



CELEBRATING 40 YEARS OF ***COMMITMENT TO OUR COMMUNITIES***



IMPACT REPORT 2019

SERVING COMMUNITIES SINCE 1979

OUR MISSION

NewVue Communities is led by community members of diverse incomes and backgrounds with a mission to develop quality housing, create economic opportunities, and foster civic engagement in North Central Massachusetts.

OUR VISION

We envision healthy communities where residents choose to live, work and invest.



Marc Dohan
Executive Director



Thomas Gray
Board President

DEAR FRIENDS,

Thank you for caring about our work and taking time to review our accomplishments over the past year. 2019 was a special milestone as we completed 40 years of strengthening communities. Our hope is that you enjoy our 2019 Impact Report: *Celebrating 40 Years of Commitment to Our Communities* and that it inspires you to be a part of our mission.

Over the years, we have learned that little happens without strong partnerships at NewVue Communities. Elected officials, residents, donors, businesses, local colleges and universities, and fellow nonprofits bring great value to our work. As we developed and strengthened partnerships over the years, so has the quality and reach of our programs and services.

We have learned that real and lasting change occurs only when people come together and are part of the solution. You will read about Community Organizing and how we mobilized members of our community, supporting them in discovering their own voice and finding a platform to be change makers. It was a year when city-wide celebrations filled 2019 community calendars and residents young and old joined activities organized in their neighborhood.

Our housing development efforts included the completion of the Carter School Apartments, and we served more clients than years past in our homeownership and small business departments. All our accomplishments are a result of a talented and committed staff who complete their work with our mission front and center. We view each of our programs as a catalyst to generate additional investment, growth and stability within our communities.

For those of you who have been part of our journey thus far—our NewVue Board of Directors, employees, funders, project partners, volunteers, stewards and those who trust us enough to seek services—thank you. For those of you who are just now connecting with our mission, we welcome you. There is great need for your help and support of our work as we enthusiastically approach the next decade of building communities.

There is much more to be done. We invite you to be part of our work that is both meaningful and very rewarding.

Sincerely,

A handwritten signature in black ink, appearing to read "Marc Dohan".

Marc Dohan
Executive Director

A handwritten signature in black ink, appearing to read "Thomas Gray".

Thomas Gray
Board President



COMMITMENT TO **AFFORDABLE HOUSING**

2019 HIGHLIGHTS

- **The Carter School Apartments adds 39 affordable apartments to our portfolio.**
- **We now provide affordable housing in 12 buildings in two cities.**
- **Our total portfolio of rental properties provides for 179 housing units.**



This past year we saw the impact of bringing together architects, builders, investors, community members and donors to build additional affordable housing in Leominster. The revitalization of the historic Carter School building has created much-needed and attractive housing that will benefit everyone for generations to come. The Carter School Apartments was one of the most challenging renovations to date. We are fortunate to have a strong housing development team committed to seeing this project through to completion.

Beautiful in its early years as the Leominster High School and then the Carter Jr. High School, it's final use as a school building ended in 1984. Dormant for close to 25 years, our plan to revitalize the building received strong support from city officials, Carter School alumni and local businesses. While the building's much-loved historical character remains, the comfortable and spacious apartments now serve as home to individuals and families.

LIABILITIES TO ASSETS PROGRAM

New in 2019, the Liabilities to Assets Program is a state, municipal and NewVue partnership that works to remove blight in neighborhoods through the renovation of abandoned properties and re-selling the affordable single- and two-family homes. Completed last year, the Lorchriss Street home, once abandoned and a neighborhood eyesore, has been completely renovated and is ready for a qualifying family to make this house a home.



Showing great promise as a unique and much needed housing program, we added a Director of Liabilities and Assets Program to our team. This pilot program not only eliminates a building causing blight but, equally important, favorably impacts the value of neighborhood homes. NewVue is a partner with the municipalities of Athol, Clinton, Fitchburg, Gardner, and Leominster and has targeted the rehab of 25 houses.



In our first real estate foray out of the Twin Cities, we partnered with the Montachusett Veterans Outreach Center, MassDevelopment, the City of Gardner and the law firm Morgan Lewis, to improve office space and three apartments to be used for veterans in our area.

AT LEFT FROM TOP DOWN:

Interior view of completed Carter School Renovation

Emby family—first Carter School tenants to receive their keys

Lorchriss Street home before and after renovations



COMMITMENT TO *FINANCIAL HEALTH*

2019 HIGHLIGHTS

- 90 people received individual financial counseling.
- 36 people made measurable progress towards reaching their personal financial goals.
- 27 Financially Fit workshops offered throughout the region.
- 258 adults and youth participated in the Financially Fit workshops.

COMMITMENT TO *HOMEOWNERSHIP*

2019 HIGHLIGHTS

- 14 homebuyer education classes held.
- 229 households received pre-purchase education.
- 142 families/individuals bought their first home.

NewVue's homeownership team surpassed our already high benchmarks for effectively educating and coaching those individuals and families desiring to purchase their first home.

The carefully designed curriculum includes a total of nine hours of classroom instruction. Many of the classes were held at NewVue's Main Street location, however, classes were also held in Leominster and Clinton.

We are very proud that both our housing and financial counselors completed the newly required Department of Housing and Urban Development Housing Counseling Certification. While the requirement is that all counselors be certified by August 2020, our team completed the intensive training and preparation and successfully passed the exams in 2019. NewVue has always strived for quality services and best practices and this certification strengthens our toolkit for assisting individuals facing housing issues, or potentially the victim of a scam or predatory lending practices. Our strong relationships with lenders and realtors provides for expert guest speakers in the classroom and trusted resources as our graduates begin the home purchase process.

Financial coaching services continues to see people from all walks of life and the number of individuals seeking classes or one-on-one coaching has grown steadily. Whether it be young adults looking to save for their first car or a family looking to pay off debt and be free of that financial stress, everyone's story and financial situation results in a custom-made approach to reaching personal financial goals. Discussing money management skills, personal goal setting, strategies to avoid scams, and evaluating one's relationship with money have been key to the financial success stories we see in our work. Serving as both coach and accountability partner, the counselor's primary goal is instilling a commitment in clients to develop healthy money habits that last a lifetime.



TOP LEFT: The Djenny family is happy to be first-time homebuyers
BOTTOM RIGHT: The Geary family meets with NewVue Counselor, Brenda Piccard



COMMITMENT TO **COMMUNITY ORGANIZING**

2019 HIGHLIGHTS

- 9 steward courses held
- 71 new stewards graduated
- 1,000+ volunteers engaged in service
- 4,000+ hours of volunteer service

Our community organizing efforts resulted in the training and graduation of 71 new stewards this year. A program that started with just a community steward model has expanded greatly both in terms of participants and their impact on the community. The steward program grew to include art, public education, health, and junior stewards.

With the goal of bringing community members together, those who were once strangers are partnering to provide leadership, a sense of belonging and advocacy to our local communities. NewVue Communities is proud that in 2019, approximately 1,000 volunteers provided 4,000 hours in volunteer service. There are many individuals among us that found time to help beautify a park, help offer a safe and fun Halloween celebration, support cultural events, and simply volunteer where needed.

TOP: Fitchburg Parent Advisory Council

RIGHT: Jacie and Barry Nicoll, Owners of Smokestack Roasters

COMMITMENT TO **SUPPORTING SMALL BUSINESSES**

2019 HIGHLIGHTS

- 94 business counseled
- 88 jobs created
- 67 jobs retained
- \$1,362,350 in 16 packaged loans



In March, 2019 Fitchburg State University welcomed our small business team into the newly remodeled ideaLab located on the second floor of the theater block on Main Street in Fitchburg. This shared space,

designed by the University as a place to realize ambitions and unleash creativity, serves as a modern and inspirational space for our staff and those they serve.

Consultation in marketing, accounting, financing and business plan development continued as the focus of our work. Our team offered both a spring and fall workshop series covering the importance of a business plan, navigating city hall for permitting/approval, preparing financing requests and the value of effective business checklists when starting a business. Serving a wide variety of industries, those operating restaurants, salons, technology companies, health and fitness centers and farms are among our clients for 2019.

COMMITMENT TO **STRATEGIC PLANNING AND EVALUATION**

OUR GOALS

- **Be Regional:** Deepen NewVue’s regional footprint
- **Home Matters:** Strengthen communities through collaboration in housing development
- **Achieving Housing Equity:** Invest in asset management to ensure access to quality, healthy and affordable housing for all
- **Residents Lead:** Invest in resident leadership and inclusion in the region
- **Close the Wealth Gap:** Programing that creates and expands economic opportunity
- **Sustainability Matters:** Create institutional and financial infrastructure that promotes community voice and engagement

In 2019, our staff and board of directors completed the 2020–2023 *NewVue Communities’ Strategic Plan*. Including feedback from community members and stakeholders, the goals identified are challenging, inspiring, and meaningful—the way we view our mission and the reason we love our work. We know that thoughtful and strategic planning, as well as ongoing and transparent evaluation of our work, makes us stronger as individuals, as an organization and as a community.

2019 OPERATING FINANCIALS

| SUMMARY OF FINANCIAL POSITION, DECEMBER 31 | 2019 | 2018 |
|--|------------------|------------------|
| Total Assets | 5,487,650 | 5,170,901 |
| Liabilities | 105,057 | 175,130 |
| Net Assets | 5,382,593 | 4,995,771 |
| Total Liabilities and Net Assets | 5,487,650 | 5,170,901 |

| SUMMARY OF FINANCIAL ACTIVITIES, DECEMBER 31 | 2019 | 2018 |
|--|----------------|----------------|
| Operating Revenue | 1,822,320 | 1,523,705 |
| Operating Expenses | 1,467,536 | 1,494,240 |
| Change In Unrestricted Net Assets from Operations | 354,784 | 29,465 |
| Non-Operating Revenue and Expenses | | |
| Changes in Net Assets with Donor Restrictions | 32,038 | 125,000 |
| Total Changes in Net Assets | 386,822 | 154,465 |

NewVue Communities Operating Financials extracted from the 2019 and 2018 NewVue Communities, Inc. and Affiliates Consolidating Audits.



OUR CORE VALUES

EXCELLENCE

We promote a results-driven culture that creates exceptional service, experiences and outcomes.

COMMUNITY

We recognize that the community always comes first, and this value drives our policies and practices.

ACCOUNTABILITY

We hold ourselves to the highest standards.

EMPOWERMENT

We harness the collective power of residents in our neighborhoods and properties so that together we can accomplish our dreams.

LEADERSHIP

We are a catalyst for change in the community by being innovative, thoughtful, and proactive.

TOP: Activate Mill Street Project

BOTTOM: Labovitis family, owners of Bion



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