Helping to create affordable homes

VCDC’s 25th Anniversary

On May 15, 2014, VCDC celebrated 25 years of providing solutions to Virginia’s most underserved communities. On that night, we recognized our dedicated staff, our visionary sponsors, our committed financial partners, and our many supporters, both old and new. We honored past leaders, including former CEO Ralph Nodine and former Board Chair Hugh Campbell, who lit the torch and led the way to create a conduit for private investment in local community initiatives throughout the state.

It has taken perseverance and focused leadership to grow VCDC from a small organization investing in a few developments per year to the exceptional organization that it has become. As we look back on our beginning and reflect on our progress, it is clear that VCDC is deeply rooted in its conviction to make meaningful differences in the lives of those we ultimately serve. The torch that was lit over 25 years ago still radiates in the hearts of those who will carry it far into the future.

Our Mission

Virginia Community Development Corporation serves as a leader in the development of innovative affordable housing and revitalization of Virginia’s communities by acting as a catalyst for creative and profitable private sector investments and by empowering non-profit and other providers throughout the Commonwealth.
Our Partners

In 2014, we partnered with these twenty-three investors to create Housing Equity Fund of Virginia XIX, L.L.C., our largest fund to date with $54 million in investments.

BB&T  
Bank of Clarke County  
Bank of Lancaster  
Blue Ridge Bank  
Capital One  
Cardinal Bank  
Citizens and Farmers Bank  
Chesapeake Bank  
City National Bank of West Virginia  
EVB  
Farmers & Merchants Bank  
The Fauquier Bank  
First Sentry Bank  
John Marshall Bank  
Middleburg Bank  
Old Point National Bank  
Peoples Bank

For more details about the equity raised and the economic impact of these community investments please turn to page 17 for our Economic Impact Report.

In 2014, in partnership with these developers, we closed deals on seventeen properties. Together, we created 789 affordable residences through new construction or renovation.

Better Housing Coalition  
Cary Street  
Richmond, VA  
LIHTC  
Canterbury Enterprises  
Townhomes at Warwick Place*  
Richmond, VA  
LIHTC  
Community Housing Partners Corporation  
Belle Davis Apartments  
Suffolk, VA  
LIHTC  
EIIW Group  
Butterworth Flats & The Ward Center for Contemporary Arts*  
Petersburg, VA  
FH, SH  
Franklin Redevelopment & Housing Authority  
Pretlow Gardens*  
Berkeley Court*  
Franklin, VA  
LIHTC  
Hampton-Newport News Community Service Board  
New Phoenix Village  
Newport News, VA  
LIHTC  
Harrisonburg Redevelopment & Housing Authority  
Commerce Village  
Harrisonburg, VA  
LIHTC  
Kentucky River Community  
Hickory Hill  
Emmalea, KY  
LIHTC  
Lynchburg Covenant Fellowship  
Frank Roane  
Lynchburg, VA  
LIHTC, FH, SH  
People Inc.  
Abingdon Terrace  
Abingdon, VA  
LIHTC  
Project FAITH  
Angelwood at Caroline*  
Bowling Green, VA  
LIHTC  
Southside Outreach Group  
Miller Homes  
South Boston, VA  
LIHTC  
The Monument Companies  
Washington Square  
Suffolk, VA  
FH  
Virginia Supportive Housing  
Crescent Square*  
Virginia Beach, VA  
LIHTC  
Wayne Theatre Alliance  
Wayne Theatre*  
Waynesboro, VA  
NMTC  
Wise County Redevelopment & Housing Authority  
Stonebriar Apartments  
St. Paul, VA  
LIHTC, FH, SH

LIHTC=Low Income Housing Tax Credits; NMTC=New Market Tax Credits; FH=Federal Historic Tax Credits; SH=State Historic Tax Credits

* This property is featured elsewhere in the annual report

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Letter from our CEO

To Our Partners

In 2014, the Virginia Community Development Corporation (VCDC) had a lot to celebrate. We raised more than $54 million in investments, closed 17 projects, and helped create nearly 800 homes. And, we celebrated VCDC’s silver anniversary—25 years helping to create beautiful, comfortable, safe, and affordable homes for thousands of people in every region of Virginia.

Since VCDC’s founding, we have raised and invested nearly a half-billion dollars of private funds that resulted in over a billion dollars of housing development activity in underserved communities. From Virginia’s Eastern Shore to the mountains of far Southwest Virginia; from Richmond to Front Royal; from Roanoke to Franklin; from Charlottesville to King William County; from Lynchburg to Virginia Beach—wherever there are unmet housing needs and caring local developers willing to build stronger and healthier communities, you’ll find VCDC working alongside them to help meet those needs.

From its earliest days, VCDC has been firmly grounded in our mission and core values. We have developed and maintained meaningful relationships with community leaders and locally based housing developers. We have remained a dependable vehicle for private investment from local corporations. This mission-focused approach has established VCDC as the most credible and experienced equity partner for the types of developments that have the greatest impact in communities throughout Virginia and neighboring states.

In the words of thought-leader Dov Seidman, “companies…have character, and their character—how they do what they do, how they keep promises, how they make decisions…how they connect and collaborate, how they engender trust, how they relate to their customers, the environment and to the communities in which they operate—is now their fate”. This is good news for VCDC. Our culture has always been built on an intuitive understanding of this principle. We will always work side-by-side with our local partners to overcome obstacles and support them in making a difference in their communities. Likewise, our investment partners can trust us to make sound decisions that will consistently deliver the benefits that have been projected and preserve the value of their investments.

VCDC’s character has been the key to its effectiveness in its first 25 years. It will remain the foundation of our success over the next fifty years and beyond.

—Bob Newman, President and CEO

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In 1991, Housing Equity Fund of Virginia, L.P. (Fund I) is formed.
First Time Developer

Building Skills

A skilled developer, an ideal location, a strong vision that addresses community needs. All of the components for success were in place except one. The developer lacked experience with Low-Income Housing Tax Credit (LIHTC) funding. But for Gerald “Junior” Burr—the solution was to find the right partner to help him build that skill. VCDC’s mission-driven approach proved to be the perfect match for Burr, who founded Canterbury Enterprises on the philosophy of “Building Client Relationships, Constructing Superior Projects.”

VCDC provided the technical assistance Burr needed to close his first LIHTC deal, which included assisting with proposals to the City of Richmond. As the property continues to take shape, VCDC will continue to assist by conducting inspections, reviewing documentation and costs, and working with Burr’s staff to develop and execute a leasing plan that meets LIHTC requirements.

The property will feature 40 three-bedroom townhomes, perfect for families with children. Located near the redevelopment at the site of the old Cloverleaf Mall, all basic community services are within two miles. Townhomes at Warwick Place will be a complementary and sustainable addition to the rental housing stock in South Richmond.

“Building Skills

“At Canterbury, we value building relationships, and VCDC demonstrates that they are a true partner. When we were faced with a challenge, VCDC would provide us with more than one solution or recommendation. Multiple solutions make progress easier to achieve. I consider our relationship with VCDC simply priceless!”

Gerald Burr Jr., CEO, Canterbury Enterprises

Economic Impact

$9,020,400 Total Development Cost
170 Construction Jobs Created
11 Permanent Annual Jobs

Perseverance and Partnership

In 2000, the Waynesboro city council examined a gift the city had just received: the historic Wayne Theatre. The council, looking beyond the boarded-up building in a dying downtown, saw a bright future and made the commitment to create it—a performance center for the arts, a renaissance for the business district, and renewed prosperity for the entire area. They formed the Wayne Theatre Alliance (WTA) to oversee the renovation of the old vaudeville theater into the economic development catalyst for the community.

Initial fundraising efforts delivered faint results, but the WTA kept the vision in sight. In 2007, they launched a comprehensive campaign. VCDC joined as a partner, working to position the property to use New Markets Tax Credits and federal and state Historic Rehabilitation Tax Credits to attract funding.

In 2014, funding setbacks again threatened the project’s success. But perseverance and partnership proved stronger. A joint venture, through VCDC and a proprietary investment fund of U.S. Bancorp, introduced $3 million. VCDC also helped the WTA to secure an additional $3.5 million with equity from historic tax credit investments, which, along with funds raised locally, covered the renovation costs. Waynesboro expects to celebrate the grand reopening of the Wayne Theatre in 2016.

“We look for partners who understand the needs of their community or industry and who can bridge the needs of the project and the investor. VCDC was the glue that held the Wayne Theatre transaction together. They prepared the project for the complexity of tax credit financing and brought everyone together for a successful closing.”

Laura Vowell
Director of Business Development
New Markets and Historic Tax Credit Investments
U.S. Bancorp Community Development Corporation

Economic Impact

$10,591,900 Total Development Cost
60 Construction Jobs Created
4 Permanent Annual Jobs
Also created jobs to serve and support people drawn to the area for programs and activities.
The promise of Petersburg is taking shape, thanks to a determined group of residents and supporters of this venerable city who are working tirelessly and inspiring others to do the same. The most recent example of this rejuvenation is the Ward Center for Contemporary Art and Butterworth Flats. The transformation illustrates the successful preservation and adaptive reuse of a historic landmark to help revitalize a community.

Located in Petersburg’s cultural and economic center, the rehabilitation of the former furniture store into dramatic commercial and living space will help restore the extraordinary architectural fabric of the city. The property will feature event space, galleries, artist studios, and designer loft apartments.

The EIW Group, working with VCDC and using Historic Tax Credits, created commercial space in the basement, first floor, and a portion of the mezzanine, and adaptively repurposed the remaining space. On the second and third floors, 45 studio, one-, and two-bedroom apartments are offered at reasonable rates.

“When I heard about the renovation I thought, ‘What a great idea!’ I showed my paintings here when it was the Petersburg Regional Art Center. The building was dark and deteriorating. I was thrilled to hear the funding came through to restore this wonderful space. My hope is that Petersburg becomes known for its art and its food. It’s quaint, historical, and the restaurant scene is great.”

Sandi Nardone
Artist, The Ward Center

**Historic Preservation**

**The Art of Business**

1995
VCDC’s equity funds reach cumulative $10 million equity raised.

1999
VCDC’s equity funds reach cumulative $100 million equity raised.

**Community Impact**

**An Old School Solution**

After standing vacant for more than a decade, Armstrong Elementary School is adding a new chapter to its 100-year history. The school is being transformed into 28 beautiful apartments, thanks to the vision of Rush Homes, a developer dedicated to its mission to provide affordable housing to people with disabilities and low incomes. Armstrong Place Apartments will be the second project developed by Rush Homes that uses Low-Income Housing Tax Credit (LIHTC) financing and the second time the developer has partnered with VCDC. The first project, Victoria Ridge, which also serves people with disabilities and low incomes, has a waiting list of more than 300 households.

VCDC began working with Rush Homes in 2012, in advance of the developer purchasing the property from the City of Lynchburg. Many visionary partners are helping to make Armstrong Place a reality, including Virginia Housing Development Authority, Virginia Department of Housing and Community Development, HUD, and other sources, who collectively invested more than $4 million. This substantial support will enable Rush Homes to keep the rent as low as possible.

“Rush Homes is small enough that a project the size of Armstrong Place can significantly impact our organization if something goes wrong. But it’s worth the risk to fulfill our mission. That’s why VCDC’s technical support and expertise is so important. I depend on Jeff Meyer’s and Steve Bleile’s experience. With many millions of dollars involved, my ability to call and talk with them in short order and work through issues or ask a question makes all the difference.”

Jeff Smith
Executive Director, Rush Homes

**Economic Impact**

**Armstrong Place Apartments**
Lynchburg, Virginia
Adaptive reuse, new construction
28 apartments

$6,547,600 Total Development Cost
110 Construction Jobs Created
1 Permanent Annual Job

**Ward Center for Contemporary Art & Butterworth Flats**
Petersburg, Virginia
Built in 1890
45 loft apartments
Gallery, event space, studios

$7,742,700 Total Development Cost
142 Construction Jobs Created
4 Permanent Annual Job
RAD Program

Public Housing Goes Private

Four public housing properties in Virginia’s Hampton Roads region are evolving into true communities thanks to our partners and the makeovers made possible by the Rental Assistance Demonstration (RAD) program. HUD introduced the RAD program in 2013 as a key part of its strategy to preserve and improve the existing stock of affordable rental housing.

The voluntary demonstration program provides Public Housing Agencies (PHAs) with access to more stable funding to make needed improvements to properties. The program frees the PHAs to leverage the value of their real estate on the open market, making it easier to borrow money and use Low-Income Housing Tax Credits (LIHTCs) as well as other forms of financing. These private sources of additional money enable PHAs to make improvements essential for preserving public housing.

By converting to the RAD program, the Newport News Redevelopment and Housing Authority and the Franklin Redevelopment and Housing Authority have been able to access market resources to improve four communities that serve some of the poorest, most vulnerable families in the Hampton Roads region.

The rehabilitation of Oyster Point-Brighton Apartments and Cypress Terrace demonstrates the commitment of Newport News Redevelopment and Housing Authority (NNRHA) to providing quality, affordable housing. NNRHA, one of the oldest housing authorities in the country, is overseeing the end-to-end solution that will enable these former “public housing projects” to transform into family-oriented neighborhoods. NNRHA will serve as the developer during the construction period and the property management agent following construction.

VCDC has guided NNRHA through the initial application for RAD, in obtaining low-income housing tax credits and other financing, and in preparing for construction. The rehabilitation, estimated at $50,000 per unit, will include replacing all primary systems and improving energy efficiency. The renovations will also ensure that at least 10 percent of the homes meet accessibility requirements for people with disabilities.

VCDC has been in the forefront of carrying out this program and assisting NNRHA to best maximize the resources needed.

Karen R. Wilds
Executive Director, Newport News Redevelopment & Housing Authority

“RAD gives local housing authorities a means of improving the lives of lower income families, the elderly and the disabled by improving the living conditions, energy efficiency and sustainability of the properties while at the same time contributing to the local economy. The value of the upcoming construction activity for RAD conversions in Newport News is estimated to generate at least $33.5 million in local economic activity. VCDC has been in the forefront of carrying out this program and assisting NNRHA to best maximize the resources needed.”

The Franklin Redevelopment and Housing Authority (FRHA) is one of the first Public Housing Authorities in Virginia to pursue conversion of all of its public housing to the RAD Program.

Those properties—Berkley Court and Pretlow Gardens—were developed in the 1970s and 1980s. The planned rehabilitation is extensive and includes upgrading every building system. A relocation specialist will help prepare residents for the proposed capital improvements, and oversee the temporary relocation of families during construction.

But the work will be worth it. Berkley Court Apartments and Pretlow Gardens will each feature 75 beautiful garden and townhome style apartments. The scope of work calls for new roofs, new interiors, and new systems. All of the buildings will be renovated to meet EarthCraft certification for energy efficiency.
Proprietary Partner

Homage to Our History—Catalyst for Our Future

“It complements the neighborhood. It repurposes a historically significant property. And it pays homage to Richmond’s history.” Harry Turton summarizes three key reasons his bank chose to invest in the Black History Museum through the VCDC Dogwood Equity Fund, a proprietary fund of Union Bank & Trust.

The Museum will reside in the former Leigh Street Armory, located in Richmond’s historic Jackson Ward neighborhood. The building originally served as the home for an African-American military battalion. In later years, it became a public school for blacks, then a reception hall for black soldiers during World War II. The renovations include an addition to the rear of the building, doubling the space of the previous structure.

The transformation is an excellent example of the adaptive reuse of a landmark using federal and state Historic Rehabilitation Tax Credits. Adaptive reuse—the process of adapting old structures for new uses while retaining their historic features—is often the catalyst that reawakens surrounding neighborhoods.

“With VCDC, we have a high degree of confidence. They know everybody in this space, and they are well regarded, which gives them the ability to assemble high-quality deal teams. If you deal with VCDC, you are dealing with professionals.”

Harry A. Turton, Jr.
President - Richmond Region
Union Bank & Trust

New Partners

Building Today—Creating Tomorrow

As our communities grow, the need for quality, affordable housing continues to grow as well—along with the need for funding to create those developments. VCDC continually works to strengthen existing relationships with our investment partners and establish new relationships to ensure everyone is prepared to address not only today’s needs but tomorrow’s as well.

This mission-driven approach matches the vision of one our newest partners, Xenith Bank. Xenith, established in 2009, operates in the Northern Virginia, Richmond, Gloucester, and the greater Hampton Roads markets. Almost half of the properties funded by Fund 19, Xenith’s first investment with VCDC, are in the bank’s service area, and we look forward to expanding this relationship with future investment opportunities.

“VCDC is well versed in what banks are trying to achieve in this arena. They know exactly how to position the funds and the investments to provide the most benefit to the communities in which they operate as well as to the institutions that invest in them.”

T. Gaylon Layfield, III
President and CEO, Xenith Bank, Richmond, Virginia

VCDC’s vision doesn’t stop at the state line. In 2014, building on two decades of success in southwest Virginia, VCDC extended its reach into West Virginia. In addition to natural beauty, the regions also share similarities such as average income levels and the need for quality, affordable housing for people living in small towns and rural areas. Through Fund 19, which included several first-time Low-Income Housing Tax Credit (LIHTC) investors, VCDC applied its years of experience and value-based approach to funding Huntington Gardens Apartments in Huntington, West Virginia.

“Our bank is expanding into Virginia, and we like that we will be able to work with VCDC in both states. The property that VCDC is helping to finance meets a real housing need for senior citizens in the Huntington area. As the largest bank operating within the Huntington MSA, it is important to us that we proactively assist in providing low-income housing.”

Charles Hageboeck
President and CEO, City National Bank, Charleston, West Virginia
Developing affordable housing can be complex. VCDC helps our partners by working with them sometimes years in advance of construction to ensure comprehensive planning that will enable the development to serve the community well into the future.

In 2014, VCDC’s roster of development partners taking advantage of our technical assistance and training included both new partners as well as seasoned partners expanding their portfolios. Our development team assisted its partners who were developing new affordable rental housing with completing the tax credit application process as well as securing financing, and identifying future tax credit property opportunities.

**Technical assistance and training**

VCDC provides our partners with ongoing technical assistance and training, along with the opportunity to build skills through workshops and conferences.

**Vern Henley Special Initiatives Program**

In 2008, VCDC established the Vern Henley Special Initiatives Grant Program. This program affirms our belief that affordable housing should provide residents with quality shelter and access to services that foster their success. This holistic approach considers the range of factors that shape success—social, educational, physical, emotional, and economic.

The Vern Henley Special Initiatives Grant Program has helped fund a wide range of initiatives that share our goals, from programs that enhance the quality of life for residents living in affordable housing in Virginia to pilot programs that can be replicated in other communities.

2014 Grantees and projects include:

- **Project FAITH, Inc.:** Grant to purchase Safe Play Equipment and Climbing Dome to create a safe and peaceful place to play for the 35 children under the age of 12 who live in the King George Angelwood Development. Previously, the community parking lots served as play areas.

- **Virginia Coalition to End Homelessness (VCEH):** Grant supporting VCEH’s statewide initiative to implement the state’s plan to end homelessness among veterans. Virginia Governor Terry McAuliffe has set the goal for Virginia to end homelessness among veterans by 2015. To meet that goal, VCEH sponsored the 100 Day “House a Veteran Now” Challenge and was able to increase the number of veterans accessing housing by 50 percent.

- **Virginia Beach Community Development Corporation (VBCDC):** Grant to support VBCDC’s Low-income Veterans Assistance Program. Grant funds were used to assist in funding two programs, Support Services for Veterans Families and Veteran’s First.

- **Virginia Supportive Housing (VSH):** Grant awarded for assistance in the purchase of a van to support volunteer initiatives. The volunteer truck will be used to transport and store tools and client enhancement project supplies.

Who is Vern Henley?

Vernard “Vern” Henley served as Chairman, President and Chief Executive Officer of Consolidated Bank and Trust, the first minority-owned and operated bank in the United States. Vern is a past member of the Board of Commissioners of Virginia Housing Development Authority. He was a member of VCDC’s first board of directors and served for 20 years. Mr. Henley passed away on August 26, 2014, at the age of 85. Vern lived a life dedicated to service. VCDC honors his memory and is grateful for his many contributions to VCDC and other organizations in the Richmond metropolitan area.
We understand the importance of the vision our developer partners are working to achieve, as well as the challenges they may face. That’s why, in addition to equity funds, VCDC developed an innovative resource to help provide the pre-development and early stage financing our development partners may need. In 1996, VCDC founded the Virginia Community Development Fund (VCDF) as a U.S. Treasury-certified Community Development Financial Institution. The fund provides alternative financing and technical assistance to non-profit and publicly accountable developers who work with us to create affordable housing and community development opportunities in Virginia and adjoining states.

VCDF has a 17-year track record of providing high-impact loans to support community-based developments, with an emphasis on hard-to-serve small towns and rural markets. The Fund offers two financial products at below-market interest rates:

- Short-term, zero-interest advances
- Longer-term, pre-development and carry-forward loans

The Fund is also certified as a Community Development Entity and has secured and deployed $35 million in New Markets Tax Credits to support critical development projects around Virginia.

In the last five years, VCDF has provided 30 loans and advances to 19 different organizations totaling nearly $4.1 M. Loans made in 2014 include:

- Hampton-Newport News Community Services Board: New Phoenix - $15K
- Newport News Redevelopment and Housing Authority: – Cyprus Terrace - $15K – Oyster Point-Brighton - $15K
- SouthRiver Development Corporation: Alleghany Building - $100K
- Virginia Supportive Housing: Church Street Station project - $175K

In 2014, the future of the historic Alleghany Building in Clifton Forge was in jeopardy. A mortgage balloon payment was coming due for the renovated downtown property that served low-income households. The VCDC team worked with SouthRiver Development Corporation to create a long-term recapitalization plan, and VCDF was able to step in and provide financing. The result: the property paid off the mortgage, stabilized its operations, and ensured its ability to serve the community of Clifton Forge for years to come.”

Joseph Jones
Treasurer
Virginia Community Development Fund

Fund Performance

Tax Credit Equity Raised by Year

Target Return vs. Current Return

Every Fund Has Met or Exceeded Projections

VCDC offers second Kentucky Fund.
$8.75 million equity raised.

VCDC signs $35 million NMTC Allocation Agreement with the CDFI Fund.
2014 Financial Statement

VCDC and Affiliates

STATEMENT OF FINANCIAL POSITION

ASSETS

2014 2013
Cash & Cash Equivalents 2,964,084 2,699,037
Cash Reserves 2,400,000 2,300,000
Accounts Receivable (net of allowance) 1,625,790 1,803,495
Notes Receivable (net of allowance) 878,157 1,081,710
Furniture and Equipment (net) 33,011 1,081,710
Other Assets 40,608 42,855
Investments in Operating Entities 26,588 3,060
$7,968,238 $7,967,378

LIABILITIES AND NET ASSETS

Accounts Payable 91,992 92,305
Accrued Expenses and Liabilities 394,290 657,293
Notes Payable 200,000 200,000
Total Net Assets 7,281,956 7,017,780
TOTAL LIABILITIES and NET ASSETS $7,968,238 $7,967,378

STATEMENT OF ACTIVITIES

REVENUES

2014 2013
Syndication & Partnership Fees 4,602,147 4,122,056
Other Income* 35,004 690,155
$4,637,151 $4,812,211

Expenses

Program Services 3,589,620 3,159,584
General & Administrative 749,532 719,443
Other 47,468 39,616
$4,386,620 $3,918,643

CHANGE IN NET ASSETS $250,531 $893,568

*Other income includes net flow-through profits and losses of subsidiary entities in 2014 and 2013.

Equity Investment Funds

STATEMENT OF FINANCIAL POSITION

ASSETS

2014 2013
Cash & Cash Equivalents 21,420,644 10,179,500
Accounts Receivable (net of allowance) 595,143 523,127
Notes Receivable (net of allowance) 26,919,146 29,531
Other Assets 244,665,766 238,299,927
Investments in Operating Entities 26,588 3,060
$320,821,492 $261,583,745

LIABILITIES AND NET ASSETS

Accounts Payable 1,459,099 1,651,237
Accrued Expenses and Liabilities 268,229 248,347
Due to Affiliates 1,300,788 1,172,885
Partnership Payables 57,107,644 55,879,740
Notes Payable 50,629,334 56,617,786
Total Net Assets 210,056,398 146,013,750
TOTAL LIABILITIES and NET ASSETS $320,821,492 $261,583,745

STATEMENT OF ACTIVITIES

REVENUES

2014 2013
Income from Partnerships 2,400,773 301,828
Other Income* 517,260 2,755
$2,918,033 $304,583

Expenses

Program Services 3,525,761 2,834,511
General & Administrative 2,422,491 1,713,541
Other 17,712,916 14,305,235
$23,661,168 $18,853,287

Capital Contributions 50,763,999 45,129,702
CHANGE IN NET ASSETS $30,020,864 $26,580,998

*Other income includes net flow-through profits and losses of subsidiary entities in 2014 and 2013.
Economic Impact

Estimated Economic Impact of 2014 Investments

- **1,726** Local Jobs
- **$91,331,700** Total Value of Construction
- **$24,164,000** Local Business Income
- **$81,332,950** Local Wages and Salaries
- **$103,026,500** Total Local Income from Construction
- **$6,991,400** Taxes and Fees from Construction

This indicator measures economic growth including the estimation of job creation, gross fiscal revenues and economic growth of residential renovation and new residential development during construction and after construction when the property is in operation. Economic growth includes income to employees and local businesses, and taxes and revenue to local government.

Results are based on the Economic Impact Calculators created by Mel Jones at the Virginia Center for Housing Research at Virginia Tech. (http://housingvirginia.org/sourcebook.aspx)

Economic Impact by Region

<table>
<thead>
<tr>
<th>Region</th>
<th># Projects</th>
<th>Total Development Cost</th>
<th>Construction Jobs</th>
<th>Permanent Jobs</th>
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<td><strong>Total</strong></td>
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<td><strong>790,808,124</strong></td>
<td><strong>6,249</strong></td>
<td><strong>2,140</strong></td>
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VCDC Coverage Map

Number of Affordable Housing Projects Completed

- **10** Central Virginia
- **17** Eastern Virginia
- **22** Hampton Roads
- **24** Northern Virginia
- **25** Richmond
- **33** Roanoke-New River Valley
- **30** Shenandoah Valley
- **11** Southside Virginia
- **25** Southwest Virginia

2012
Closed second NMTC deal from CDFI allocation: Birthplace of Country Music in Bristol.

2013
VCDC’s founding CEO, Ralph Nodine, retires.
Looking forward

Our Next 25 Years

We can expect our next 25 years to be even more successful because we’re building on a strong foundation. Our mission and values will continue to guide us as we use our financial assets and expertise to bring investment to underserved communities. As LIHTC equity markets continue to grow more competitive, VCDC will remain ready to meet the challenge and adapt to serve our partners’ needs.

VCDC will work side-by-side with our local sponsors to help them develop sustainable business strategies. Beginning in 2015, VCDC will provide dedicated resources, including training and executive coaching, to help many of our most productive business partners ensure they’re positioned to meet their missions well into the future.

We will be at the forefront of advocating for state and federal legislation and ensuring the availability of necessary sources of gap funding. As an active member of the Virginia Housing Coalition and the National Association of State and Local Equity Funds, VCDC will help shape the future of housing and community development by advocating for sensible legislation and robust financial support for the efforts of our partners in providing quality affordable housing in their communities.

VCDC will remain focused on serving Virginia’s communities, as we also seek opportunities to share our expertise in West Virginia and surrounding states. Our expansion will continue to focus on addressing community needs and supporting the efforts of locally based stakeholders. Our recent investments in West Virginia are the result of years of groundwork with local community-based sponsors.

In short, as VCDC continues to innovate, advocate, and grow, we will be guided by the same principles that have exemplified VCDC’s value from our earliest days.

Our new website premieres Fall 2015. Visit www.vacdc.org to learn more about VCDC’s unique approach to community development investment that delivers proven results.