



## CITC CIP Executive Summary – 2020-2023

The mission of the North Shore Community Development Coalition (North Shore CDC) is to invest in neighborhoods to create thriving communities. North Shore CDC improves the availability and quality of affordable housing and provides services and opportunities for low-income residents in communities where the agency develops housing.

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**Organization History:** The Beverly Affordable Housing Coalition and the Salem Harbor Community Development Corporation collaborated to form the North Shore CDC in 2011 with a goal of strategically extending services to surrounding communities, and advocating for housing and community development on a regional level. The successful merger of these housing organizations was the first of its kind in Massachusetts, and has been a tremendous success, bringing 40 years of collective experience and a rich history of successful community development on the North Shore.

2017 and 2018 have seen amazing growth and new programming at North Shore CDC. One exciting new program is the innovative Punto Urban Art Museum (PUAM), which began in 2017 with a tremendous positive response from residents, tourists, and community leaders. PUAM is a mission-driven, open-air, public art, social justice program encompassing a 3-block area of The Point Neighborhood, a low-income neighborhood in Salem. Within the PUAM visitors and residents can experience more than 75 public murals, free of charge. PUAM was created to break down the invisible divide between the Point and the rest of the community. This project continues to grow with new murals and public engagement programming.

**Organization Program Overview:** North Shore CDC has three core programmatic strategies for fostering neighborhood revitalization in distressed communities:

- Strategic Real Estate Investment
- Community & Civic Engagement
- Community Based Programs

North Shore CDC's efforts are currently concentrated in six North Shore cities and towns- Salem, Peabody, Lynn, Gloucester, Beverly, and Merrimac. Salem, Lynn, and Peabody are categorized as gateway cities, midsize urban centers that anchor regional economies around the state but are facing stubborn social and economic challenges. Gloucester and Beverly face similar economic challenges.

North Shore Community Development Coalition, Inc. invests in neighborhoods to create thriving communities.

## **CIP Overview:**

North Shore CDC's 2020-2023 CIP will build upon the successes of the last three years and adapt to the current needs of the communities served by the agency.

During this next program cycle, North Shore CDC aims to enhance our programmatic impact through the following activities.

- **Real Estate:** With five projects in the pipeline in Salem, Gloucester, and Merrimac, North Shore CDC will develop more than 170 units in the next three years.
- **YouthBuild:** While maintaining current funding streams, enrollment, alumni engagement, and partnerships, YouthBuild will seek to build upon the three program tracks (Construction, Certified Nurse Assistant and Customer Service) to define a fourth track, with a tentative focus on manufacturing technology.
- **Community Engagement:** Maintaining stakeholder engagement is paramount and North Shore CDC will undertake community engagement efforts throughout the target service area. This includes a new Vision and Action Plan for the Point Neighborhood in Salem, continued community engagement in Beverly and Peabody, and new partnerships in Gloucester and Merrimac. Supporting small business, social enterprise, and resident leadership remain key focus areas of the community engagement work.
- **Punto Urban Art Museum:** The emphasis for PUAM includes the completion and presentation of a strategic plan in early 2020 that will define the future of this program. PUAM continues to meet mission-driven objectives of attracting new audiences to the Point neighborhood, educating the public on immigration, and activating public corridors which intentionally link the Point with the rest of Salem.
- **Collaborative Programs:** North Shore CDC's Family Resource Center at Espacio in Salem will continue to grow with engagement of new and ongoing community partners supporting resident outcomes. This includes many free services such as a food pantry, library services, financial wellness, citizenship classes, homebuying classes, VITA Tax Prep, and English as a Second Language classes.
- **Leadership Development:** North Shore CDC remains committed throughout all programs to support the leadership development of all staff and residents. The agency does this through every program, such as the creation of the Alumni Council in YouthBuild, Fellows from Merrimack College's Community Engagement program, and the hiring of residents in the community for staff.

Concurrently, North Shore CDC will strengthen the financial and operational systems to support existing needs as well as build a platform for significant needs-based programmatic growth.

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