

# Virginia Community Capital

June 2, 2016 – 1:30pm

Best Practices in Building Systems to Demonstrate Impact

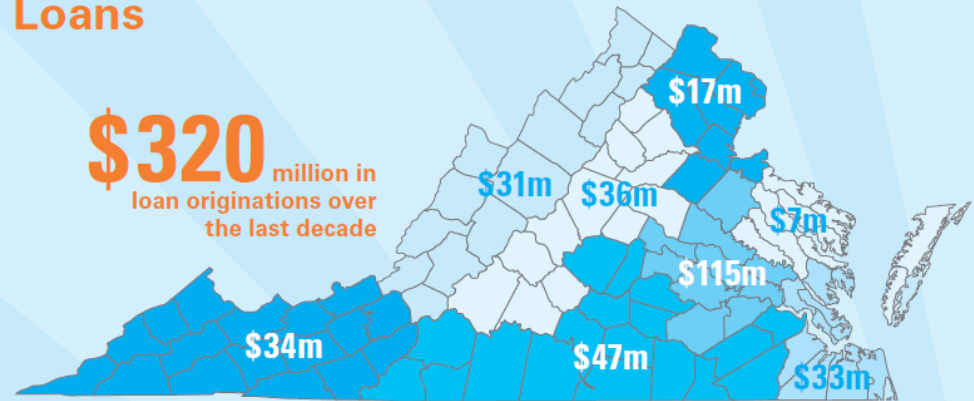


Let's do **EVEN** more together

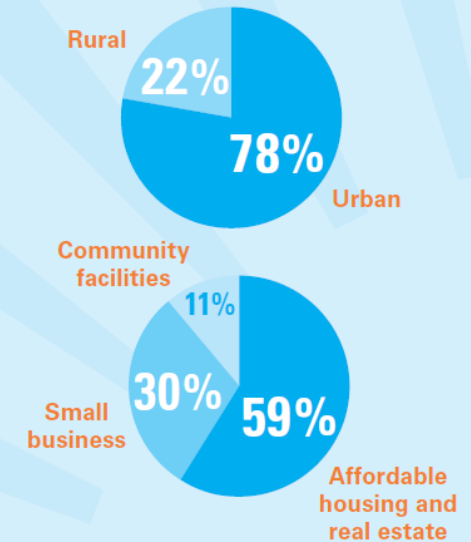
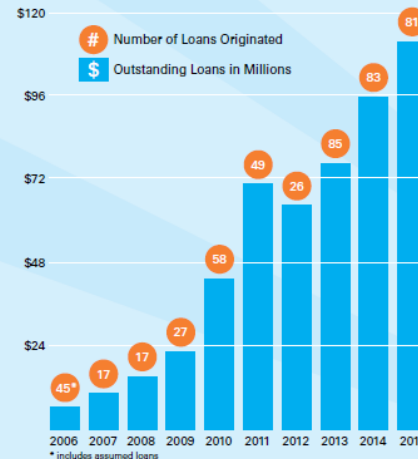
# Who is VCC?

- Non-profit bank holding company AND a for-profit bank
- \$50-65 MM / year lending volume (80-85 transactions)
- Servicing approx. 225 relationships
- No consumer lending. Loans are Commercial Real Estate, Small Business (including health care and grocery stores) and Energy Efficiency

## Loans



## Loan volume



# Impact Focus: Places & People

- Retention and growth of living-wage jobs
- Affordable housing and revitalization
- Access to essential community services: medical care, healthy food, quality child-care, education and an environmentally sustainable community



# Social “Return on Investment” for Virginia

## Social returns for Virginia

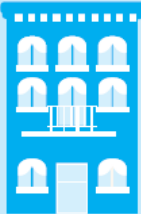


business and housing spaces  
created or rehabbed

**7.0**  
million  
square  
feet

affordable housing  
units financed

**4,719**



jobs created  
and retained

**4,997**



**9** health  
care  
facilities  
funded



**11**

loans addressing  
food access



hours of free advising

**14,344**

organizations impacted



**7,242**  
MWh of  
clean energy  
produced

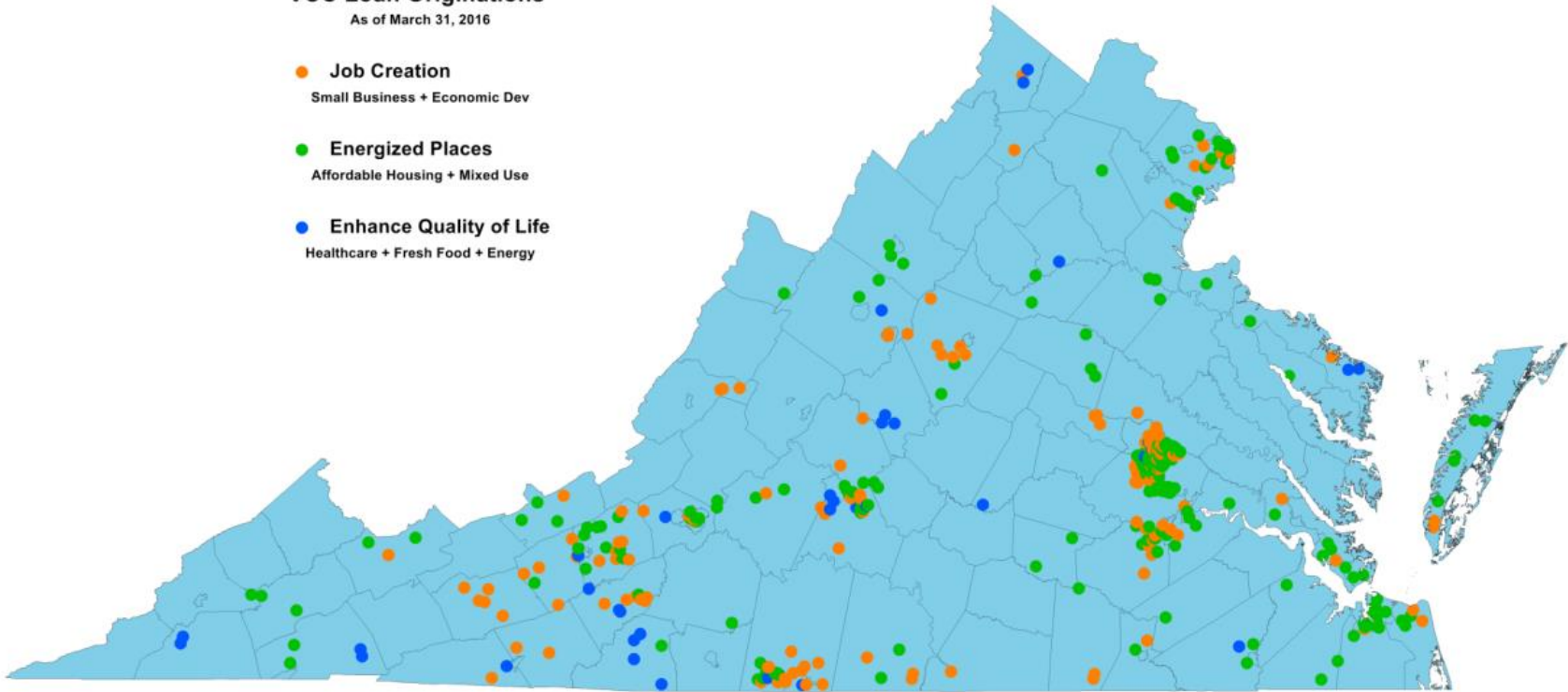
**1,269**

# VCC's Impact across Virginia

## VCC Loan Originations

As of March 31, 2016

- **Job Creation**  
Small Business + Economic Dev
- **Energized Places**  
Affordable Housing + Mixed Use
- **Enhance Quality of Life**  
Healthcare + Fresh Food + Energy



# Impact Data Tracked - Loans



## Impact Tracking Loan Originations

## Executive Summary

As of April 30, 2016

### Loan Originations

By Dollars & Count

	TOTALS	2016	2015	Pre-2015
<b>TOTALS (\$)*</b>	<b>\$330,244,355</b>	<b>\$11,449,788</b>	<b>\$60,596,002</b>	<b>\$259,132,420</b>
CCB	\$273,781,667	\$9,835,333	\$51,591,744	\$213,550,648
Internal Participations	(\$64,886,830)	(\$262,203)	(\$4,734,625)	(\$59,890,002)
VCC	\$121,349,518	\$1,876,658	\$13,738,883	\$105,471,774
<b>TOTALS (#)*</b>	<b>514</b>	<b>26</b>	<b>81</b>	<b>407</b>
CCB	269	18	55	196
VCC	245	8	26	211

### Economic Impact Data

\* Includes 23 REDC Loans as of April 2013

	TOTALS	2016	2015	Pre-2015
<b>Housing Units</b>				
Total Units	5,363	61	315	4,987
New Construction(#)	1,230	29	57	1,144
Rehab Projects (#)	4,133	32	258	3,843
Affordable Units	4,722	3	293	4,426
<b>Square Feet</b>				
Total Housing	5,023,005	101,016	260,850	4,661,139
New Construction(#)	1,518,700	76,817	62,644	1,379,239
Rehab Projects (#)	3,510,811	24,199	201,644	3,284,968
Affordable Units	4,194,899	4,595	250,980	3,939,324
<b>Total Commercial</b>				
Total Commercial	2,031,802	49,075	43,135	1,939,592
New Construction(#)	260,571	43,960	0	216,611
Rehab Projects (#)	1,771,231	5,115	43,135	1,722,981
Community Facilities	324,507	0	0	324,507
<b>Job Creation &amp; Retention</b> (count)				
Total Jobs	5,381	341	1,668	3,372
New Jobs	3,309	217	865	2,227
Retained Jobs	2,072	124	803	1,145
<b>Total Living Wage Jobs</b>				
Total Living Wage Jobs	3,601	278	1,084	2,239
Living Wage New	1,909	162	262	1,485
Living Wage Retained	1,692	116	822	754

### Leveraged Dollars

	TOTALS	2016	2015	Pre-2015
<b>TOTALS (\$)</b>				
Leveraged Amount	\$468,265,238	\$20,914,903	\$39,726,115	\$406,690,365
Total Loans	\$330,244,355	\$11,449,788	\$60,596,002	\$259,132,420
Total Project Impact	\$798,509,593	\$32,364,691	\$100,322,117	\$665,822,785
Loan to Leverage Ratio	\$1 : \$1.42	\$1 : \$1.83	\$1 : \$0.66	\$1 : \$1.57
<b>CCB</b>				
Leveraged Amount	\$361,924,792	\$4,245,878	\$37,664,856	\$318,818,000
Total Loans	\$273,781,667	\$9,835,333	\$51,591,744	\$213,550,648
Total Project Impact	\$635,706,459	\$14,081,211	\$89,256,600	\$532,368,648
Loan to Leverage Ratio	\$1 : \$1.32	\$1 : \$0.43	\$1 : \$0.73	\$1 : \$1.49
<b>VCC</b>				
Leveraged Amount	\$382,084,192	\$17,237,033	\$39,194,235	\$325,915,127
Total Loans	\$121,349,518	\$1,876,658	\$13,738,883	\$105,471,774
Total Project Impact	\$503,433,710	\$19,113,691	\$52,933,118	\$431,386,901
Loan to Leverage Ratio	\$1 : \$3.15	\$1 : \$9.18	\$1 : \$2.85	\$1 : \$3.09

### Strategic Loan Focus

By Dollars & Count

	TOTALS	2016	2015	Pre-2015
Affordable Housing	\$112,577,220	\$1,115,100	\$11,100,941	\$100,361,179
Mixed Use	\$64,104,342	\$0	\$9,390,000	\$54,714,342
Economic Development	\$99,044,409	\$9,400,833	\$17,106,213	\$72,537,363
Community Facility	\$35,703,536	\$0	\$4,184,000	\$31,519,536

### Special Segment Impact

By Dollars

	TOTALS	2016	2015	Pre-2015
Minors	\$380,000	\$0	\$0	\$380,000
Seniors	\$14,212,500	\$0	\$4,820,000	\$9,392,500
Disabled	\$13,407,000	\$0	\$870,000	\$12,537,000

### BEA-Qualified Prospects\*

2016 CCB Loans Only

Fully Qualified	0	\$0	
Highly Qualified	3	\$1,260,000	*Based on July 2013 Community Development Financial Institutions (CDFI) Bank Enterprise Awards (BEA) criteria
Possibly Qualified	1	\$689,600	

As of April 30, 2016

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- Geographic location
- LMI penetration
- Regional/Political subdivision
- Housing units financed
  - New & rehab
  - Total & affordable
- Sq. ft. renovated (housing vs. commercial)
- Jobs created/retained
- Living wage jobs created/retained

# Impact Data Tracked – Service Activity

- CDFI's provide financial consulting – VCC is for organizations, not individuals
- We track:
  - activity
  - to whom
  - focus area
  - # of participants
  - geographic impact
- Done through monthly electronic service reporting from all employees



## Impact Tracking Service Activity

## Executive Summary

As of March 31, 2016

### Total Activity

	TOTALS	2016	2015	Pre-2015
Total Hours	15,593	748	3,965	10,881
# Activities	5,851	281	1,636	3,931
# Organizations	1,352	145	569	868
<b>LMI Benefit: (Number of Hours)</b>				
-Affordable Housing	3,123	132	584	2,407
-LMI Services	1,851	30	369	1,453
-Economic Dev.	10,020	503	2,838	6,680
-LMI Revitalization	471	28	101	342
<b>Community Impact: (Total Number)</b>				
-Participants	21,458	690	7,016	13,752
-Businesses/Orgs	4,636	227	1,721	2,688
-Jobs	246	2	24	220

### Service Activity by Focus Area & Type : Comparison of 2016 & 2015 (Number of Hours)

2016 Activity	1:1	Workshops	Outreach	Boards
Affordable Housing	79	4	21	29
Community Facility	10	0	2	0
Community Planning	41	9	25	0
Economic Development	110	6	100	54
Ed/Collab Leadership	11	14	49	10
Mixed-Use Project	6	0	3	0
Savings/Financial Ed	0	0	0	0
Fresh Food	108	2	9	0

2015 Activity	1:1	Workshops	Outreach	Boards
Affordable Housing	323	12	146	103
Community Facility	84	0	20	0
Community Planning	50	8	25	21
Economic Development	770	257	1,020	282
Ed/Collab Leadership	61	57	155	61
Mixed-Use Project	85	0	2	0
Savings/Financial Ed	3	4	2	0
Fresh Food	0	0	0	0

### Service Hours by Focus Areas (Number of Hours)

Service Focus Areas	TOTALS	2016	2015	Pre-2015
Affordable Housing	3239	139	584	2516
Community Facility	358	12	104	242
Community Planning	1145	75	103	967
Economic Development	7934	269	2335	5331
Ed/Collab Leadership	1267	84	334	849
Mixed-Use Project	401	9	87	305
Savings/Financial Ed	588	0	9	579
Fresh Food	119	119	0	0
Not Coded	534	41	408	85

### Service Hours by Regions (Cooper Center Definitions)

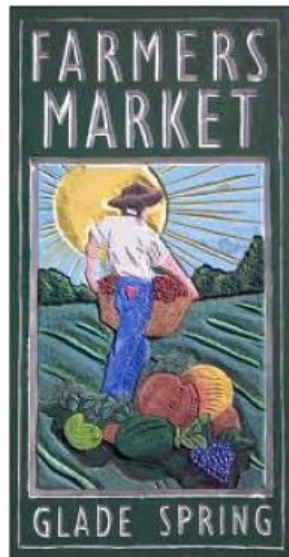
	TOTALS	2016	2015	Pre-2015
Central Virginia	548	4	91	453
Eastern Virginia	919	11	58	851
Hampton Roads	1,232	154	376	703
Northern Virginia	764	10	89	665
Richmond Area	6,208	307	1,646	4,256
Roanoke Area	2,131	154	487	1,491
Shenandoah	514	1	68	446
South Piedmont	747	31	182	534
Southside	590	4	39	548
Southwest	605	27	121	458
Unidentified	1,338	812	305	174

### Top 7 Organizations By Total Service Hours (Current Year Only)

Organization	Total Hours	# Activities
Jefferson Davis Corridor Small Business Program	387	116
RVA B Corp Community	204	44
Alleghany Highlands	99	28
Governor's Housing Conference	90	19
My Southwest Virginia Opportunity	88	27
Downtown Christiansburg Inc.	80	29
5-points Community Farm Market	79	34



## VCC Efforts in Three Rural Communities and Accelerant Model of Community Revitalization



VCU Center for Urban and Regional Analysis

July 16, 2014



# Staffing/Software/Cost

- 2 staff people (part-time IT, full-time impact office)
- Database driven now, but migrating to Salesforce
- Cost: approximately \$100,000/yr. for staff support
- Benefits:
  - Increased Investors & Funders
  - Brand Enhancement
  - Employee Recruiting and Engagement
  - Customized Community Reporting for more business leads

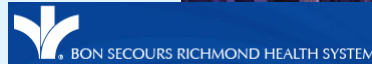
# Who We Report to



HERNDON FOUNDATION



Goldman Sachs 10,000 small businesses



- CDFI
- B-Corp
- Aeris
- Local Impact Opportunity Notes (LION)
- GIIRS
- Board of Directors
- Politicians
- Funders
- Communities

## Board of Directors



**Gregory Fairchild**  
E. Thayer Bigelow Associate Professor, University of Virginia, Darden Graduate School of Business



**Robert Gilliam, Jr.**  
Retired Bank President & CEO



**Dixon Hanna**  
Retired Associate Provost, Virginia Tech



**James Harkness**  
Retired Bank President & CEO



**Jane Henderson**  
President & CEO, VCC



**Florence Kingston**  
Director, Department of Development, City of



**Chuck Mills**  
CEO, Salera Employee Benefits Solutions



**Mary Dwyer Pembroke**  
Director and Senior Counsel, Government Relations, Discover



**William Shelton**  
Director, VA Department of Housing and Community Development



**Alvin Smuzynski**  
Retired President and CEO, Wesley Housing Development Corporation

