funds, **Performance Fund** and **Prudent Fund**, which provide access to capital and investments to small businesses in economically distressed communities. The funds will provide access to patient capital for eligible borrowers who may not otherwise qualify for traditional financing from commercial banks. Each borrower receives financial and operational support that will enable their businesses to scale operations and grow revenue.

---

**BUILD A POWERHOUSE**

The latest US Census Survey of Business Owners shows a clear downward trajectory for African American-owned and Hispanic-owned business receipts. How can we reverse this trend?

---

![Graph showing decreases in business receipts](image-url)
**UNLOCK TRAPPED CAPACITY FOR GROWTH**

**RATIONALE**
The local entrepreneurial ecosystem is home to over 25 Chambers of Commerce, more than 10 Small Business Development Centers and Entrepreneur Collaboratives, and six SCORE chapters. There are several Community Development Corporations that support businesses located in their specific community corridors. A small number of organizations offer specialized business and technical assistance to minority, disadvantaged, and women small business owners. No current organization offers a robust model that combines connections to business, capital, and community resources in flexible ‘toolboxes’ that meet the needs of disadvantaged individuals, and very few organizations are focused on existing high-potential firms that are poised for growth and require longer-term commitments and investments to succeed. Additionally, our work will impact neighborhoods by bringing these economic opportunities to the community level.

**Outcome:** Drive a performance-based culture and cultivate talent.

**Objective 1** - Increase capacity to deliver on action plans for business, capital, and community (Action Plans are available upon request). Increase cross-team efficiencies and maintain robust evaluations of performance.

**Objective 2** - Mobilize local and national resources and networks aligned with supporting acceleration of minority entrepreneurship nationally.

**Objective 3** - Create and sustain an integrative, collaborative process that supports business, capital, and community partners and constituents engaged in economic and community development.

**KEY FEATURES**

- Continue to build cross-functional teams and cultivate talent.

**Business Team:** Our Business capabilities enable us to provide technical support across distinct markets through structured programming

**Capital Team:** Our Capital resources allow us to invest responsibly and capitalize flexible lending portfolios that can meet the diverse needs of our borrowers

**Community Team:** Our Community outreach and partnerships bring together all of our programs and services to deliver impactful results to the neighborhoods we serve

- Strengthen current partnerships and develop new regional and national partnerships.
Outcome: Strengthen brand strategies across our business, capital, and community initiatives, and partner to win with clients and stakeholders.

Objective 1 - Promote an entrepreneurial mindset by emphasizing best practices and innovations that include social benefits and advance economic growth.

Objective 2 - Be a recognized leader in practice and advocacy around minority entrepreneurship and its multi-level social impact.

Objective 3 - Establish a communications strategy that supports practice and advocacy.

KEY FEATURES

• Create the Center for Excellence that combines all relevant activities, best practices, speakers and industry leaders, and resources in a ‘menu’ format that will allow individuals to select relevant information, sessions, and opportunities.

• Generate a holistic brand through the new client management and financial tools—Stage Coaching System, Advanced Financial Intelligence, and D-Biz Connect—that will provide opportunities for staff to consult with other organizations using a “train the trainer” model and to continue to build a feedback system to improve service delivery.

• Strengthen communications and marketing with key staff hires in development and communications. Provide trainings and professional development for current staff supporting research and advocacy.

RATIONALE

Share the success of our clients. Share our impact with partners:

Torrado Construction
www.torradoconstruction.com

Watts Window Cleaning & Janitorial Co., Inc. (WATTS)
(215) 842-4900

FutureNet, Inc (FNI)
http://www.fnetinc.com/

See next page for stories of success.
FutureNet, Inc (FNI)
Company Capabilities
FutureNET, Inc. (FNI) is an information technology (IT) corporation that provides customized IT solutions for businesses across a broad spectrum of industries. In January 2006 FutureNET acquired TELE-2000 Computer Services, Inc. (TCSI) to complement its existing services. As a direct result of this acquisition FutureNET, Inc.’s visibility has increased in the City of Philadelphia, as well as its revenue and core services.

Torrado Construction
Company Capabilities
Torrado Construction has significantly grown since Luis Torrado started the company in 1995 in his parents’ home. The company today offers general contracting services as well as specialty trade work including concrete and masonry, painting and wall covering, carpentry and selective removal services.

The majority of the company’s work is as a subcontractor, as it is a designated Minority Business Enterprise/Disadvantaged Business Enterprise (MBE/DBE) working in the public sector. The company is licensed in Pennsylvania, New Jersey and Delaware.

Torrado Construction is a member of several associations including the General Building Contractors Association, International Union of Painters and Allied Trades, The Associated General Contractors of America, Hispanic Chamber of Commerce and National Association of Minority Contractors.

- Successful completion of Dilworth Plaza Renovation
- Awarded the East Market project
  - Masonry project
- Awarded the Comcast 2 Tower
  - Masonry contract
- Negotiating work on the W-Hotel project

2016 Growth Goal:
Revenues: $12 million
Employees: 80

Watts Window Cleaning & Janitorial Co., Inc. (WATTS)
Company Capabilities
Watts Window Cleaning & Janitorial Co., Inc. (WATTS) is a female minority-owned S-Corporation established by the late Theartis Watts and Priscilla Watts on April 1, 1952. By providing personalized service and attention to detail, WATTS has become a well-respected company that continues to develop a loyal and growing clientele. The company has made the necessary investment in management, training and development. WATTS emphasizes time management, first class delivery of services to customers, professional development and appreciation of staff at all levels.

WATTS has expended its services to include commercial building maintenance services, including but not limited to:

NASIC CODE 561720 Building Cleaning and Maintenance Services – Establishments engaged in furnishing building cleaning and maintenance services, such as post construction cleanup, commercial window cleaning, janitorial services, floor stripping and waxing, office cleaning etc.

NASIC CODE 561740 Carpet and Upholstery Cleaning – Establishments engaged in cleaning carpets by use of a truck mounted carpet cleaning machine, buffet cleaning or manual carpet cleaner.
“The relationships we’ve built are where we truly stand out.”

- Luis Torrado, Torrado Construction, President

“As my business moves to the next level, leadership training, and management support that the Enterprise Center provides are keys to achieving greater sales and more contracts.”

- Yvette Watts, WATTS, CEO

“Remaining competitive in the current marketplace often requires access to capital at key moments in our business. The Enterprise Center’s new initiatives to introduce equity and larger pools of loans are very important for us as we strive to expand and increase our sales throughout the country.”

- Noel Lowe, FutureNet, Inc., President and CEO
CREATE A PATH TO SUSTAINABILITY

RATIONALE
“Non-profits that serve low income and minority communities face a particular challenge, as their base is frequently not in a position to provide donations or pay membership fees. As such, many of these non-profits rely on grant and foundation money to fund their operations. Organizations that rely strictly on grant and foundation funding do so at their peril, due to a long term trend of funding cutbacks. An analysis by the Rand Corporation determined that non-profits that wish to remain solvent should direct their attention to collaborations, partnerships, and community engagement, and the Enterprise Center intends to continue to leverage its access to these opportunities which will lessen its reliance on one-time funding streams.”

- Collaborations
- Partnerships
- Community Giving
- Earned Revenue

Outcome: Accelerate and invest in strong, diversified earned revenue models.

Objective 1 – Fully operationalize current social enterprises that support community impact through business acceleration.

Objective 2 – Lead innovations in management, leadership, and community tools and trainings.

Objective 3 – Continue to balance program earned income, social enterprises, and development/fundraising revenue.

KEY FEATURES
- Integrate a dashboard performance system for activities, outputs, organizational metrics, and revenue generation that will be part of staff and team evaluations.
- Explore our role as intermediary and marketing our proprietary training and assessment tools.

GROWTH PROJECTIONS

<table>
<thead>
<tr>
<th>TOTAL</th>
<th>FY2016 (YEAR 1)</th>
<th>FY2017 (YEAR 2)</th>
<th>FY2018 (YEAR 3)</th>
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<tr>
<td>BUSINESS</td>
<td>$400,000</td>
<td>$480,000</td>
<td>$576,000</td>
</tr>
<tr>
<td>CAPITAL</td>
<td>$118,500</td>
<td>$162,000</td>
<td>$182,000</td>
</tr>
<tr>
<td>COMMUNITY</td>
<td>$500,000</td>
<td>$600,000</td>
<td>$1,000,000</td>
</tr>
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$5.1 MILLION
INITIAL IMPACT INVESTMENT

1,488

Jobs generated by clients with TEC assistance

$265M

Dollars raised for clients’ capital needs

$371M

Contracts secured for clients
MISSION STATEMENT

The Enterprise Center’s mission is to cultivate and invest in minority entrepreneurs to inspire working together for economic growth in communities. We approach our mission by accelerating the capacity of minority enterprises to compete in any marketplace through business education, access to capital, management support, and connections; by providing debt and equity capital that businesses need to start, grow, and succeed; and by catalyzing benefits for businesses and residents that spark community revitalization.

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Andrew Cherry, Chair
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Clean & Safe Manager

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52nd Street Corridor Manager

Kim Carter
Director of Mantua Project

Malyka Sankofa
Director of Women and Youth Programs

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52nd Street Corridor Manager

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Development Manager

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Jamal Dixon
Accounting Manager

SUZANNA LOPATIN
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Tiffani Spraggins-Payne
Director of Community Programs

Heidi Keitel
Mantua Project Manager

Lowell Thomas

Betty Reavis

E. Mitchell Swann

Elizabeth McGinsky
Director of Data and Evaluations

Anjela Alvarado
Evenis Manager

E. Mitchell Swann

THE ENTERPRISE CENTER’S
CURRENT PROGRAM
AND ACTIVITIES
ELevate! is a 12-month growth program for promising ‘early stage’ businesses and growing business with sales up to $250,000. ELevate! is designed to propel high potential businesses into well-managed, profitable, and sustainable companies. The Enterprise Center brings its expertise in entrepreneurship to thriving small businesses to orient ELevate! Entrepreneurs to the principles of sales, marketing, accounting, finance, leadership, planning and relationship-building. ELevate!’s curriculum is based upon the latest thinking in entrepreneurship education. Content is delivered using a flexible “flipped classroom” approach where participants receive and apply learning materials to their businesses before sessions. Sessions are used to dig deeper into how the concepts can be used to strengthen your business. Coaches work with the entrepreneurs on their specific business needs.

- Customized strategy for each business
- Expert advice
- Peer support
- Credit repair
- Access to financing
- Retail location support

“We strive to provide accessible, high-quality technical assistance to entrepreneurs.”

“Learning requires safety, and learning requires full presence of mind, which is only possible when we feel safe and willing to experiment with ideas.”
The future of ELevate! (at a glance)

<table>
<thead>
<tr>
<th></th>
<th>2015-2016</th>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jobs Created</td>
<td>40</td>
<td>50</td>
<td>60</td>
</tr>
<tr>
<td># of Clients</td>
<td>60</td>
<td>75</td>
<td>90</td>
</tr>
<tr>
<td>Average increase in credit scores</td>
<td>50 pts</td>
<td>60 pts</td>
<td>60 pts</td>
</tr>
</tbody>
</table>

Elevate!’s approach situates businesses for growth and survival.

The “flipped classroom” approach has been shown to improve engagement, outcomes, and student interest. *(Fulton: Leading and Learning with Technology, 2012)*

Small businesses that receive three or more hours of mentoring achieve higher revenues and increased business growth. – *SBA.gov*

70% of small businesses that receive mentoring survive more than five years — double the survival rate of non-mentored businesses. – *SBA.gov*

88% of business owners with a mentor say that having one is invaluable. – *SBA.gov*
The goal of our U.S. DOT Mid-Atlantic Small Business Transportation Resource Center (MASBTRC) is to increase the ability of small businesses to compete for and enter into transportation-related contracts at the local, state, and federal levels. SBTRCs serve as the regional offices of the U.S. DOT Office of Small and Disadvantaged Business Utilization (OSDBU), executing its programs throughout the nation.

Utilizing these partnerships and industry expertise we provide an array of technical assistance and support services in an effort to build the capacity of Small and Disadvantaged Businesses, making the businesses more competitive when bidding on federally-funded contracts. MASBTRC provide free business coaching, technical workshops and information on procurement opportunities to Small Businesses and Disadvantaged Business Enterprises (DBEs).
The future of SBTRC (at a glance)

<table>
<thead>
<tr>
<th></th>
<th>2015-2016</th>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client Procurement Dollars</td>
<td>$10,000,000.00</td>
<td>$12,000,000.00</td>
<td>$14,400,000.00</td>
</tr>
<tr>
<td>Total Bonding Acquired</td>
<td>$3,000,000.00</td>
<td>$3,000,000.00</td>
<td>$3,000,000.00</td>
</tr>
<tr>
<td>Jobs Created</td>
<td>50</td>
<td>75</td>
<td>100</td>
</tr>
<tr>
<td># Of Contracts (State, Federal, Local)</td>
<td>10</td>
<td>20</td>
<td>30</td>
</tr>
</tbody>
</table>

Our MASBTRC also administers the U.S. DOT Bonding Education Program (BEP), Short Term Lending Program (STLP), and Women in Transportation Initiative (WITI) otherwise known as the Women and Girls Program. Some of the eligible small businesses are 8a firms, Disadvantaged Business Enterprises (DBE), Women Owned Small Businesses (WOB), Hub Zone, Service Disabled Veteran Owned Businesses (SDVOB), and Veteran Owned Small Businesses (VOSB).

Damone Jones, President of DKJ Construction Inc. was a past participant of our Philadelphia Bonding Education Program (BEP). Damone entered the program with a previous bonding capacity of $0. After graduating and continuing to work with the MASBTRC and the surety professionals from the program, Damone became bonded totaling $1.3 million! Our MASBTRC continues to offer Damone follow up assistance as he continues to secure contracts and grow his company.
WHO WE ARE

The Minority Business Development Agency (MBDA) is an agency of the United States Department of Commerce that promotes the growth and global competitiveness of businesses owned & operated by minority entrepreneurs.

The MBDA Business Center-Pennsylvania’s strategic focus is to maximize the job creation for Pennsylvania – New Jersey - Delaware minority business entrepreneurs (MBEs).

WHAT WE DO

Access to Capital and Financial Management
Our business advisors offer extensive experience in:
• Commercial lending, banking and utilizing SBA Loans
• Financial and general finance counseling
• Credit and risk analysis
• Securing working capital
• Preparing loan packages

Business Consulting
Our services include individualized strategic and business planning, staffing, organizational structure consulting, and general business advising.

Access to Contracts and Markets
MBDA business development specialists provide procurement assistance to help minority-owned firms do business with federal, state, and local governments as well as private corporations.

Additional services include private sector contract identification, market expansion, and specialized certification assistance (e.g. 8(a), MBE, as well as Small Disadvantaged Business).

Global Business Development
MBDA Business Centers have the relationships and expertise necessary to expand export and import opportunities.

“We are the connectors. Our job is to bring corporations, minority business enterprises, contractors, and suppliers together and assist them in developing mutual opportunities. We open doors.”

Victoria Hosendorf, Director, MBDA
Smith flooring, an MBDA client, has grown from $1,000,000 in annual revenues to $3,500,000 in annual revenues.

The Pennsylvania MBDA Business Center has generated over $290 million contracts and financing, as well as created hundreds of jobs since 2004. MBDA.gov

“The Philadelphia MBDA Business Center is a great resource for Minority Business Enterprises because of their expertise in strategic planning and their ability to identify key partners that some entrepreneurs may have overlooked,” – Michael Pearson, Union Packaging

The center has been integral in positioning firms for contracts by helping entrepreneurs develop business plans, secure financing and craft marketing strategies. – MBDA.gov

### The future of MBDA (at a glance)

<table>
<thead>
<tr>
<th></th>
<th>2015-2016</th>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client Procurement Dollars</td>
<td>$84,000,000.00</td>
<td>$100,800,000.00</td>
<td>$120,960,000.00</td>
</tr>
<tr>
<td># of Clients</td>
<td>75</td>
<td>90</td>
<td>108</td>
</tr>
<tr>
<td>Jobs Created</td>
<td>100</td>
<td>150</td>
<td>200</td>
</tr>
</tbody>
</table>

The Pennsylvania MBDA Business Center has generated over $290 million contracts and financing, as well as created hundreds of jobs since 2004. MBDA.gov
The mission of The Enterprise Center Capital Corporation (TEC-CC) is to provide access to capital for minority and women entrepreneurs with high growth potential and to businesses that are located in low-income and/or urban communities.

The Enterprise Center’s Capital Corporation provides financial and technical assistance to businesses throughout the Greater Philadelphia region.

- Startup Loans up to $10,000
- Microloans up to $50,000
- Acceleration Loans up to $200,000
- Reasonable rates and terms
- Ongoing business assistance

TEC’s Capital Corporation was recognized in Dr. Roland V. Angland’s book Promoting Sustainable Local and Community Economic Development for its loan programs designed to help minority entrepreneurs who are “challenged in obtaining funds for startup capital and business growth”
The Future of TEC-Capital Corporation (at a glance)

<table>
<thead>
<tr>
<th></th>
<th>2015-2016</th>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assumed Loans Closed</td>
<td>80</td>
<td>105</td>
<td>123</td>
</tr>
<tr>
<td>Jobs Created</td>
<td>108</td>
<td>142</td>
<td>169</td>
</tr>
<tr>
<td>Loan Orientations</td>
<td>60</td>
<td>65</td>
<td>70</td>
</tr>
</tbody>
</table>

The services that TEC’s Capital Corporation provides are a key to ensuring equitable access to capital

“The major constraint limiting the growth, expansion, and wealth creation of small firms—especially women and minority-owned businesses—is inadequate capital.”
– SBA.gov

“Helping minority and women business owners will expand employment opportunities and economic growth for these groups as well as others.”
– Brookings.edu
The Enterprise Center’s Pathways To Independence (PTI) program is an entrepreneurship and career development program for women who have survived domestic violence.

Through hands-on training, rigorous classes, and individualized coaching, women acquire the skills and training they need to:

- Start their own businesses
- Obtain employment
- Pursue higher education
- Create a resume.
- Learn and connect with women in business, education, government and the arts.
- Develop public speaking, networking and interviewing skills.
- Develop a business plan or a career development plan.

“We help build emotional and financial independence; we loosen the emotional grip of poverty”

The Future of PTI (at a glance)

<table>
<thead>
<tr>
<th></th>
<th>2015-2016</th>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Woman Served</td>
<td>60</td>
<td>75</td>
<td>90</td>
</tr>
<tr>
<td>Business Launched</td>
<td>45</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Program Costs (Per participant)</td>
<td>$200</td>
<td>$240</td>
<td>$280</td>
</tr>
</tbody>
</table>
Founded in 1997, TEC-LAB (Leaders About Business) consists of out-of-school programming teaching financial literacy, business skills, and leadership to students from under-resourced public schools throughout West Philadelphia. TEC-LAB serves approximately 200 low-income youth aged 11-18 annually through a number of distinct programs: Executive Incubator (EI) After-School Program, in which high performing students learn how to write business plans and receive up to $500 in stipends to start their own ventures. Business and Leadership Camps, consisting of intensive 2 week-long camps held in the summer that immerse participants in business education, group activities, and expert speakers.

“Our participants leave feeling more empowered to start their own businesses.”

<table>
<thead>
<tr>
<th>The Future of TEC-LAB (at a glance)</th>
<th>2015-2016</th>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Youths Served</td>
<td>110</td>
<td>130</td>
<td>230</td>
</tr>
<tr>
<td>Business Launched</td>
<td>18</td>
<td>20</td>
<td>35</td>
</tr>
<tr>
<td>Program Costs (Per participant)</td>
<td>$600</td>
<td>$700</td>
<td>$750</td>
</tr>
</tbody>
</table>
Community Leaders is an annual nine-month training program in which a cohort of neighborhood residents learn valuable life and professional skills while leading community service and outreach projects. At the heart of the model is continuous, neighbor-to-neighbor engagement. Community Leaders canvass the neighborhood, conducting door-to-door outreach to distribute information to residents on a wide range of resources, including social services, job and professional development opportunities, and neighborhood events, as well as to solicit residents’ input on the community’s development needs. That input in turn influences TEC-CDC’s programmatic strategy and the ongoing implementation of the Walnut Hill Neighborhood Plan.

Since 2007, thousands of neighborhood residents have been touched by Community Leaders outreach, more than 100 leaders have been trained, and cleanups and improvement projects have helped reshape the neighborhood. Key outputs include:

- 107 Community Leader graduates;
- 3,300 households engaged annually;
- 4,824 volunteers recruited;
- 2,967 families connected to resources & social services; and
- 1,100 new trees planted.

The Community Leaders model has been so successful in engaging community members in positive change and building resident leaders that it has spread to other communities, with TEC-CDC providing training to more than 80 participants at other community-based organizations and government agencies in Philadelphia and Camden, New Jersey. These organizations can now also speak to the success they have had with their community outreach efforts. As one example of the influence of this model, the TEC-CDC Community Leaders training was instrumental in the development of the People’s Emergency Center’s Community Connectors, including keeping residents involved in the conversations and planning regarding the Promise Zone Initiative, which encompasses a portion of the Walnut Hill neighborhood.
The Future of the Community Leaders (at a glance)

<table>
<thead>
<tr>
<th></th>
<th>2015-2016</th>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Community Leaders served</td>
<td>7</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td># of households engaged</td>
<td>3300</td>
<td>3300</td>
<td>3300</td>
</tr>
<tr>
<td># Participants trained /other Philadelphia neighborhoods</td>
<td>60</td>
<td>80</td>
<td>100</td>
</tr>
<tr>
<td>$ amount per Community Leader served</td>
<td>$5,000</td>
<td>$5,500</td>
<td>$5,720</td>
</tr>
</tbody>
</table>

The Community Leaders 2016 program will include extensive training in business development. This will support the capacity of community residents by cultivating their entrepreneurial skills, making them both viable for small business growth and job creation.

Comprehensive meta analysis found that community-based engagement programs are not only effective in addressing health inequities in disadvantaged populations, but are also effective in empowering those who do the engagement. - *Journal of BMC Public Health*

Community-based outreach has also been effective in reducing obesity, stroke risk and hypertension risk. - *Journal of Public Health, Journal of Contemporary Clinical Trials, Contemporary Medicine*

**Studies assessing community-based outreach confirm the power of this approach.**
The Dorrance H. Hamilton Center for Culinary Enterprises was constructed in 2013 in a location that previously housed a vacant grocery store. Today, the CCE boasts commercial grade cooking facilities, an E-kitchen, and space for Common Table, The Enterprise Center’s upcoming food incubator program. Additionally, the building houses the 48th Street Grille, a sit-down restaurant operated by former CCE client Carl Lewis, who is currently a TEC Capital Corp client.

The CCE includes 5,000 square feet of commercial grade cooking facilities, including four state-of-the-art, shared-use commercial kitchens. The facility also houses two walk-in refrigeration boxes, a walk-in freezer box, a dry storage room, ice machine, locked cages for storing product, small wares, a shower, and lockers.

E-Kitchen
The CCE also includes the eKitchen Multimedia Learning Center, a fully operational demonstration kitchen and smart classroom equipped with audio-visual technology. The eKitchen can accommodate receptions, cooking classes, workshops, networking and team-building events in a variety of layouts.

Common Table
The CCE’s restaurant incubator, Common Table, will function as a fluid community food space. While set up like a traditional restaurant, there will be a greater focus on creating an environment where people can gather and experience new ideas, concepts and rising talents with an opportunity to realistically try a unique concept with each new visit. As the space is ever changing, through new fellows and pop-ups hosted by other chefs and event planners, hours will not be traditional, but rather operate as a limited events space, with promotion and marketing based on an upcoming schedule of events.
The Future of TEC Food System (at a glance)

<table>
<thead>
<tr>
<th></th>
<th>2015-2016</th>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Clients Served</td>
<td>100</td>
<td>160</td>
<td>172</td>
</tr>
<tr>
<td>Earned Revenue</td>
<td>$320,000</td>
<td>$370,000</td>
<td>$390,000</td>
</tr>
<tr>
<td>Jobs Created</td>
<td>50</td>
<td>75</td>
<td>100</td>
</tr>
</tbody>
</table>

**Carl Lewis, a former CCE Client, now operates a brick-and-mortar restaurant**

His sit-down restaurant, the 48th Street Grille, is located in the front of the CCE. Lewis is currently a TEC Capital Corp client. His story underscores TEC’s commitment to growing businesses and then continuing to support them through access to capital.

**Current clients can also speak to the impact that the CCE has had on their businesses**

“The state-of-the-art facilities at the CCE and the supportive staff offering countless hours of valuable advice and help are great assets for any start-up food-business.” – David Wong, FRIEDA for Generations

“The CCE is the first place I turned when starting my business, and they’ve helped me every step of the way.”

– Vanessa Jerolmack, Taco Angeleno

**WEST PHILLY FOODS:** TEC also operates West Philly Foods, a Community Supported Agriculture (CSA) program that helps to bring fresh fruits and vegetables to local residents through its produce shares and farm stands.

- **OVER 100 CSAs SHARES PURCHASED EVERY YEAR**
- **OVER 225 BOXES OF PRODUCE DONATED TO HEAD START IN 2014**
- **80% OF CURRENT CUSTOMER WILL CONTINUE TO PURCHASE CSA SHARES**

“The goal is to create an environment where we can help to grow food entrepreneurs who are truly in it to become successful.”
The Enterprise Center (TEC) is one of seven new recipients of the U.S. Small Business Administration’s (SBA) ScaleUp America funding. ScaleUp America’s aim is to help existing businesses in underserved and underrepresented communities grow, especially those owned by women and minorities. TEC will use the ScaleUp funds to provide 12 weeks of curriculum plus six months of one-on-one mentoring to 50 small businesses annually in the Greater Philadelphia area. Founders, owners, and executive managers of growth-oriented small businesses, operational for at least two years, will be selected for participation through a competitive application process.

Philadelphia ranks #1 nationally for percentage of growth-oriented small businesses.
The Future of ScaleUp (at a glance)

<table>
<thead>
<tr>
<th></th>
<th>2015-2016</th>
<th>2016-2017</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Clients Served</td>
<td>40</td>
<td>50</td>
<td>60</td>
</tr>
<tr>
<td>Jobs Created</td>
<td>50</td>
<td>75</td>
<td>90</td>
</tr>
</tbody>
</table>

The ScaleUp curriculum aims to equip entrepreneurs with the tools that they need to grow.

Each participant will work with staff to determine key business challenges and establish and achieve individualized business development milestones as part of a three-year growth strategy plan. Participants will also have access to TEC’s in-house Expertise Center, which is staffed by volunteer subject matter experts in human resources, accounting, marketing, law, and finance.

TEC’s robust entrepreneurial education curriculum is based on a “flipped classroom” model, in which participants review lectures and online materials prior to receiving hands-on instruction in the classroom. TEC will also offer other intensive services in the form of technical assistance and events to support small businesses poised for growth within the federally-designated Promise Zone.
The Enterprise Center’s Real Estate division is focusing development, construction, and beautification activities within three specific geographic areas:

- **46th & Market**
- **48th & Spruce**
- **52nd Street** between Arch and Spruce streets

TEC’s Real Estate efforts produce spaces that foster minority entrepreneurship and increase opportunities for minority and women-owned businesses.

**CURRENT REAL ESTATE PROJECTS**

**MAX PAUL PARK**
The Enterprise Center maintains Max Paul Park, which contains open green space, the Walnut Hill Farm, and TEC’s Farm Stand. Transformed from an 11,580 square foot vacant lot, the TEC-operated Walnut Hill Farm and Farm Stand produce and distribute fresh, seasonal produce to businesses and the community through partnerships and direct outreach.

**TEC OFFICES**
Located at the historic WFIL studios, which formerly housed Dick Clark’s American Bandstand, TEC continues to modernize its main offices to provide the technological resources, design, and comfort of the 21st century work space for clients. Renovations have included cutting-edge energy efficient geo-thermal HVAC systems and a green roof, marking TEC as a leader in energy efficiency amongst organizations of similar size.

**48TH & SPRUCE STREETS**
Completed by TEC in May 2013, the Dorrance H. Hamilton Center for Culinary Enterprises transformed a former abandoned grocery store space into a food system entrepreneurial hub boasting over 5,000 square feet of commercial-grade cooking facilities, retail spaces, food product storage, a multi-media eKitchen space, and additional office space.

"The Enterprise Center is committed to not only growing entrepreneurs, but also to succeeding where we are, and driving change in the community that we call home: Walnut Hill."
The Future of TEC Real Estate (at a glance)

<table>
<thead>
<tr>
<th>Timeline</th>
<th>2015-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected investment</td>
<td>$25,000,000</td>
</tr>
<tr>
<td>Jobs created</td>
<td>100</td>
</tr>
<tr>
<td>Commercial space renovated</td>
<td>30,000 square feet</td>
</tr>
</tbody>
</table>

**FUTURE REAL ESTATE PROJECTS**

**Enterprise Heights**
Enterprise Heights (EH) is located on the Southwest corner of Farragut and Market Streets, adjacent to the new 46th Street Elevated Market-Frankford Blue Line station in West Philadelphia. This strategically positioned transit-oriented (TOD) mixed-use development will feature a variety of uses, including community serving retail, commercial office space, parking, and public open space. EH will capitalize on several key inputs for success, including:

- Leveraging SEPTA’s $750M investment to catalyze redevelopment along the Market Street Corridor (Market Street from 44th Street to 69th Street)
- Construction planning of a high-performance building that will achieve a minimum of a LEED Silver Certification
- The Philadelphia Police Department headquarters move in mid-2017 to the 4601 Market Street lot

**52nd Street**

Once known as “West Philadelphia’s Main Street, TEC manages the revitalization of the 52nd Street commercial corridor – between Arch and Spruce Streets, 51st – 53rd Streets – in conjunction with the City of Philadelphia Commerce Department, Local Initiatives Support Corporation (LISC), and Walnut Hill Community Association. TEC’s vision for 52nd Street development includes: public art installations; increasing commercial properties; renovating local business storefronts and infrastructure; increasing corridor cleanliness and green space; and ultimately investing in a physical presence for TEC on the corridor by 2020.