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*How can creative placemaking communicate the rich cultural identity of the Point (Punto) neighborhood as a significant asset and public space for all residents of Salem?*

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**SALEM, MA**

Rose Fellowship 2019 – 21



## Our Journey

North Shore Community Development Coalition ("NSCDC") is a regional community development organization founded in 2011 as the result of a merger between two community-based organizations. Our mission is to invest in neighborhoods to create thriving communities. Our vision is for every neighborhood on the North Shore to be one of choice and opportunity.

NSCDC has been based in the Point neighborhood in Salem since our founding in 1978. We are governed by an 18-member Board of Directors, 1/3 of whom are either low-income or live in a low-income census tract which we serve. We currently have 24 full-time staff. We have an Advisory Board of 15 for North Shore CDC and an Advisory Board of 18 for the Punto Urban Art Museum.

In the past ten years, our work has expanded across the region. We have developed nearly 400 affordable homes in two communities with a development pipeline of 255 additional homes in 3 cities. Our YouthBuild program launched five years ago and serves 60 young people from across the North Shore per year. This program has been nationally recognized for excellence in community service; and all members graduate as Americorps members with scholarships for continuing education. Our commitment to community engagement has continued since our founding. Today, our community engagement team of 4 includes a focus on neighborhood building, leveraging res-

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Learn about NSCDC's impact [HERE](#)



ident-driven planning efforts to advocate for neighborhood resources, advancing locally-driven, non-partisan advocacy campaigns and a voter engagement initiative. As a result of the success of these efforts, in 2018, we were also awarded funding to launch a small business engagement program focused on supporting immigrant and minority-owned businesses.

In 2017, we opened "Espacio," a multi-use community center in the heart of the Point neighborhood. The creation of a community center was identified as a top priority by Point residents for years. NSCDC was able to develop this 2,000sf flexible use space to house a variety of programs with partner organizations. We currently partner with over a dozen other partners to provide such opportunities as English as a Second Language, financial literacy, immigration counseling, healthy cooking and free tax preparation. In addition, residents are able to reserve the space for community meetings, family gatherings, parties, etc. Espacio is staffed by our community engagement team, who works with partners to market the myriad of programs operating out of it. In 2017, we also launched our signature design and placemaking initiative, the Punto Urban Art Museum ("PUAM"). The Museum was created to break down the invisible, but undeniable socio-economic barrier between the Point Neighborhood and the rest of Salem and the North Shore. Through stunning, world class art, we want children in the Point neighborhood to grow up with pride, and we want the rest of the community to have a reason to visit and discover the welcoming community that we know.

## Organizational Culture

NSCDC was designed in 2010 to approach our work with human-centered design. It is amongst our highest priorities that the fulfillment of our mission and privatization of our work and investments be guided by the needs and expressed priorities of the communities in which we work.

The clearest example of our human-centered approach to community development is the Point Vision and Action Plan (PVAP). In 2012 we designed a community process with neighborhood leaders and the City of Salem which was implemented in 2013. This year-long planning process was designed to engage as many people as possible in creating a medium-term action plan to measurably improve the quality of life in the Point. We sought to engage groups not typically participating in public process: young people, new immigrants and small business owners. The process included an advisory group of residents and business owners, a survey, a dozen focus groups with micro populations within the community, several traditional community meetings, and finally a 3-month long online planning game called "What's the Point?" This participatory game was open to anyone, and used a series of launch parties to sign people of all ages up. Where 100 participants was our goal, over 300 regularly played. We were able to isolate the feedback of residents and business owners so that all action steps developed were built upon those viewpoints. The process was recognized by the MA Chapter of the American Planning Association for excellence in public engagement.



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*We also designed our staff structure to promote transparency, collaboration and innovation. We have often referred to ourselves internally as a "teaching organization" as a result of the strong academic collaborations which have propelled our capacity over the past 10+ years.*

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The results of the PVAP have guided our work with neighborhood leaders and city officials since 2013. We track implementation regularly, and the results are remarkable: nearly \$100mil in investments in housing, infrastructure, workforce development and public art have been invested since the Plan was finalized. We are currently planning an evaluation process for 2019-2020.

We also designed our staff structure to promote transparency, collaboration and innovation. We have often referred to ourselves internally as a "teaching organization" as a result of the strong academic collaborations which have propelled our capacity over the past 10+ years. We host multiple graduate-level partnerships, fellows and interns in community engagement, urban planning and marketing. These are from several universities in the Metro-Boston area such as Boston University and Salem State University. These partnerships provide capacity, but they also infuse our organization with the constant presence of new ideas and offer the opportunity to combine an academic approach with community-level implementation.

Finally, our team is structured with both vertical and horizontal reporting structures. Staff report to a supervisor within their program area, but we also have cross-department teams who work on major initiatives or areas which demand more regular collaboration. Traditional teams such as real estate, and YouthBuild are complemented with teams such as design

## Our Challenge

NSCDC completed a 3-year strategic plan in 2018 which will guide our organization's priorities and investments. We clarified our core strategic areas of focus as follows:

- 1) Pursue strategic partnerships which improve scale, efficiency and innovation to maximize impact and improve sustainability;
- 2) Invest in the development of leaders amongst our communities, board and staff;
- 3) Build and operate a sound and sustainable organizational platform; and
- 4) Create Dynamic, community-driven investments in the neighborhoods we serve.

We also identified three specific focuses to improve the sustainability and programmatic strength of our organization by 2021:

- 1) Increasing organizational sustainability by improving our campus of facilities;
- 2) Increasing flexible revenue streams to increase impact in the community; and

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*The Rose Fellow will be embedded in our design team, which is itself a hybrid between our real estate, community engagement and marketing teams.*

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Learn about Salem, MA [HERE](#)



- 3) Increasing El Punto Urban Art Museum's impact and self sustainability.

If we are fortunate to host a Rose Fellow for 2019-2021, they will be embedded in our design team, which is itself a hybrid between our real estate, community engagement and marketing teams. The Fellow would report to the Director of Design, who also oversees our Project Manager for Placemaking and Design, a position which is focused largely on the work of PUAM. We envision the fellow adding major capacity to this dynamic team in a few areas;

- 1) Identify opportunities to use art and design to improve the aesthetic quality of our existing affordable housing portfolio. Whereas the public art involved with PUAM is currently on the exterior of our buildings, we believe there is significant opportunity to infuse the common areas of our properties with art as well to promote community and environmental sustainability.
- 2) Work with our community engagement team to create, develop and implement creative community engagement tools to increase resident participation and inform community plans and implementations.
- 3) Work with our real estate project managers to identify opportunities to infuse our new projects with art and design, as well as to promote community and sustainability.

4) Work with the PUAM collaborative team to plan dynamic public art and programming on a year-round basis. In the first two years of PUAM, public art has been installed seasonally. It is our intention to turn this into a year round program by hosting multiple artists-in-residence each year. The timing of this expansion coincides perfectly with the timing of the Rose Fellowship and represents a major opportunity for this position to develop this substantial new aspect of the program.

5) Work with our community engagement team to use art as a way to create awareness about social and environmental issues in our primary target area.

6) Work with other Massachusetts-based affordable housing providers as well as the other Rose Fellows placed throughout the country to identify opportunities to utilize public art and the lessons we are learning in PUAM in other affordable housing settings.

## Work Plan

Fellow Work plan: activities, targets and milestones for first 15 months (October 2019 - January 2021) Note: Fellow Work plan is subject to amendment prior to the beginning of the fellowship after discussions with the selected fellow and Enterprise and will be amended again before the start of the 2nd fellowship year.

### Design Excellence Projects:

#### Project 1 ○ ————— ●

Work with our community engagement team to create, develop and implement creative community engagement tools to increase resident participation and inform community plans and implementations

#### Project Goal

Improve our communities through an enriched community participatory development practice.

#### Project 2 ○ ————— ●

Work with our community engagement team to use art as a way to create awareness about social and environmental issues in our primary target area.

#### Project Goal

Placemaking that is culturally aligned with the identity of an existing community.

#### Project 3 ○ ————— ●

Co-Developed Project with NSCDC and the Rose fellow

#### Project Goal

Project geared towards mutual goals learned from the partnership

For a more detailed version of the work plan: [HERE](#)



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## Enterprise Rose Fellowship

The innovative model of the Enterprise Rose fellowship embeds architectural designers and artists in place-based community development organizations who are committed to improving the quality of design, sustainability and community engagement within their projects and throughout their organization.

## Benefits of being a Rose Fellow

- + 2-year fellowship position
- + Annual stipend and benefits
- + Two annual, week-long fellowship retreats
- + Professional development allowance and opportunities

## Qualifications

- + For the arts fellowship pilot, we are seeking community-engaged artists, teaching artists, or culture bearers in all disciplines -- including but not limited to: visual and performing arts, traditional and folk arts, digital media, dance, theater, literary arts and multi-media.
- + Applicants must be eligible to work in the U.S. for the entire fellowship period

Learn more about the Rose Fellowship: [HERE](#)

Apply for the Rose Fellowship: [HERE](#)

Learn more about Enterprise Community Partners: [HERE](#)

## Key dates:

FEB. 12 & 14	2:00 - 3:30 PM EST.	.....	Webinars: Informational "Meet the Hosts"
MAR. 14	2:00 - 3:00 PM EST.	.....	Webinar: Rose Fellows Application FAQ
APR. 14	12:00 AM EST.	.....	Application Deadline
JUNE 14	12:00 AM EST.	.....	Finalist Summit
JUNE 20 -JULY 30	N/A	.....	In-person interview /host org.
AUGUST 15	N/A	.....	Final decisions and notifications
OCT 1	N/A	.....	Fellowship begins

## The Rose Fellowship in Numbers

Over 19 years there has been

**76**

2000 - 2019

fellows that have been hosted in over



different cities nationwide and who have partnered with



host organizations to design and develop more than

**90**

community facilities and over

**11,000**

units of affordable housing.

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Mark Matel  
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Enterprise Rose Fellowship Work Plan North Shore CDC								
	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021
<b>Benchmark</b>								
1) Identify opportunities to use art and design to improve the aesthetic quality of our existing affordable housing portfolio. Whereas the public art involved with PUAM is currently on the exterior of our buildings, we believe there is significant opportunity to infuse the common areas of our properties with art as well to promote community and environmental sustainability.			resident engagement; propose year 1 interventions to NSCDC staff, board and PUAM advisory board	begin implementation of interventions in housing portfolio	begin to develop arts-based toolkit for affordable housing owners; work with CE team to conduct resident-based evaluation and implement	begin planning year 2 interventions; grant writing (ongoing)	Year 1 interventions	finalize housing provider toolkit for arts and placemaking; host placemaking conference in Salem to include PUAM tours and tours of NSCDC housing portfolio covered in art!
2) Work with our community engagement team to create, develop and implement creative community engagement tools to increase resident participation and inform community plans and implementations.			Work with Community engagement team to start developing relationships with residents and building trust	Collaborate with the Community Engagement team and incorporate creative placemaking activities to engage residents	Collaborate with the Community Engagement team and incorporate creative placemaking activities to engage residents	Collaborate with the Community Engagement team and incorporate creative placemaking activities to engage residents	Collaborate with the Community Engagement team and incorporate creative placemaking activities to engage residents	
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4) Work with the PUAM collaborative team to plan dynamic public art and programming on a year-round basis. In the first two years of PUAM, public art has been installed seasonally. It is our intention to turn this into a year-round program by hosting multiple artists-in-residence each year. The timing of this expansion coincides perfectly with the timing of the Rose Fellowship and represents a major opportunity for this position to develop this substantial new aspect of the program.		<b>Research Phase:</b> meet colleagues, orientation to NSCDC, initial resident meetings, compile research on possible interventions, work with NSCDC staff during budget process to identify capital to support placemaking projects. identify grants to support placemaking projects with NSCDC fundraising staff; resident engagement; project planning	work with PUAM team to launch 2020 (year 4) season of PUAM (identifying artists, interventions, securing permissions for non-NSCDC owned instillation sites, working with various partners for supplementary programming	work with PUAM team on 2020 season	Evaluation of PUAM Programming	work with PUAM team to launch 2021 (year 5) season of PUAM (identifying artists, interventions, securing permissions for non-NSCDC owned instillation sites, working with various partners for supplementary programming	work with PUAM team to launch 2021 (year 5) season of PUAM (identifying artists, interventions, securing permissions for non-NSCDC owned instillation sites, working with various partners for supplementary programming	work with PUAM team to launch 2021 (year 5) season of PUAM (identifying artists, interventions, securing permissions for non-NSCDC owned instillation sites, working with various partners for supplementary programming
5) Work with our community engagement team to use art as a way to create awareness about social and environmental issues in our primary target area.			Work with Community engagement team to start developing relationships with residents and building trust	Collaborate with the Community Engagement team and incorporate creative placemaking activities to engage and educate residents	Collaborate with the Community Engagement team and incorporate creative placemaking activities to engage and educate residents	Collaborate with the Community Engagement team and incorporate creative placemaking activities to engage and educate residents	Collaborate with the Community Engagement team and incorporate creative placemaking activities to engage and educate residents	
6) Work with other Massachusetts-based affordable housing providers as well as the other Rose Fellows placed throughout the country to identify opportunities to utilize public art and the lessons we are learning in PUAM in other affordable housing settings.			identify strongest partnership opportunities amongst Mass-based affordable housing providers (CDCs, housing authorities, etc.) to partner on incorporating art and placemaking into their portfolios	participate with PUAM/NSCDC team in consultations with potential partners to assess needs, begin site visits where appropriate, begin to design arts & placemaking plans with & for each partner			begin rollout of partnership arts & placemaking initiatives	rollout of partnership arts & placemaking initiatives; work with partners to hold arts and placemaking conference

\*This work plan is a template to serve as a framework for this position. Depending upon the skillset of the Arts-focused Rose Fellow selected, we would be able to build out more detail in how the Fellow would interact with other NSCDC programs and other partner organizations.