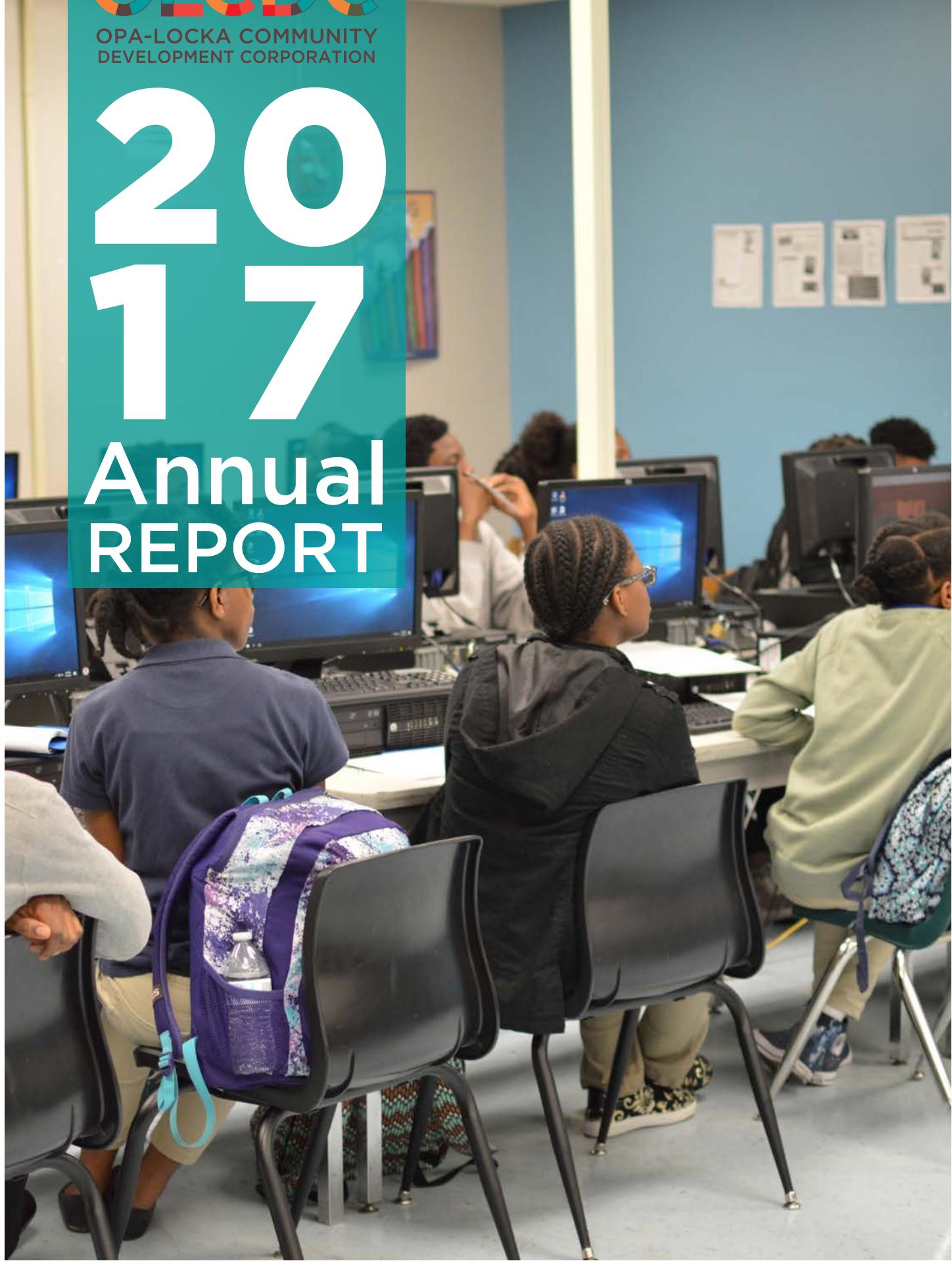




OPA-LOCKA COMMUNITY
DEVELOPMENT CORPORATION

2017

Annual REPORT



Don't just live, THRIVE

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CHAIRMAN'S MESSAGE



Dear Friends,

As I reflect over the accomplishments the OLCDC has made over the past year – as well as the last four decades – I am humbled by the impact that we've been able to have as an organization. The work that we do is transformational for not only the community, but the residents who live, work and play here.

The guidance of the Board of Directors, the work of the staff, the support of our funders and the trust our clients put in us, allow us to make magic in Opa-locka and the surrounding north Miami-Dade communities. One great example of this is the impact we were able to have immediately following Hurricane Irma. Almost as soon as the last strong winds made its way past South Florida, our Board and staff jumped into action. We gave community residents refuge in our space, we provided electricity so they could power their mobile phones, we fed anyone who walked through our doors because we knew that power outages meant spoiled food and we helped to rehab homes that were damaged by the storm. Shortly afterwards, we were able to secure hurricane resiliency funding from organizations like United Way and MUFG. This is the type of impact the OLCDC has in this community.

While we started with roots in the affordable housing and real estate development arena, we've continued to expand our work to meet the needs of the community. We now provide access to arts, social services, education, small business lending, financial literacy, healthy food and more.

However, as we grow, we've found ourselves at a crossroad. In order to truly transform our work, we have to transform our organization. We've updated policies to keep up with a growing staff, we're changing our funding source mix to better support our organization's work and we're improving our systems and processes to become more efficient. But, we still have some work to do. We're building a Board that can strengthen the organization through counsel in a variety of ways, including legal, financial, fundraising, policy and programming, just to name a few. We're taking a look at our marketing materials to determine how we can better position ourselves and the work we do to supporters and funders. We're working to make it easy for clients to navigate their way through the various service offerings within our organization. We're using our voice to advocate for policies that effect our communities and the people we serve.

Transformation is a journey. It's the road that we've chosen as an organization and with the combination of our staff, Board and supporters, I'm confident we're headed in the right direction.

Sincerely,

Wilbert "Tee" Holloway
Chairman, Board of Directors
Opa-locka Community Development Corporation

PRESIDENT'S MESSAGE



Dear Friends,

Transformation is at the core of the OLCDC's mission – literally. It's what we've been doing in our community over the past 38 years. However, in 2017 we really kicked our transformation efforts into high gear. We're no longer walking, we're running on our journey to improve the lives of the people we serve in Opa-locka and north Miami-Dade communities.

"The secret of change is to focus all of your energy, not on fighting the old, but on building the new."
- Socrates

On our road to transformation, 2017 was a foundational year in helping to build the new. With the guidance of our Board of Directors, we now have a new and expanded vision. One that is more comprehensive in focus and aims to help families thrive in various facets of their lives. No longer are we narrowly focused on real estate and housing development as the sole path to community development. Through access to resources and training, we're working to empower families, whether it's through economic or financial stability, affordable housing or healthy living. For example, we're transforming how small business owners access capital, we're transforming a food desert into an urban garden and we're transforming the career paths of students through exposure to technology. And, as we expand our services we're doing so with an eye on creating sustainable programs that will live well beyond any single funding source.

However, with a transformation in services, comes a transformation in operations. We recruited new board members with key skillsets, such as fundraising, legal and financial. We hired new staff members, including Nikisha Williams, Chief Operating Officer; Yvette Harrell, VP, THRIVE Campus and MJ Green, Opa-locka Business Fund Manager, among others. We've pushed the boundaries of our service areas to ensure our work has an even greater impact. We've expanded our funding sources to include more foundations and we've continued to engage stakeholders, such as community activists, advocates and members in our journey.

The world in which we live in is changing. The divide between the rich and poor is growing as the middle class disappears. The 21st century technology boom has left behind brown and Black people across the nation – and South Florida is no different. Our kids are falling behind in school, while families struggle to pay bills, let alone build wealth. Meanwhile, underserved communities continue to suffer disproportionately from chronic illnesses.

Our goal is to create a more sustainable, empowered, engaged, wealthier and healthier community. But, in order to do so, we have to transform how we not only see, but also solve the problem.

Sincerely,

Willie Logan
President and Chief Executive Officer
Opa-locka Community Development Corporation

BOARD OF DIRECTORS



CHAIRPERSON
THE HONORABLE WILBERT T. HOLLOWAY

VICE-CHAIRPERSON
BERNARD DURHAM

TREASURER
JEFF BRIDGES

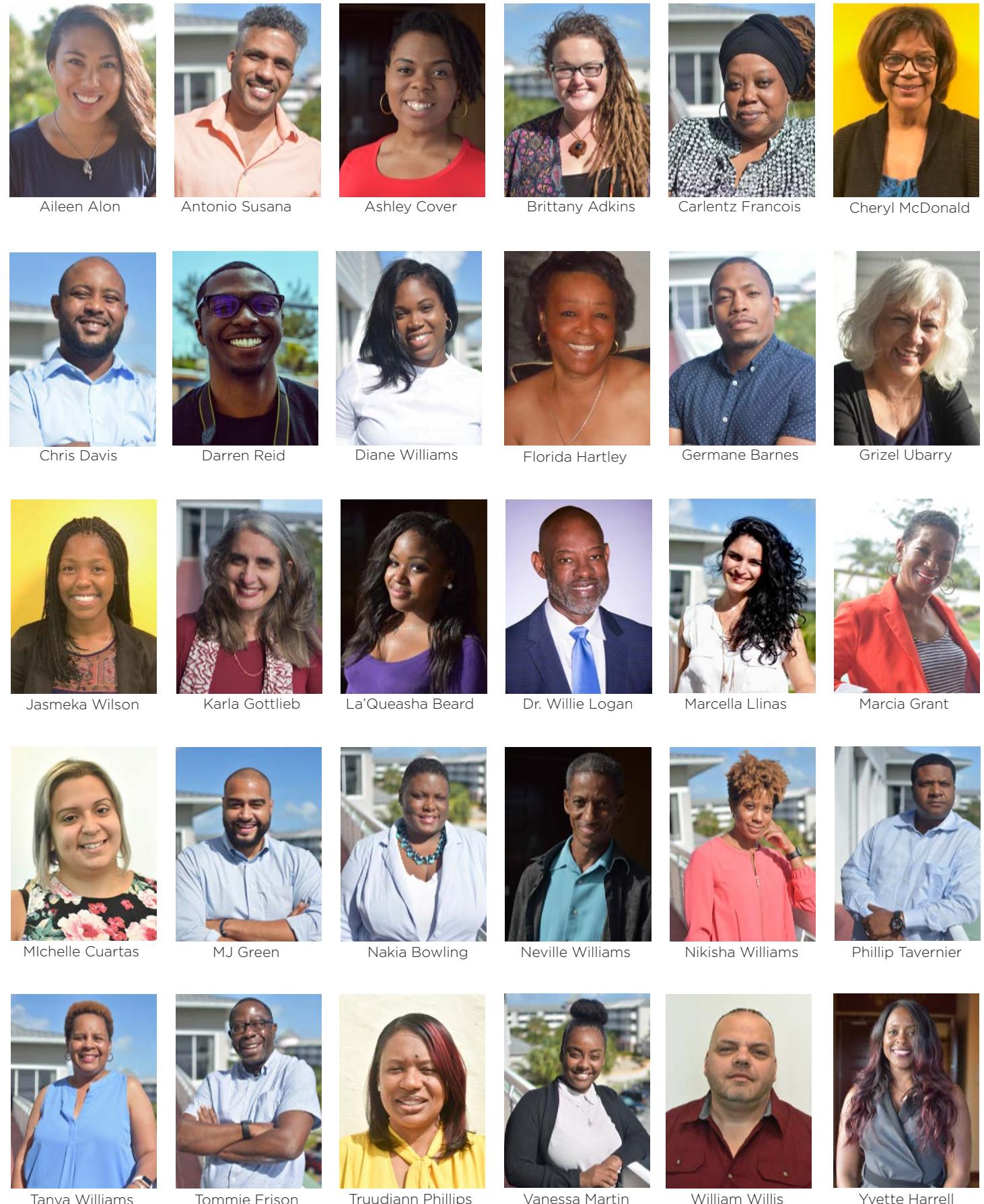
SECRETARY
MARY ALICE BROWN

DIRECTORS

MALIK S.BENJAMIN
MILTON FELTON JR
FRED FUNEUS
ULYSSES HARVARD
OLLIE KELLEY
JOHN LITTLE
ERNEST "ERNIE" MARTIN

RUBY MORTON-THOMAS
MARVEASHA PRIMONATO
NASHID SABIR
EUGENE SIMMONS
JESSIE WILLIAMS
PAULETTE WILSON
IAN ABRAMS

STAFF



Family SERVICES

Family Services

The goal of the Family Services Department is to create a web of effective solutions to empower and protect the youth and families of the North Dade community. Our vision is to strengthen families by being a hub in which families can access all their social service needs in one centralized location. This is accomplished through the delivery of community programming, events, prevention activities, intervention activities as well as community engagement and strategic partnerships.



Keeping Our Promise

This was a big year for the department's signature program. This program was originally outsourced to one of our partners for direct services at \$250k per year. We made the strategic move to bring the services in house. Which led to the award of a three year grant from the Children's Trust in the amount of \$500,000. This grant allowed us to build an in-house team of one Family Therapist, four Care Coordinators and two Natural Helpers.

The Family & Neighborhood Support Partnership, known as Keeping Our Promise, served 140 adults and more than 375 children from high risk families who live in Miami-Dade County Commission District 1, (Miami Gardens, Opa-locka, North Miami).

Teen Pregnancy

The second and final year of the teen pregnancy prevention program with Trinity Church/ PlanBe_ Peacemakers ended on June 30, 2018. Over the last two years we have successfully served 200 students. These students have come from North Dade Middle School, Stellar Leadership Academy, Horace Mann Middle School, Florida International Academy and Arts Academy of Excellence.

CodeMasters

CodeMaster's Youth Enrichment Program offers a highly engaging, innovative, and enriching program for middle and high school aged youth that focuses on STEM, primarily mathematics and computer coding. The program focuses on student achievement and academic success, personal development and responsibility, and postsecondary exploration and preparation. Schools currently participating in this program include: North Dade Middle, Carrie P. Meek/Westview K-8 Center, Miami Carol City Senior High and Arts Academy of Excellence. CodeMasters served over 80 during the 2017 academic year and 62 students during the summer of 2017.

Lastly, in a continued partnership with the Florida Education Fund, we have applied and been awarded extra funding from the Children's Trust that will expand CodeMasters for five additional years. With this expansion, we will be able to add resources to service 4th and 5th grade students for the 2018-2019 year.

Empowering Parents for Success

The Opa-locka Community Development Corporation, in partnership with The Institute for Child and Family Health, utilizes a comprehensive array of services and support to improve the health education, safety, child development, and provision of support for children 0-3 and their parents in the Opa-Locka, FL area. The Program uses the Parent as Teachers Curriculum to offer a range of services to high risk pregnant women, mothers and fathers of children 0-3. The services include home visits, health care information, parenting education, home safety, child developmental screenings, parent support groups, screenings for maternal depression, as well as referrals for other services as needed.





Parents as Teachers is an early childhood parent education, family support and well-being, school readiness home visiting model based on the premise that "all children will learn, grow, and develop to realize their full potential. Based on theories of human ecology, empowerment, self-efficacy, attribution, and developmental parenting. Parent educators work with parents to strengthen protective factors and ensure that young children are healthy, safe, and ready to learn. An agency may choose to use the Parents as Teachers model to focus services primarily on pregnant women and families with children from birth to age 3 or through kindergarten.

In 2017, the program had 25 enrolled parents, 18 rollover cases, 7 new enrollments, 6 Closed Cases and 17 participated in a group activity.

Opa-locka Health Matters Fair

The 2017 Health Matters Fair was held Saturday, March 25th from 1pm to 4 pm at Sherbondy Village Community Center. The health fair showcased over 40 vendors and saw more than 200 participants from the community. The health fair featured free health screenings, interactive health seminars and workshops, food preparation demonstrations, games for kids and CPR training classes.



Summer Camp

In 2017 The Family Services Department embarked on our first summer camp at our THRIVE Innovation District Campus. In collaboration with Florida Education Fund and MANO Americas and funding from The Children's Trust, more than 90 students from the North Dade Community had the opportunity to attend our free 6-week arts infused, summer enrichment camp.

We were able to run three camps at The Arts Academy of Excellence located on our THRIVE campus, that focused on three different disciplines. Children in grades 5 through 9 participated in dance,

music production and maker. Page Slayers offered a creative writing camp to rising 4th and 5th graders. We collaborated with our partners at the Florida Education Fund to offer a camp in Game Design and Coding to children in 6th through 12th grade.

The camp also featured a culminating showcase that offered free activities and games and food.

School Supply Giveaway

This year, thanks to a very generous donation of 17 pallets of school supplies from Publix Supermarket, The Family Services Department gave school supplies to more than 200 families, schools and organizations in the North Dade Community.

This giveaway happened during the middle of the academic school year at a time when most families and schools have depleted most of their supplies from the start of the school year.



Family Services Pantry

The Family Services Department maintains a small pantry consisting of dry food items, toiletries and household supplies. Through this pantry we serviced more than 50 clients in 2017. The pantry helps families meet food needs and everyday household supply needs.



Small Business & ENTRE PRENE URS HIP

In 2017, the Community Fund of North Miami Dade laid the framework to facilitate a successful small business loan program. The CFNMD added key consultants and staff to operate the loan fund and support the small business community in North Miami-Dade.

The CFNMD worked with long time consultant and CDFI thought leader Dr. Michael Swack to find the appropriate partner to help and advise on embarking on this new program. Founded in 1988, Community Reinvestment Fund, USA (CRF) is a national non-profit organization with a mission to empower people to improve their lives and strengthen their communities through innovative financial solutions. A leading Community Development Financial Institution (CDFI), CRF develops products and services aimed at increasing the flow of capital to historically underinvested communities

across the country. CRF has injected more than \$2.4 billion to help stimulate job creation and economic development, provide affordable housing, and support community facilities. CFNMD is working with CRF to raise capital for the loan fund as well as provide back office support and data management.

At the end of 2017, the CFNMD brought on two new staff members. The Loan Fund Manager and a Marketing, Training, and Business Development Specialist. Marcela Llinas has taken the role on of Marketing, Training and Business Development Specialist providing technical assistance to our borrowers. Marcela has worked in community and small business development as well as marketing in the non-profit and education sectors.

Our Loan Fund Manager, Michaeljohn Green, has worked for two successful CDFI's and has spent the rest of his professional career providing financial guidance to wealthy families. Both new employees bring a passion for communities and helping others achieve their goals.

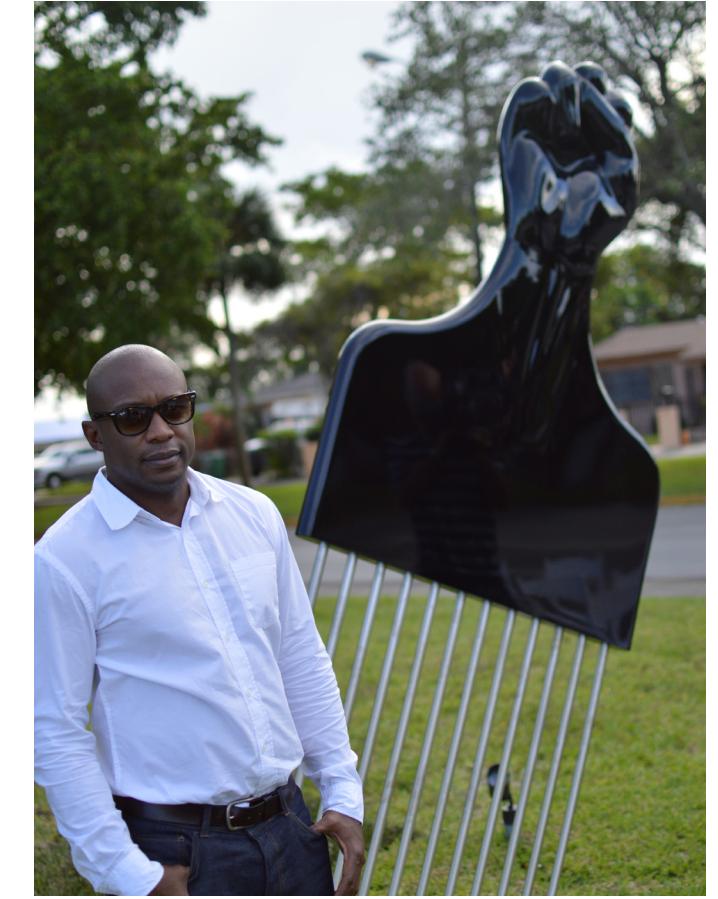
The first tasks CFNMD's new staff team embarked on included developing small business lending policies and procedures to ensure the loan funds success. After appropriate review and discussion, CFNMD's board of director adopted its small business lending policies and procedures.

Staff also started developing relationships in the business lending community which supported the recruitment of future board members that provided lending experience and understanding of small businesses.

In February 2018, the CFNMD launched its Small Business Loan Fund and Technical Assistance Support Services.



Arts & Creative INDUSTRY



Public Art

In Spring 2017, Opa-locka was chosen as 1 of 6 communities throughout Miami-Dade County to participate in the Perez Art Museum Miami's (PAMM) Inside|Out Program, funded by the Knight Foundation. Inside|Out takes 15-20 high quality reproductions of artworks in the museum's permanent collection and displays them outdoors in local communities.

OLCDC partnered with PAMM and the City of Opa-locka on this endeavor to exhibit 19 artworks around the downtown and Magnolia North neighborhoods for one month. PAMM's Teaching Artists also led several walking tours of some of the downtown works during the opening and closing receptions held in conjunction with Toast to Art Paint Nights, as well as for local student field trips.

In addition, PAMM sponsored a bus for community members to visit the museum for free and receive guided tours as part of the collaboration.

In October 2017, OLCDC, in partnership with Related Urban Development Group, unveiled an 800 pound afro pick sculpture entitled "All Power to All People" by world renowned, black artist Hank Willis Thomas. As the first public sculpture in Opa-locka, the unveiling drew large crowds from across South Florida's art community, as well as local residents. The ceremony took place

at Town Center Apartments where the sculpture is located and included a short Q&A moderated by Dennis Scholl, an avid art collector, former VP of Arts at the Knight Foundation and current CEO of Art Center/South Florida, with Thomas and OLCDC CEO, Dr. Willie Logan. It was preceded by an artist talk for 50 students from the Arts Academy of Excellence and Miami Bridge Youth Shelter. Students were exposed to the artist's previous work and were able to interact in an open dialogue with the artist.

Exhibitions

To close out the 5th Annual Art of Transformation series curated by Brooklyn/South Africa based curator Tumelo Mosaka, we screened "The Black Panthers: Vanguard of the Revolution" (2015) on January 21, 2017. Directed by Stanley Nelson, it is the first feature length documentary to explore the Black Panther Party and its significance to broader American culture, cultural and political awakenings, and painful lessons featuring rare archival footage. The film was chosen based on its connection to the series' anchoring exhibition "SAY IT LOUD!", inspired by the James Brown song of the same name that addresses racial discrimination and calls for black empowerment. The exhibition featured contemporary artists Michael Paul Britto, Myra Greene, Joshua R. McFadden, Mario Pfeifer and Roberto Visani, and was a rallying cry for all to mobilize against injustice and discrimination, while embracing black culture and pride in the African Diaspora.

The 2017 META Series started with an exhibition "Afro-Luminosity" curated by Ludlow Bailey and featuring local artists Bayunga Kialeuka, Doba Afolabi, Gary Logan, Kandy Lopez, Indrias Kassaye, Saddi Khali and Dr. Michael Hudson. It illuminated an energy field generated by the cultural expression of African people, a kind of cultural, spiritual and artistic expression that captures the soul of the black creative genius.





The show opened on March 12 with an artist panel and closed on May 15. Part of the Series also included the quarterly Art of Black Talk hosted by the Greater Miami Convention and Visitors Bureau as part of their Art of Black program on April 30.

META presents cultural programming that explores transformative art and artists, particularly but not exclusively of the African Diaspora, of various disciplines to engage the Opa-locka and South Florida communities and promote local artists.

From November 9, 2017, to January 19, 2018, The ARC's main gallery featured "ATMAN: The Caribbean Lion," an artistic exploration of the ego and how it relates to our sense of reality. The solo exhibition featured the work of Caribbean artist, Derrick Grant, who created the grantique style that combines digital manipulations with traditional acrylic painting. The opening also featured a fashion show and musical performance by his son, Julyan Grant, and was curated by his eldest son, Sebastian Grant in partnership with CADA Conversation's Ludlow Bailey.

Programs

Since its inception in 2016, Toast to Art: Paint Night has proven to be an enriching experience to the lives of Opa-locka's residents, as well as visitors from around Miami-Dade and Broward Counties. In the past year, Paint Night has engaged over 400 individuals, families, and youth, and include live instruction by emerging local artist Chris Austin, all painting materials, snacks, and wine for those of age.

The 8th edition held on May 12, 2017, was expanded into Opa-locka Art Night. In addition to Paint Night activities with artist Chris Austin, the event featured the Inside|Out: Opa-locka closing reception, walking tours, and artmaking activities with PAMM, as well as the closing reception for the Afro-Luminosity exhibition. Recently elected City of Opa-locka Commissioner Matthew Pigatt was in attendance and gave a brief welcome to the crowd of 150 residents and visitors. Complimentary beer and wine was sponsored by Legacy Caribbean Craft Brewery, a local Opa-locka business.

Partnership Events

OLCDC partners with local schools to help expose youth to new artistic and cultural opportunities. The National YoungArts Foundation has sponsored several field trips for North Dade Middle School to attend local arts events such as exhibition openings, film screenings and dance performances. We have also strengthened partnerships with Robert B. Ingram Elementary School, Nathan B. Young Elementary School, and Grace Academy to continue taking field trips to The ARC to view exhibitions and participate in hands on art making and art criticism activities.

On June 24, 2017, OLCDC and Life is Art hosted the Soul of Opa-locka, a showcase of local musicians and rappers. The artists showcased their talent to over 60 audience members and gained helpful feedback from industry experts. The evening ended with dancing to the musical tunes of local Grammy and Latin Grammy-nominated Afro-Latin funk group PALO! as the headliner.

On August 12, 2017, Miami Dade College Museum of Art & Design and OLCDC hosted GOGO MOAD on the Road, a community outreach initiative to bring interactive museum programming to other communities. Attendees worked with teaching artists to create artistic interpretations of their name.

In addition to the afterschool and summer camp programs, OLCDC has partnered with the Arts Academy of Excellence to host master classes with notable local and national artists for the students. To date, artists have included Eduoard Duval-Carrie, Hank Willis Thomas, Derrick Grant, Sebastian Grant, Julyan Grant, and Ernest F. Baker. The master classes range from hands-on art creation, talks about the artist's works and creative process, and special performances. They are meant to give the students an in-depth dive into what it takes to become a successful artist.

OLCDC, the Miami Museum of Contemporary Art of the African Diaspora (Miami MoCAAD), MOCA North Miami, Code Fever Miami, and artist Eduoard Duval-Carrie hosted an Idea Hackathon on October 14, 2017, for Arts Academy of Excellence students. Students received a personalized tour of Carrie's latest exhibition at MOCA North Miami by the artist himself, and then came up with innovative ways to engage and active spaces for museums of



the future. The idea hackathon was a pilot initiative in the planning of Miami MoCAAD to introduce youth to museums, art, and technology.

To kick-off the cultural season, OLCDC partnered with the Greater Miami Convention and Visitors Bureau to launch their Art of Black Miami 365 campaign with a fabulous party at The ARC in November 2017. The Art of Black Miami celebrates art, culture, and diversity in our various black and multi-cultural neighborhoods. Started in 2014 solely during Miami Art Week, it has become a year-round initiative to promote artists, galleries, art institutions, and cultural heritage neighborhoods that mostly have ties to the African Diaspora.

The ARC and OLCDC hosted the Greater Miami Chamber of Commerce's Leadership Miami: Arts & Culture Session on December 2, 2017. One hundred program participants, representing various fields and industries, learned about how different artistic fields are transforming communities in Miami, contributing to the local economy, and can be used to help leaders be more prepared in their daily lives, from mental health to public speaking.

During Art Basel: Miami Beach/Miami Art Week 2017, the ARC was home to The Hogges and Cowins Book Festival and Writers Conference led by two senior community members. The two-day event was geared towards South Florida writers and authors of color, featuring several panel discussions, book signings, and networking opportunities.

The inaugural South Florida Comic Book and Science Fiction Expo was held at the ARC on December 29, 2017, in collaboration with the Miami International Science Fiction Film Festival (MISFFF) and hosted twelve vendors and a crowd of over 100 families. This event was the first of its kind in South Florida as it focused on black and brown members of the Comic and Sci-Fi world, be they characters, artists, actors, or other content creators. Attendees were able to purchase comic books both vintage and new, collectible figurines, and sci-fi novels written by authors of color, as well as view short films provided by



MISFFF and participated in comic and sci-fi trivia for the chance to win tickets to the premiere of the film Black Panther. The Expo also featured multiple panel discussions led by artists and writers of color.



Transformative
Holistic
Resources and
Initiatives that
Validate and
Empower

The THRIVE Innovation District is a compilation of services and resources located within the City of Opa-locka that is designed to assist the community to become financially self-sufficient and empowered through education, workforce development, health initiatives and entrepreneurial opportunities. Instead of merely providing finite resources to combat problems of poverty and deficient education, we are providing a comprehensive educational experience and equipping individuals with the skills and opportunities for economic growth. When completed, THRIVE will result in increased employment rates, healthier eating options, farming opportunities, unique educational experiences and exposure to fine arts, all at one location.





The Arts & Recreation Center (ARC) at 675 Ali Baba Avenue

The ARC serves as both an art gallery and an event space. This past year, we hosted four different art exhibitions and partnered with Greater Miami Convention and Visitors Bureau to host their Art of Black Miami kick-off event. Also, within the past year we have rented the ARC as a venue for more than twenty-five events, including weddings, birthday celebrations, graduation celebrations, etc. With increased marketing efforts already underway, we anticipate the number of rentals for this coming year will more than double.

The Urban Farm (located at the ARC)

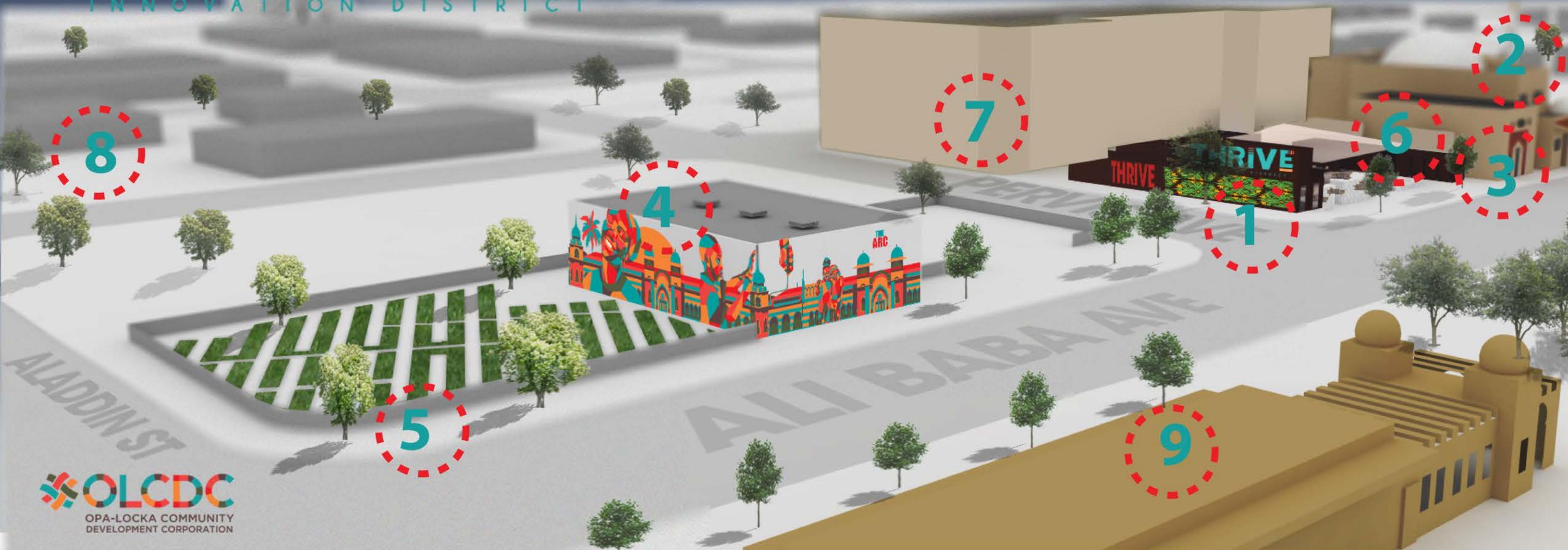
The Urban Farm serves as a resource of locally-grown food for the community. The farm is home to more than 30 different types of produce, including collard greens, kale, strawberries and bananas. In November we contracted with a farm manager who is a native of Opa-locka and with his skills and experience, we completed the farm in December 2017. The farm provides annual vegetable production, agricultural training and agritours.

Since the beginning of the operations of the farm, we have initiated early sales of produce, including 200 bunches of collard greens and over 50 pounds of other farm goods. We have also initiated preparation for next season when we will make seedlings and plants available for sale to the public, as an additional revenue source. We have conducted more than twenty volunteer days, with over 250 volunteers and community partners, like the United Way, to build-out the farm. The farm is a primary component of the farm-to-table ecosystem that harnesses the power of food to bring about economic revitalization and cultural transformation within the community.



THRIVE

INNOVATION DISTRICT



1. Thrive Kitchen/Farmers' Market/Pop-up Marketplace
2. Historic Hurt Building (OLCDC Main Offices & Jessie Trice Children's Wellness Center)
3. VFW (ARC Satellite Studio)
4. The Arts & Recreation Center (ARC)
5. Urban Farm
6. Market Space/Cafe
7. Town Center Offices (Arts Academy of Excellence & Entrepreneurial Center & Innovation Lab)
8. Orchid & Youth Garden
9. Office Space

ARTS Academy of Excellence

This year, through our Partnership with Arts Academy, the West space of the 2nd floor of town center has been built out to serve as an area for direct service provision. The build out of the center space is currently underway and is anticipated to be finished in Spring, 2019. This space will serve as the Innovation Tech Center, which will house technical equipment and technical education classes that will be made available to the community.

Dance Studio

An additional THRIVE resource on the second floor of Fisherman Street is the Dance Studio. This studio was designed to accommodate the beginner dancer to the most advanced. With hard wood floors and wall length mirrors the studio can be utilized for almost any dance genre. Currently the studio serves as a physical education resource for the Arts Academy of Excellence and is also available for use by the community. There are currently two local dance companies utilizing the studio for their practice location, serving more than 300 additional dance students collectively.

Historic Train Station

The Train Station (490 Ali Baba Avenue.), currently is home to a drop shipment company, Flagrant International, that has a two-year lease with OLCDC. We also use the space for community events, such as the “Taste of Opa-locka” that was held this past February.

Within the near future, we will fully implement the THRIVE Innovation District including the marketplace, commercial kitchen and the technology lab. Each of the THRIVE initiatives will not only increase the education and employment skills of residents but will provide additional entrepreneurial opportunities and possibilities to generate additional earned income by the participants and the OLCDC. THRIVE is positioned to assist in every aspect of the lives of the residents, from their physical health to their employability to their access to support for their entrepreneurial endeavors.

With the implementation of the THRIVE District, OLCDC's next level of impact will be even more comprehensive, as it will involve the growth of locally-grown produce (Urban Farm) that will be utilized by entrepreneurs (Commercial Kitchen) who will then sell those goods to the public (Market Place and Café). The ecosystem of the THRIVE Innovation District will address the challenges of employment, income generation, skill development and the availability of healthy food options within the City of Opa-locka and surrounding communities.



Real Estate & Housing

In 2017, the Real Estate and Housing Department directed its efforts on three primary focus areas: (1) Improving the lives of tenants in our properties, (3) Expanding the THRIVE Innovation District and (3) Planting seeds for new real estate opportunities.

SINGLE & MULTI FAMILY HOMES

As the OLCDC expanded its services in 2017, the Real Estate & Housing Department worked closely with property managers to ensure the tenants served had priority access. Care coordination, parenting counseling, arts education for students, financial literacy and small business workshops are just a hand full of the ways the OLCDC is working to enhance the lives of the residents in Opa-locka.



Additionally, staff continued to provide helpful resources through community activities such as Back-to-School Back Pack and Thanksgiving Meal giveaways. In total, the OLCDC provided more than 200 residents will backpacks and meals throughout the year.

And, when disaster struck in the form Hurricane Irma hit the South Florida area, the OLCDC jumped into action to help provide support to the community. Not only did the OLCDC open its doors just days after the hurricane to give residents electricity to power their devices and served food, the organization also repaired a single-family home in the community.

THRIVE INNOVATION DISTRICT

As the OLCDC works to build an innovation district in the heart of Downtown Opa-locka, comprised of space to help residents and small businesses thrive, key accomplishments were made on the road to progress. Not only did OLCDC begin construction to repair the Historic Hurt Building, which was built in 1925 as a hotel and gas station, but it also opened its doors in Town Center, which houses the direct services team.

In 2017, Phase 1 of the Historic Hurt Building project included window replacements. Phase 2 will commence in 2018 and will include minarets enhancements, roof repairs and additional window replacements. Construction is anticipated to be completed by the end of 2018.

In addition, construction was completed on the second floor of Town Center, located at 787 Fisherman Street, which houses the Arts Academy of Excellence, the only arts charter school in Opa-locka. The school has state-of-the-art tech labs, music production labs and a dance studio. The space also houses OLCDC direct services staff, including Care Coordination, Financial Empowerment and Small Business team members. By housing all direct services staff in one location, the OLCDC is able make important services convenient for Opa-locka residents to access.

Lastly, pre-development work was also started on the THRIVE Marketplace and Commercial Kitchen. More details about this project can be found in the Thrive Innovation District section.

NEW REAL ESTATE OPPORTUNITIES

In 2017, OLCDC began working on plans to develop additional rental properties, including

128th Street Apartments: A collaboration project partnership between Opa-locka Community Development and the City of North Miami was established to develop a two (2) story apartment complex consisting of six (6) apartments for elderly (55+) and/or disadvantage families. The units will consist of one-bedroom/one-bathroom apartments that range between 650 to 700 square feet.



City Terrace: This is a proposed affordable housing development located at 675 Ali-baba Avenue in the City of Opa-locka. The development will consist of 2,620 SF Retail space, garage parking and 78 apartment units. Construction will be green building certified and there will be a community space for tenants.



Financial EMP OW ERM ENT

In 2017, the OLCDC expanded its homebuyer education and counseling program to provide more comprehensive financial literacy for the community. Traditionally, the organization's financial counseling was anchored around helping residents purchase homes, but there are many other goals that clients want to reach such as paying off credit, buying a car, opening a business or saving for their kids education.

As the department has expanded, its new goal is to create financially stable families, giving them the financial freedom to pursue their dreams.

Financial Capability

In 2017, OLCDC piloted a financial capability program offering financial education, financial counseling and financial coaching to adults. The OLCDC hosted 2 classes with the aid of Total Bank, Chase and Catalyst Miami, serving approximately 14 clients. The two-hour curriculum provides guidance on visioning, maximizing income, spending, saving, borrowing and protection.

Homebuyer Education and Counseling

OLCDC continues to provide homebuyer education and counseling services to the community. In 2017, over 650 individuals were served in homebuyer education workshops, which are presented in both English and Spanish. Partnerships with companies such as Miami Dade County, Chase Bank, Mercantile Bank, Total Bank, First American Bank, US Century Bank, Citibank, H.O.P.E, United Way Center for Financial Stability (Branches), US Department of Housing and Urban Development (HUD) and others continue to make homebuyer services available to low- to moderate-income families.

FINANCIAL INFORMATION

OPA-LOCKA COMMUNITY DEVELOPMENT CORPORATION AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2017 AND 2016

	<u>2017</u>	<u>2016</u>
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 222,252	\$ 169,780
Restricted cash	1,674,293	4,010,396
Grants receivable	372,551	328,588
Other receivables	-	156,803
Developer fee receivable	300,063	53,373
Prepaid expenses and deposits	58,091	34,864
Total current assets	<u>2,627,250</u>	<u>4,753,804</u>
Non-current assets:		
Loans receivable	13,401,924	13,708,844
Fixed assets-net of depreciation	2,172,045	2,333,948
Developments in progress	2,950,803	2,491,459
Investment in properties	6,449,470	6,449,470
Interest receivable	213,600	213,600
Total non-current assets	<u>25,187,842</u>	<u>25,197,321</u>
Total Assets	<u>\$ 27,815,092</u>	<u>\$ 29,951,125</u>
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 271,630	\$ 266,649
Other liabilities	182,427	246,957
Current portion, mortgage payable	74,609	84,221
Current portion, notes payable	144,305	905,119
Line of credit	242,700	243,900
Deferred revenues	3,008,098	4,529,546
Security and escrow deposits	3,008	13,203
Total current liabilities	<u>3,926,777</u>	<u>6,289,595</u>
Long-term liabilities:		
Real estate interest	370,680	373,455
Notes payable	10,573,180	10,408,911
Total long-term liabilities	<u>10,943,860</u>	<u>10,782,366</u>
Total liabilities	<u>14,870,637</u>	<u>17,071,961</u>
Net assets:		
Unrestricted	12,944,455	12,879,164
Total net assets	<u>12,944,455</u>	<u>12,879,164</u>
Total Liabilities and Net Assets	<u>\$ 27,815,092</u>	<u>\$ 29,951,125</u>

FINANCIAL INFORMATION

OPA-LOCKA COMMUNITY DEVELOPMENT CORPORATION AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2017 AND 2016

	<u>2017</u>	<u>2016</u>
PUBLIC SUPPORT AND REVENUE		
Public Support:		
Private Foundation and local grants	\$ 2,839,096	\$ 1,261,654
Contributions	21,534	164,741
Special events	3,230	55,265
Total public support	<u>2,863,860</u>	<u>1,481,660</u>
Revenue:		
Developer fees	400,406	374,968
Rental income	394,559	419,479
Other income	39,343	92,120
General contracting income	-	16,200
Interest income	68,331	267,000
In-kind contribution	2,595	2,565
Total revenue	<u>905,234</u>	<u>1,172,332</u>
Total Public Support and Revenue	<u>3,769,094</u>	<u>2,653,992</u>
EXPENSES		
Program services:		
Real estate & housing	1,276,075	1,246,169
Arts & creative industry	780,821	455,982
Education, family & health	1,296,456	861,904
Civic engagement & planning	9,088	68,777
Total program services	<u>3,362,440</u>	<u>2,632,832</u>
Supporting services:		
General and administrative	722,446	617,578
Total supportive services	722,446	617,578
Total Expenses	<u>4,084,886</u>	<u>3,250,410</u>
Deficiency of revenues over expenses	(315,792)	(596,418)
Non-Operating		
Forgiveness of debt	381,083	-
Change in net assets	65,291	(596,418)
Beginning, unrestricted net assets	<u>12,879,164</u>	<u>13,475,582</u>
Ending, unrestricted net assets	<u>\$ 12,944,455</u>	<u>\$ 12,879,164</u>

BACKGROUND INFORMATION

The city of Opa-locka was born as an audacious vision of aviation pioneer Glenn Curtiss, who wanted to create “The Baghdad of Dade County”. In the 1920s, Curtiss realized his dream by building a city of arabesque structures resembling scenes from “1001 Tales of the Arabian Nights” on rural pasture lands.

Although it contains the largest collection of buildings reflecting the Moorish Revival architectural style in the western hemisphere and its streets still bear exotic names from its origins, such as Ali-Baba Avenue and Sharazard Boulevard, Curtiss’ fantasy has been replaced by a much harsher reality.

The Opa-locka Community Development Corporation (OLCDC) was established in November 1980 as a nonprofit organization to address distressed living and unemployment conditions, particularly in the Opa-locka and Miami Gardens Communities. The OLCDC is designated by the IRS as a 501(c)(3) non-profit corporation.

OLCDC’s mission is to transform under-resourced communities into vibrant, desirable, engaged neighborhoods by improving access to health, education, employment, art, safety and affordable housing.



GUIDING PRINCIPLES

...We assist low-to-moderate income families to become self-sufficient.

...Sustainable change is achieved by engaging and empowering stakeholders to broaden opportunities and improve the quality of life in their communities

...Everyone deserves high quality, affordable housing.

...Thriving businesses are vital to economic growth, and we must help them incubate, sustain and employ residents.

...We believe technology will promote the next generation of entrepreneurs committed to meeting the needs of our communities.

...We promote revitalization through “community of choice” principles that mobilize local residents and stakeholders to be engaged and to have a voice.

...We are stronger because of our partnerships and collaborative efforts.

...Heritage, history, diversity, arts and culture are core assets of community pride serving as a catalyst for community and economic development.

...Individual opportunity is built on a foundation of education.

NOTES

NOTES



OPA-LOCKA COMMUNITY DEVELOPMENT CORPORATION

MAIN OFFICE: 490 OPA-LOCKA BOULEVARD, SUITE 20

ARTS & RECREATION CENTER: 675 ALI BABA AVENUE

OPA-LOCKA, FLORIDA 33054

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