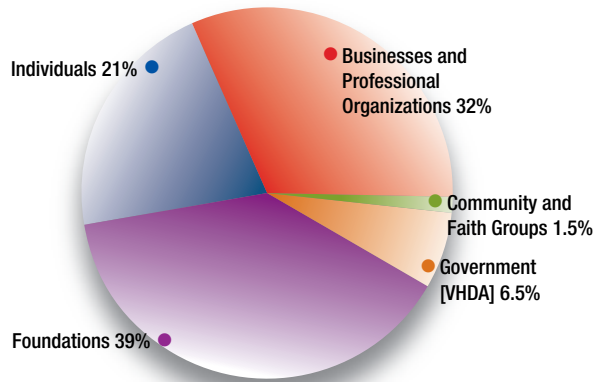
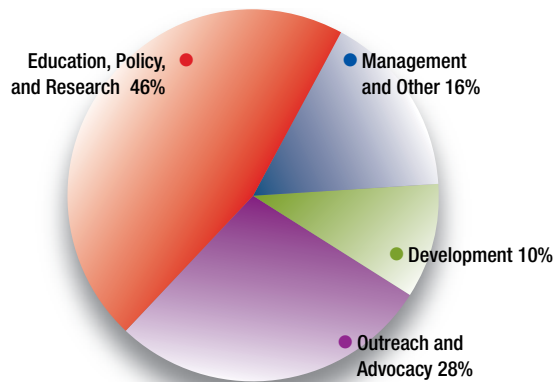


## 2015 Revenue Sources



Total Revenue \$86,819

## 2015 Expenditures



Total Expenditures \$89,863

Alliance for Housing Solutions  
PO Box 7009  
Arlington VA 22207  
www.allianceforhousing.com



# Leveraging & Return on Investment

# ANNUAL REPORT 2015



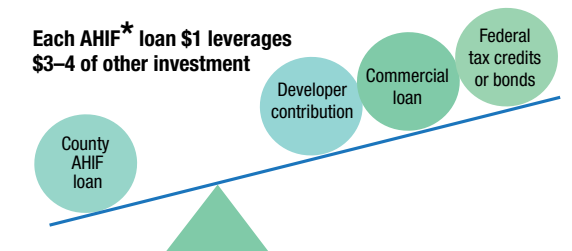
Clarendon Courts (top), Columbia Hills (middle), and Gilliam Place (bottom)

# Leveraging

At *Dollars and Sense of Affordable Housing*, the Alliance for Housing Solutions Spring 2015 event, we examined how Arlington County's public-private partnership model helps preserve and create affordable housing using County loan dollars to leverage additional funds from non-County resources.

AHS, with the strong support of our community partners, also exercises leverage—using resources and relationships to make and strengthen connections, educate policymakers and community members, and build broader support for the housing choices necessary for a diverse and sustainable Arlington.

Each AHIF\* loan \$1 leverages \$3-4 of other investment



\*Affordable Housing Investment Fund, a revolving loan fund

**THE DOLLARS AND SENSE OF AFFORDABLE HOUSING FOR ARLINGTON**  
Arlington's public-private partnership: Modest investment → multiple benefits

- Each AHIF\* loan \$1 leverages \$3-4 of other investment
- County AHIF
- Developer contribution
- Commercial loan
- Federal tax credits or bonds
- Developer assembles project financing from various sources—different for each project
- Developer builds or acquires and rehab units
- Units go online
- Loan repayments replenish AHIF
- Less than a quarter of every AHIF \$1 comes from local tax revenues
- Partners invest 7%
- Local tax revenues 21%
- Sum of funds for affordable housing investment
- Developer contributes 10%
- Other sources 16%
- Costs of affordable units are comparable to new market-rate units, reflecting quality materials and energy efficiency compliance with code/standards

\*Affordable Housing Investment Fund, a revolving loan fund  
\*Find case studies on housing development efforts at [ahf.org](http://ahf.org)

# Strong return on investments

## Leadership

In 2015, Arlington County culminated a three-year housing study with **unanimous County Board adoption** of the *Affordable Housing Master Plan*, charting housing policy direction for the coming decades. **AHS leadership** of the HousingArlington coalition 2013–2015 produced a strategic and well-coordinated campaign in support of that Plan.

## Education

As an *active member of the Arlington Chamber of Commerce*, **AHS discussed** with the business community the importance to employers of a *housing mix*, helping secure Chamber support of the Plan.

To help inform community discussion on affordable housing, AHS continued its **Leckey Forum** and **JACKtalk** events, addressing basic as well as cutting-edge issues, and added a special Affordable Housing Month event on **mixed-income development**. Our **e-communication tools**—*New and Next* and *Housing Intelligence*—provided timely and critical information about the AHMP process, key housing-related meetings and events, and education primers.

## Support

**AHS support** (by letter, testimony, and appointments with County Board members) on behalf of affordable housing sites helped persuade the County Board to affirm the *preservation or creation of hundreds of units* for lower-wage workers, seniors, and the disabled—*affordability that will last for 60 years* at Clarendon Courts, Columbia Hills, and Gilliam Place.

## Reputation

Over 10 years, AHS has cemented its **reputation** as an *honest broker*, allowing us this year to provide education and counsel to, among others:

- the citizen-led *Lee Highway Alliance* (comprising more than a dozen civic associations) as it crafted a vision for the future of the Lee Highway corridor,
- a *new citizens group* concerned about the Affordable Housing Master Plan,
- a new-to-Arlington *affordable housing provider* as it navigated County approval system, and
- Arlington's *55+ program*.

## Recognizing other “investors”

With our 2015 Ellen Bozman Affordable Housing Award, **AHS recognized** the work of County Board member J. Walter Tejada and the Virginia Housing Development Authority, in *building foundations*—through leadership in housing policy and through financial support (loans and allocations of low-income housing tax credits)—that have helped create thousands of affordable apartments in Arlington.

More on the initiatives noted in this Report can be found online at [AllianceforHousingSolutions.org](http://AllianceforHousingSolutions.org).

We appreciate and rely on your continued support!

Eugene Hubbard  
Chairman

Mary Rouleau  
Executive Director



**FOUNDATIONS** | The “ground floor” is leadership and investment