

SWOT City Retrospective Economic Impact Report

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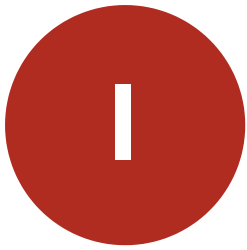
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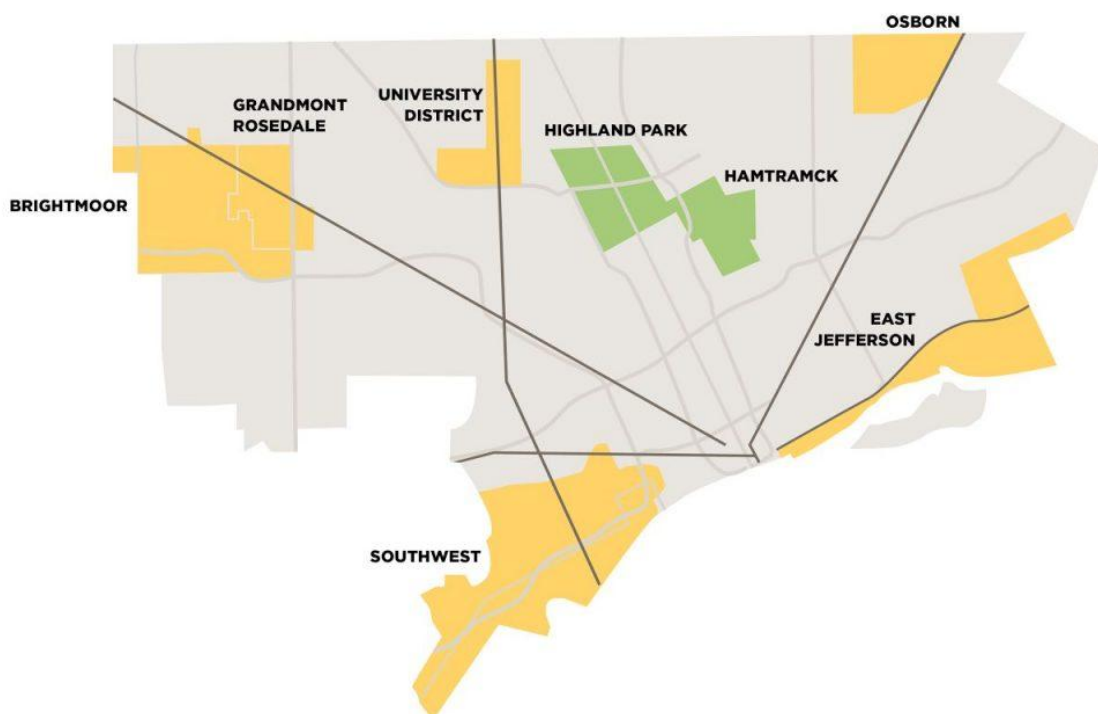
Introduction to SWOT City



TechTown Detroit was founded in 2000 by Wayne State University. Although initially intended to support tech startups, TechTown soon saw the potential their services had to positively impact brick-and-mortar businesses in Detroit neighborhoods. This led to the development of the Blocks division in 2012 and the launch of one of its signature programs, SWOT City.

SWOT City strives to not only provide custom support to local brick-and-mortar businesses but also create an enabling environment for economic development that addresses five pillars of neighborhood stability: Economy and Employment, Safety, Education, Housing, and Social and Civic Engagement. The program initially launched in the neighborhood of Brightmoor thanks to a \$150,000 grant from the Marjorie S. Fisher endowment Fund. In Brightmoor, SWOT City began developing its signature engagement model where over the course of 3 years the team assesses the current state of each pillar, develops a comprehensive stabilization and growth strategy, and works with the neighborhood community to implement this strategy. SWOT City was involved in several successful engagements in the Brightmoor neighborhood including the Brightmoor Community Center, Brightmoor Woodworkers after-school program, and University Pharmacy. Due to this success, the program was awarded a \$800,000 federal grant from the US Department of Health and Human Services in 2013. SWOT City used this funding to expand to three more neighborhoods: the East Jefferson Corridor, Grandmont Rosedale, and Osborn. By the end of 2014, SWOT City had expanded even further to two more communities: Hope Village and New Center.

In recent years, SWOT City has engaged in successful partnerships with TechTown's Retail Boot Camp and the New Economy Initiative. SWOT City provides consultation and resources to the graduates of Retail Boot Camp and NEIdeas applicants to help further their businesses. Today, SWOT city has an extensive reach and now serves 7 neighborhoods: Grandmont Rosedale, Brightmoor, University District, Hope Village, Osborn, East Jefferson, and Southwest.

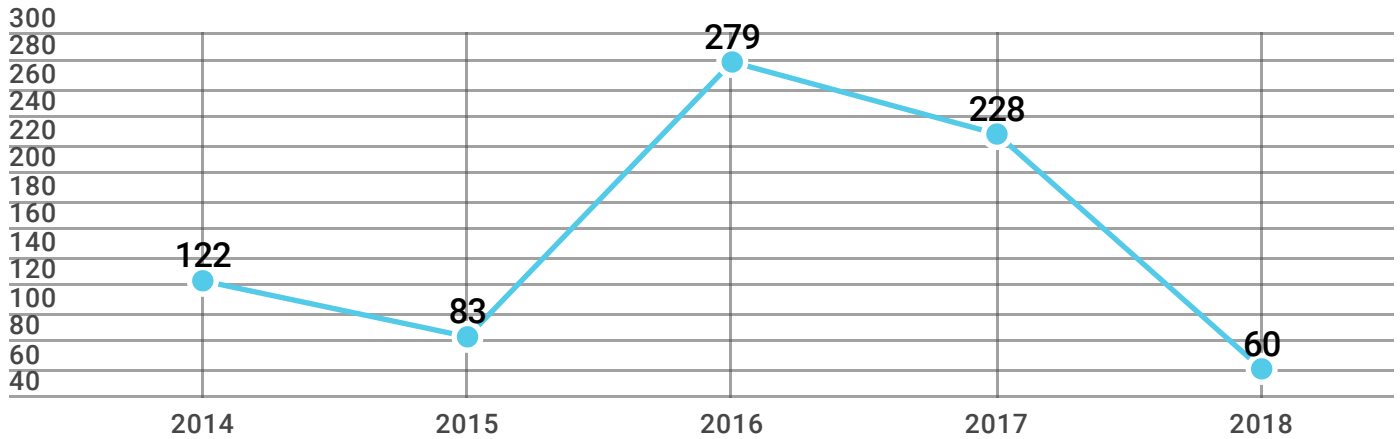




Engagements

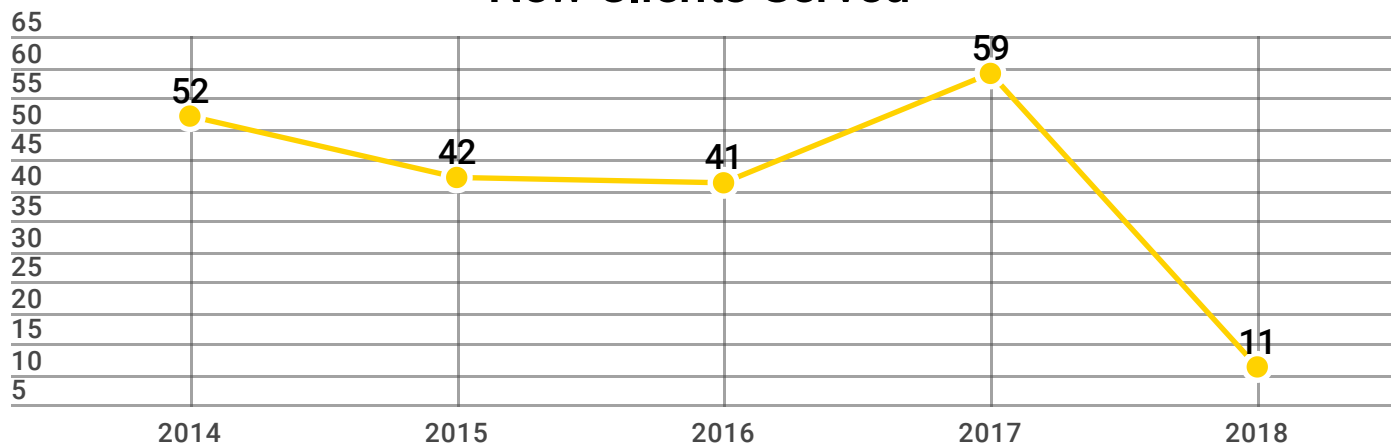


New Business Served



[Download data](#)

New Clients Served



[Download data](#)

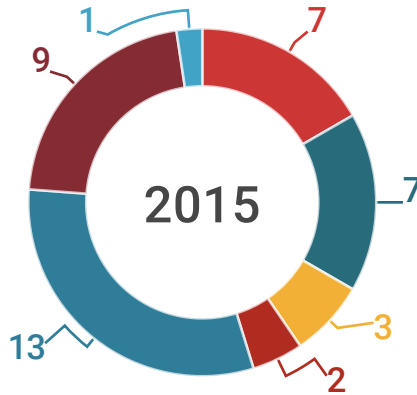
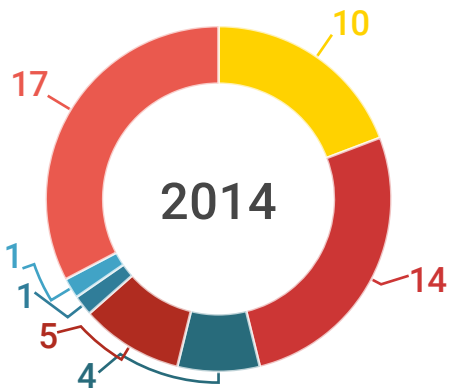
SWOT City has served a total of 205 clients and engaged with 772 businesses. The number of new businesses served has fluctuated drastically in previous years. Only 122 businesses were engaged in 2014 and only 83 engaged in 2015. This number grew drastically to 279 new businesses served in 2016 and fell slightly to 228 new businesses served in 2017. The number of new business served then dropped to only 60 businesses in 2018. However, the data recorded for this year is only through mid-June. Unlike the number of new business served, the number of new clients served has stayed relatively consistent. Between 2014 and 2017 the new has fluctuated between 40 and 60 new clients each year. This number dropped to only 11 new clients in 2018, but again this year's data is incomplete.

A

Neighborhoods



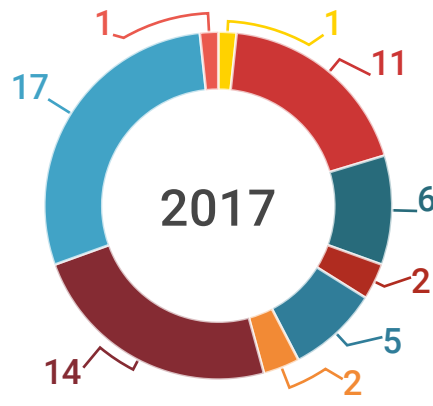
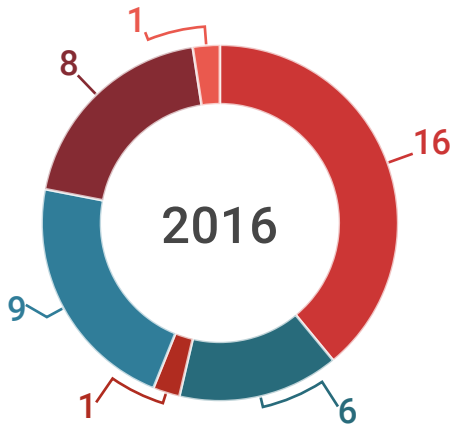
New Clients Served



- Brightmoor
- East Jefferson
- Grandmont-Rosedale
- Hope Village
- Osborn
- University District
- Mack Avenue
- SouthWest
- Other
- Unknown

[Download data](#)

[Download data](#)



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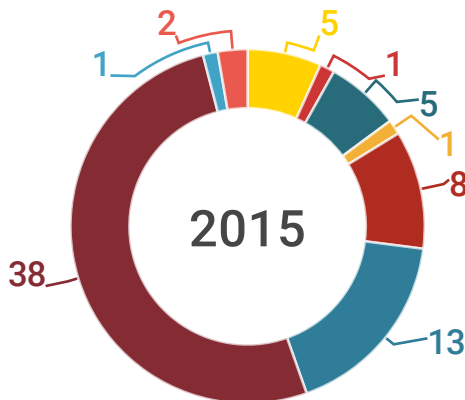
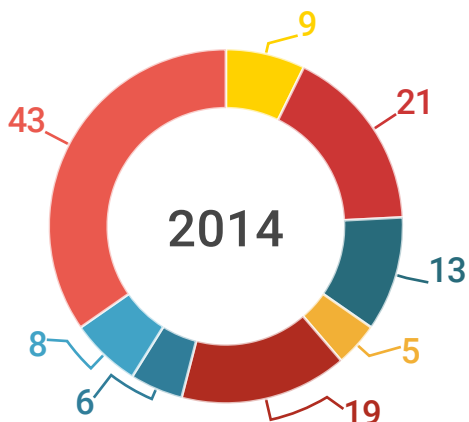


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Over the past five years, SWOT City has consistently served 5 or 6 neighborhoods. During that time, the neighborhoods and the number of clients from each respective neighborhood has varied greatly. SWOT City did not serve Southwest in 2014. However, from 2015 onward a significant percentage of SWOT City Clients were located in Southwest. A significant percentage of SWOT City clients have also been located in East Jefferson over the last five years.



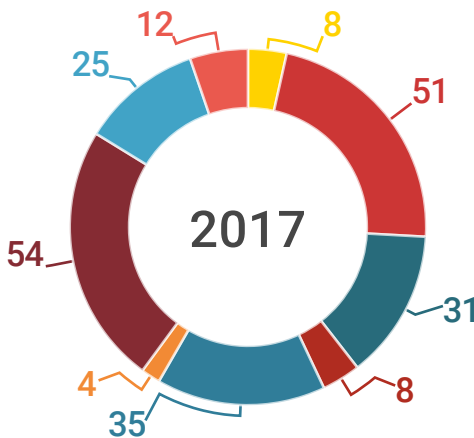
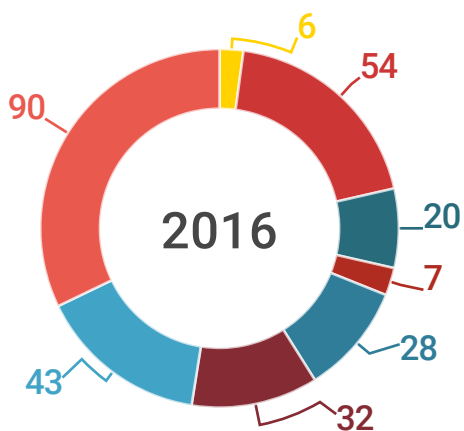
New Businesses Served



- Brightmoor
- East Jefferson
- Grandmont-Rosedale
- Hope Village
- Osborn
- University District
- Mack Avenue
- SouthWest
- Other
- Unknown

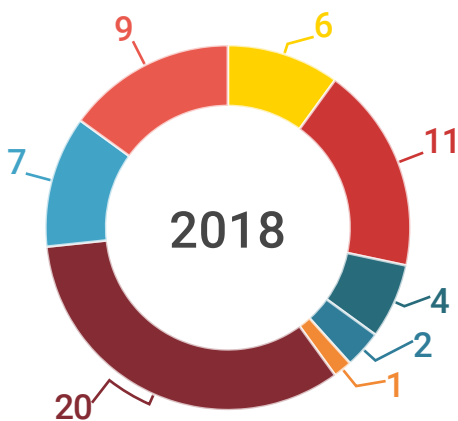
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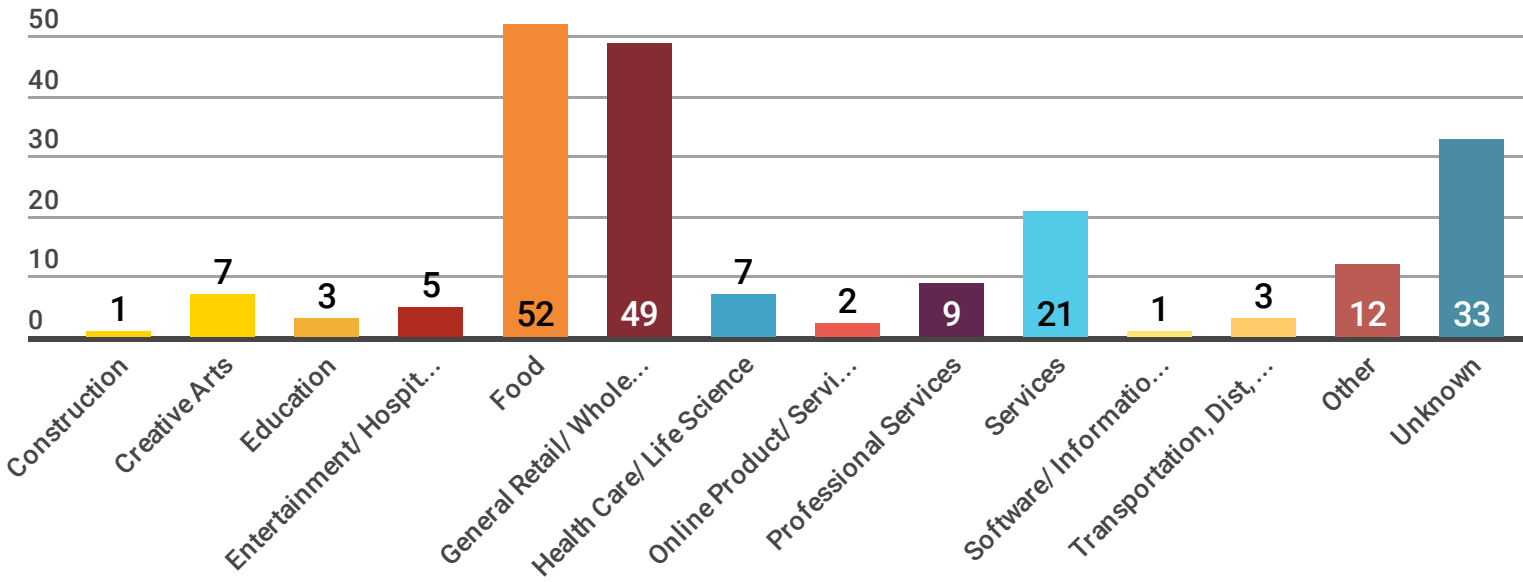
This data reflects the total number of businesses served, even if the business did not become a client with SWOT City. Southwest, East Jefferson, and University District are the neighborhoods SWOT City most often engaged. An engagement in Hope Village has not been recorded since 2015 and engagements in Mack Avenue have only been recorded in 2017 and 2018. Around one third of all recorded data in 2014 and 2016 had unknown locations.



Industry

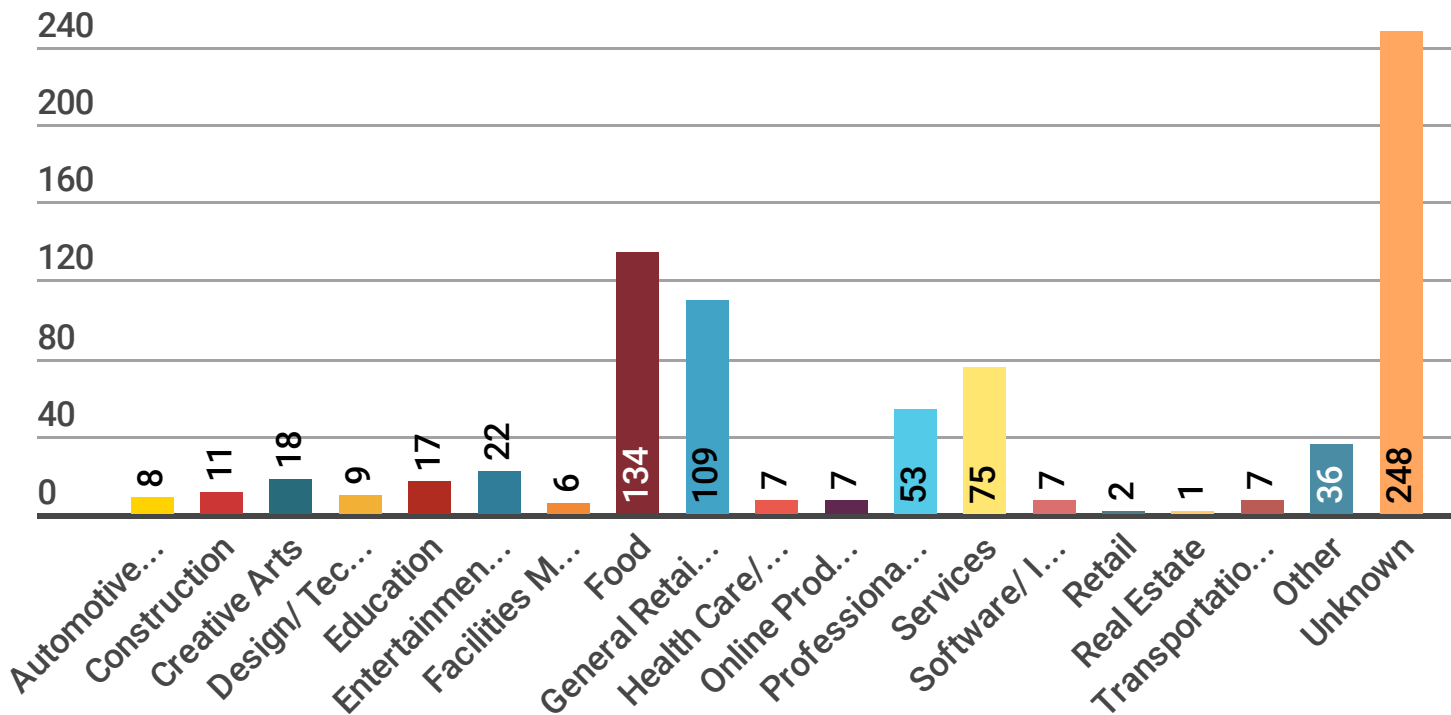


New Clients Served



Download data

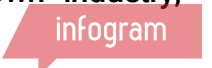
New Businesses Served

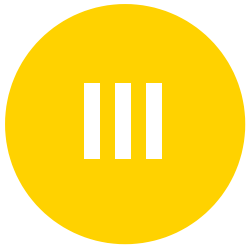


Download data

For new clients served, Food and General Retail/Wholesale are the two most popular categories. Services is another major industry that many clients were in. 33 clients work in an "Unknown" industry, which is more than in any one labeled industry.

For new businesses served, Food and General Retail/Wholesale are also the most popular categories. Professional Services and Services are two other major industries. 248 clients work in an "Unknown" industry, which is again more than the number of businesses in any one particular industry.





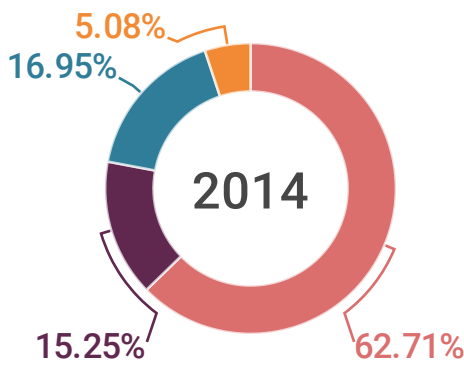
Demographics



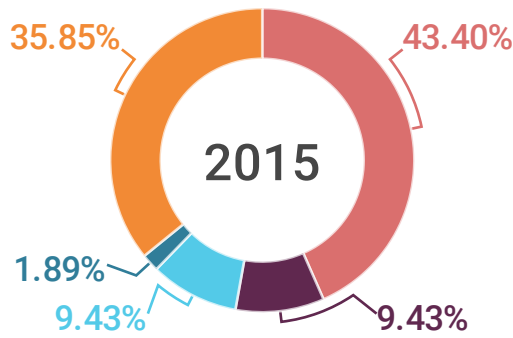
A

Clients Served

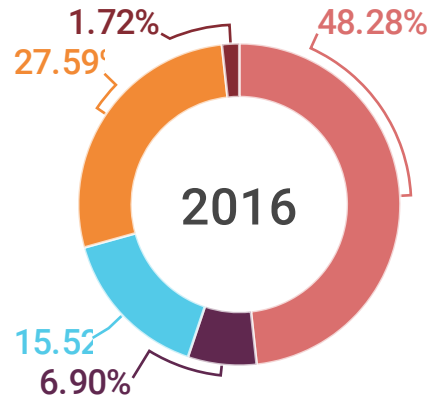
Client Race and Ethnicity Distribution



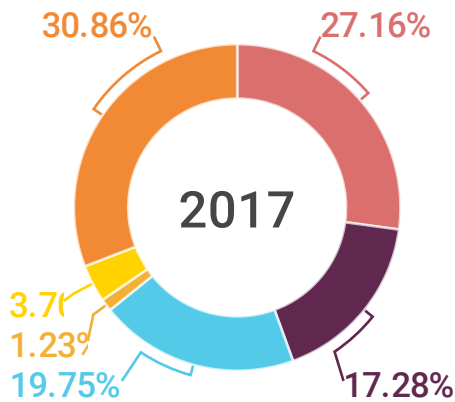
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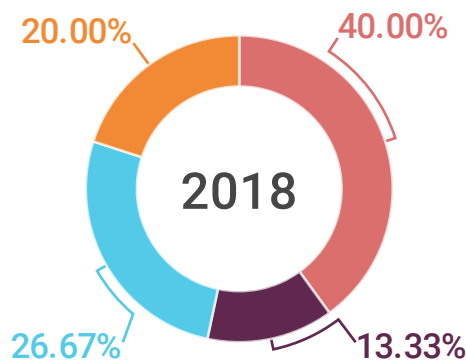
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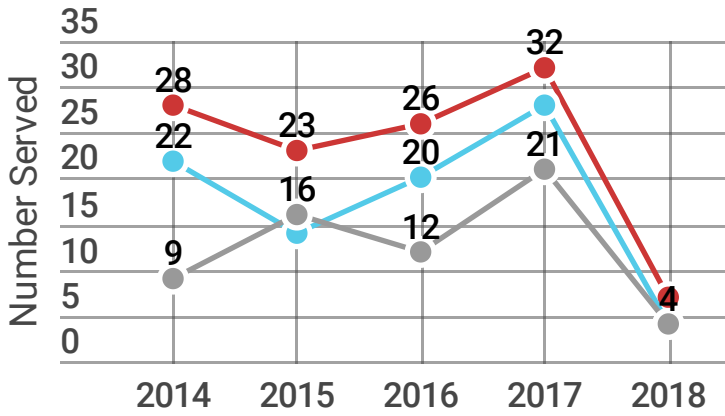
Download data



Over the past five years, historically underrepresented minorities have composed the majority of SWOT City's clientele. Every year, African Americans have been the most represented racial/ethnic group. Since 2015, the year SWOT City began working in Southwest, Hispanic business owners have also composed a significant portion of SWOT City's clientele. 2017 is the only year on record where SWOT City served clients of Asian or Middle Eastern heritage. A significant number of the 2015, 2016, 2017 and 2018 clients do not have race/ethnicity data on record.



Client Gender Distribution

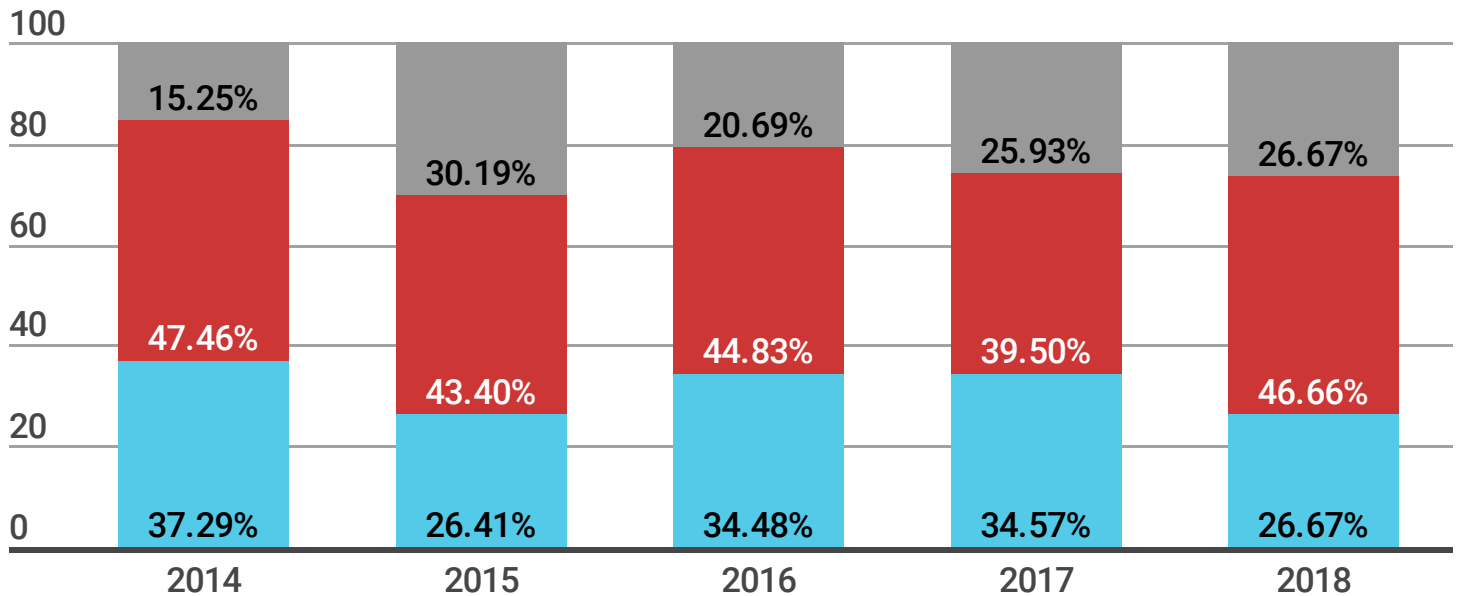


SWOT City has historically served more women. However, this gap is closing. Throughout 2014-2016 SWOT City served 6-7 more women than men per year. During 2017 and 2018 SWOT City served 3-4 more women than men per year.

● Female ● Male ● Unknown

[Download data](#)

Client Gender Distribution by Percentage

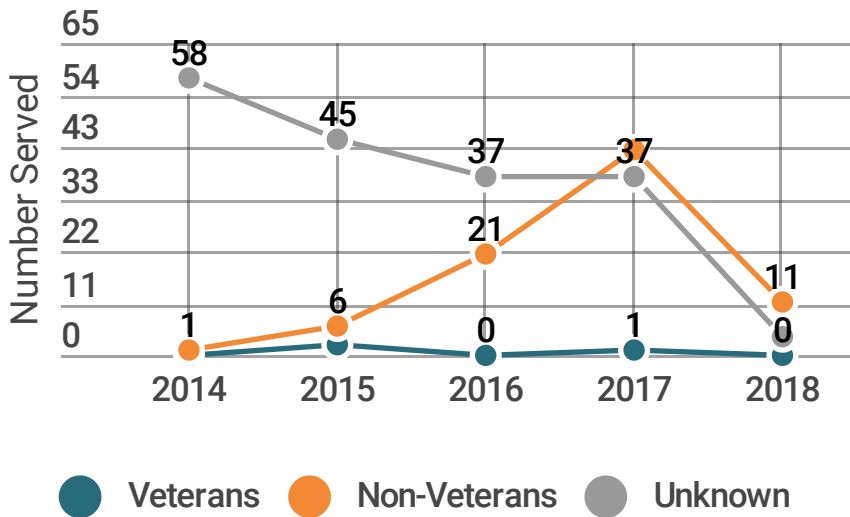


● Male ● Female ● Unknown

[Download data](#)



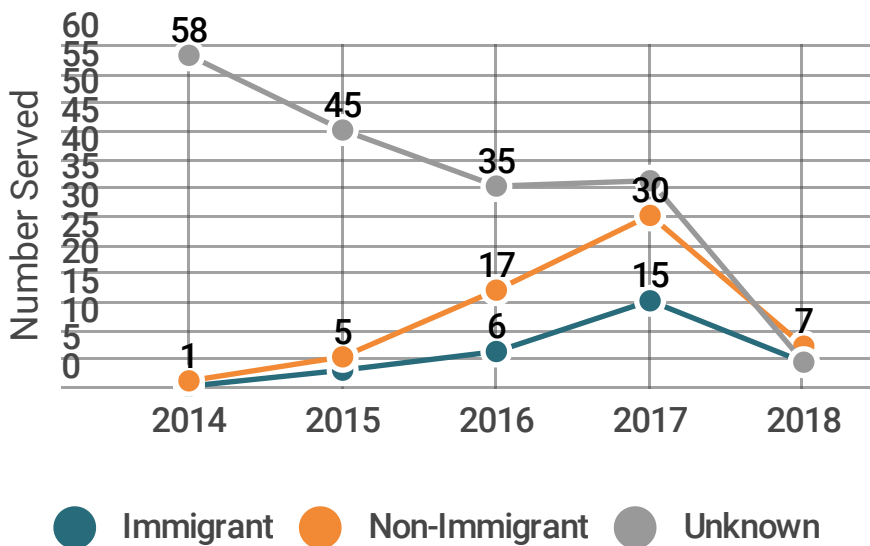
Client Veteran Status



Over the past 5 years, SWOT City has served a total of 3 veterans. However, it should be noted that the veteran status of the majority of clients is unknown. None of the clients in 2014 have their veteran status recorded and only 8 in 2015 have this information documented.

Download data

Client Immigrant Status



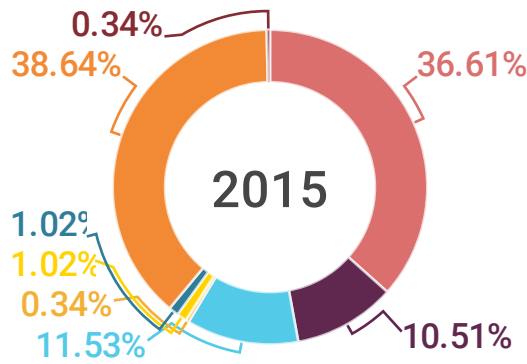
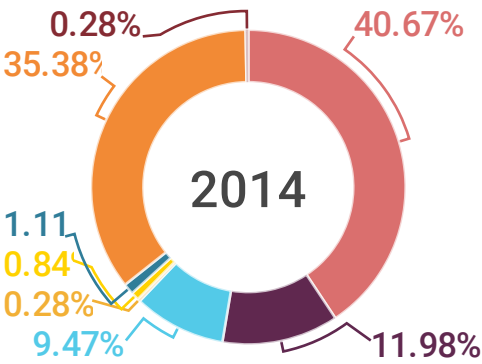
Over the past 5 years, SWOT City has served a total of 28 immigrants. 2015 is the first year SWOT City recorded serving an immigrant client. However, immigrant information was only known about one client in 2014. In 2016 the number of immigrant clients rose to 6 and in 2017 that number rose further to 15. In 2018 the number of immigrant clients dropped back down to 4. However, the data for this year is incomplete.

Download data

A

Businesses Served

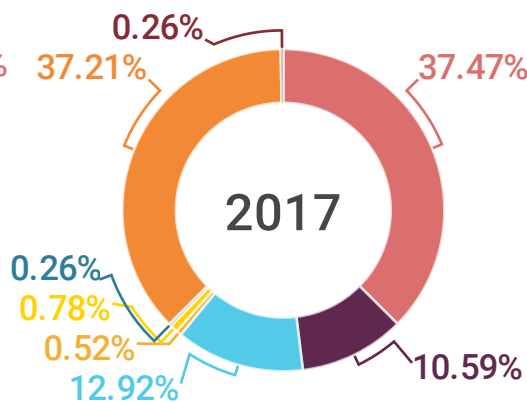
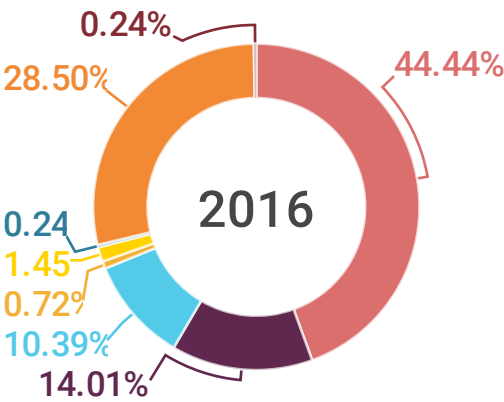
Businesses Served Race and Ethnicity Distribution



- African American
- Caucasian
- Hispanic/Latino
- Asian
- Middle Eastern
- Other
- Not Listed
- Prefer not to answer

[Download data](#)

[Download data](#)

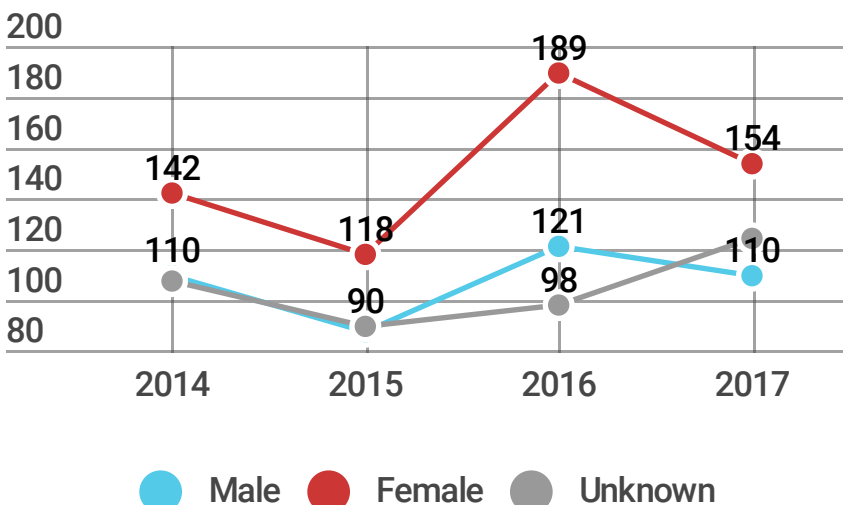


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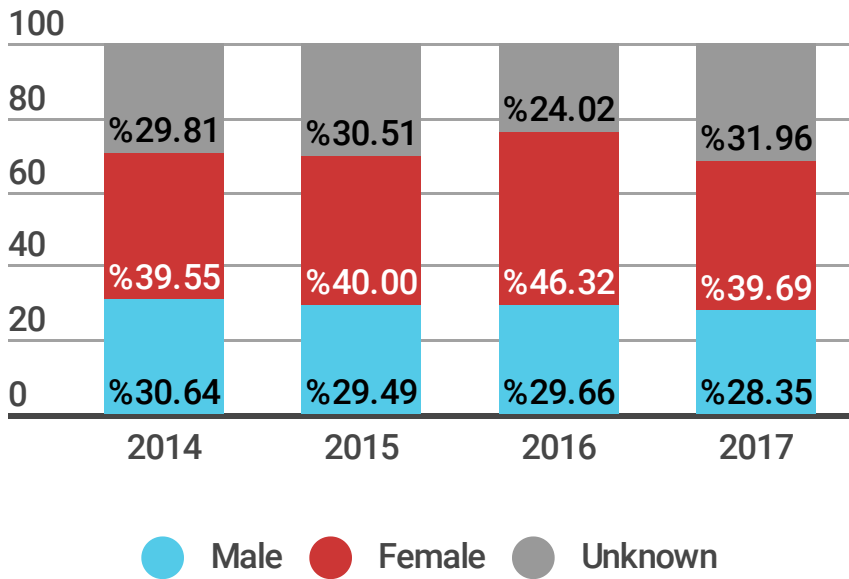
A majority of businesses served each year had African American owners. Hispanic/Latino owners and Caucasian business owners had consistent numbers each year as well. About 1/3 of all entries did not have a race listed. Every year there was a low percentage of "Asian", "Middle Eastern" and "Other" owners.

Businesses Served Gender



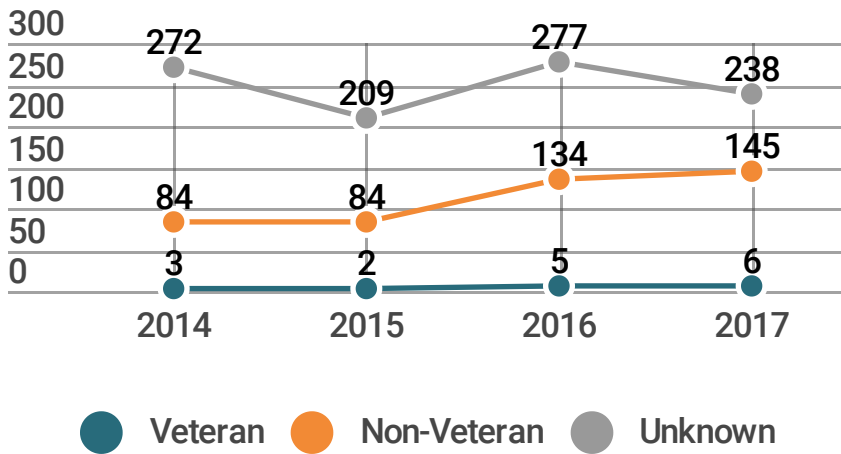
Every year SWOT city served more female business owners than male. However, a total of 422 business owners do not have their gender recorded.

[Download data](#)



Download data

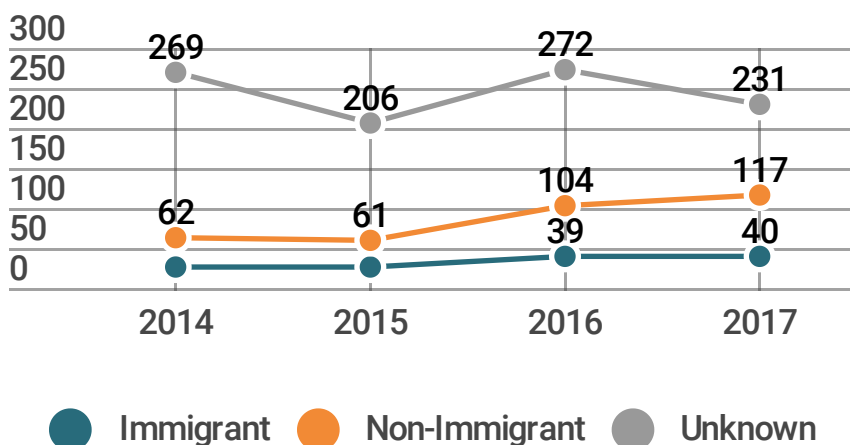
Businesses Served Veteran



The most popular category over all years is owners that did not have any Veteran Status listed. The total number of veterans served from 2014-2017 were 11.

Download data

Businesses Served Immigrant Status



The most popular category over all years is owners that did not have immigrant status listed. The number of Immigrants served increased from 2015 to 2017 as did the numbers for "Non-Immigrants".

Download data

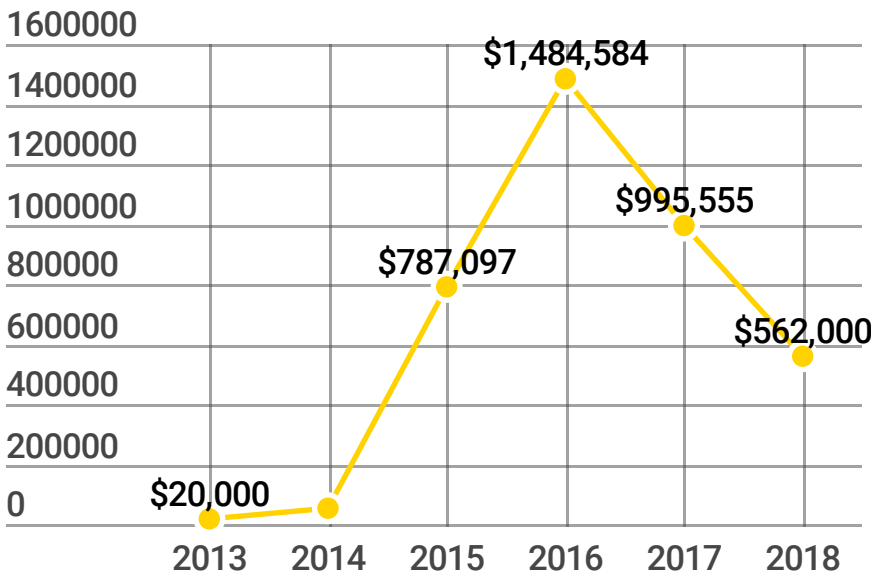


Impact



Funding Leveraged

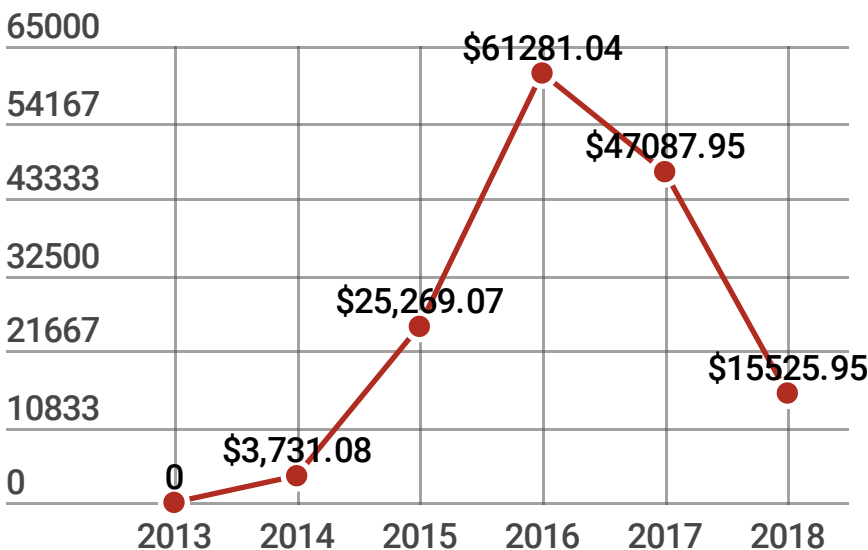
Value of External Investments Leveraged



The value of external investments leveraged more than doubled every year. 2013 had only \$20,000 leveraged while 2016 had \$1,484,208.58 leveraged. From 2016 onwards, the amount of external investments leveraged decreased every year with only \$562,000 leveraged in 2018. This number will change because the data is only up to June 2018.

[Download data](#)

TechTown Generated Funding

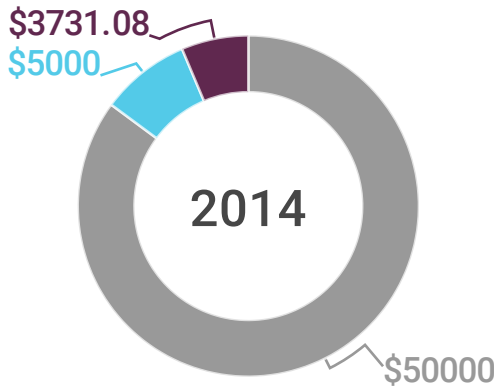
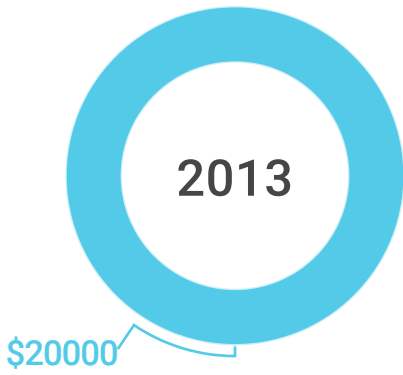


TechTown generated funding has continually increased from 2013 to 2017. In 2013 there was no funding generated. The most TechTown generated funding in one year was in 2017 when there was \$70,272.95 raised. There was a significant decrease from 2017 to 2018. In 2018 there was only \$15,525.95 raised, although all of 2018 has not passed.

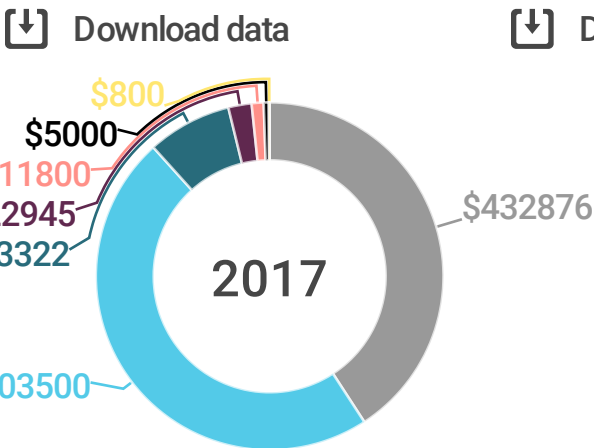
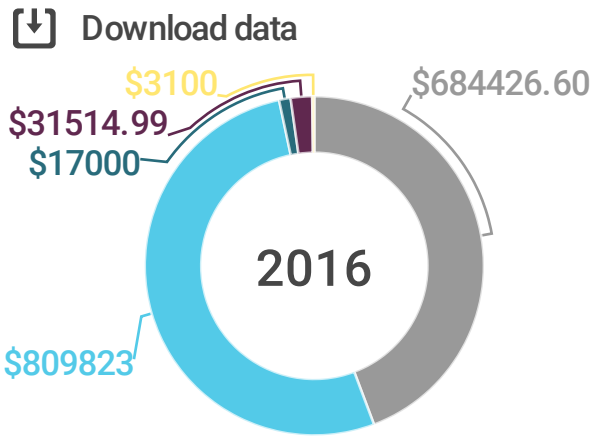
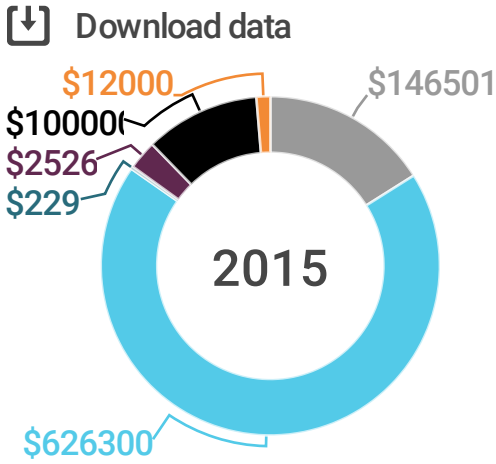
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Type of Investments

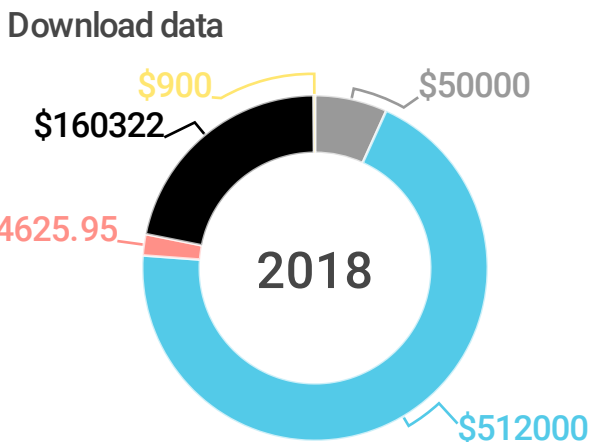


- Award CASH
- Bank/loans
- Grant
- In-Kind-award
- New Sales
- Other Investments
- Owner Investment
- Pro-Bono Services
- Venture-Capital



[Download data](#)

In 2013, there was only "Bank/Loans". In 2014 there were also only 2 types of investments, but instead of "Bank/Loans", the other type was categorized as "Other Investments". 2015 had a wider variety of investments compared to the previous years. 2015 had six different categories. 2016 introduced "Pro-Bono Services" and "Grants" as a type of investment. 2017 also introduced the categories of "Owner Investment", "In-Kind award" and "New Sales". Across all years, the majority of investments fall under the "Bank and Loan" category with a significant portion of investments also classified as "Award- CASH".

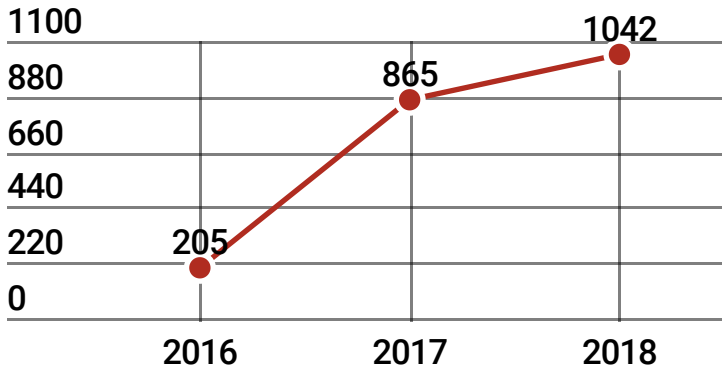


[Download data](#)

B Referrals

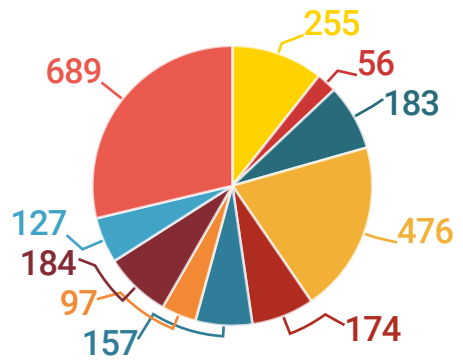


Referrals Made by SWOT City 2016-2018



[Download data](#)

Distribution of Referrals Made by SWOT City 2016-2018

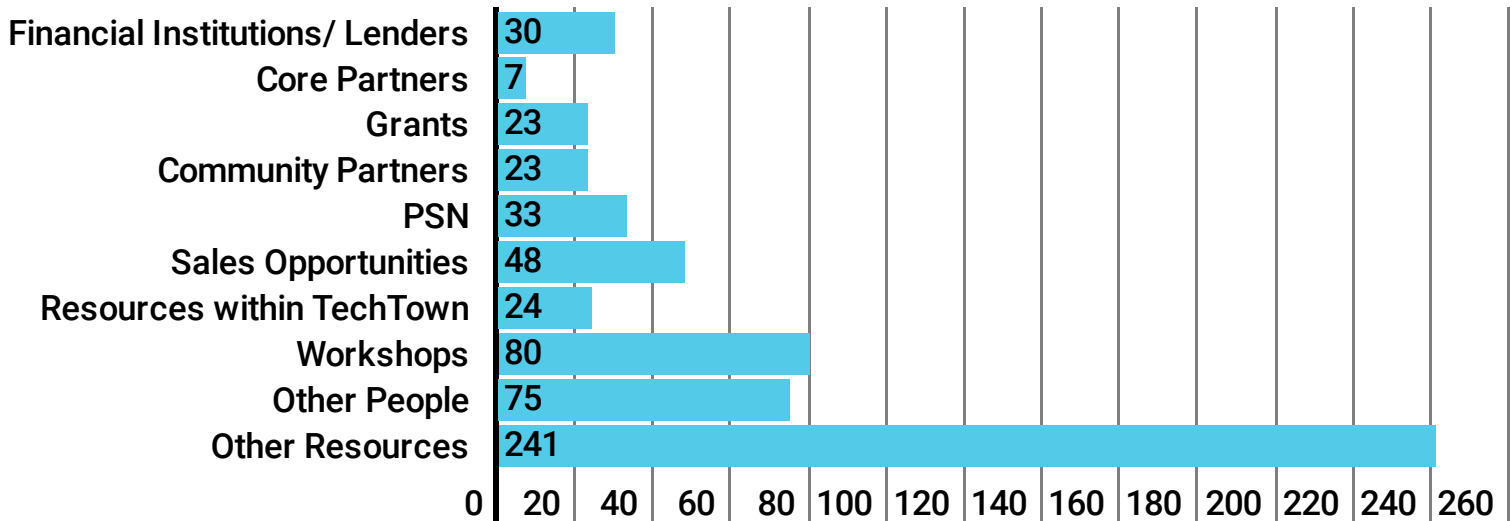


[Download data](#)

- Financial Institution/ Lender
- Core Partners
- Grants
- Community Partners
- PSN
- Sales Opportunity
- Resources within TechTown
- Workshops
- Other People
- Other Resources

Each year there was an increasing amount of Referrals made by SWOT City. From 2016 to 2017, the number of referrals made more than quadrupled. 2018 was the first year that there were over 1000 referrals made. The most referrals were made to Community Partners disregarding the "Other Resources" category. Core Partners accounted for the least numbers of referrals. SWOT City made referrals to 10 different resource categories.

Unique Network SWOT City Utilized While Making



[Download data](#)

This chart explains all the unique organizations or companies that SWOT City referred its clients to. There were 80 unique workshops that SWOT City referred clients to, while there were only 7 different Core Partners. There also were 241 unique "Other" Resources that clients were referred to.



C

Jobs



40

Full Time Jobs Created

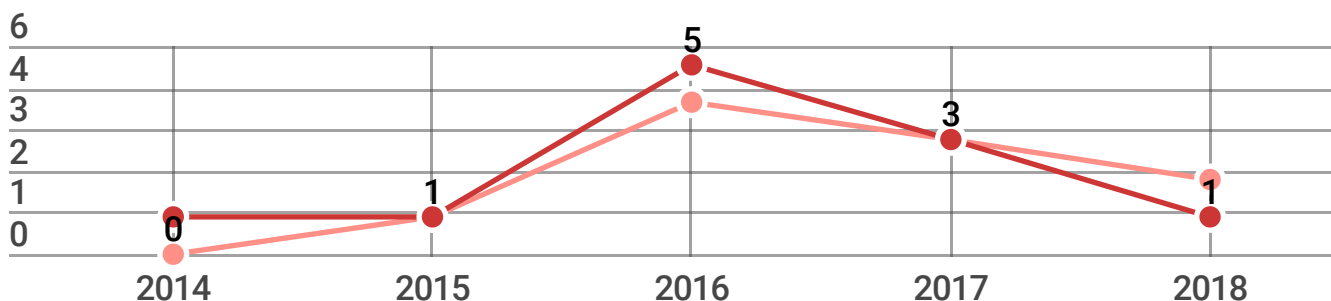


143

Part Time Jobs Created.

D

Businesses Assisted in Opening



● Assisted in Opening Brick-and-Mortar Location (Grand-Opening Date)

● Assisted in Becoming Operational (LARA Date)

Download data

In 2014 there were no companies assisted in opening a Brick-and-Mortar Location. This increased to 1 in 2015 and to 4 in 2016 but since then has decreased. There was 1 business assisted in becoming operational in 2014 and 2015. 2016 had 5 total businesses assisted in becoming operational. This number has decreased by 2 each consecutive year.



SWOT City Data October 2012- June 2013

BUSINESS ENGAGEMENTS



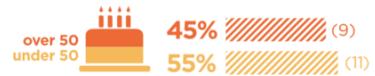
NEW JOBS CREATED



JOBS RETAINED



SWOT CITY DEMOGRAPHICS



NEW BUSINESSES



TECHNICAL ASSISTANCE



TUNE-UP SESSIONS



SWOT City Data August 2012-August 2014

SWOT CITY RESULTS

BUSINESS ENGAGEMENTS



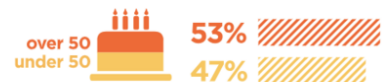
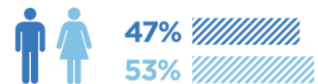
JOBS CREATED



JOBS RETAINED



SWOT CITY DEMOGRAPHICS



NEW BUSINESSES



TECHNICAL ASSISTANCE ENGAGEMENTS

