Dear Esteemed partners, friends, and allies:

The year 2016 was a year of surprises—some not so pleasant—that have forced us to make more visible our integral contribution to American society. The current social, economic, and political environment is not ideal for some of our members who are ethnic minorities in this country. This situation has been unsettling and presents a disconcerting vision of the future. It has made us reflect and devise effective strategies for integration, cross-cultural understanding, and civic engagement. Come what may, LEDC will continue to advance its mission and vision and will continue to support its core constituency.

In spite of the challenges we faced during 2016, our organization was able to grow. The loan program received a contribution of $500,000 from the Community Development Financial Institutions Fund (CDFI Fund) and low interest loans of $250,000 and $300,000 that allow us to continue to provide financing to Latino entrepreneurs and small business owners. The rural program continues to operate as strong as ever thanks to our partners with allies such as the Immigrant Law Center of Minnesota and HACER. The same goes for our workforce program, which grew the Twin Cities’ only Spanish-language GED program significantly and saw its first graduates this year.

Additionally, during 2017, we will begin implementing a new strategic plan for the organization. We will complete the restructuring of the organization that began in 2016, and we will build our capacity to offer high quality business and workforce development services to our members.

As always, I thank the staff of LEDC for their hard work and dedication to the mission and vision of the organization, and I thank the twelve members of the LEDC Board of Directors and the members of our various working committees for their constant support and guidance.

I want to conclude by extending a cordial invitation to visit our offices in Austin, St. Paul, and Minneapolis, where we will be waiting to share with you innovative opportunities for business and career growth.

Ramon Leon
Founder, President, and CEO

---

Message from the Board Chairs

Before LEDC was an organization, LEDC was a group of Latino business owners and activists united in their belief that Latino entrepreneurship could revitalize South Minneapolis. The first of its many economic contributions came in the form of the Mercado Central Cooperative in 1999, a cornerstone of the Lake Street commercial corridor. As LEDC matured into a nonprofit organization, it fostered the creation of more public markets such as Midtown Global Market, Plaza Latina, and Plaza Verde. Small Latino and immigrant owned businesses revitalized the largest commercial corridor in the state.

Today, Latino entrepreneurship has taken root in communities all across Minnesota. The influence of the organization is felt both in metro and rural communities, with active LEDC member-businesses in 18 Minnesota counties and two other states. LEDC has expanded its activities to include education and training, agricultural economic development, and lending to businesses. In 2016 alone, LEDC staff provided 475 hours of in-person technical assistance, disbursed over $300,000 in loan funds, and leveraged an additional $600,000. Ten businesses working with LEDC opened their doors, five businesses expanded, and 30 jobs were created. This year, LEDC educated 40 full time GED students and placed 49 job seekers into jobs.

As board co-chairs, we have had the privilege of witnessing the tremendous economic, social, and cultural enrichment that immigrants from all backgrounds bring to Minnesota. Now more than ever, we know the important role LEDC plays in providing critical support and resources to these entrepreneurs as they strive to pursue their ambitions in an increasingly challenging environment. We thank the staff of LEDC, our volunteer committee members, and our fellow board members for their dedication and commitment to this organization. We also thank our funders for their continued support of our work and our mission to create economic empowerment for the Latino community.

Rose Lindsay and Juan Cervantes
Board Co-chairs
The GED program was the highlight of 2016 for Teocalli Tequiotl Latino Academy, LEDC’s workforce and adult education department. This year we had our first three GED graduates, with more in process. The Teocalli Tequiotl Latino Academy started in 2010 as a place where Latino immigrant business owners could learn skills to improve their business. Now, it has grown into a close-knit community of adult learners and job seekers.

Ana Amaya was Student of the Year in 2014. She began classes with LEDC as a computer and English student, and had nearly perfect attendance. As an enthusiastic learner, she was one of the first to sign up for LEDC’s GED program when it was announced. It is not surprising that she was our first graduate. Over the year she studied in the GED program, she was a top student, and a friend and example to the other students.

“Volunteering at the LEDC was such an amazing experience for me. Tuesdays quickly became my favorite day of the week. There were some students who came to class who spoke little to no English and now speak English confidently. Helping in English class allowed me to develop more of an appreciation for how difficult and nonsensical the English language can be. I am thankful to have had the opportunity to be part of such an enriching and encouraging community.” - Holly Brettingen

Benchmarks in 2016:

- **13** students passed at least one GED subject test
- **3** students completed their GED Diploma
- **13** donated GED textbooks distributed to low-income students
- **202** job seekers met with an employment specialist for job search and resume assistance
- **385** hours of employment counseling performed
- **353** people participated in the workforce department in some form
- **49** job seekers found a new job

Manuel came to LEDC looking for help to renew his electrician’s license. It was the first time he had to complete an interactive online training course. He met one-on-one with an employment navigator at LEDC to practice using the computer, and after he successfully completed the course, Manuel began seeking new career opportunities. He sent out applications and updated his resume using the computer resources at LEDC. After several weeks of searching, Manuel accepted a job offer as an electrical maintenance worker.

“Volunteering at the LEDC was such an amazing experience for me. Tuesdays quickly became my favorite day of the week. There were some students who came to class who spoke little to no English and now speak English confidently. Helping in English class allowed me to develop more of an appreciation for how difficult and nonsensical the English language can be. I am thankful to have had the opportunity to be part of such an enriching and encouraging community.” - Holly Brettingen
During 2016, the Lending Program at LEDC faced several structural changes as our portfolio of clients has grown and diversified. We introduced new lending policies, increased the capacity of our portfolio management software, and completed a new procedural manual, allowing us to compile and process each loan file more quickly and efficiently.

In 2016, the speaker series included five presentations with an attendance of more than 60 people. The presentations were offered to business owners, LEDC members, entrepreneurs and future business owners. The topics included accounting, marketing, registration, new regulations and law modifications that small business owners must know.

LEDC held two sessions of small business development classes this year, with a total of 33 students. Our small business start up class focused on how to write a business plan, marketing, regulations, and budgeting.

<table>
<thead>
<tr>
<th>2016 benchmarks for the loan and business development departments:</th>
</tr>
</thead>
<tbody>
<tr>
<td>475 hours of in-person technical assistance to business owners</td>
</tr>
<tr>
<td>15 businesses opened or expanded</td>
</tr>
<tr>
<td>13 loans disbursed</td>
</tr>
<tr>
<td>9 loans repaid, totaling $55,000</td>
</tr>
<tr>
<td>$500K received from The Community Development Financial Institution Fund</td>
</tr>
<tr>
<td>$300K contributed from The Minneapolis Foundation</td>
</tr>
<tr>
<td>49 students took business classes and workshops</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business Highlights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dulcería Bon Bon</td>
</tr>
<tr>
<td>Hermila and Jose of the candy store Dulcería BonBon participated in the February entrepreneurship class at the East Side Enterprise Center. In this photo, they share an example of their marketing materials with the class. Their store opened in March of 2016, and explore their selection of Mexican sweets and piñatas at 1882 Payne Avenue, St. Paul, MN.</td>
</tr>
<tr>
<td>Las Enchiladas</td>
</tr>
<tr>
<td>Edgar Garcia and his family opened Las Enchiladas in Farmington in December 2016. LEDC helped the new owners to re-negotiate their purchase of an existing restaurant, and was able to save them a significant amount. You can try their enchiladas at 18500 Pilot Knob Road, Farmington, MN.</td>
</tr>
<tr>
<td>El Guanaco Bakery &amp; Cafe</td>
</tr>
<tr>
<td>LEDC first made a loan to El Guanaco Bakery &amp; Cafe about 10 years ago. Early in 2016, they returned to LEDC ready to expand their business into the space next door. LEDC connected him with an architect and a loan. Today, his sales have exceeded his expectations, and his pupuseria is a beautiful example of hard work, collaboration, and a taste of El Salvador. Check them out at 849 East 7th Street, St. Paul, MN.</td>
</tr>
</tbody>
</table>

Business Development and Lending Program

Speaker Series

In 2016, the speaker series included five presentations with an attendance of more than 60 people. The presentations were offered to business owners, LEDC members, entrepreneurs and future business owners. The topics included accounting, marketing, registration, new regulations and law modifications that small business owners must know.

Business Classes

LEDC held two sessions of small business development classes this year, with a total of 33 students. Our small business start up class focused on how to write a business plan, marketing, regulations, and budgeting.

Construction Entrepreneurship

With the support of the City of St. Paul, LEDC offered a construction entrepreneurship course in the East Side Enterprise Center to 24 Spanish-speaking construction business owners. These students attended contractor’s licensing, bidding and estimating, negotiation, construction English, and Excel classes as part of the program. On the final day of class, representatives from the City of St. Paul joined students to answer questions about permits and helped business owners to fill out CERT certification applications.
After five years of development support from Latino Economic Development Center, Wirth Cooperative Grocery will open in 2017 to serve a low-income North Minneapolis food desert. Wirth Cooperative is a community owned grocery store that will serve a mix of conventional and natural groceries. LEDC provided a business plan and secured over one million dollars in financing for the project in 2016, including a $500,000 federal grant to pave the way for the opening.

Shared Ground Farmers Cooperative

Shared Ground Farmers Cooperative completed its third year of operation in 2016 by increasing the number of member farmers who supply its produce. The marketing cooperative buys product from a total of 24 farms, and the majority of the members are Latino farmers. The co-op delivers local produce to high end restaurants in the Twin Cities, co-op groceries, the Minneapolis School System and a CSA (community supported agriculture program). LEDC and the Hmong American Farmers Association have agreed to collaborate in the development of a processing business that will add value to fresh produce and extend their selling season with Shared Ground serving as its distributor. The processing business, based at LEDC’s Kitchen on the Bluff, is another element of local food system infrastructure that LEDC is engaged in launching.

Greater Minnesota Program

LEDC continues to make progress and assist Latino farmers with loans and technical assistance. In 2016, we helped farmers find markets, purchase farm machinery, buy farmland, and obtain certifications. Thanks to our work developing rural areas, LEDC was invited to present as part of the White House Rural Council and also presented our work for the USDA webinar El Sueño de Ser Dueño de un Negocio (the dream of owning your own business). Our rural department also translated the Good Agricultural Practice (GAP) food safety manual into Spanish. The GAP certification allows farmers to sell produce to institutional buyers, such as school districts, produce wholesale, etc.

Business Highlights

Santa Rosa Farm was able to pass its food safety plan with the Minneapolis School District, allowing them to sell produce to Minneapolis Public Schools. Agua Gorda, La Sureña, and La Familia Farm all successfully passed their Good Agricultural Practice (GAP) food safety inspections and were able to obtain GAP certifications.

Austin Minority Business Project

LEDC expanded its reach and services to communities in Southern Minnesota, with clients as far away as New Ulm and Rochester, opening its new office in Austin to the public. LEDC is serving businesses in the area in partnership with the Immigrant Law Center of Minnesota, the law offices of Lindquist and Vennum, and HACER. As of 2016, LEDC has:

• Provided technical assistance to 5 businesses and 3 start ups.
• Referred 2 businesses for pro-bono legal assistance.
• Started processing 4 loans.

BizAware – BizRecycling

Along with representatives from the Ramsey and Washington counties, LEDC continued its campaign to promote a recycling culture among Latino entrepreneurs through free professional assistance and financial support provided by experts. This year, LEDC visited 30 small businesses, schools, and churches as part of the campaign. Ultimately, five grocery stores, six restaurants, and a beauty salon were approved for the program.
This year we were able to raise about $49,000 for the Latino Scholarship Fund through our golf tournament and online fundraising. A huge thank you to everyone who supported the scholarship fund this year!
Foundation and Corporate Contributions
- AgStar Financial Services
- Ameriprise Financial
- Blandin Foundation
- Bank of America
- Bush Foundation
- Caroline’s KIDS foundation
- F.R. Bigelow Foundation
- Institute of Mexicans Abroad
- Marguerite Casey Foundation
- Metropolitan Economic Development Association (MEDA)
- McNeely Foundation
- National Association for Latino Community Asset Builders (NALCAB)
- Northwest Area Foundation
- Otto Bremer Foundation
- RBC Foundation
- The McKnight Foundation
- The Minneapolis Foundation
- Twin Cities LISC
- US Bank Foundation
- Wells Fargo
- Xcel Energy
- Minnesota Twins Baseball Club
- Minnesota Black Chamber of Commerce
- Sunrise Community Banks
- Panaderia San Miguel
- Perez Jimenez & Associates, LLC
- Novamex
- US Bank
- Thrivent Federal Credit Union
- AZ-Techs Computer Services (c)
- Commercial Kitchen Services
- Country Financial
- De Leon & Nestor, LLC
- Diversant
- Doña Chela Brewing Company, Inc
- Hockenbergs Company
- Illinois Casualty Company
- Juniors Sports Cafe
- L.A. New Generation, LLC
- La Raza
- Mapps Coffee and Tea
- North Star Agency, LLC
- Northwestern Mutual
- Quantronic Corp
- Rack’s Sports Bar
- The Law Office of Iris Ramos LLC
- Tortillas Payan, LLC
- Waste Management
- Re/Max Advantage Plus
- Hispanic Tiempo, LLC
- Minnesota United FC
- National Checking Company
- Sysco Minnesota
- A la Salsa Restaurant
- Bremer Bank
- American Paper Supply
- Knock, Inc
- La Loma Wholesale
- Mall of America
- U.S. Foods - Minnesota
- Landreau Insurance Group
- Minnesota Twins Baseball Club
- Minnesota Twins Baseball Club Foundation and Corporate Contributions
- Government Grants and Contracts
- City of Minneapolis – Community Planning and Economic Development
- City of Minneapolis – One Minneapolis Fund (via Lake Street Council)
- City of St. Paul, Human Rights and Equal Economic Opportunity Department
- Ramsey County, Solid Waste Management Coordinating Board
- State of Minnesota – MN Department of Employment and Economic Development
- US Department of Agriculture, National Institute of Food and Agriculture – Beginner Farmer Rancher Development
- US Department of Agriculture, National Institute of Food and Agriculture – Community Food Projects
- US Department of Agriculture, Office of Advocacy and Outreach OASDPR Program
- US Department of Agriculture, Rural Cooperative Development
- US Department of Agriculture, Socially-Disadvantaged Groups
- US Department of Health and Human Services, Office of Community Services

Statement of Financial Position of LEDC 2016 (Unaudited)

**Assets**
- Cash and Cash Equivalents $240,636
- Cash Restricted for Loan Programs $567,816
- Grants and Contributions Receivable $752,056
- Loans Receivable (Net) $1,203,433
- Property & Equipment (Net) $2,268,841
- Investment in LLCs $251,309
- Other Assets $19,356
- **Total Assets** $5,303,447

**Liabilities & Net Assets**
- Notes Payable $3,006,844
- Other Liabilities $434,886
- Net Assets $1,861,717
- **Total Liabilities & Net Assets** $5,303,447

**Revenue**
- Contributions $950,584
- Government Grants - Operating $908,937
- Program Fees $21,628
- Other Income $376,414
- **Total Revenue** $2,257,563

**Expenses**
- Program Services $1,623,152
- Management and General $440,514
- Fundraising $102,982
- **Total Expenses** $2,166,648

**Golf Tournament Sponsors**
- Minnesota Twins Baseball Club
- Minnesota Black Chamber of Commerce
- Sunrise Community Banks
- Panaderia San Miguel
- Perez Jimenez & Associates, LLC
- Novamex
- US Bank
- Thrivent Federal Credit Union
- AZ-Techs Computer Services (c)
- Commercial Kitchen Services
- Country Financial
- De Leon & Nestor, LLC
- Diversant
- Doña Chela Brewing Company, Inc
- Hockenbergs Company
- Illinois Casualty Company
- Juniors Sports Cafe
- L.A. New Generation, LLC
- La Raza
- Mapps Coffee and Tea
- North Star Agency, LLC
- Northwestern Mutual
- Quantronic Corp
- Rack’s Sports Bar
- The Law Office of Iris Ramos LLC
- Tortillas Payan, LLC
- Waste Management
- Re/Max Advantage Plus
- Hispanic Tiempo, LLC
- Minnesota United FC
- National Checking Company
- Sysco Minnesota
- A la Salsa Restaurant
- Bremer Bank
- American Paper Supply
- Knock, Inc
- La Loma Wholesale
- Mall of America
- U.S. Foods - Minnesota
- Landreau Insurance Group
- Minnesota Twins Baseball Club
Vision
- A thriving multicultural community enriched by Latino leadership, culture, and economic influence.

Mission
- Transform our community by creating economic opportunity for Latinos.

Core Functions
- Assist entrepreneurs with establishing and growing their businesses.
- Develop public markets and commercial corridors with Latino business participation.
- Build membership to improve access to resources for Latino businesses.

Core Values
- Promote just, sustainable and ethical business practices; healthy, respectful work environments; social responsibility; and economic justice.
- Develop Latino talent, leadership, civic engagement, and political influence.
- Affirm and act in the best interests of our membership; contribute our wisdom and experience for the betterment of all members.

LEDC Staff
2016

Ramón León, Founder, President, and CEO
John Flory, Special Projects Director
Lucía de Zavala, Development and Compliance Director
Rocio Bustillos, Lending Program Director
Rebekah Tedrick-Moutz, Workforce Program Director
Jaime Villalaz, Agricultural Business Development Program Director
Zoila Guachichulca, Employment Counselor
Marisa Hernández, Business Training Coordinator/Business Development Specialist
Andres Salinas Sanchez, Lending Compliance Officer/Economic Development Lender
Miriam Aragón, Economic Development Lender
Nora León, Office Assistant/Associate Business Consultant (*)
Julisa Viveros, Greater MN Business Consultant (*)
Mario Hernández, Vice President and COO (*)
Yolanda Cotterall, Greater MN Sr. Business Consultant (*)
Tong Thao, Facilities Coordinator/Office Specialist at East Side Enterprise Center (*)

(*) No longer at LEDC after 2016

Interns and Collaborators
2016

Leanny Prieto: Bilingual Education and Economic Development Program Specialist (PSEI AmeriCorps VISTA)
Mark Hannash: Employment Navigator (Minnesota Opportunity Corps)
Kyle Klausing: Employment Navigator (Minnesota Opportunity Corps)
John Ramirez: Employment Navigator (Minnesota Opportunity Corps)
Dustin Parks: Math pre-GED Teacher and Neighborhood Revitalization Development Intern
Valentina Hidalgo Mendoza: Micro-entrepreneurship Program Impact Evaluation Intern
Jose Arrieta: Communications Volunteer
Kami Ehrich: Job Search and Employment Opportunities Network Assistant
Blanca Paucar: ESL Class Volunteer
Holly Brettingen: ESL Class Volunteer
Lucia Quintero: Computer Class Volunteer
Erik Greene: Math and Computer Tutor
Tamara Hernandez: GED Tutor
Aliusha Hernandez: GED Tutor
Maria Burbano: GED Essay Grader
Travis Beach: Pre-GED Classroom Volunteer
Maya Swope: Pre-GED Classroom Volunteer
Jordan Katz: Pre-GED Classroom Volunteer
Rik Svien: GED Tutor

Opportunities Network Assistant
Blanca Paucar: ESL Class Volunteer
Holly Brettingen: ESL Class Volunteer
Lucia Quintero: Computer Class Volunteer
Erik Greene: Math and Computer Tutor
Tamara Hernandez: GED Tutor
Aliusha Hernandez: GED Tutor
Maria Burbano: GED Essay Grader
Travis Beach: Pre-GED Classroom Volunteer
Maya Swope: Pre-GED Classroom Volunteer
Jordan Katz: Pre-GED Classroom Volunteer
Rik Svien: GED Tutor

Bilingual class information hotline: (612) 293-8064
Bilingual class information online form: tinyurl.com/ttooic

Ph: (612) 724-5332
www.ledc-mn.org
facebook LEDC-MN twitter @Latinocdc

East Side Enterprise Center
804 Margaret Street. St. Paul, MN 55106

Los Lagos
1501 East Lake Street (Lower Level), Minneapolis, MN 55407

Austin Office
329 North Main Street, Suite 442, Austin, MN 55912

Ph: (612) 724-5332
www.ledc-mn.org
facebook LEDC-MN twitter @Latinocdc

McKelvey Center
2016

Rose Lindsay (Co-chair)
City of Minneapolis Department of Planning and Economic Development

Juan Cervantes (Co-chair)
State Farm Insurance

Maria Boyle (Vice chair)
J & B Group

Christopher Romano (Treasurer)
Thrivent Financial Services

Uri Camarena (Secretary)
MEDA

Lorenzo Ariza
Salsa a la Salsa Restaurant

Susana De Leon
De Leon and Nestor LLP

Elvira Flores
F&F Janitorial Services

Andre Goodlet
Hormel Foods

Norma Garcés
El Colegio Charter School

Iris Ramos
The Law Office of Iris Ramos LLC

Interns and Collaborators

Leanny Prieto: Bilingual Education and Economic Development Program Specialist (PSEI AmeriCorps VISTA)
Mark Hannash: Employment Navigator (Minnesota Opportunity Corps)
Kyle Klausing: Employment Navigator (Minnesota Opportunity Corps)
John Ramirez: Employment Navigator (Minnesota Opportunity Corps)
Dustin Parks: Math pre-GED Teacher and Neighborhood Revitalization Development Intern
Valentina Hidalgo Mendoza: Micro-entrepreneurship Program Impact Evaluation Intern
Jose Arrieta: Communications Volunteer
Kami Ehrich: Job Search and Employment Opportunities Network Assistant
Blanca Paucar: ESL Class Volunteer
Holly Brettingen: ESL Class Volunteer
Lucia Quintero: Computer Class Volunteer
Erik Greene: Math and Computer Tutor
Tamara Hernandez: GED Tutor
Aliusha Hernandez: GED Tutor
Maria Burbano: GED Essay Grader
Travis Beach: Pre-GED Classroom Volunteer
Maya Swope: Pre-GED Classroom Volunteer
Jordan Katz: Pre-GED Classroom Volunteer
Rik Svien: GED Tutor