

CIP Executive Summary



north shore community
development coalition

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North Shore Community Development Coalition (North Shore CDC) invests in neighborhoods to create thriving communities. We envision a North Shore where every neighborhood is one of choice and opportunity. We have built over 400 housing units for low-income families and individuals and installed over 75 Large Scale Murals in the Point Neighborhood, where most of our affordable housing is located. Our staff and supporters volunteer over 10,000 hours in community service every year.

North Shore CDC is based in Salem but works throughout the North Shore of Boston. Although Essex County is one of the wealthiest counties in the country, the dichotomy is that it is a region with three Gateway Cities and several other small cities with formerly-industrial employment centers and struggling downtown economies surrounded by wealthier towns and enclaves. We are one of only two certified-CDC's working within the context of this region, and our work is concentrated predominantly on the urban cores of the most urban cities within the region. Our home base continues to be in Salem's Point neighborhood, a deeply low-income neighborhood, historically home to immigrants. Here, our full community development model comes together, while in other communities we operate one or more programs. For example, our YouthBuild program serves the entire region, but more than half the young people in the program are from Lynn. In Peabody, our work thus far has been in community engagement and small business engagement. In Gloucester and Merrimac, we have advanced affordable housing developments and invested in related community engagement.

Strategic CIP goals for the agency are as follows:

1. Pursue strategic partnerships that improve scale, efficiency and innovation to maximize our impact and improve our sustainability.

Expanding programming through strategic partnerships and new housing development opportunities will provide a greater number of low-income individuals and families an opportunity to have access to quality, affordable housing and to improve their economic mobility. Benchmarks for success include greater community involvement in North Shore CDC programs and increased housing opportunities, which is expected to grow in new communities with additional capacity.

We will evaluate the success of our real estate development pipeline and partners chiefly by comparing the units produced or in production with our stated development goals. We will also measure success by evaluating the economic impact in the communities in which we work, through real estate tax comparisons before and after development, taking into consideration market fluctuations. Key accomplishments within this goal include the development of affordable housing and meeting growth projections for community involvement in programming.

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For our Community Development programs, North Shore CDC has surveys already in place to evaluate the impacts of the program participants and the program as it relates to the greater community. These evaluations are based off state and national models, including but not limited to the Workforce Investment Board, Neighborworks America, and YouthBuild USA.

In the next three years, North Shore CDC forecasts:

- Community Engagement – We will engage 50% more people by 2019.
- YouthBuild – Student hours worked will grow 122% by 2019.
- Resident Programming - People served in our programs will grow by 50% by 2019.
- Volunteers will grow by 150% by 2019.
- Real estate development pipeline will grow by 150 units, totaling 550 developed units.

2. Invest in the development of leaders amongst our communities, board and staff.

Investing in leadership development is an essential goal in creating sustainable transformation among the communities we serve. Low-income residents will be more active in their community and have greater opportunities for decision making, creating a sustainable platform for neighborhood change and long-term community improvement. Benchmarks for success include increased civic engagement among the residents served, measured by voter participation, involvement of low-income residents on community boards and committees, and involvement in community activities and meetings. In the City of Salem, North Shore CDC and partners plan to work towards equal representation of low-income and minority populations on boards and commissions (10%). Currently there are less than 2% of Point neighborhood residents or minorities serving on these boards, while the neighborhood represents 10% of the total population.

3. Build and operate a sustainable organizational platform well-suited for growth.

Strengthening the financial and operational systems to build a platform for growth will allow for greater sustainability in the work of North Shore CDC as well as position the organization to expand our model additional North Shore communities beyond 2019. We will be a sufficiently capitalized organization to execute mid to large-scale housing and commercial development opportunities of a growing scale by the end of the CIP period. We will measure this by the growth of our net worth and liquidity against specific benchmarks established in our CIP plan, including diversified revenue streams and goals, a reserve strategy leading to 5% operating reserve, and technology infrastructure improvement to support growth. Additionally, increased funding will be used to assess and implement appropriate data management to measure the success of our program performance. Great reporting capacity will provide us with a comprehensive overview of the impact of our revitalization efforts to be used for strategic planning and for reporting to key stakeholders, residents and funders.