



THRIVING COMMUNITIES, LASTING CHANGE

2024 Annual Report

LETTER FROM THE CEO

Dear Friends of North Shore CDC,

Thank you for your dedicated support, partnership, and passion for our work.

In 2024, we experienced profound growth and transformation. Stepping into the role of CEO has been both humbling and energizing. I am grateful to our Board of Directors for their steadfast leadership in managing this transition; to the leaders who came before me for laying a strong foundation; and to our dedicated staff for trusting my vision as we carry forward our mission.

This past year, we marked the 10th anniversary of YouthBuild, our nationally recognized program that nurtures young leaders who strengthen and uplift our neighborhoods; broke ground on a historic redevelopment that will provide much-needed affordable housing and program space to seniors and artists; and, launched Casa de Abuela (Grandma's House), infusing new life into the Point and making art accessible to everyone.

With all of our successes, 2024 also brought lessons in resilience. We celebrated the life of our dear colleague and friend, Coach Doug Bilton, who passed in June. His dedication to our youth and community will always inspire our work. We honor his legacy by continuing to serve with the compassion and purpose he embodied.

As we look ahead, we remain focused on building a sustainable future through three core pillars:

A People-Powered Organization

Our team's dedication to strengthening community connections drives our impact: 40% of our staff are actively engaged in local boards and initiatives. We will nourish a best-in-field team by investing in professional development and community leaders while building capacity.

Vibrant Places

We will reinvest in our neighborhoods through economic development and innovative real estate projects that exemplify excellent design and sustainability. This includes building a new health center in downtown Salem in partnership with North Shore Community Health, adding 194 new affordable homes throughout the North Shore, and expanding our housing footprint into Peabody. We also will prioritize much-needed renovations of our developments in Salem and Manchester-by-the-Sea.

Community and Culture

Our vision for the future fosters connected, flourishing neighborhoods by expanding services for seniors to ensure they have vital resources, enhancing YouthBuild with industry-recognized credentials in climate resilience and community health, growing the Punto Urban Art Museum to increase economic opportunity for residents and artists, and doubling our free WiFi access and Digital Literacy programming.

As we move forward, let us remember the power of collective action. Together, we can build a stronger, more connected North Shore for all.

Thank you for your unwavering support and belief in our mission.

With gratitude,



Felicia S. Pierce
Chief Executive Officer



Our mission is to invest in neighborhoods to create thriving communities. We envision a North Shore where every neighborhood is one of choice and opportunity.

WE ARE COMMITTED TO



COMMUNITY

Working with our community, to create dynamic, affordable housing and youth development opportunities throughout the North Shore.



TEAM

Investing in our diverse, innovative, committed, and empowered staff, board members, community partners, and residents.



INNOVATION

Fostering an environment in which new ideas are encouraged, recognizing that great ideas come from everyone.



SUSTAINABILITY

Ensuring financial and operational strength, poised to innovate and protect our investment in community development.

REAL ESTATE + AFFORDABLE HOUSING

IN 2024, NSCDC



As a Housing First* organization, we believe that safe, stable, affordable housing lays the foundation for individuals and families to thrive. Over the past 20 years, we have more than doubled our housing portfolio, building new properties and purchasing pre-existing developments in Salem, Beverly, Manchester-by-the-Sea, Gloucester, and Peabody.

We are committed to sustainability and green construction. Our goal is to make every project as energy efficient as possible. In 2024, we completed the rehabilitation of New Point Family Housing, three buildings consisting of 18 deeply affordable apartments in the Point neighborhood. New improvements include energy efficient windows, lighting, and heat, while preserving many historic features.

NEW POINT FAMILY HOUSING



North Shore CDC staff and board, pictured with project funders Stratford Capital Group, TD Bank, Dorfman Capital, and MassHousing, Lt. Governor Kim Driscoll, and Salem Mayor Dominick Pangallo at The Salem School's Ribbon Cutting in November.

housed more than
1,000
residents

finished rehabbing
18 family
housing
apartments
in the Point neighborhood

During the summer of 2024, we began renovating two vacant schools in downtown Salem into apartments for seniors and artists. This project is expected to be completed by the end of 2025.



The Residences at St. James

The Residences at St. James, located at 160 Federal Street, will consist of 32 apartments of senior housing as well as community space for events, game nights, and gatherings.

owned + operated

474 affordable
apartments
in Salem, Beverly, Manchester,
and Gloucester

broke ground on

61 apartments
for seniors
+ artists
in downtown Salem in July



HAWTHORNE LOFTS

Hawthorne Lofts, located at 13 Hawthorne Boulevard, will consist of 29 apartments with a preference for artists as well as approximately 5,000 square feet of creative co-working space for residents and community artists.

*Housing First is an approach to ending homelessness prioritizing immediate, permanent housing, then offering supportive services, such as substance use treatment, afterward.



We believe housing is just the beginning. Resident Services is essential infrastructure for equitable communities. It's how we keep families housed, empower young people, and ensure our neighbors know they are not alone. With one-on-one support, we work on complex challenges including housing instability, homelessness, food insecurity, and unemployment.

Last year, we assisted more than 300 households through our Family Success program. The people who come through our doors receive a comprehensive Individual Service Plan, outlining their goals and next steps. We stay with them throughout the process. Our multilingual team helps people apply for rental assistance, navigate the eviction court process, connect to legal services, support the citizenship process, and provide referrals for mental and physical healthcare.



Our staff attended the 184th Negro Election Celebration at the Salem Willows to share community resources, conduct intake assessments, and assist with housing applications.

309
households

received case management, financial coaching, and stabilization services

71 **unhoused young adults**

worked with a Housing Case Manager to overcome barriers to housing

\$41217

in emergency + rental assistance was distributed

214
referrals

to partner organizations for youth experiencing housing instability

FAMILY SUCCESS

A vital part of Resident Services, the Young Adult Housing Outreach program provides unhoused young adults ages 18 to 24 with direct assistance, dignity, and the tools they need to move forward.

Last year, we provided support to more than 70 unhoused young adults with emergency financial assistance, case management, housing search and stabilization services, employment and training opportunities, and referrals to social services. As a member of Lynn Housing Authority and Neighborhood Development's North Shore Housing Action Group, our team ensures that young people experiencing homelessness can transition from crisis to stability—and build lives in which they take pride.



YOUTH WORKFORCE DEVELOPMENT

IN 2024



We know the transformative power of investing in our youth. Over the past ten years, we supported more than 500 young people through workforce development programming. Many of these youth have faced significant barriers, from unstable housing to limited access to mental health services, education, and employment opportunities.

Through STAND, we connect youth ages 14 to 21 to job opportunities. In 2024, we provided six young people with part-time summer jobs throughout North Shore CDC as well as at The Daily Table, a community partner and nonprofit grocer. This program gives young people hands-on job training while gaining real-world experience, working directly in the community, organizing local events, engaging in day-to-day operations, and outreach. For example, participants prepared classrooms at Collins Middle School in Salem for the start of the 2024 school year.

STAND SERVICE PROJECT



YouthBuild and STAND served

145 youth +
young adults

YouthBuild students passed

178 HiSET*
exams



Volunteering at The Salem Pantry

YouthBuild is a year-long program; students ages 16 to 24 earn their high school equivalency diplomas as they serve their communities gaining job skills in construction, healthcare, and culinary arts. Students receive life coaching, participate in peer support groups, develop leadership skills by serving on a policy council, and learn goal-setting tools.

* High School Equivalency Test

YouthBuild students earned

198 industry
recognized
certification

85% of YBNS
graduates
gained employment

In 2024, members volunteered at Newhall Fields Community Farms, The Salem Pantry, My Brother's Table, Windrush Farm, and Maitland Mountain Farm. We added culinary arts as a new career pathway; students are dually enrolled at Root North Shore, a food service workforce development program. We celebrated the tenth anniversary of our program at Lynn Museum, highlighting the achievements of students, alumni, staff, and our community partners. We were awarded our fifth Department of Labor Grant in 2024, sustaining significant funding through September of 2028, which allowed us to expand to support new students from Saugus.

LYNN MUSEUM



COMMUNITY BUILDING

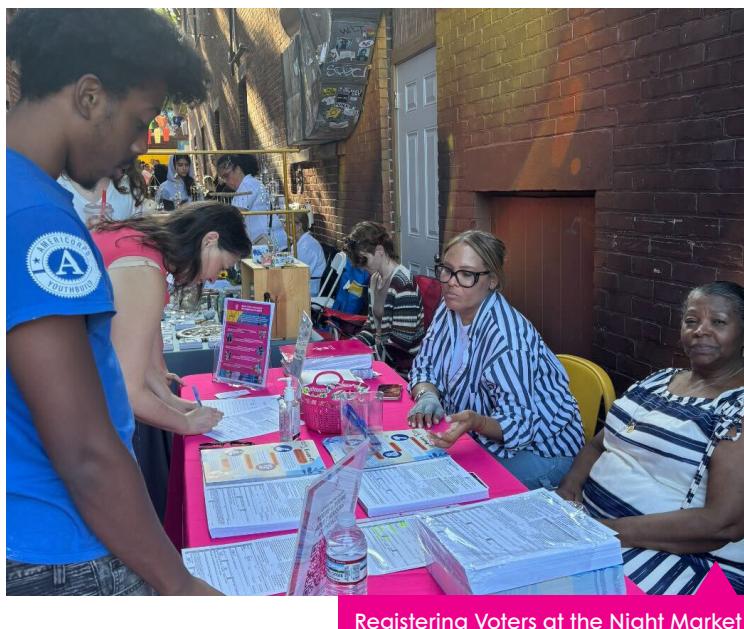
IN 2024



Our mission to foster thriving communities, rooted in equity and local leadership, stems from the Civil Rights Movement. This work focuses on uplifting the voices and dreams of people in historically marginalized neighborhoods—particularly the Point in Salem, a vibrant, cultural hub with deep immigrant and working-class roots.

Our strategy for Community Building encompasses neighborhood planning, advocacy, economic empowerment, and a holistic network of services and programs held at North Shore CDC and Espacio, our community center. In 2024, climate resilience, digital literacy and access, voter engagement, and free tax preparation were the top priorities. Our Resident Ambassadors, community leaders who live and work in the Point, engaged more than 3,400 people through street outreach, direct services, and community events.

We believe environmental responsibility starts with us. In November, we embarked on a new partnership with Salem Alliance for the Environment (SAFE), the City of Salem, and The Barr Foundation to address extreme heat—leading community outreach efforts to ensure that resident voices shape local climate resilience solutions.



Registering Voters at the Night Market

3,455
residents

engaged in voter registration and community events, received tax preparation and digital literacy services

we invested
\$33,697
directly into local small businesses

Our Small Business program advances economic empowerment through one-on-one coaching, workshops, and community events tailored to the needs of women-, immigrant-, and BIPOC-owned businesses across the North Shore. These entrepreneurs range from established restaurateurs, retailers, and real estate professionals to home-based makers and creatives.

In February, we welcomed Nina Lissarrague as our new Small Business Coordinator. She introduced more industry-specific training, enhanced our pop-up Night Markets, grown our Restaurant and Mural Tour, and extended our Retail Incubator model from three to six months to offer deeper support. Last year, two women-owned businesses, Sunflower Creative Studio and AexiaBeautyWorks, utilized the Incubator, working closely with Nina to strengthen their operations and prepare for long-term growth.

AEXIA BEAUTYWORKS RIBBON CUTTING



more than
650

visitors

enjoyed our summer Night Markets

104 small business owners

received support through workshops, coaching, and community events

more than

650

visitors

enjoyed our summer Night Markets



We believe art is a powerful tool for community resilience and empowerment. Through our public art and placemaking efforts, we celebrate cultural identity, create spaces where residents feel seen and valued, and welcome the public to the Point neighborhood. The Punto Urban Art Museum is the cornerstone of this work.

Last year, we launched the Mural Ambassador program, a six-week docent-training through which five residents from the Point learned more about the neighborhood's history as well as the inspiration for and techniques of the murals. These ambassadors earned stipends by leading tours, using their knowledge and experience.

MURAL AMBASSADORS



La Isla by Juan Butten

In the spring, we opened our first indoor gallery within our newest affordable housing development, Proyectos Punto, located at 34 Peabody Street in Salem. The inaugural exhibition, Casas + Islas, featured artwork by three Caribbean artists. Edra Soto's digital prints of Puerto Rico's built environment are a conceptual reflection of lower and middle class homes. Juan Butten's miniature replicas of buildings in his hometown, Santo Domingo, are made from recycled ocean debris, addressing climate justice and the impact of plastic on our oceans. Graphic designer Santanafirpo XL's illustrations feature Dominican and Boston-area architecture as well as a reproduction of his 2017 mural from our inaugural Local Artist Wall.

more than
2,100
 visitors
 to Casa De Abuela

hosted more than
40
 mural tours

more than
500
 visitors
 to Proyectos Punto gallery

\$34,726
 to Massachusetts artists, Point residents,
 and Mural Ambassadors

MURAL DEL CAMPO

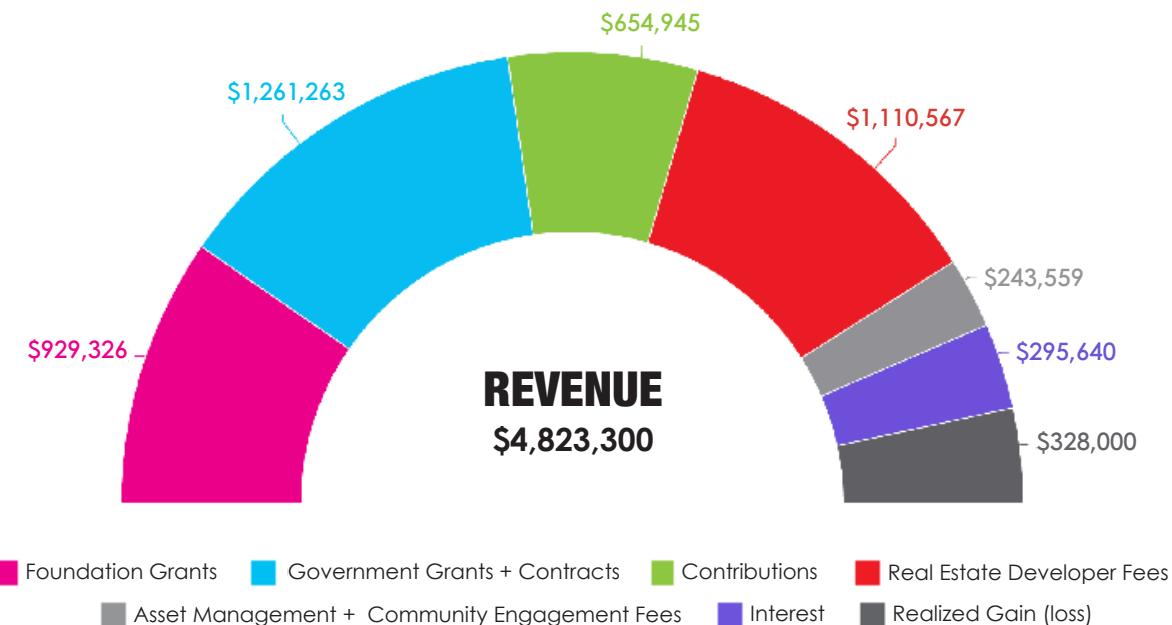
In August, we opened Casa de Abuela, a replica of a Dominican country home, located behind 98-102 Lafayette Street in Salem. This exhibition was six years in the making and features artifacts from the homes of 18 grandmothers living in the Dominican Republic. Inspired by historic homes in Salem, such as the Ropes Mansion and the Pickering House, Casa de Abuela offers residents and tourists alike the opportunity to experience the community's Caribbean roots.

Ceramic vegetables and Muñecas sin Rostro (Faceless Dolls),
 donated by Frezia, one of the abuelas featured in the exhibit.



Surrounding the Casa is Mural del Campo, a collaborative mural by three artists: Ramón Santiago, Melanio Guzmán, and Rigo Piralta. This mural underscores the symbiosis between man and nature that has been fundamental to the development and prosperity of the Dominican countryside, serves as a visual chronicle of agricultural progress, and sets the landscape for Casa de Abuela.

2024 FINANCIALS



THANK YOU TO OUR 2024 FUNDERS + SUPPORTERS

\$100,000+

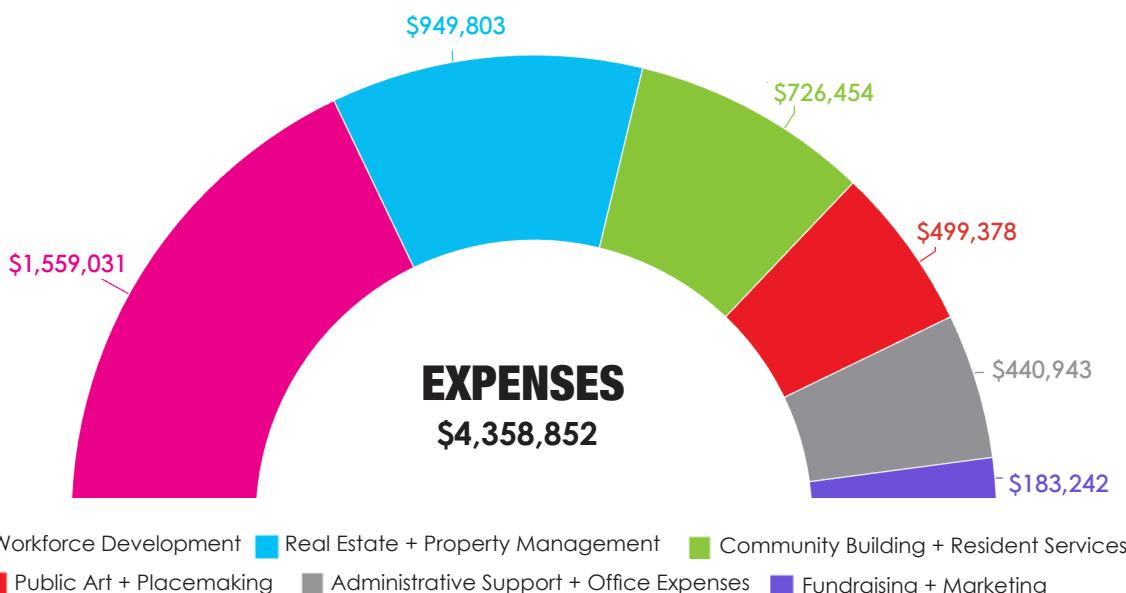
AmeriCorps
Massachusetts Department of Elementary and Secondary Education
Massachusetts Executive Office of Housing and Economic Development
MassDevelopment

MassHire North Shore Workforce Board
The Barr Foundation
United States Department of Labor
Anonymous

\$50,000 - \$99,999

City of Salem
Essex County Community Foundation
Gerondelis Foundation
Lynn Housing Authority & Neighborhood Development

Massachusetts Growth Capital Corporation
United Way of Massachusetts Bay
Wells Fargo Charitable Foundation



INNOVATE. INVEST. IGNITE.

Connecting Vibrant People, Place, and Cultures



North Shore CDC is Powered by
Opportunity Communities.

In 2024, North Shore CDC strengthened its financial position, increasing our total assets by more than \$14 million, fueled by major real estate investments, capital improvements across our affordable housing portfolio, and deep partnerships with public and private funders committed to neighborhood transformation.

Our resilient financial model blends earned income, grants, and philanthropy, allowing us to stay agile and mission-focused.

We are proud to report that over 85% of our expenditures directly support core program areas: affordable housing, youth development, and resident services. Every investment in North Shore CDC helps build a more just, inclusive, and thriving future for our communities.

THANK YOU TO OUR 2024 FUNDERS + SUPPORTERS

\$20,000 - \$49,999

Institution for Savings
L.D. Russo, Inc.
Massachusetts Department of Transitional Assistance
Massachusetts Executive Office of Housing and Livable Communities
Massachusetts Office of Travel and Tourism

NEI General Contracting
Peggy + Michael Schrage
Seagrass Salem
St. Stephen's Housing Corporation
StonehamBank
Anonymous

\$10,000 - \$19,999

Brookline Bank
Commonwealth Corporation
Eastern Bank Foundation
Frank Reed + Margaret Jane Peters Memorial Fund
Matthew Ganem
Peter + Joan Johnson
M&T Charitable Foundation
Massachusetts Clean Energy Center
MassHire North Shore

MA Voter Table
Mildred's Dream Foundation
National Endowment for the Arts
NeighborWorks America
North Shore Bank
Peabody Properties, Inc.
Rockland Trust Charitable Foundation
YouthBuild Global
Anonymous
Anonymous

\$5,000 - \$9,999

Bolden & Bonfiglio LLC
Paula Breuer
DCU for Kids
Dorfman Capital

Jennifer + Thomas Eddy
First-Citizens Bank & Trust Company
Hackett Feinberg, P.C.
Insperity

New England Foundation for the Arts
Frank Nitkiewicz
Alison Wintman

\$2,500 - \$4,999

Crowley Cottrell
Davis Square Architects
Faith Glickman Rossi + Fred Rossi

Jason Hayes Foundation
JTS Memorial Fund
Marblehead Bank

Massachusetts Cultural Council
Salem Five Charitable Foundation
The 3619 Fund

\$1,000 - \$2,499

Clarence Blewett
Daniel and Lauren Brosnan
Enterprise Community Partners
Federal Home Loan Bank of Boston
John and Pamela Ganem
Kim + John Lee
Raphael Luckom

Kate McQuaid
Metro Credit Union
Microsoft
New Seasons Development LLC
Salem State University
Belinda Souza
Jo Sullivan

The Erickson Family Fund
The Kneisel Foundation
Rich Thornett + Susanna Baird
Van Otterloo Family Foundation
Lesli Woodruff
Anonymous



CELEBRATING FELICIA + MICKEY

A Transition in Leadership



POLAR PLUNGE

THANK YOU TO OUR 2024 DONORS

\$500 - \$999

4 Insurance LLC
Jennifer Borggaard

Danvers High Girls Basketball
Joshua Jarvis

Jones Architecture
Solomon-Auger Family Fund

\$250 - \$499

Nicole Acciavatti
David Brown
Fallon Burke
Nina Cohen + Craig Barrows
Concerted Efforts
Naomi Cottrell
Danvers High Boys Basketball
Danvers High Boys Hockey Team

Laurel Deery
Ashley Ganem
Deborah Greel
Hukama
Bruce Lefker
Ayala Livny
Justin Martini
Kathy McGilvray
Jeannette + Peter McGinn

Catrina Meyer
Martha Morgan
Michael Quigley
Pingree School
Salem Cat Museum
John Swain
Nathan Tiller
Elaine Wintman + Danielle Hanrahan

CELEBRATING 10 YEARS OF YOUTHBUILD



THANK YOU TO OUR TEAM

NORTH SHORE CDC STAFF

Executive Team

Felicia S. Pierce, Chief Executive Officer
Nicci Roebuck, Chief of Staff
Lisl Hacker, Chief Program Officer
Mickey Northcutt, Former CEO

Development + Administration

Ashley Ganem, Development Director
Amy Schroeder, Grant Contracts Manager
Sheila Zorrilla, Office Manager

Real Estate + Asset Management

Ilene Podgur Vogel, Director of Real Estate
Jason Pina, Director of Portfolio Management
Jennifer Kolodziej, Real Estate Project Manager
Cameron White, Assistant Project Manager

Community Building

Shantel Alix, Director of Community Building
Milly Pichardo, Community Building Specialist
Nina Lissarrague, Small Business Program Manager
Aranxa Cardona, Microenterprise Associate

Resident Services

Hannah Anselmo, Resident Services Manager
Kira Riley, Young Adult Housing Case Manager
Arlen Rodriguez Santana, Family Success Specialist

Youth Workforce Development

Jasmine Graddy, Director of Workforce Development
Alysha Howes, Assistant Director of YouthBuild
Christine Locke, Success Manager
Katy Nahill, Success Coach
Brandon Stevens, Assistant Construction Coordinator
Sophie Rango, Educational Coordinator

Punto Urban Art Museum

Saniego Sanchez, Director of Punto Urban Art Museum
Yinette Guzman, Sr. Design + Placemaking Manager

2024 BOARD OF DIRECTORS

Officers

Mikki Wilson, President
Faith Glickman Rossi, Vice President
Ariel Noesi, Treasurer
Diana Moreno, Clerk

Members

Brian Castellanos
Xavier Cole
Hannah Commiss
Naomi Cottrell
Frank Nitkiewicz
Adriana Paz
Eileen Quinn
Sarah Tarbet



North Shore CDC

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