The year 2020 was full of defining moments for the Opa-locka CDC. It was a year of both challenge and triumph; hardship and hope.

For many of us, the twin pandemics of COVID-19 and systemic racism dominated our lives, making it a struggle to maintain our wellbeing and livelihood. Families and organizations alike spent endless hours toiling over the answer to some version of the same question: What are we going to do?

For us, the answer was simple. We needed to do more of what we’ve always done—connect residents and businesses with the resources they need to move out of poverty and into prosperity. However, the backdrop of the pandemic and social unrest facing our nation created an opportunity to do our work in new ways. While the “what” took care of itself, we spent much of the year pondering the answer to a different question: Who will we become?

Ultimately, the answer came through in a new strategic plan that will guide our efforts for the next five years.

This plan outlines a clear, ambitious vision for our future and identifies the strategies needed to fulfill our mission. It calls for extensive restructuring to the OLCDC team, bringing complementary functions together under new departments to better serve our clients. It also calls for enhanced organizational capacity, adding higher-level professionals to our staff team to enhance the quality and effectiveness of our work.

Under this new plan, we will also grow from a not-for-profit company into a sustainable social enterprise. With our proposed organizational structure, OLCDC will become an umbrella corporation overseeing at least six subsidiary nonprofit organizations, each supporting a different impact area of our work—affordable housing, real estate development, community engagement, policy, small business, and the arts.

Now more than ever, we are committed to leading the charge to catalyze transformation within South Florida’s low-income communities of color. They are most likely to have experienced 2020 as both a health and an economic crisis. But they are also our greatest opportunity to grow sustainable ecosystems for equitable, long-term community wealth.

DR. WILLIE LOGAN, CEO
The OLCDC Board is a dedicated group of volunteers, committed to supporting the community however we can. We’re not just decision-makers—we’re residents, property owners, business owners, and stakeholders who call the North Miami-Dade area home. As a board, we often talk about what’s happening in our communities. But the discussions we had in 2020 often shifted to what we saw happening across our nation and around the world.

When we began to feel the effects of the coronavirus pandemic here in our neighborhoods—as schools closed, people lost jobs, and our neighbors got sick—we were moved to action. We came together more often, seeking ways to be a part of the solution. We approved the creation of new partnerships and programs, to continue helping individuals and families lead healthier, safer, richer lives. And we found ways to help minority-owned businesses survive pandemic-induced shutdowns and a recession.

As we witnessed protests and social unrest fueled by heinous acts of racial violence and political oppression, we looked for opportunities to empower our communities to express and advocate for themselves. This past year, the OLCDC Board created its first strategic arts plan, to connect art to racial justice through transformative public art projects. OLCDC also created an Advocacy and Policy Department to better focus our efforts to help residents more effectively organize and advocate for themselves. We also rolled up our sleeves and got to work helping residents throughout our area complete the 2020 Census despite the challenge presented by the pandemic.

And through it all, we refined our 2025 Strategic Plan, charting our organization’s future growth and impact. Through workshops, team meetings and exercises, together, we finalized a plan that will ensure the OLCDC is able to build a strong ecosystem that supports under resourced communities in creating an equitable and sustainable economy.

These have been trying times, but I believe that OLCDC was built for times such as these. And I believe I speak for my colleagues on the OLCDC Board when I say that giving up is not an option.

NASHID SABIR, CHAIRMAN
MEET OUR BOARD

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OLCDC is committed to the process of transforming communities through a thriving, equitable, and sustainable economy. Our six-pronged approach to community development addresses persistent issues that plague under-resourced communities. As an organization, we’re set up to meet the needs of each of our clients wherever they are in their journey from poverty to prosperity.
Real estate development is the foundation of OLCDC’s work. Over the last 40 years, we’ve made strategic real estate investments to build and sustain affordable housing communities that contribute to a healthier, more sustainable economy. We’re committed to the fight of leveraging the community’s land assets to build wealth, even in the face of harmful government policies and private investors that exploit affordable housing deals for the sake of profit.

THrive Campus

HISTORIC HURT BUILDING - This 1924 commercial building houses the OLCDC main office. Over $700,000 in building renovations were completed in 2019, replacing the roof, doors and windows, and HVAC system, and adding exterior lighting and painting. These upgrades will help preserve the integrity and functionality of the structure. The exterior courtyard and landscaping was also improved to provide a safer pedestrian area.

HISTORIC TRAIN STATION - Over $150,000 was invested in 2020 to replace the roofing, windows and doors. Once the site of Opa-locka’s original train station, this newly renovated facility will serve as a hub for workforce development training and entrepreneurial assistance for low-income residents in and around Opa-locka.

ARTS & RECREATION CENTER (THE ARC) – Over $360,000 in renovations were completed in 2020, including updated entrances, garage doors, and gallery space improvements, including updated lighting and ventilation. The upgrades make the building a more functional event space and community arts facility.
AFFORDABLE HOUSING

For over 40 plus years, OLCDC has acquired, developed and rehabilitated in excess of 2,500 affordable units and built single-family homes serving the communities of Opa-locka and Miami Dade County. To date, OLCDC has owned and partnered with several leading property management firms to manage a portfolio of multifamily affordable housing communities throughout the North Miami-Dade area, and to connect our community residents to other OLCDC and community resources.

VILLAS DEL LAGO

Throughout 2020, we provided on-site care coordination services for Villas Del Lago residents, helping to offset the impact of the pandemic. In October 2020, we engaged residents in a series of planning meetings and focus groups, to collect input on the future renovation of the 22-acre, site multi-family complex located in Miami Gardens. Design work for the upcoming renovation project, to include new amenities and a complete renovation of all 288 units, began in late 2020.

ASWAN VILLAGE APARTMENTS

In July 2020, OLCDC won a landmark victory for affordable housing when the Circuit Court of the 11th Judicial Circuit in Miami-Dade County ruled in our favor in a case that may help shape Low Income Housing Tax Credit Deals across the nation. The Court’s summary judgment confirmed OLCDC’s Right of First Refusal to purchase Aswan Village Apartments from HallKeen Management under Section 42 of the Internal Revenue Code, after the private investor attempted to sell the property to a third party. While the case remains on appeal, OLCDC is committed to maintaining ownership of the 216-unit affordable housing community to ensure its long-term affordability and to keep equity within the community.
The Family Services Department connects families to community resources—a function that became critical during the 2020 pandemic and economic crisis, as families and youth needed more support.

When the pandemic forced school closures in March, we offered a free break camp and provided students hot breakfast and lunch, helping parents that had nowhere else to take their children. In the summer, we gave out more than 500 bags of school supplies to help students prepare for the upcoming school year. Throughout the year, we distributed more than $109,000 in COVID relief funds, helping families cover necessary expenses such as rent, utilities and food, and we distributed more than 100 unemployment applications.

We also kept families informed and engaged throughout the pandemic with three virtual workshops featuring expert panelists,
WORKFORCE DEVELOPMENT

OLCDC’s Workforce Readiness Initiative offers training toward technical certifications, along with financial literacy, job readiness and soft skills training. In 2020, we completed our second TechFutures course, a 14-week intensive that prepared participants for CompTIA A+ and Network+ certifications, to qualify for entry-level jobs in the growing IT industry. Classes took place both virtually and at the Opa-locka TechHire Center—a state-of-the-art community tech lab supported by CareerSource South Florida.

Program graduates receive priority job placement through the Miami Community Ventures program, in partnership with the Miami-Dade Beacon Council. OLCDC works closely with participating hiring managers to ensure graduates receive interviews. Once hired, clients receive up to one year of success coaching to ensure long-term success.

OUR RESULTS:

- **270** families served through Care Coordination
- **1,820** hours of individual tutoring sessions
- **1,500** hours of mental health counseling
- **30+** family therapy sessions conducted

- **32** families prevented from becoming homeless
- **11** homeless families placed into housing
- **110** referrals made to partners for free services

- **15** people placed in living-wage jobs through Miami Community Ventures
- **550** hours of success coaching provided
- **16** TechFutures participants

- **13** TechFutures program graduates
- **8** returning citizens served by Fresh Start Employment Training Series
- **6** CompTIA ITF+ certification exams passed
OLCDC supports small businesses through our subsidiary company, the Community Fund of North Miami-Dade, Inc. (CFNMD). Established in 2002, the CFNMD is a certified Community Development Financial Institution (CDFI) and mission-based lender that provides access to capital and business know-how to startup and existing businesses owned by women and people of color in under resourced communities.

Last year, we served hundreds of participants through 1:1 business counseling and virtual workshops designed to help small business owners set up and operate sustainable enterprises. We also connected businesses to the capital they needed to stay open and retain jobs during the pandemic. We helped many businesses obtain COVID relief funding through local, state and private program, and also offered a 3-month loan payment deferment to existing loan clients.

**OUR RESULTS:**

- **622** workshop participants
- **$129,000** loaned to business owners
- **122** clients got one-on-one support
- **22** technical assistance workshops held
- **9** new jobs created
- **33** businesses got help with relief funding
- **$48,150** in relief grants accessed
- **$83,500** in relief loans given
At OLCDC, we support individuals and families wherever they are on their journey from poverty to prosperity, helping them become more financially stable. Our team, in partnership with a variety of financial institutions, offers financial education workshops to help clients access the financial resources they need to reach their goals, and learn how to manage their finances over time.

Homeownership is a key milestone for many of our clients, so our HUD-certified counselors offer first time homebuyer workshops and provide one-on-one counseling services to help them learn everything they need to know about purchasing a home. Post-purchase services are also offered to assist our clients in remaining in the home.

Despite having to shift our workshops to virtual platforms during the pandemic, we continued to serve clients throughout 2020. We held regular homebuyer and financial education workshops, including a new workshop series designed to help gig economy workers make sound financial decisions for their businesses and lives.

As part of our 2025 strategic plan, we reimagined how the Financial Empowerment Center might better support individuals as they strive to improve their economic situations. A work plan was created to reorganize as the Economic Innovation Center, bringing together Financial Capabilities, Workforce Development, and Homeownership Services under a single department, along with Career Coordination—a new wraparound service model that will help clients prepare for, secure, and retain living-wage jobs, with support based on their unique situation.

**OUR RESULTS:**

- 351 Homebuyer clients served
- 79 Financial Education clients
- 30 Homebuyer workshops
- 23 Homes purchased
- 10 Financial Education workshops
OLCDC makes quality art accessible to the community through programming and public art installations. The pandemic, along with global protests sparked by racial injustice and police brutality, inspired us to find new ways to engage residents in creative efforts to spark healing and transformation.

**BLOOMING NAMES**

Blooming Names was a temporary public art installation that memorialized the lives of Black people killed by police locally and nationally. Done in partnership with O, Miami, the installation included a flower sculpture made of 1,000 stems and an honorary plaque with a poem by local poet Darius V. Daughtry, exhibited for three days in the Triangle, a historically segregated neighborhood in Opa-locka.

The community participated in the project through a series of three virtual workshops, facilitated by Darius Daughtry, local therapists Elia Khalaf and Dianna R. K. Barton, and local artists Chire Regans and Sara Darling. The workshops created a therapeutic space for residents to process personal, political and communal loss.

**THE KARG AFRICAN ART EXHIBITION**

Africa: Yesterday, Today and Tomorrow, was launched in 2020 as a virtual art exhibition, after the pandemic forced the closure of our gallery space. Curated by Tumelo Mosaka, it presents an intergenerational dialogue between established African artists born on the continent and those living in the Diaspora, drawing from the William Karg Collection.

The exhibition website, artinopalocka.org, received more than 3,000 views. A community youth project and a series of virtual lectures featuring African artists further engaged the community around the exhibition during the pandemic.

**MEDIA RESIDENCY PROGRAM**

Culminating in 2020, our Film Residency Program placed three local artists at The ARC for three months to help address pressing community needs and issues through the creation of at least one new work of art, whether it be a mural, documentary, performance piece, or other type of artwork.
In 2020, we kicked off the year focused on the 2020 Census. We worked closely with the Miami-Dade Counts Coalition to target key communities, particularly those that had been underrepresented in the past.

We also launched our Advocacy and Policy Department, as part of our commitment to civic engagement and community organizing. With the hiring of our first Advocacy and Policy Manager, we were able to build the curriculum for a new community advocacy workshop series, designed to build a pipeline of local leaders. The workshop series, to be adapted for both adults and youth, will help residents understand the critical issues that affect their communities and how to navigate local government systems so that they can organize and advocate for change.

We also reactivated Citizens for a Better Tomorrow, an OLCDC-owned 501(c)(4) corporation designed to support voter education activities, issue advocacy, and research and policy development. And because participatory government is important to all of us, this department also organized opportunities for OLCDC staff, friends and family to work the polls during the 2020 presidential election.

2020 CENSUS

The Census is a once-in-a-decade government effort to count every person living in the United States. With so much on the line, it was critical to get as many people to complete the census as possible. Yet, the pandemic made reaching people harder than ever. With funding support provided by Miami-Dade County, The Miami Foundation, Florida Counts and National League of Cities, OLCDC led a 2020 Census campaign to get as many local households as possible to complete the census.

Throughout the year, we utilized digital tools, including an online video series and virtual happy hour to encourage people to take the Census and keep them updated on the changing deadlines. We also canvassed the community via food banks, celebratory parade and door knocking in affordable housing units. Additionally, we distributed mini-grants to community based organizations to connect with their clients about the Census.

So how did we do? Our Cyber Census Day culminated with a virtual happy hour that reached more than 29,000 people and drove 757 people to the my2020census.gov website. Our other outreach efforts reached at least 5,000 households with census messaging and directly helped people from 500 households to complete the census.
Despite the challenges that the past year brought, the Opa-locka Community Development Corporation finished 2020 in an overall strong financial position. All together, OLCDC had an annual operating budget of nearly $6 million and ended the year with nearly $2 million more in revenues than expenses. Our financial strategy is largely driven by strategic real estate investments, which accounted for approximately 75% of annual revenues but only 65% of expenses, along with grants from community partners, foundations and philanthropists.

General administration costs accounted for about 15% of our annual expenses, while about 14% of OLCDC’s budget was used to provide local families with care coordination, health care services and educational programming through the Family Services Department. The other 9% of the budget was used to fund small business services, financial empowerment, and arts and culture programming.
Thank you to every funder and partner who made all of our 2020 efforts possible.

AMERANT BANK
ART PREVAILS PROJECT
BANK OZK
BRANCHES
CAPITAL ONE BANK
CAREERSOURCE SOUTH FLORIDA
CENTER FOR FAMILY AND CHILD ENRICHMENT
CITY OF MIAMI GARDENS
CITY OF OPA-LOCKA
COLONY THEATRE | MIAMI NEW DRAMA
COMCAST
COMCAST NBCUNIVERSAL ENTERPRISE
FLORIDA COUNTS
FLORIDA DEPARTMENT OF CULTURAL AFFAIRS
FLORIDA EDUCATION FOUNDATION
FLORIDA HUMANITIES
UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
INSTITUTE FOR CHILD AND FAMILY HEALTH
JEREMIAH ACADEMY
KENAN CHARITABLE TRUST
MIAMI FOUNDATION
MIAMI-DADE BEACON COUNCIL
MIAMI-DADE COUNTY
MIAMI-DADE COUNTY CULTURAL AFFAIRS
MIAMI-DADE COUNTY PUBLIC HOUSING AND COMMUNITY DEVELOPMENT
MIAMI-DADE COUNTY PUBLIC SCHOOLS
MICROSOFT
MINORITY BUSINESS DEVELOPMENT AGENCY
NATIONAL ENDOWMENT FOR THE ARTS
NATIONAL EQUITY FUND
NATIONAL LEAGUE OF CITIES
NEXT GENERATION DANCE
NO MORE TEARS
O, MIAMI
PNC BANK
RAZA DEVELOPMENT FUND
SBDC AT FIU
SCORE
SUNTRUST BANKS
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