



The Allapattah
Collaborative, CDC

ANNUAL REPORT 2020



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EXECUTIVE DIRECTOR REMARKS

Dear Colleagues,

The efforts of the Allapattah Collaborative CDC started way before its inception. We realized that displacement and lack of opportunity are eradicating Miami's cultural neighborhoods- and taking with it our history, our small businesses and our vulnerable families. This crisis was met with a holistic and intentional initiative that focuses on education, engagement, wealth creation and asset building to preserve community authenticity, sustainability, and legacy.

2020 was a challenging year. In many respects, Allapattah experienced the brunt of it. Despite the adversities of the health, social and economic crisis we have experienced, Allapattah Collaborative CDC was able to advocate for equity, inclusivity and the sustainability of our communities.

With the unwavering support of our public and private funding sources and partners, as well as a State of Florida Main Street designation under our belt, we were awarded over \$715,000 in grant funding. To sustain rapidly growing operations, our team is composed of our Director of Economic Development & Strategy, Small Business Navigator, Community Engagement Coordinator, Health Ambassador and various program providers to assist small businesses. We also retain professional services in accounting, marketing, grant writing, specialized consultants and anti-gentrification legal support. We expect to grow our direct services team further in 2021.

The Allapattah Collaborative CDC elevated the stories of mom-and-pop storefronts and residents through our collaboration with Univision in "Scars of the Pandemic"/ "Cicatrices de la Pandemia" during a time where our Allapattah community became an epicenter of Coronavirus. We also collaborated with the Miami Foundation to host a five-part series titled "Monday Night Talks: The Intersection of Business & Health", to discuss how social

determinants of health have exuberated our community's challenges and how it affected our small business owners. We also partnered with the Health Foundation of South Florida in the implementation of "Stay Healthy Allapattah"- an initiative to provide small business owners the information, supplies and incentives they need to keep their staff and clients safe during the Covid-19 pandemic.

Our signature program, "Small Business Resilience Cohort", was created and launched. Despite all the expertise, training and financial support we provided, I am convinced it was the individual care, encouragement and moral support that was most valuable to these entrepreneurs because they didn't have to navigate these uncertain times alone. We created community in our community, supported each other and prevailed.

Through our collaboration in the Public Land for Public Good Coalition, we are advocating for increased and meaningful early engagement of the community in the land development process. Amplifying community voices and ensuring they have a seat at the table is essential to the sustainability of our corridor and neighborhood.

2021 will be what we make of it. Let's be bold, intentional and aligned to deliver the change we need to for this and future generations to thrive.

Sincerely,
Mileyka Burgos-Flores
Executive Director/CEO



Allapattah's 17th Avenue Commercial Corridor

THE PULSE



Francesca Escoto
*Director of Economic
Development & Strategy*

FRANCESCA ESCOTO

The main goal for Economic Development in 2020 was to create a 10-week curriculum to teach entrepreneurship that met the following criteria:

- **Culturally relevant:** Examples used needed to reference the daily lived experience of our participants
- **Culturally sensitive delivery:** It had to exist in both English and Spanish, and needed to address the limited literacy of some of the participants
- **Evergreen:** The curriculum needed to be reusable, allowing us to scale the number of participants over time
- **Actionable:** The program we designed was based on theory and practice. Participants had to walk away with tangible action plans and immediate next steps
- **Based on sound business practices:** It needed to cover the major areas of business operations, from product development to profit and loss to forecasting, without leaving any student behind.

We selected an online platform that makes the content easily organized and accessible. Weekly coaching calls in Spanish kept the whole group engaged.

We created a team of essential service providers to surround the businesses, including a web designer, photographer, lawyers, accountant, and business coach.

This program is now fully designed and executed. The first cohort has completed the program, and we are starting new cohorts in 2021.

SANTANDER ARGUELLES

Our efforts to support small businesses contributed to raising capital for 50 of our clients, providing them with approximately \$700,000 in loans and grants throughout the second semester of 2020.

Participants in our pilot program received one-on-one support in every area, from submitting loan applications to learning new digital tools. As simple as this may sound, our work has resulted in our entrepreneurs being more self-sufficient and business savvy than before. They now have confidence to join online tools such as Zoom meetings or review their online banking from their own cell phone. They understood the importance of internal controls and financial reporting of their operations when it comes to raising capital, as well as, ensuring all business licenses and tax returns are up to date.

Our digital inclusion efforts ensured that program participants had a digital presence by the end of the program through the creation of websites and social media channels for each business. As they learn to manage these digital tools, we continue to support them to use these platforms effectively to increase their e-commerce revenue.



Santander Arguelles
Small Business Navigator



Sherly Granados
Health Ambassador

SHERLY GRANADOS

To tackle State of Florida Covid-19 reopening mandates for small businesses, as we moved into Phase 2 and Phase 3, the Stay Healthy Allapattah initiative provided COVID-19 safety resources for businesses, their employees, their clients, and ultimately the community.

The goal of the Stay Healthy Allapattah initiative is to encourage COVID-19 testing in the Allapattah community through a strong partnership with local small businesses. Phase one of the initiative focused on the COVID-19 safety education for the employees and owners, as well as the assessment of needs to ensure safety and proper reopening. A total of 26 businesses and about 100 employees were trained in the areas of COVID pathology, epidemiology, and best practices for personal protection and environmental safety. A total of 1,200 safety kits were distributed in the neighborhood thanks to these businesses. In partnership with The Health Foundation of South Florida and local business owners, we were able to host two Covid-19 testing events for local businesses in the corridor, their employees, clients and the community in general.

Phase two of the initiative focused on phone bank outreach and client data gathering to learn more about community behavior, as well as to incentivize and encourage Covid-19 testing.

2020 HIGHLIGHTS

ASSISTED

50+

BUSINESSES

SECURED

OVER
\$700
THOUSAND

LOANS & GRANTS
FOR SMALL
BUSINESSES

PARTNERED
WITH

20+

ORGANIZATIONS

RECEIVED
STATE OF
FLORIDA

MAIN
STREET

RECOGNITION



MILESTONES

2020

MARKETING HIGHLIGHTS



CONFERENCE PRESENTATIONS

2020 Dominicans ON THE HILL Conference

Art in Public Spaces: An Important Connector in a Post-Covid World

Hispanics In Philanthropy & Power Up Fund: Behind the Scenes of Philanthropic Investment

2020 National Trust for Historic Preservation PastForward Conference

HSI Battle of the Brains - Latinos and Wealth Beyond the Data

Greater Miami Chamber of Commerce Leadership Miami- Diversity, Inclusion and Equity & The Power of Civic and Community Engagement

Main Street: Leading Through Crisis & Main Street Approach

NALCAB's 2020 National Training: Adapting to Change: Strategies for

GOAL 1: ESTABLISH PLATFORM TO IMPLEMENT EQUITABLE DEVELOPMENT ACTION PLAN

The Allapattah Collaborative CDC is the outcome of the Equitable Development Action Plan, which serves as our strategic plan. By establishing a 501c3 place-based non-profit organization, we have the infrastructure to deliver education, establish partnerships and implement programs that support wealth building, placemaking, advocacy and upward mobility. This year Allapattah Collaborative CDC partnered in various initiatives focused on educating the community to expand its footprint on community wealth building and equitable community development.

- Monday Night Talks! The Intersection of Business & Health, where we discussed how social determinants of health impact small businesses
- Task force for the creation of Model South Florida Community Benefit Agreement as well as the translation of document into Spanish and Creole
- Public Land for Public Good Coalition working with the City of Miami on public land disposition and educating the community on equitable development.

GOAL 2:

PREVENT DISPLACEMENT OF EXISTING SMALL BUSINESSES

In our efforts to create safe spaces in the community through the Commercial Community Land Trust model, The Allapattah Collaborative has been receiving technical assistance from NALCAB and MEDA to develop a feasibility study that includes a capital absorption framework and capital stacking to finance the project.

Additionally, we launched the Small Business Resilience Cohort to provide these mom & pop businesses the technical assistance, financial relief and access to the capital they need.

As part of our mission, we are dedicated to participate and uphold an ecosystem that values legacy businesses, small business owners and the preservation of the fabric of our community, placing small businesses as centers of influence in the community as they serve several key roles in the neighborhood. They provide jobs, services, vibrancy and third spaces for everyone to enjoy. Our efforts centered on providing key strategies to mitigate displacement to the City of Miami during CDBG hearings, as well as during public comments at the City of Miami Commission meeting to amplify the needs and experiences of the community.

The Allapattah Collaborative partnered with Community Justice Project and Catalyst Miami on several policy areas to help small businesses and local residents. The Allapattah Collaborative CDC strengthened its relationship with various organizations to expand its footprint on community wealth building and equitable community development.

- In partnership with CJP and Concerned Haitian Citizens, we sent a letter to the City of Miami requesting the abolition of Special Area Plans.
- With the legal assistance of CJP, we proposed a program to support struggling small businesses with rental assistance and shared it with the City of Miami, as well as the Florida Legislature. Our work inspired Florida State legislators to submit SB 2002: "Commercial Rent Stabilization Fund".
- Collaborating with Community Justice Project on a Right to Own proposal to ensure long-term tenants have the right to purchase their storefront.
- Wrote opinion piece along with Catalyst Miami to support rental assistance program for small businesses.



PRINT & TV

WSFL-TV 39 CW
Hispanic Heritage
Month Highlight

Univision Special
Project Scars of the
Pandemic/"Cicatrices
de la Pandemia"

Comcast Newsmakers
Interview

Monday Night Talk
Faceook Live Series



SPECIAL
AFFILIATIONS



GOAL 3:

BOOST ECONOMIC DEVELOPMENT ON COMMERCIAL CORRIDOR

In 2020 and after three years of preparation, The Allapattah Collaborative CDC secured Main Street designation from the Florida Department of Historic Resources, under the Florida Department of State. This designation provides a framework to work with community stakeholders, as well as private and public institutions, to boost the organization, economic vitality, design, advocacy and promotions of the Allapattah Main Street commercial corridor.

Allapattah Collaborative CDC is excited to start sharing the richness of the Dominican culture in Allapattah and reviving the cultural offerings the community has to share- including art, food, music, traditions, folklore- and increased foot traffic to support the commercial corridor. The City of Miami is aligned with this community economic development strategy as stated in the 2019-2023 City of Miami Consolidated Plan, page 126. Aside from highlighting the authenticity of the Little Santo Domingo and Allapattah Main Street areas, this improvement will create new employment opportunities, improved infrastructure and broader the tax base.



SMALL BUSINESS RESILIENCE COHORT

Cohort #1 Outcome Overview
Status as of Dec. 31, 2020

PARTICIPATING BUSINESSES COMPLETED A BUSINESS CONTINUITY ASSESSMENT, USED TO HELP THEM CRAFT “BUSINESS CONTINUITY PLANS”. ALMOST 100% OF BUSINESSES HAD THESE ON THEIR PLANS:

- Needs DUNS number
- Business is at risk of eviction
- Business needs financial documents
- Want to open/move location
- Wants to own the storefront from where it operates
- Wants access to capital to fund business

THESE WERE THE MOST COMMON CRITICAL ACTIONS FOR CONTINUITY:

- Keep your personal and business finances separate
- Establish completely separate internal controls
- Use accounting software to track expenses
- Evaluate your financial data monthly
- SBA/PPP loans should remain and be spent from business account
- Company should establish payroll for business owner instead of taking distributions

IN GENERAL, THESE WERE THE STEPS REQUIRED TO REDUCE BARRIERS TO CAPITAL:

- Acquire technical assistance for financial readiness, business training and develop a digital infrastructure
- Business & Personal Income Tax Return
- Financial Statements
- Cash Flow Projections
- Profit and Loss Statement
- Incorporation Documents
- Business Licenses
- Executed Lease
- Bank Statement & Online Banking
- Credit Report
- DUNS number

OUR IMPACT



300+ hours

of listening and community engagement to identify needs and pinpoint adequate solutions



\$700,000+

in access to capital secured for microbusiness in the corridor



150+

best practices reviewed to drive our approach



1200+ hours

of direct technical assistance provided to small businesses on the 17th Avenue commercial corridor



100+

local, national and international partners and collaborators assisting us to implement our selected strategies and continue ongoing research



\$1,000,000+

invested into this effort so far by local, regional and national organizations

WHAT'S NEXT?

There's so much we are planning for 2021!

The second round of the Small Business Resilience Cohort kicks off in March 2021. Cohort 1 participants will engage in a 6-month hands-on, one-on-one coaching service to get participating businesses to the next level. Simultaneously, we are starting the second cohort of SBRC, moving another set of businesses in the corridor through Digital Inclusion, Financial Literacy, Marketing Basics, and more.

We are also creating a new program in partnership with AT&T for a larger, younger population, with the goal of inspiring future entrepreneurs. Program design is underway, and we plan to roll this out by Summer of 2021.

With the support and collaboration of Public Land for Public Good Coalition, we are launching our Allapattah Fellowship Program intended to build fellow's knowledge of equitable development, affordable housing development, relationships in the community, and capacity to organize community members. Ultimately, our collective vision is that these individuals will become the leaders organizing and advocating for the community.

Our team is growing! Between volunteers and staffers, we see 2021 as a year of tremendous growth in personnel, to keep up with the increased program output. To match all of our growth, we are aggressively pursuing more grants and partnerships in 2021, knowing that the funding is a key component of our sustainability.

In the next three years or less, we expect to purchase our first piece of land for commercial development, bringing an important cornerstone of our strategy to life: anti-gentrification through real estate ownership.

Stay tuned! Follow us on social media, check out our website, and sign up for our newsletter.



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