Exhibit 2 - NewVue Communities' Community Investment Plan

NewVue Communities (NewVue), formally known as Twin Cities Community Development Corporation, is proud to present its second Community Investment Plan, which is expected to be approved by the Board of Directors at its February 23 meeting. The Plan is based on the Agency's 2015-2019 Strategic Plan and 2017 Operating Plan.

(i) Community or Constituencies to be served by the organization

Geographic Markets: NewVue's current strategic plan focuses on the 22 communities in North Central Massachusetts (Ashburnham, Ashby, Athol, Ayer, Clinton, Fitchburg, Gardner, Groton, Harvard, Hubbardston, Lancaster, Leominster, Lunenburg, Petersham, Phillipston, Royalston, Shirley, Sterling, Templeton, Townsend, Westminster and Winchendon--see attachment #1, service area map). Our goal is to work with each community according to its needs. The cities of Fitchburg, Leominster and Gardner are the largest in our region. Approximately 102,000 residents live in these three cities. Currently we are the most active in Athol, Clinton, Gardner, Fitchburg and Leominster. In addition, the Agency has a special focus on Fitchburg's North of Main neighborhood, which is one of the poorest in the region.

Historically, Fitchburg was the wealthiest community in the region. In its heyday it harnessed the power of the Nashua River to make paper, shoes, yarn and other products of the early industrial age. Thousands of homes were constructed within walking distance of the factories. Thus older areas of Fitchburg contain many triple-deckers, and have inadequate parking and little open space due to original design considerations. Fitchburg lost its edge, as did many New England mill towns, when cheaper labor was contracted first in the South and later overseas, exporting prime manufacturing jobs.

Leominster was historically the sleepy twin sister of Fitchburg. Yet for much of the past fifty years, Leominster has been outpacing Fitchburg, first because of its plastics industry and later because of its superior geographic location. In recent years the plastics industry has adapted to the new global economy by creating products that require skilled workers to produce them so that the jobs remain in the area. In addition, because of Leominster's superior access to Routes 2 and 190, it is nearly ten to fifteen minutes faster to reach Boston or Worcester, making it more desirable. These changes have meant that Leominster is now the wealthier of the two cities.

In late 2012 the agency also started serving Gardner when the Greater Gardner CDC asked the Agency to manage its operations. In 2015, Twin Cities CDC and Greater Gardner CDC formed one regional community development corporation with new bylaws and new name, NewVue Communities. Gardner is the former furniture capital of New England. It is about ten miles west of Fitchburg and Leominster, is home to Mount Wachusett Community College, and has its own Chamber of Commerce, with a population of just over 20,000. Gardner's real estate values, income and poverty statistics usually place it between Fitchburg and Leominster.

Clinton and Athol are the two largest towns in the region.

Clinton, originally part of Lancaster, developed as an industrialized mill town based on the power of the Nashua River. The Wachusett Reservoir in Clinton still provides a substantial portion of the

water supply to the Boston Metropolitan area. In the 19th and 20th centuries, Clinton was noted for manufacturing of carpets and woven wire. Bigelow Carpets, a family business, had a national reputation as its high quality carpets graced the White House, the Waldorf-Astoria and the SS Titanic. After the Great Depression, as with many New England mill towns, businesses closed or moved away. Since the 1970's and 1980's, entrepreneurs and other businesses have taken over the mills. Nypro a large plastics company, is based in one of the mill buildings. Today, Clinton is home to 13,675 residents.

Athol, historically known as the 'Tool Town", was another typical New England mill town with two rivers, the Millers and Tully, which powered the mills. The chopping machine was invented in Athol by Laroy Starrett, who then founded the L.S. Starrett Company, now an international company still producing high-quality precision tools. The Starrett mills dominate the downtown landscape along the Millers River, and the company remains the largest local employer. The Union Twist Drill Company also operated a large mill downtown, and employed up to 800 at its peak until ceasing operations in the 1980's. Today nearly 12,000 people live in Athol.

Population and Demographics: The population of North Central MA as a region has grown 1% in the past four years, with Athol, Fitchburg Gardner seeing .3% of growth, while Clinton and Leominster seeing .5% growth. The largest growth has occurred in the smaller towns in the region.

Municipality	2010 Population	2014 Population	% Change 2010-2015
Athol	11,584	11,617	0.3%
Clinton	13,606	13,675	0.5%
Fitchburg	40,318	40,462	0.3%
Gardner	20,228	20,306	0.3%
Leominster	40,759	41,176	0.5%
NC Mass. Total	236,475	239,299	1%

Source: U.S. Decennial Census, 2010; 2014 5-Year American Community Survey (Note: the ACS estimates are within 1 percentage point of the 2015 projections prepared by the Massachusetts State Data Center at the University of Massachusetts Donahue Institute.)

Fitchburg, Leominster and Clinton are the most diverse communities in the region.
Fitchburg, Leominster and Clinton are the most diverse communities in our region. Fitchburg is less than 70% White, while Leominster and Clinton are just over 20% White. The largest minority group in the region is Hispanics who make up approximately 9% of the population. In Fitchburg more than one in five residents is Hispanic, while in Clinton and Leominster, Hispanics make up approximately 15% of the population. Athol and Gardner are less diverse. Athol is over 95% White, while Gardner is just under 90% white.

Municipality	Total	White	Hispanic	Black	Asian	Other
Athol	11,584	96.3%	2.0%	0.7%	<1%	1.3%
Clinton	13,606	78.6%	15.0%	3.6%	1%	1.8%
Fitchburg	40,318	68.2%	21.6%	5.1%	3.6%	1.5%
Gardner	20,228	87.0%	7.1%	2.8%	1.4%	1.7%
Leominster	40,759	75.4%	14.5%	5.1%	2.8%	2.2%

No. Central MA	236,475	79.5%	9.3%	3.3%	2.1%	5.8%

Source: U.S. Decennial Census, 2010; 2014 5-Year American Community Survey (Note: the ACS estimates are within 1 percentage point of the 2015 projections prepared by the Massachusetts State Data Center at the University of Massachusetts Donahue Institute.)

Median Household Income: Clinton has the highest median household income of the larger municipalities at approximately $65,000, while Athol, Fitchburg Gardner are all clustered near $47,000. Leominster is in the middle at about $60,000. All of these larger communities have a lower median household income than Worcester County as a whole, as well as the Commonwealth. Athol and Clinton saw incomes rise rapidly between 2000 and 2014, at over 40%. Meanwhile, Fitchburg, Gardner and Leominster saw lower growth rates ranging between 25% and 32%, below both the County's increase (38%) and the State's increase (35%) in Median Household Income.

Municipality	2000 Median Household Income	2014 Median Household Income	% Change
Athol	$33,475	$47,122	41%
Clinton	$44,740	$64,867	45%
Fitchburg	$37,004	$46,628	26%
Gardner	$37,334	$46,589	25%
Leominster	$44,893	$59,263	32%
Worcester County	$47,569	$65,453	38%
Massachusetts	$50,284	$67,846	35%

Source: U.S. Decennial Census SF3, 2014 5 –Year American Community Survey

Historically, the focus of NewVue Communities is on those residents who earn between 30% and 80% of area's median household income, adjusted for household size. This means we aim to serve households who earn between $17,500 and $65,700. It is important to note, however, that many of the Agency's tenants now earn less than 30% of the area's median household income.

North of Main Neighborhood

Since 2009, the North of Main Neighborhood has been a special focus of the Agency through ReImagine North of Main, a collective impact initiative initially funded through the Federal Reserve Bank of Boston. NewVue, the City of Fitchburg, and other program stakeholders identified this area because it typifies the problems of poor neighborhoods everywhere in the region, and if we can improve this neighborhood we believe we can replicate that success elsewhere (see attachment #1, service area map) This initiative is based on the Agency's past success in this neighborhood. We plan to serve all constituencies who live in the North of Main with a focus on those individuals who earn less than 80% of the area median household income.

Overview: The North of Main Neighborhood lies just north of Fitchburg's downtown business district; it includes or abuts a number of the city's key institutions including City Hall, the Police and Fire Headquarters, the Court House, the Fitchburg Art Museum, the Longsjo Middle School, two senior housing complexes, the intermodal transit station, the Elm Street Congregational Church and of course Fitchburg State University, which is the primary economic engine for the City. The City's largest employer, Health Alliance Hospital, is located just north of the

neighborhood. Fitchburg's Main Street runs through the neighborhood. It is one of the commercial hubs of North Central Massachusetts and clearly the cultural center of the area with the Art Museum, University, several different art galleries, historic districts, and two different community theatre groups. The Fitchburg transit station, with direct train service to Route 495, Cambridge and Boston, anchors the eastern end of Main Street. The Agency began work in one portion of the North of Main Neighborhood in 2009, and expanded our focus to the entire Neighborhood in 2013.

A comparison of the North of Main neighborhood to West Fitchburg, to the city as a whole, and to the state, provides a foundation for our work. Four factors highlighted below differentiate North of Main from other neighborhoods in Fitchburg: the high percentage of single parent families, the low median income, high levels of unemployment, and the low percentage of families owning their own homes.

A Comparison of Key Characteristics

		North of Main	West Fitchburg	Fitchburg	MA
Demographic	Total Population	7,175	6,759	40,318	6,547,629
	Population Change	-5.3%	+15.74%	+3.11	+3.12
	Race/Ethnicity:				
	Race other than White	29.88%	17.69%	21.80%	19.59%
	Hispanic/Latino	29.90%	16.63%	21.65%	9.59%
	Language:				
	Primary Language is Not English	26.26%	23.20%	24.00%	21.40%
	Speak English less than Very Well	10.46%	9.90%	9.50%	8.8%
	Family Composition:				
	Total Families	1,350	1,883	9362	1,603,591
	Families with Children Under 18 yrs	52%	41%	47%	45%
	Single Parent w/ Children Under 18 yrs	61%	40%	46%	30%
Socioecon	Median Income/Mean Median Income	$28,957	$63,225	$48,064	$65,981
	Unemployment	14.51%	6.00%	11.00%	8.10%
	Poverty:				
	Total Population at or Below 100% Poverty	28.13%	14.70%	19.00%	10.70%
	Under 18 years at or Below 100% Poverty	36.29%	24.40%	28.40%	13.50%
	Educational Attainment:				
	Less than High School Education	17.41%	14.50%	16.30%	11.10%
	Bachelor's Degree of Higher	15.41%	26.60%	20.20%	38.70%
Housing	Vacancies	18.86%	6.97%	11.40%	9.30%
	Own Homes	30.94%	70.66%	55.93%	66.8%
	Housing Quality:				
	Less than Average	31.99%	Data is not	9.21%	(Data not
	Average+	69.01%	available	90.79%	available)
	% Housing Stock Built Before 1950	70.44%	26.21%	55.27%	41.54%

These factors underscore the neighborhoods poverty. North of Main was also the center of the area's foreclosure crisis. There were nearly twice as many foreclosures compared to arm's length transaction in the North of Main between 2011 and 2016. There were 57 residential foreclosures compared with 29 single, two- and three-family home sales.

(ii) *Involvement of community residents and stakeholders*

Our community investment plan was originally developed in December 2013, with input and analysis from residents from various geographies and at various times. As we have expanded into a regional agency, we have had to adopt different methods to solicit input from residents and stakeholders.

Our first step in developing this new plan was to speak with residents. We have focused our outreach on residents from North of Main. This year we conducted in depth interviews with over 200 randomly selected residents of this neighborhood to determine the residents' perception of their own neighborhood. As a part of our community engagement initiative for 2016 we held house meetings or NeighborCircles. To date we have held five NeighborCircles, five Marketplaces (larger meetings), and have conducted eighteen one on one meetings allowing us to connect with approximately 200 residents in total. We also regularly conduct block and housing stock observations.

In addition, for several years, we have taken a group of six or seven residents to a Community Leadership Institute sponsored by NeighborWorks America where neighborhood plans are discussed, improved upon, and adopted. Often, we use the Institute as a way to focus on a particular challenge and solution. For example, last year, the residents focused on holding the first Porchfest, a musical celebration on porches in North of Main. This year they are working on a plan to hold a neighborhood-wide garden box competition.

We also meet with residents about our development projects. We have had multiple meetings with residents in Fitchburg and Leominster about our redevelopment of the former BF Brown and Carter Schools into affordable housing. We have also engaged residents from the Greater Gardner area through our strategic planning process (including an all-day retreat).

Outside of Fitchburg and Leominster we have had less interaction with residents. To date we have focused on stakeholders such as municipal leaders, as we seek a higher level sense of which communities are most interested in working with us. We have had multiple meetings with stakeholders in Athol and Clinton, and have launched programs to help delead the older homes in both towns. We have also attended multiple fairs in Leominster, Athol, Clinton and Fitchburg to let residents know what we are doing. Finally, we have twice convened stakeholders from all five communities to discuss how to handle the region's housing needs.

All of this stakeholder and community input is eventually discussed by the 15 members of NewVue's Board, a majority of whom must be residents of our service area. (The board currently has two vacancies which developed when two board members stepped down midterm. We will fill those seats at our annual meeting which is scheduled for April 2017.) Board committees have a critical role in shaping our plan. The North of Main Organizing Committee, our Finance, Asset Management, Resource Development, Real Estate, and Governance committees all weigh in. Recommendations and input either comes directly to the Board for action or could be sent to a committee for further discussion or action before being brought back to the board for final discussion and action. Hence, for example, neighborhood input about which development projects we will undertake will go the real estate committee, while a recommendation regarding a new youth program might go to a task force before coming to the board.

Our Community Investment Plan is based on our strategic plan. To shape that plan, we gathered the staff and board members from both the former Twin Cities and the Greater Gardner CDCs for a day-long visioning session that created the current strategic plan, and paved the way for the transformation from Twin Cities CDC to NewVue Communities.

Monitoring Plan Activities: Our strategic and business plans are most-closely monitored by the Board. Each month staff provides a dashboard report that updates the Board on our progress against our annual business plan goals. (See attachment #2 - dashboard report). We generally devote one to two board meeting per year to more fully discuss progress against the strategic plan. All planning is organized around four major goals: (i) Serve the Entire Region, (ii) Build Great Neighborhoods, (iii) Lead and Innovate and (iv) Strengthen Sustainability. In addition, committees, including the real estate, asset management, finance, and organizing committees, also monitor our progress. These committees include stakeholders and residents, in addition to other Board members. Finally, each staff person sets annual goals against the goals in the strategic plan.

Of course, the Strategic Plan has many detailed components, and we hold ourselves accountable to residents, stakeholders, and our general membership through a variety of means. First, NewVue regularly meets with residents of the North of Main to report on our progress, including successes and failures in that neighborhood. NewVue also shares a more in-depth look at the results of neighborhood surveys with participating residents and stakeholders.

Implementing Plan Activities:
We implement our plans with participation by many different local stakeholders. Any resident can become a member of NewVue Communities by volunteering four hours of their time or making a donation of $25. Most of our volunteer opportunities are in the North of Main neighborhood or activities such as teaching small business or homeownership classes or serving on a committee. Residents regularly attend meetings to make decisions, participate in neighborhood beautification or building projects, and hold events to celebrate or improve the neighborhood. These activities create accountability for our agency, city officials and all stakeholders.

Stakeholders and board members are obviously critical to implementing the plan. We rely on a broad range of stakeholders for funding, expertise and other resources. At a state and national level, stakeholders alert us to new trends, better ideas and resources. At a local level, stakeholders help us confront local problems, including housing issues such as crime. They help us identify opportunities for small businesses, and assist in marketing campaigns to get the word about our programs out into the community.

Finally, implementation is not a linear activity, as unexpected events occur. A recent example is a fire that destroyed a restaurant of one of our small business clients. We worked with the business and the city to relocate the business to downtown Fitchburg to help fill a vacant storefront. We have to be nimble, responding to actual events, all in the effort to achieve our goals.

(iii) Plan goals
NewVue Communities' Community Investment Plan is driven by goals in our 2015-2019 Strategic Plan (see attachment #3). It is designed to have a measurable and profound change in the communities in which we live, work and invest. The goals are designed to improve the lives of low and moderate income households.

We will serve our entire region.

Goal 1: Create a Strategic Advisory Committee that reflects our region's diversity and geography to provide long-term strategic guidance to the Agency.

Goal 2: Develop a regional marketing plan that takes advantage of our new name to introduce ourselves to the residents of the region.

Goal 3: Develop a major real estate project outside of Fitchburg and Leominster.

We will build great neighborhoods:

Goal 4: Build relationships among residents of the North of Main Neighborhood so that there is more social cohesion in the neighborhood and the residents of the neighborhood can provide leadership to the Agency.

Goal 5: Increase the rate of homeownership in the North of Main Neighborhood, by creating a market and developing programs that will invest in the neighborhood.

Goal 6: Market the neighborhood by focusing on the strengths and changing outsider perceptions to attract businesses, capital and residents to the area.

We will lead and innovate.

Goal 7: Develop an Enterprise Center with partners that will spark economic development.

Goal 8: We will develop housing that: helps strengthen housing markets in neighborhoods where the markets have failed and create green and healthy homes, artist housing and a mix of other housing at an efficient scale all of which will double the number of apartments that we own by 2020.

Goal 9: We will consciously bring intellectual capital from national and statewide thought-leaders back to our region and invest in the strength of our board and staff.

Strengthen Sustainability

Goal 10: Financial Stability: Our future financial stability relies upon three pillars: developer fees, government contracts and grants, and philanthropy.

Goal 11: Environmental sustainability: Internally, we commit to making all of our future housing projects green and healthy. We also commit to improving the health of the properties that we own, and to increasing green practices in our office.

Goal 12: Organizational sustainability: Ultimately, the base of the Agency's sustainability comes from our web of relationships, which we continue to actively weave. To accomplish our strategic goals, we must invest in our own infrastructure so that we remain a healthy agency. We will continue to invest in our governance by maintaining a strong, diverse and representative, and we will grow the size and capacity of our staff.

Identifies how the entire community will benefit from achieving the goals

By focusing our efforts on low and moderate income residents, we believe that the entire community benefits. Improving lives and neighborhoods brings creativity and positive momentum to the community. And improving the lives of poor and moderate income residents, and improving their neighborhoods, helps the entire region by freeing up resources that are in high demand.

For example, reducing crime in one tough neighborhood allows the police to channel resources to other, hopefully more proactive, priorities. Similarly, helping to stop a foreclosure not only helps the person whose home is being foreclosed upon, it helps the surrounding homes, because a foreclosure reduces the value of stable homes as well.

When tenants succeed in becoming homeowners, they benefit from the appreciation of home values, and participate with more longevity in community life, no longer forced to move by the vagaries of a landlord. In fact, there is evidence that owning a home can increase resident commitment to their neighborhood, and can result in increased investment as they become more rooted. Homeownership is an important goal for some residents. Creating a range of affordable housing encourages more stable lifestyles, so that tenants and homeowners can ultimately bring investment to their own communities over time.

And in addition to the bricks and mortar, the Agency's experience over 35 years proves that residents of low income neighborhoods know the best solutions for their neighborhoods. Hence organizing residents to speak for themselves is critical to improving communities.

Similarly, working with small businesses creates jobs, revitalizes neighborhoods as retail stores are filled, improves the local economy, and creates wealth. Small business owners are often motivated entrepreneurs with a drive to succeed. They consistently show dedication to their communities as shown in the attached article (attachment #4), which highlights many of NewVue's goals of working regionally and with low and moderate income clients.

(iv) Activities to be undertaken
Clearly describes the community development activities to be undertaken under the Plan

Board Governance
In November 2015 the Agency joined forces with Greater Gardner CDC, changed its territory, bylaws and name, becoming the regional agency, NewVue Communities. This was a major goal outlined in the Agency's current strategic plan.
We have begun to implement the following strategies:

- Strategically fill vacant board seats, and rotate officers as part of our term limits policy.
- Create a regional strategic advisory board to help specifically with the regional issues;
- Altering the Board and committee structure to make it easier for representatives from the region to serve on the board and committees.
- Continue to create additional committees to deal with regional issues.
- Attracting board members that are more reflective of the region's geographical diversity.

The board has adopted three principles of Governance: (i) Grounding our work in our Mission, (ii) Emphasizing Strategic Thinking and (iii) Creating a Culture of Inquiry. We will continue to assess these priorities. We continue to examine the culture of the Board with intent to raise the level of

generative and critical thinking, and strategic decision-making. We will also achieve full Board participation in resource development (donation to the Agency) and we will have a 2/3 average attendance rate.

Homeownership Promotion and Homeownership Preservation.
Overall: The homeownership department has been marketing and offering services and programs in the region successfully. In 2016 it rolled out a new program to help delead homes in Athol, Clinton, Fitchburg and Gardner with a new federal Lead-Paint Hazard Control Grant while simultaneously scaling back its work in foreclosure prevention as the foreclosure threat continues to recede.

Homeownership Promotion:
During Calendar Year 2017, we anticipate our Homeownership Promotion Department will:

- Educate 200 Homeowners.
- Assist 100 Homeowners to purchase homes.
- Help 50 Homeowners to eliminate lead paint hazards in their homes in Athol, Clinton, Fitchburg and Gardner, and use this funding as a means to create a new rehabilitation program in the region.
- Launch a marketing effort in the North of Main Neighborhood, with assistance from Community Organizing to sell non-CDC homes in the neighborhood in order to increase the homeownership rate in that neighborhood. We received a strategic investment grant from NeighborWorks America to undertake this effort, which also includes creating the loan fund mentioned below.
- Create a new loan fund that will help encourage homeownership in North of Main. We are partnering with ReImagine to help restart the housing market in North of Main.
- Hire a new North of Main marketing staff person or consultant to launch the North of Main marketing plan.

Homeownership Preservation:

- Our homeownership preservation program has set goals that are in line with 2016 results. We will reach the following 2017 goals: Counsel 80 Clients about preserving their home.
- Help 40 of those clients modify their loans.

Maintain focus of this effort on the hardest hit neighborhoods and communities

Housing Development:
Housing Development in 2017 will focus on our long term goal of building the pipeline for projects, moving Carter School into production, repairing the roof on the BF Brown building and completing the Gardner building and determine the feasibility of creating a new program under Section 121A. During Calendar Year 2017 we will:

- Complete closeout on 4 Leighton Street and Prichard Academy Street Projects.
- Purchase the B.F. Brown School, secure the roof and receive historic approval and potentially zoning for 55 units of housing at the Fitchburg Arts Campus at the former BF Brown School site.
- Secure funding for 39 units of housing at the former Carter Junior High School in Leominster.

- Secure site control over a large rental project (30+ units) that we can develop outside of Fitchburg and Leominster, by understanding the market in the appropriate community and creating the political and economic relationships to make a development possible.
- Determine the feasibility of establishing a Section 121A Corporation to develop abandoned houses in Fitchburg, Gardner, Athol, Leominster and Clinton.
- Redevelop the former Greater Gardner CDC office building on Central Street in Gardner.
- Redevelop 183 High Street in Fitchburg (if funded through Project Reinvest).
- Finalize the receivership of the Pacific Street Properties and potentially fund them.

Community Organizing

In 2017 we will continue our organizing in North of Main Neighborhood.

- Conduct 100 one-on-one conversations Engage 50 residents in 15 pride projects (including 6 home repair projects) concentrated in the North of Main neighborhood.
- Engage 500 residents in community festivals, meetings and competitions.
- Engage 200 residents in the creation of a North of Main Neighborhood Plan.
- Engage 50 business owners in Main Street events.
- Steer a resident-led campaign resulting in the repair of 1,500 linear feet of sidewalk repairs.
- Update the neighborhood plan
- Work with Homeownership to create a new neighborhood marketing campaign.
- Launch an Arts and Culture program
- Find a new Fellow, Vista or Intern to work with us in 2017.

Small Business Assistance

We anticipate that Small Business Assistance will have a vigorous year in 2017. We will continue to aggressively work with farms and small businesses. We will also continue our focus on immigrants and filling vacancies in the downtowns of our older cities and including the North of Main Neighborhood. Finally we will work with the University to help determine how we will become an enterprise center. During 2017 we will reach the following objectives:

- Create 45 jobs
- Retain 65 jobs
- Secure 6 loans totaling $400,000
- Counsel 75 Businesses

Asset Management: Our Asset Management Department continues to improve its sophistication through our work with NeighborWorks America. Nuestra Comunidad serves as the asset manager and Wingate Companies serves as the property manager of the Agency's 140 unit portfolio. During 2017 the Agency will complete the following asset management objectives:

- Successfully rent up 4 Leighton Street
- Deploy our Green Asset Management Plan.
- Determine the feasibility of purchasing the store under our apartments at 128 Fairmount Street.
- Complete capital needs assessment.
- Acquire the Central Street location in Gardner and complete the remediation and rehabilitation to bring that project on line.

- Create a smoother functioning system for our asset management system.

Resident Services: Another aspect of services that was added in January 2016 is a housing stability program for all of our residents in our rental portfolio and to be offered to residents and landlords in the North of Main Neighborhood in 2017. This service is facilitated by our Resident Services Coordinator. The services that the Resident Services Coordinator provides includes budgeting, goal oriented financial coaching, credit repair and eviction prevention. This position is also knowledgeable about other resources outside of the Agency's support for residents to utilize and maximize their ability to stay financially stable. In 2017 this department will aim to achieve the following goals:

- Coach and/or counsel 25 new residents from our rental portfolio.
- Develop, market and implement an action plan to deliver Eviction Prevention Services to the North of Main Neighborhood, targeting both residents and investors/landlords.
- Educate 40 residents and investors/landlords about the Eviction Prevention Program.
- Coach and/or counsel 10 North of Main residents.

Organization Management: To continue to manage the Agency well in 2017, we will make the following improvements

- Finish our ongoing project to systematically document all debts and guarantees, and create a cash flow model for the Agency to accompany our three year budget model.
- The full implementation of Salesforce to help manage both marketing and membership databases.
- Reorganize staffing to better reflect increased workloads in the agency for Finance and Real Estate Development
- Hire a new staff person or consultant to fill our North of Main marketing position.
- Revise our personnel policies.

Thinking beyond 2017: While NewVue sets annual goals that are aggressive yet realistic, the Agency also has a multi-year mindset. NewVue conducts market analyses so that we match our plans to the needs of the communities served. As we continue to regionalize, it will be crucial to stay in tune with the needs of many specific towns, as well as the region as a whole. We have attached our goals for the next few years as part of our strategic plan. (See Attachment #3-strategic plan summary)

(v) How success will be measured/evaluated

We have several different ways to measure impact for our plan. Each year we measure deliverables within the plan that are easily counted such as: (1) the number of leaders, (2) volunteers, (3) first time homebuyers, (4) homebuyers educated, (5) homes saved from foreclosure, (6) homeowners counseled about foreclosure, (7) deleaded homes, (8) affordable apartments created, (9) small businesses assisted, (10) jobs created and retained, and (11) evictions prevented.

Other measures of effectiveness that we examine include: (1) number of homes sold in North of Main Neighborhood, and (2) artists engaged in redeveloping BF Brown School into artist housing, (3) Resident perception and involvement in the neighborhood, (4) infrastructure improved in the neighborhood.

In addition, each year we measure our progress against the strategic plan for the goals that are not as easy to measure numerically, such as resident engagement, marketing or other "soft" but important goals.

To measure our impact in the North of Main Neighborhood, where we are focusing much of our efforts, we have utilized Success Measures, a national evaluation and tracking program administered by NeighborWorks America through which we are longitudinally tracking resident satisfaction, as well as housing stock and visual improvements. .

We completed assessments in 2013 and in 2016 by interviewing 200 randomly selected households in each year. These surveys set the baselines regarding how the neighborhood perceived itself. We also conducted a visual assessment of the neighborhood. The results showed modest yet steady improvement in the neighborhood. We expect continued improvement this year as we focus on the marketing campaign.

Within this same neighborhood we also continue to track crime rates, and we will begin measuring all home sales. Measuring the neighborhood over time by all these factors will help NewVue determine the most effective strategies for changing the market in the neighborhood.

On the community level, we will continue to conduct these community impact measurement surveys every two to three years asking similar questions to determine whether the neighborhood improves, stays roughly the same, or declines. We will also periodically undertake a visual observation of the neighborhood.

We are also are beginning a careful tracking of all real estate in the area. Our objective is to improve the sales in the neighborhood, whether in a NewVue constructed home or not. In 2015 there were only 2 single family home sales in the neighborhood, and through June 2016 there were an additional 2 sales.

Once the multi-year data has been comprehensively compared we will review the results with the residents and stakeholders in the neighborhood. They will help NewVue staff analyze the results and set priorities based on the information received.

With regard to the other areas of our work, those evaluations are largely based on the ongoing analysis of our results against the various plans that we have in place, whether it be the operating plan or the strategic plan.

(vi) Collaborative efforts to support implementation

North of Main Neighborhood: Through the Working Cities Challenge Grant, the City of Fitchburg and the project's key partners have dedicated resources to ReImagine North of Main, our most significant collaboration. It is a collective impact approach with five key partners that are working collaboratively to achieve the common goal of making the North of Main Neighborhood a place where residents choose to live, work, play and invest. The key partners are the City of Fitchburg, NewVue Communities, the Montachusett Opportunity Council, Fitchburg State University, and the Fitchburg Art Museum. Within municipal government we partner closely with the Economic

Development and Housing Divisions, the Board of Health, the Police Department, the Mayor's office, the Department of Public Works, as well as the Assessors and Tax Departments. This collaborative effort is also improving relationships with multiple community organizations including the Elm Street Community Church, Habitat for Humanity, United Neighbors of Fitchburg, Crossroads Community Church, the Sundial, Growing Places Garden Project, and many others.

Homeownership Center: Other important collaborations include our Homeownership Center, which is a formal partnership among NewVue Communities, the Montachusett Opportunity Council, and the North Central Massachusetts CRA Coalition. Through this partnership, we deliver complementary homeownership services in the region. We also partner with Worcester Community Housing Resources for our lending program. This partnership is funded in part by the Division of Banks, and the North Central Massachusetts CRA Coalition.

Regionalization: We have been partnering most closely with the municipalities of Athol, Clinton, Fitchburg, Gardner and Leominster. We have brought these five municipalities together twice to help set regional priorities that include these communities, which are not as affluent as communities in the eastern portion of our service area.

Fitchburg Plan: We are currently partnering with Fitchburg State University, Enterprise Bank, the Fitchburg Art Museum and several other local banks and businesses to create artist housing at the BF Brown School. We are also partnering with the Fitchburg Art Museum and the Fitchburg Cultural Alliance to create a cultural district that will be anchored by the new artist housing, the Art Museum and the numerous galleries on Main Street.

Small Business Assistance: We partner with North Central Development Corporation (a regional lender associated with the Chamber of Commerce) and the United Neighbors of Fitchburg to deliver small business services that are funded in part by Massachusetts Growth Capital with a particular focus on low income and immigrant businesses.

Montachusett Regional Lead Hazard Reduction Program:
We are partnering with the municipalities of Athol, Clinton, Fitchburg and Gardner, their various health boards, and the Montachusett Opportunity Council to help delead 150 homes in the region over three years.

Other important partnerships include an asset management collaboration with Nuestra Comunidad and The Neighborhood Developers, as well as regional foreclosure prevention partnership with Oak Hill CDC so that we can provide comprehensive foreclosure services throughout Worcester County.

(vii) Integration of activities/consistency with community strategy and vision
Describe the interaction and interrelationship of Plan activities to be undertaken
The Agency's five major activities (Community Organizing, Housing Development, Asset Management, Homeownership, and Small Business Development) are all centered around creating healthy neighborhoods where residents choose to live, work and invest. We recognize that these activities are not necessarily sufficient to meet the vision and strategy outlined by the residents and

stakeholders in the neighborhood. Hence we bring in other partners to provide those activities that we do not provide on our own.

As a first step we make sure that NewVue's activities are consistent with the vision for our area. We recognize that we need to break down silos within our own organization to make sure that the activities will add up to effective strategies.

Our Community Organizing department develops leaders and recruits activists and volunteers. These leaders help set the agenda for the neighborhoods in which they live and also for the Agency as a whole. Community Organizing helps surface cutting edge challenges and opportunities that are taking place in the neighborhoods, identify properties that are at the center of crime, and helps us determine how to convert any liabilities into assets.

Housing Development is a way to rebuild our neighborhoods. Our housing development efforts restarted in 2000 and were focused on the Cleghorn Neighborhood of Fitchburg, where we built two two-family homes, seven single-family homes, and rehabilitated 27 apartments. Since we have shifted our focus to North of Main, we have built or rehabilitated 54 units of rental housing and ten homeownership units (with more on the way). As mentioned above, we are planning a large affordable rental development in a former school in the area. We also completed the redevelopment of a former factory in the French Hill neighborhood of Leominster into forty units of affordable housing, and are set to create an additional 39 affordable apartments at another vacant school in Leominster. Many of the buildings that we have chosen for redevelopment were identified by residents of the area as critical properties.

NewVue's Homeownership Department helps stabilize neighborhoods by attracting new homeowners, and helping homeowners stay in their homes. Since it is very difficult to limit homeownership services to one particular area, we provide homeownership services to any person seeking assistance. Similarly, our foreclosure services are not limited by geographic scope. The Homeownership Department works closely with Community Organizing to help sell the homes that we develop. Homeownership also works with Housing Development to design products that will be the most desirable. Homeownership has a major focus on helping make homes safer by deleading them with a focus on Athol, Clinton, Fitchburg and Gardner.

Our small business department is also operating with a regional approach, focusing efforts on minority, immigrant and low income residents in the 22 towns in our reach. Small Business works extensively with Community Organizing to help improve Main Street in Fitchburg. Small Business and Homeownership work together, as many small business owners are also homeowners and they need business assistance in order to avoid foreclosure, correctly fill out their tax returns and be able to provide information for lenders. We have also assisted 23 small businesses as they have relocated to Main Street or Downtown in Fitchburg's North of Main neighborhood. Small business has a focus on farms and the creative economy, both important engines of the region. Creative economy businesses connect with our efforts to create artist housing at the former B.F. Brown School and to market the North of Main neighborhood in Fitchburg.

Description of how the Plan fits into a larger vision or strategy for the entire community
Our plan is part of our broader vision to make North Central Massachusetts a better place to live, work and invest. Our plan envisions both a wider range of services and greater depth of services.

We are focused on having a deep impact. We want to make sure that we target resources in areas that are in persistent poverty, so that we can improve them. This aspect of our plan is reflected in our effort to make the North of Main Neighborhood as strong as a typical Fitchburg Neighborhood. We are also focused on developing vacant homes throughout the region. We are looking at other neighborhoods outside of Fitchburg to determine whether we should target any of them.

One very concrete example of how our activities fit into our larger strategy: Fitchburg now has an established economic development officer and a new group of businesses and non-profits led by the University and a local bank has created the Fitchburg Plan to help redevelop the city. The creation of this position and the Fitchburg Plan is consistent with NewVue's desire to rebrand the neighborhood with a new name that will help market the entire region as a cultural hub. We are clearly aligning our marketing efforts with those of the City.

Description of how the Plan is consistent with other neighborhood, community, regional plans
We work very closely to link our work to broader neighborhood plans. Our work in the North of Main Neighborhood and in Leominster is based on the recommendations provided to the Cities of Fitchburg and Leominster in the DHCD Gateway Cities plus Planning Grants. In Fitchburg, our neighborhood revitalization work is also part of a collective impact strategy led by the ReImagine North of Main partners.

The City of Fitchburg chose the North of Main Neighborhood as its Gateway Neighborhood and we have developed a comprehensive strategy to improve the neighborhood. Our actions in that neighborhood are directly from the plan. We have not only mobilized our own resources, but have worked closely with others to bring additional resources to bear on commonly recognized neighborhood problems (such as crime, poor streets, youth unemployment.).

Similarly, the City of Leominster asked NewVue to redevelop the Carter School based in part on the Housing Development Incentive Plan completed by the City in 2014.

Our plans are also consistent with Fitchburg and Leominster's municipal plans. In viewing the consolidated plans, each City has a focus on improving homeownership, reducing foreclosures, assisting small businesses, all of which we do throughout both cities. We are improving core city neighborhoods that are close to transit, and thus consistent with the state's sustainable development principles.

As we expand our work to other communities we are also aligning our work with their plans. In Gardner our work is part of the City's effort to revitalize its downtown. The projects we are examining in Athol are related to the town's efforts to repurpose empty school buildings and address abandoned housing. Similarly we are working closely with the Clinton Planning Department.

Finally, a regional study completed by NewVue revealed a need to develop vacant homes, especially given the number of homes that continue to have negative equity.

Our plans are also consistent with the Comprehensive Economic Development Strategy, the regional plan developed by Montachusett Regional Planning Commission.

(viii) Financing strategy

NewVue Communities has had strong financial performances for the past ten years, and has increased its operating net assets every year. The Agency's success has allowed it to create a strong balance sheet, with approximately $925,000 in available cash. Each year, the Agency uses approximately one third of cash earned from large development fees for operations, sets aside about one-third in its Fund for the Future (now totaling $450,000), and sets aside the remaining third to handle the ups and downs of the real estate cycle. To plan for these cycles, every year NewVue develops not only the next year's operating budget, but develops budgets for three years out, which pushes the Agency to consider varying assumptions based on finances to date as well as projected. We consider strategies ranging from aggressive to fiscally conservative.

In order to continue to implement our updated Community Investment Planning over the next three years, the Agency will rely on the funding strategies that it has successfully used for the past years (See attachment #5 - 2017 budget). The 2017 budget of $1,607,768 in expenses is increased from last year's $1,361,175 and as in previous years is balanced between government funding, private funding and earned revenue. For 2017 the Agency expects to raise approximately $505,700 in government funding (excluding CITC), which is less than the $633,310 that the Agency raised last year, because of a reduction expected from NeighborWorks America and loss of one time funding from DHCD. NewVue has budgeted to raise $657,273 in 2017 from the private sector, an increase of approximately $150,000 from last year's budget. Finally, the Agency expects to raise $474,500 from developer fees and other earned income, which is based on our real estate development schedule and is about twice last year's budget.

Identifies the level of commitment of other funding sources to implement the Plan

To fully utilize the tax credits we expect to receive, we have identified more than sufficient funders to take advantage of the program. To raise the $300,000 that we have identified, we have cultivated relationships with 30 donors to participate and in some cases have increased their contributions by utilizing the CITC program. These funders are a mix of foundations, corporations and individual donors. We have been able to utilize all funds allocated to the Agency. We will continue to cultivate and steward new relationships, and will maintain our current CITC donors in order to fully utilize the CITC program.

***(ix) History, Track Record and Sustainable Development;* Description of Agency's history of past practices and approaches to the proposed activities in the Plan**

Many of the activities in the plan have a long history within our Agency, which was founded in 1979 in response to an economic crisis that cost over 1,000 jobs in the Cleghorn Neighborhood of Fitchburg. The Agency has always had both a strong economic development and a strong neighborhood revitalization component to its work. The Agency's commitment to resident-driven success was one factor leading to affiliation with the NeighborWorks Network in 1996.

Our most recent era of success began approximately fifteen years ago with the revitalization of the Cleghorn Neighborhood, where the Agency was born. The Agency brought together homeownership promotion, community organizing and housing development to create a resident-driven revitalization plan for one of Fitchburg's poorest neighborhoods. After meeting many residents of the neighborhood and hosting several large meetings, residents formed a committee to review designs with an architect. They voted for a plan to build 2 two-family and 7 single-family homes, and rehabilitate 27 apartments that the Agency already owned. NeighborWorks America recognized the success of this work when it awarded now deceased neighborhood leader Luz Sanchez the prestigious and national Dorothy Richardson Award for resident leadership.

With a winning model in hand, the Agency simultaneously brought this three-pronged strategy to both the City of Leominster's French Hill Neighborhood, and to Fitchburg's North of Main Neighborhood. In Leominster, the Agency purchased a dilapidated old factory that had fallen into foreclosure. Residents told us about the need for homes with space for children in the neighborhood. Ultimately, we redeveloped the factory into 40 LEED-certified affordable apartments, two community rooms and a playground for residents.

Before we started revitalizing North of Main, we began by organizing. We spoke to all 700 households of the neighborhood in order to identify key priorities. Residents wanted a safer, more walkable neighborhood that was well-maintained, affordable, and that had child-friendly places. We engaged a slew of partners to address these priority needs.

Our first real estate project in the North of Main was a New Market Tax Credit deal that created 23 market rate and 8 affordable apartments, a new office for the Agency, and a renovated office for our anchor tenant, TD Bank. Since then, the Agency has created 27 additional affordable apartments in North of Main (for 58 total) and six single-family homes and one two-family home in the area. We are poised to develop an additional complex of artist-preference housing in the old BF Brown School. In total, the Agency has invested nearly $20,000,000 in North of Main, the neighborhood that was the hardest hit by the foreclosure crisis, and the City of Fitchburg's Gateway City Neighborhood. NeighborWorks America again recognized the CDC's work with the Dorothy Richardson Award for Emily MacRae, another resident and Board leader.

During the past ten years, the number of apartments that the Agency owns has tripled from 39 to 140, while the Agency has built or rehabilitated 21 homes for first time homebuyers. Simultaneously, we have expanded our reach through a regional Homeownership Center that has helped 523 clients purchase a home since 2010, and has saved 399 homeowners from foreclosure since the crisis began. As noted above, our Agency has continued to invest in economic development, and over the past six years we have helped 586 businesses create and retain 1,247 jobs.

Our Board of Directors has maintained a high level of participation for many years. We completed *Excellence in Governance*, a board governance program developed by BoardSource and NeighborWorks America, which involves a highly competitive application process.

We continue to base our current approaches on our historical successes, and consistently build durable partnerships to help us deliver on our regional promises while staying true to our mission.

Consistency with the Commonwealth's Sustainable Development Principles. Listed below are the Commonwealth's sustainable development principles and a brief description of how NewVue's Community Investment Plan complies with those principles.

1. Concentrate Development and Mix Uses: We rarely (if ever) build in green spaces. Most of our work is developing core city neighborhoods.
2. Advance Equity: Our plan is designed to improve the equity between the poorer neighborhoods and residents, and their wealthier counterparts.
3. Make Efficient Decisions: We apply this principle to our Agency by prioritizing smart growth decisions that are planned for well in advance and are based on data often reviewed by third parties prior to our ultimate decision.
4. Protect Land and Ecosystems: All of our projects are designed to meet this objective. Many of our projects clean up land that was once contaminated.
5. Use Natural Resources Wisely: Our projects meet this objective. We increasingly try to make all of our projects Green in some fashion (Energy Star, Enterprise Green Communities, or LEED if possible) and have been designated a Green NeighborWorks Organization.
6. Expand Housing Opportunities: We support this goal through all our activities. We build houses for residents of all incomes and focus our development in core city neighborhoods that are near transit and services. All of our housing fits within the character of the neighborhoods.
7. Provide Transportation Choice: Our projects are all designed to be near public transit and to encourage walking. Specifically, we advocate for communities in North Central Massachusetts to rebuild sidewalks so that residents can walk to downtown and commercial areas.
8. Increase Job and Business Opportunities: The mission of our Small Business Department is to help local businesses create and retain jobs in underserved markets.
9. Promote Clean Energy: Our developments encourage reduction of energy and promotion of clean energy. We are also training future homeowners how to reduce energy use, which will save them money in the process.
10. Plan Regionally: As indicated throughout our CIP, NewVue Communities is actively engaged in regional planning initiatives, and a multi-stakeholder, regional approach is now our standard practice.