



RFP 836

**Proposal for Co-Developer of
Affordable Housing of the Ann Arbor
Housing Commission
respectfully presented to the City of
Ann Arbor/Ann Arbor Housing
Commission**



**Norstar Development USA, L.P.
733 Broadway, Albany, New York 12207
(518)431-1051**

November 7, 2012

*Ricci Higgins
Lori Harris*

COPY



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**City of Ann Arbor/Ann Arbor Housing Commission
RFP 836 – Proposal for Affordable Housing Co-Developer**

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NORSTAR

DEVELOPMENT USA, L.P.

733 Broadway
Albany, New York 12207
Tel: (518) 431-1051 Fax: (518) 431-1053

November 7, 2012

Ms. Jennifer Hall
Executive Director
Ann Arbor Housing Commission
301 East Huron Street
Ann Arbor, Michigan 48107

**RE: REQUEST FOR PROPOSALS FOR AFFORDABLE HOUSING DEVELOPMENT CO-DEVELOPER
RFP # 836**

Dear Ms. Hall:

Norstar Development USA, L.P. is pleased to submit a proposal to the Ann Arbor Housing Commission ("AAHC"). Norstar clearly understands the scope of Co-Developer services currently being sought under the current RFP. Virtually all of Norstar's public housing authority clients are in a similar situation of working to develop entrepreneurial strategies to respond to the need to raise capital funds to update and repair their public housing portfolios. Long before the discussions surrounding the RAD Demonstration project began, Norstar has effectively assisted a number of housing authorities use mixed finance transactions to achieve their goals.

As this submittal demonstrates, the Norstar team has the capability, capacity, creativity, and direct experience to successfully plan, design, finance, develop, and assist with the management of this project. Norstar has an extensive and proven track record serving as lead developer in the renovation and redevelopment of affordable housing on behalf of, and in partnership with, not for profit and public housing authorities in New York, Michigan and Florida.

Norstar's first redevelopment of a former public housing site, The Ellicott Town Center in Buffalo, New York received finalist recognition for "Best Multifamily Rehabilitation" by the National Association of Home Builders, as well as a "Secretary's Award for Excellence" from the HUD Secretary. Since then, Norstar has completed, as lead developer, has been awarded more

than 33 Low Income Housing Tax Credit (LIHTC) allocations which resulted in more than 3,000 affordable housing units.

Norstar's first completed Florida project, Gulf Breeze Apartments in Punta Gorda, was the national winner of the prestigious Charles L. Edson award for public housing revitalization by the Affordable Housing Tax Credit Coalition and was the featured project in Novogradac's *Journal of Tax Credit Housing*. Norstar also completed the Albany Housing Authority's Arbor Hill redevelopment, which won the 2007 Upstate Project of the year from the New York State Association for Affordable Housing. This project is in the historic Arbor Hill neighborhood of Albany, New York.

Norstar will lead a hand-picked and assembled team of highly qualified professionals with extensive experience - both at the national and local level - in all aspects of affordable housing planning, design, construction, finance, leasing, and management in order to ensure that all elements of the development are feasible, well-designed, and consistent with the goals of the Ann Arbor Housing Commission, local government, residents, neighboring property owners, and other stakeholders.

Because of Norstar's familiarity with the process required to secure all types of financing, the company has a strong record of attaining financing for its projects. Norstar's success includes tax-exempt bond financing through local Housing Finance Agencies and financing from state credit agencies, as well as securing equity investors despite the state of the market. Norstar will seek out all possible funding sources to maximize the resources to produce the highest possible leveraging for 275 public housing units for the Ann Arbor Housing Commission.

The development team has completed several projects of the magnitude described in the RFP. The team certifies to the following:

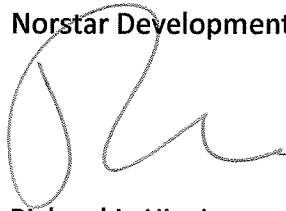
- The development team clearly understands the scope of services required and the extent of work to be completed.
- The development team can start work immediately, will perform work expeditiously, and has the financial capacity and available staff to get the job done on time and within budget.
- The development team understands the time constraints of grant awards and has a proven track record of working within these constraints.

- The development team is committed to structuring a project that not only results in an outstanding physical improvement, but also provides significant financial benefit to AAHC.
- The development team is committed to achieving the goals of AAHC in contracting with qualified disadvantaged and minority-owned business enterprises, women-owned business enterprises, labor surplus area businesses and individuals and firms located in, or owned in substantial part by, persons residing in the area of the mixed-finance development.
- The development team understands the need to involve residents, neighborhood groups and local agencies, City officials, and other stakeholders in the design process to determine their needs and goals and produce a development that the entire community will feel invested in and proud of.

We are confident that, working closely with all parties, we can successfully implement the AAHC plan for revitalization in an expeditious manner, and ensure that the renovated units will serve the residents of the AAHC for years to come. We look forward to working with you on this project.

Sincerely,

Norstar Development USA, L.P.

A handwritten signature in black ink, appearing to read 'Richard L. Higgins', is written over the typed name.

Richard L. Higgins
President



2a. Norstar's Qualifications

i) Previous Housing Development Experience

Attached please find five (5) highlighted residential rental development projects completed by Norstar Development USA, L.P.

In addition to the Attachment I forms, please find the "Norstar Development USA, L.P. Experience 2002 – 2012" that summarizes projects underway or completed to date by Norstar.

As the chart summarizes, Norstar has developed more than 30 mixed finance projects over the last 10 years resulting in more than 2,900 rental units.



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ATTACHMENT 1: EXPERIENCE WORKSHEET

Project Location (City/State) Detroit, Michigan	Project Name Gardenview Estates	Owner Norstar-affiliates	Project Size 494 (8 phases)
Development Type (high rise, townhomes) Townhomes and mid-rise	Income Levels Served Public Housing, LIHTC, Market	Ownership Type Limited Dividend Housing Association	Project Cost \$109.5 million

Subcomponents of Project	Involved? (Yes, No, N/A)	Role Developer/Owner
Establish Development Team (architect, legal etc.)	Yes	Norstar assembled, retained and managed team
Legal Structure	Yes	Norstar developed the ownership structure of LDHAS
Partnerships	Yes	A Norstar-affiliate is managing member of LDHAS
Market Study	Yes	Norstar provided info to MSHDA market study contractor
Site Analysis	Yes	Norstar managed civil engineer for project
Environmental Review	Yes	Site was Facility, and Norstar managed Due Care and Brownfield processes
Operating Pro Forma	Yes	Norstar developed the Operating Proformas for all phases
Secure Financing (include all sources below)	Yes	
1: HUD HOPE VI & RHF	Yes	Assistance with the preparation of F-1s, Rental Term Sheets, Evidentiaries
2: HOME	Yes	Secured HOME funds from MSHDA
3: LIHTC (9%) & (4%)	Yes	LIHTC application, secured investor
4: NSP	Yes	NSP application
5: Brownfield - SBT	Yes	Brownfield Plan, Application and Close-out
Site Plan Approval	Yes	Secured zoning and site plan approval from City
Guarantees	Yes	Construction Completion, Op Deficit, and Recapture
Scope of Construction Work	Yes	Worked with GC to refine scope of work to meet budget
Construction Oversight	Yes	Norstar had oversight of GC - O'Brien Construction
Section 3	Yes	Responsible for Section 3/EEO compliance
Davis-Bacon	Yes	Responsible for ensuring GC compliance with DB
Relocation	No	Relocation had been completed prior to Norstar
Marketing and Lease Up	Indirect	Oversight of 3rd party management company
Property Management	Yes	Oversight of 3rd party management company



Gardenview Estates

Phases I, IIA/B IIC, IIIA/B, IIIC/D

Detroit, MI

www.norstarcompanies.com



<i>Number of Units</i>	494
<i>Type of Housing</i>	Family Rental
<i>Development Cost</i>	\$109.8 million
<i>Financing</i>	4% Low Income Housing Tax Credits 9% Low Income Housing Tax Credits HUD HOPE VI Funds HUD Neighborhood Stabilization Program Funds MSHDA Tax Exempt Loan Brownfield Tax Credits MSHDA HOME Funds
<i>Investor</i>	Bank of America Great Lakes Capital Fund
<i>Norstar Role</i>	Developer/Owner

<i>Completion Year</i>	Phase I: 2009 IIA/B: 2011 IIC: 2011 IIIA/B: 2012 IIIC/D: 2013
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ATTACHMENT 1: EXPERIENCE WORKSHEET

Project Location (City/State) Rochester, New York	Project Name Eastman Commons	Owner Common Ground (non-profit)	Project Size 80 units
Development Type (high rise, townhomes) mid-rise	Income Levels Served LIHTC & Shelter Plus	Ownership Type Housing Development Fund Company	Project Cost \$15 million

Subcomponents of Project	Involved? (Yes, No, N/A)	Role Turnkey Developer
Establish Development Team (architect, legal etc.)	Yes	Norstar assembled, retained and managed team
Legal Structure	Yes	Norstar developed the ownership structure of HDPC
Partnerships	No	Norstar is not a part of the ownership entity
Market Study	Yes	Norstar contracted with the market analyst
Site Analysis	Yes	Norstar managed civil engineer for project
Environmental Review	Yes	Site was a brownfield, and Norstar managed Brownfield process
Operating Pro Forma	Yes	Norstar developed the Operating Proforma for the project
Secure Financing (include all sources below)	Yes	Norstar developed the financing plan and secured all funding
1: Federal Home Loan Bank	Yes	Norstar secured AHP Loan from FHLB
2: HOME -City of Rochester	Yes	Secured HOME funds from City of Rochester
3: LIHTC (9%) & State Loan	Yes	LIHTC application, secured investor
4: State Supportive Housing	Yes	Norstar secured State Supportive Housing grant funds
5: Brownfield Tax Credits	Yes	Brownfield Plan, Application and Close-out
Site Plan Approval	Yes	Secured zoning and site plan approval from City
Guarantees	Yes	Construction Completion, Op Deficit, and Recapture
Scope of Construction Work	Yes	Norstar Building Corporation was General Contractor
Construction Oversight	Yes	Norstar Building Corporation was General Contractor
Section 3	Yes	Responsible for Section 3/EEO compliance
Davis-Bacon	Yes	Responsible for ensuring compliance with DB & M/WBE
Relocation	No	Not Applicable
Marketing and Lease Up	Indirect	Oversight of 3rd party management company
Property Management	Yes	Oversight of 3rd party management company



1630 Dewey Avenue

Rochester, NY

www.norstarcompanies.com



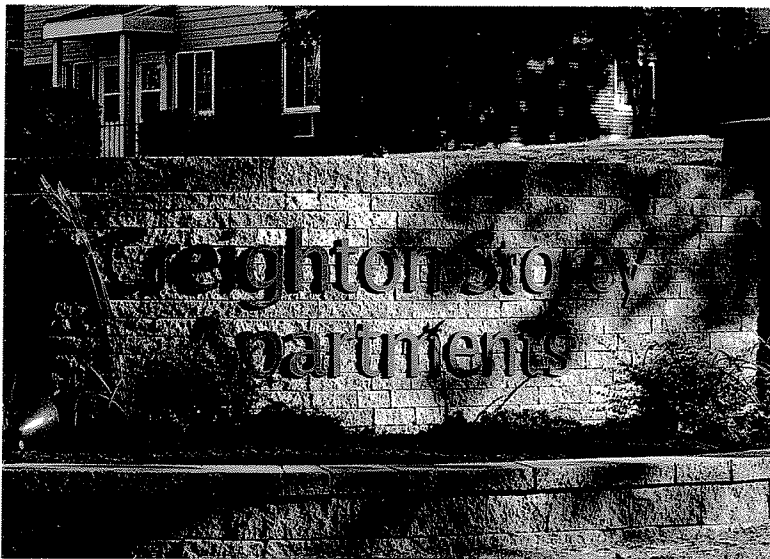
<i>Number of Units</i>	80
<i>Type of Housing</i>	Rental/Supportive Housing
<i>Development Cost</i>	\$16 million
<i>Financing</i>	9% Low Income Housing Tax Credits NYS Homes and Community Renewal Urban Initiatives NYS Housing Trust Fund Corporation NYS Homeless Housing Assistance Program City of Rochester HOME Funds HUD Continuum of Care Grant Federal Home Loan Bank JP Morgan Chase Bank
<i>Investor</i>	Goldman Sachs
<i>Norstar Role</i>	Turnkey Developer
<i>Partner</i>	Common Ground
<i>Completion Year</i>	2012



ATTACHMENT 1: EXPERIENCE WORKSHEET

Project Location (City/State) Albany, New York	Project Name Creighton Storey Homes	Owner Albany Housing Authority	Project Size 128 units
Development Type (high rise, townhomes) attached apartments - low rise	Income Levels Served LIHTC & Public Housing	Ownership Type Housing Development Fund Company	Project Cost \$16 million

Subcomponents of Project	Involved? (Yes, No, N/A)	Role Turnkey Developer
Establish Development Team (architect, legal etc.)	Yes	Norstar assembled, retained and managed team
Legal Structure	Yes	Norstar developed the ownership structure of HDFC
Partnerships	No	Norstar is not a part of the ownership entity
Market Study	Yes	Norstar contracted with the market analyst
Site Analysis	Yes	Norstar managed civil engineer for project
Environmental Review	Yes	Renovation of existing buildings - ACM & Lead
Operating Pro Forma	Yes	Norstar developed the Operating Proforma for the project
Secure Financing (include all sources below)	Yes	Norstar developed the financing plan and secured all funding
1: State Modernization funds	Yes	Norstar secured Modernization Loan from State
2: State/federal Energy funds	Yes	Secured NYSEERDA & Weatherization funds from State
3: LIHTC (4%) & tax exempt	Yes	LIHTC application, secured investor
4: Tax Exempt Loan	Yes	Norstar secured tax exempt bonds from local IDA
5:		
Site Plan Approval	N/A	Renovation of existing buildings - no approvals
Guarantees	Yes	Construction Completion
Scope of Construction Work	Yes	Norstar Building Corporation was General Contractor
Construction Oversight	Yes	Norstar Building Corporation was General Contractor
Section 3	Yes	Responsible for Section 3/EEO compliance
Davis-Bacon	Yes	Responsible for ensuring compliance with DB & M/WBE
Relocation	No	AHA managed temporary relocation of residents
Marketing and Lease Up	No	AHA managed lease up of renovated units
Property Management	No	Oversight of 3rd party management company

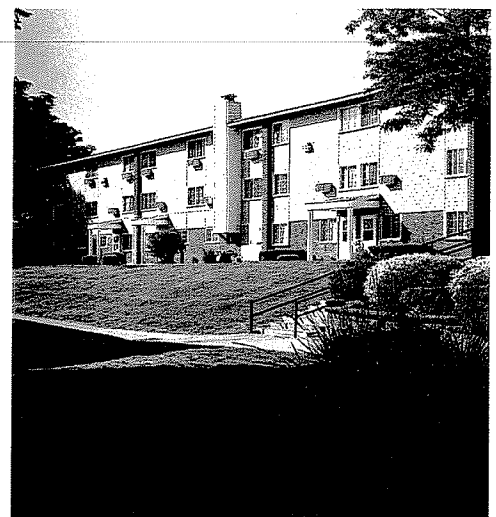
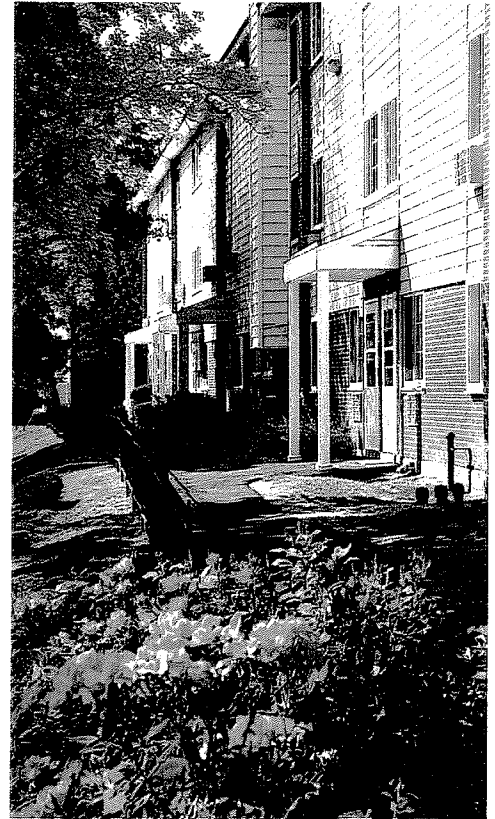


Creighton Storey Homes

Albany, NY

www.norstarcompanies.com

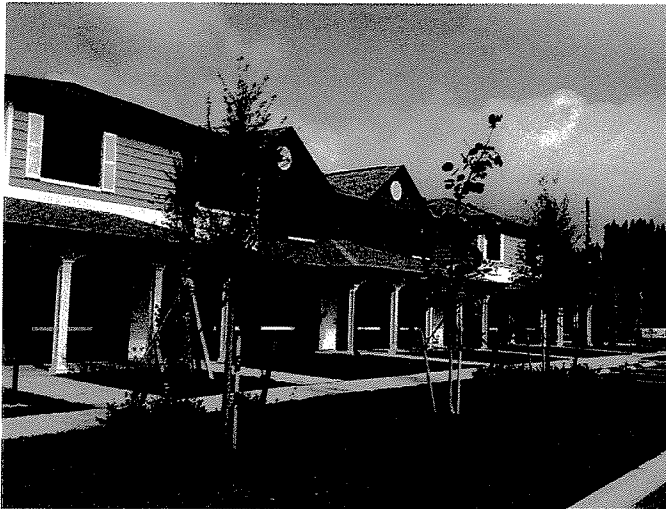
<i>Number of Units</i>	128
<i>Type of Housing</i>	Family Rental Rehabilitation
<i>Development Cost</i>	\$16 million
<i>Financing</i>	4% Low Income Housing Tax Credits NYS Energy Research and Development Authority NYS Homes and Community Renewal Modernization Program NYS Weatherization Assistance Program
<i>Investor</i>	MMA
<i>Norstar Role</i>	Turnkey Developer
<i>Partner</i>	Albany Housing Authority
<i>Completion Year</i>	2008



ATTACHMENT 1: EXPERIENCE WORKSHEET

Project Location (City/State) Ft. Myers, Florida	Project Name Renaissance Preserve	Owner Norstar-affiliate	Project Size 88 units
Development Type (high rise, townhomes) attached apartments - low rise	Income Levels Served LIHTC - 60% AMI Seniors	Ownership Type Limited Liability Company	Project Cost \$14.4 million

Subcomponents of Project	Involved? (Yes, No, N/A)	Role Developer/Owner
Establish Development Team (architect, legal etc.)	Yes	Norstar assembled, retained and managed team
Legal Structure	Yes	Norstar developed the ownership structure
Partnerships	No	Norstar is a part of the ownership entity
Market Study	Yes	Norstar contracted with the market analyst
Site Analysis	Yes	Norstar managed civil engineer for project
Environmental Review	Yes	Norstar retained/managed the environmental consultant
Operating Pro Forma	Yes	Norstar developed the Operating Proforma for the project
Secure Financing (include all sources below)	Yes	Norstar developed the financing plan and secured all funding
1: HOPE VI	Yes	Norstar assisted FMHA with HUD approvals
2: State Loan funds	Yes	Norstar secured loan funds from State
3: LIHTC (9%)	Yes	LIHTC application, secured investor
4: HOME	Yes	Norstar secured HOME funds from the County
5: Federal Home Loan Bank	Yes	Norstar secured AHP loan from FHLE
Site Plan Approval	Yes	Norstar secured zoning and site plan approval
Guarantees	Yes	Construction Completion
Scope of Construction Work	Yes	Norstar provided oversight of 3rd party GC
Construction Oversight	Yes	Norstar provided oversight of 3rd party GC
Section 3	Yes	Responsible for Section 3/EEO compliance
Davis-Bacon	Yes	Responsible for ensuring compliance with DB & M/WBE
Relocation	No	N/A
Marketing and Lease Up	Yes	Norstar managed the lease up of all units
Property Management	Yes	Norstar manages the property



Renaissance Preserve Homes

Phases I & II

Fort Myers, FL

www.renaissancepreserve.com

<i>Number of Units</i>	184
<i>Type of Housing</i>	Family Rental New Construction
<i>Development Cost</i>	\$33.4 million
<i>Financing</i>	9% Low Income Housing Tax Credits Florida Housing Finance Corporation Federal Home Loan Bank HUD HOPE VI HUD ARRA Stimulus Funds
<i>Investor</i>	RBC
<i>Norstar Role</i>	Developer/Owner
<i>Partner</i>	Fort Myers Housing Authority
<i>Completion Year</i>	Phase I: 2010 Phase 2: 2011



ATTACHMENT 1: EXPERIENCE WORKSHEET

Project Location (City/State) Buffalo, New York	Project Name A.D. Price II	Owner Buffalo Municipal Housing Authority	Project Size 94 units
Development Type (high rise, townhomes) attached apartments - low rise	Income Levels Served LIHTC - 60% AMI Seniors	Ownership Type Housing Development Fund Company	Project Cost \$14 million

Subcomponents of Project	Involved? (Yes, No, N/A)	Role Turnkey Developer
Establish Development Team (architect, legal etc.)	Yes	Norstar assembled, retained and managed team
Legal Structure	Yes	Norstar developed the ownership structure of HDPC
Partnerships	No	Norstar is not a part of the ownership entity
Market Study	Yes	Norstar contracted with the market analyst
Site Analysis	Yes	Norstar managed civil engineer for project
Environmental Review	Yes	Norstar retained/managed the environmental consultant
Operating Pro Forma	Yes	Norstar developed the Operating Proforma for the project
Secure Financing (include all sources below)	Yes	Norstar developed the financing plan and secured all funding
1: HUD RHF	Yes	Norstar assisted BMHA with HUD approvals
2: State Loan funds	Yes	Norstar secured HTF loan funds from State
3: LIHTC (9%)	Yes	LIHTC application, secured investor
4: Construction loan	Yes	Norstar secured private construction loan
5:		
Site Plan Approval	Yes	Norstar secured zoning and site plan approval
Guarantees	Yes	Construction Completion
Scope of Construction Work	Yes	Norstar provided oversight of 3rd party GC
Construction Oversight	Yes	Norstar provided oversight of 3rd party GC
Section 3	Yes	Responsible for Section 3/EEO compliance
Davis-Bacon	Yes	Responsible for ensuring compliance with DB & M/WBE
Relocation	No	BMHA managed temporary relocation of residents
Marketing and Lease Up	No	BMHA managed lease up of renovated units
Property Management	N/A	BMHA manages the property



A. D. Price Phase II

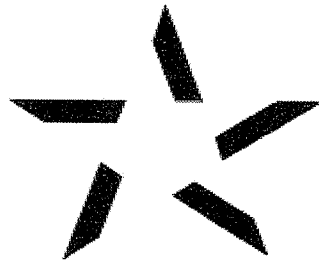
Buffalo, NY

www.norstarcompanies.com

<i>Number of Units</i>	94
<i>Type of Housing</i>	Senior Rental New Construction
<i>Development Cost</i>	\$14 million
<i>Financing</i>	9% Low Income Housing Tax Credits NYS Homes and Community Renewal NYS Housing Trust Fund Corporation NYS Urban Initiatives Program NYS Energy Research and Development Authority HUD RHF Funds
<i>Investor</i>	National Equity Fund
<i>Norstar Role</i>	Turnkey Developer
<i>Partner</i>	Buffalo Municipal Housing Authority
<i>Completion Year</i>	2011

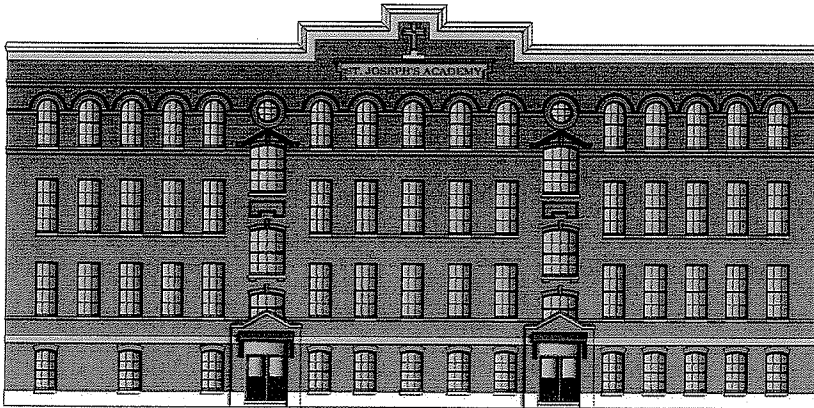


Additional Highlighted Projects by
Norstar Development USA, L. P.



NORSTAR

GROUP OF COMPANIES



Academy Lofts

Albany, NY

www.norstarcompanies.com

<i>Number of Units</i>	22
<i>Type of Housing</i>	Rental, Artist Lofts
<i>Development Cost</i>	\$10 million
<i>Financing</i>	4% Low Income Housing Tax Credits State and Federal Historic Tax Credits NYS Empire State Development Corp. Project-Based Section 8
<i>Investor</i>	Stratford Capital
<i>Norstar Role</i>	Turnkey Developer
<i>Partner</i>	Albany Housing Authority
<i>Amenities</i>	12,000 sq. ft. of Arts-Related Community Facility Space
<i>Completion Year</i>	To Be Completed: 2013



Sunrise Park Phase I

Lake Wales, FL

www.norstarcompanies.com

<i>Number of Units</i>	72
<i>Type of Housing</i>	Family Rental New Construction
<i>Development Cost</i>	\$12.3 million
<i>Financing</i>	9% Low Income Housing Tax Credits HUD ARRA Stimulus Funds HUD RHF Funds HUD Capital Fund Program
<i>Investor</i>	RBC
<i>Norstar Role</i>	Developer/Owner
<i>Partner</i>	Lake Wales Housing Authority
<i>Completion Year</i>	2012





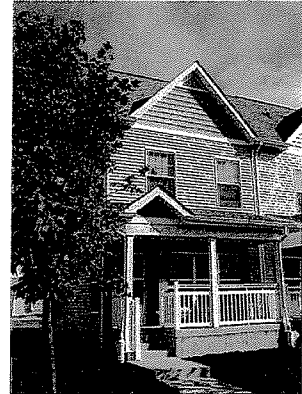
Center Court Phase I

Niagara Falls, NY

www.norstarus.com

<i>Number of Units</i>	115
<i>Type of Housing</i>	Family Rental
<i>Development Cost</i>	\$35 million
<i>Financing</i>	4% Low Income Housing Tax Credits HOPE VI HTF, Tax Exempt Bonds
<i>Investor</i>	Richman
<i>Norstar Role</i>	Developer
<i>Partner</i>	Niagara Falls Housing Authority
<i>Completion Date</i>	June, 2011





A. D. Price Phase I

Buffalo, NY

www.norstarcompanies.com

<i>Number of Units</i>	55
<i>Type of Housing</i>	Family Rental New Construction
<i>Development Cost</i>	\$11 million
<i>Financing</i>	9% Low Income Housing Tax Credits NYS Homes and Community Renewal NYS Housing Trust Fund Corporation NYS Urban Initiatives Program HUD RHF Funds
<i>Investor</i>	Bank of America
<i>Norstar Role</i>	Turnkey Developer
<i>Partner</i>	Buffalo Municipal Housing Authority
<i>Completion Year</i>	2009





Arbor Hill Phases IIIA & IIIB

Albany, NY

www.norstarcompanies.com

<i>Number of Units</i>	77
<i>Type of Housing</i>	Family Rental
<i>Development Cost</i>	\$16 million
<i>Financing</i>	9% Low Income Housing Tax Credits 4% Low Income Housing Tax Credits NYS Homes and Community Renewal Urban Initiatives HUD HOPE VI Funds HUD RHF Funds HUD Housing Trust Fund
<i>Investor</i>	MMA
<i>Norstar Role</i>	Turnkey Developer
<i>Partner</i>	Albany Housing Authority
<i>Completion Year</i>	Phase IIIA: 2007 Phase IIIB: 2008



Cornerstone Village

Niagara Falls, NY

www.norstarcompanies.com

<i>Number of Units</i>	40
<i>Type of Housing</i>	Family Rental New Construction
<i>Development Cost</i>	\$10 million
<i>Financing</i>	9% Low Income Housing Tax Credits NYS Housing Trust Fund Corporation Empire State Development Corporation Preservation Loans
<i>Investor</i>	Apollo Capital
<i>Norstar Role</i>	Developer/Owner
<i>Completion Year</i>	2008





NORSTAR

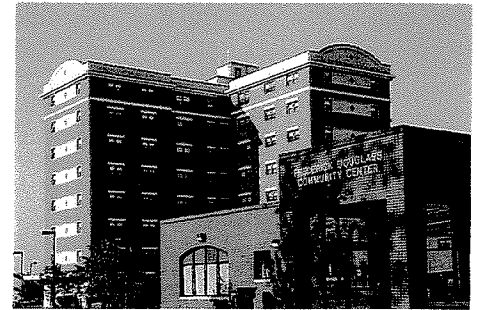


Frederick Douglass Phases I, II & III

Buffalo, NY

www.norstarcompanies.com

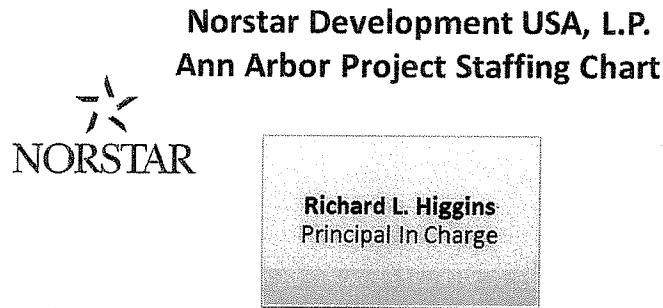
<i>Number of Units</i>	244
<i>Type of Housing</i>	Family Rental Senior Housing Rehabilitation and New Construction
<i>Development Cost</i>	\$37.0 million
<i>Financing</i>	4% Low Income Housing Tax Credits 9% Low Income Housing Tax Credits Project-Based Section 8 NYS Public Housing Modernization Funds City of Buffalo Bond Funds
<i>Investor</i>	MMA
<i>Norstar Role</i>	Turnkey Developer
<i>Partner</i>	Buffalo Municipal Housing Authority
<i>Completion Year</i>	Phase I: 2001 Phase II: 2003 Phase III: 2005





2b. Organizational Structure and Profile of Principals and Key Staff

i) Organizational Chart of Norstar and Team Staffing



Dana Christian
Senior Project Manager
Project Manager for Ann Arbor Project – daily manager of effort and will:
-Work with Richard Higgins and AAHC to develop appropriate funding plan;
-Coordinate with AAHC on HUD approvals
-Be responsible for LIHTC/MSHDA and other potential funding applications
-Work to secure private equity and construction financing

Lori Harris
Senior Project Manager
Assistant Project Manager for Ann Arbor Project; will assist in overall project, but also will:
-manage 3rd party team members (architect, engineer, environmental consultant, etc.)
-work with AAHC to secure all necessary local approvals & ensure plan meets with all State and federal design requirements

ii) Norstar Profile – Principal and Key Staff, Relevant Experience HUD, MSHDA and Public Housing Authorities

Norstar Development USA, L.P. is part of a full service development, construction, and management group of companies. The Norstar Group is a multi-faceted real estate company with 120 full-time employees in New York, Texas, Florida, and Ontario, Canada who are engaged in real estate development, property management, and construction. Norstar has in-house planning, architectural, finance, construction, management, and government expertise, all of which would be available for this project.

By selecting the Norstar, AAHC and its tenants can be assured that they will have the exact complement of necessary skills to devise and implement a mixed finance plan which result in the completion of 275 exceptional, energy efficient and sustainable public housing units. And, Norstar has the experience to create opportunities for its housing authority clients to



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meaningfully participate as co-developers so that there is an opportunity for the transfer of development knowledge and expertise.

Evidence of Norstar Experience

Norstar has significant experience partnering with housing authorities and non-profits. In the last three years, Norstar Development USA, L.P. has been ranked as one of the nation's top 50 affordable housing development companies by *Affordable Housing Finance* magazine.

One of Norstar's strengths as a developer is the ability to carry predevelopment costs until financing can be obtained, which greatly assists with initiating early start of development activities. Development activities are initiated as early as possible so that development can progress without delay.

Norstar's also has extensive experience developing small, medium and large-scale projects. With the aid of its team members, selected because of their substantial knowledge of local site development issues and approval processes, critical path items can be addressed early in each development phase. Emphasis on proactive steps, tackling complex issues early, and the ability to fashion creative solutions, ensure that projects stay on schedule.

Public Housing Experience

Norstar has had the opportunity to work with eleven (11) different public housing authority partners listed below. It is important to note on the Norstar Experience Chart 2002- 2012 included in Tab 2e that many of the partners have retained Norstar on more than project.

- Venice (FL)
- Pinellas County (FL)
- Detroit
- Albany (NY)
- Niagara Falls
- Ft. Myers
- Lake Wales (FL)
- Buffalo
- Punta Gorda (FL)
- North Hempstead (NY)
- Fulton (NY)

The development process used by Norstar for the comprehensive transformation of public housing units has proven successful. Norstar has been involved with the following public housing redevelopment projects:



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- Ellicott Town Center in Buffalo, New York (state public housing)
- Frederick Douglass in Buffalo, New York (state public housing)
- Pathfinder Courts in Fulton, New York (state public housing)
- Lakeview Phase III in Buffalo, New York (HOPE VI)
- Harbor Homes in North Hempstead, New York (state public housing)
- Edwin Corning Homes Phase III (Arbor Hill) in Albany, New York (HOPE VI)
- Creighton Storey Homes in Albany, New York (state public housing)
- Gulf Breeze Apartments in Punta Gorda, Florida (HUD mixed finance)
- Gardenview Estates Phases I, IIA/B, IIC, IIIA/B, IIIC/D in Detroit, Michigan (HOPE VI)
- Renaissance Preserve Senior Apartments, The Homes of Renaissance Preserve (family development) in Fort Myers, Florida (HOPE VI)
- Sunrise Park in Lake Wales, Florida (HUD mixed finance)
- A.D. Price- Phases I and II in Buffalo, New York (HUD mixed finance)
- Center Court Phases I and II in Niagara Falls, New York (HOPE VI)

The HOPE VI projects listed above are either completed or currently on track and none have missed any HUD or State deadlines. Please see the project fact sheets for the above listed projects which are included at the end of this Section.

LIHTC Experience

As outlined in the Norstar Experience Chart, in the last 10 years Norstar has:

- developed nearly 3,000 LIHTC units – with development costs of more than \$545 million;
- raised more than \$259 million of LIHTC tax credit equity
- raised more than \$198 million in construction and permanent debt

MSHDA Experience

Since 2007 when Norstar began work in Michigan, it has:

- received seven (7) different 9% LIHTC awards from MSHDA totaling more than \$65 million;
- closed four (4) MSHDA loans (including the tax-exempt Direct Loan Program, HOME, ARRA/Stimulus Exchange and NSP programs) totaling more than \$38.4 million;
- constructed (or are in the process of completing) more than 494 MSHDA-assisted units – half of which are also public housing units;



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The Norstar development team consists of the following members, each identified by their role:

**Richard L. Higgins, President of Norstar Development USA, L.P.
(Principal in Charge for Ann Arbor Project):**

Mr. Higgins has had more than 25 years of housing development experience, and he was the former Commissioner of the NYS Division of Housing and Community Renewal -currently known as NYS Homes and Community Renewal (NYS HCR). Since his tenure with the State housing agency, Mr. Higgins has led Norstar to be one of the most active and successful affordable housing developers through the use of creative mixed finance structures which leverage public subsidy as well as private equity.

The core business of Norstar has been focused on the development of a broad range of residential property types including senior, family, affordable, special needs and mixed income housing with a specialization in partnerships with not-for-profit corporations and housing authorities for housing development, redevelopment and revitalization. Norstar has experience with both the rehabilitation of existing buildings as well as new construction. While Norstar can act as a turnkey developer for not-for-profits and public housing authorities, it also has taken an ownership interest in projects where it has acted as developer.

As a University of Michigan graduate, Mr. Higgins holds a strong affinity for Ann Arbor and the State of Michigan. Norstar's work over the last five years in Michigan with the Detroit Housing Commission has provided Mr. Higgins and the company with important experience with MSDHA and development in the State.

Mr. Higgins will be the Principal Responsible for the Ann Arbor project, and will provide direction and assistance to Ms. Christian and Ms. Harris. Mr. Higgins is available to begin this role immediately upon selection by AAHC, and he has no existing commitments which would impair the project to proceed in an expeditious manner.

**Dana Christian, Senior Project Manager for Norstar Development USA, L.P.
(Project Manager for Ann Arbor):**

A Michigan native who resides in Southfield, Dana Christian has more than nineteen (19) years of affordable housing development experience. Ms. Christian has extensive experience working on HUD mixed finance projects with the Detroit Housing Commission as well as other community based, affordable housing developments. She has been actively involved in many Michigan State Housing Development projects from concept through completion.

She has developed over 15 LIHTC applications submitted to MSHDA in recent years and has direct experience with many of the HUD rental development tools such as Rental Term Sheets, Safe Harbor standards, Housing Choice Vouchers and Replacement Housing Factor funding. Ms.



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Christian currently works closely with Housing Authorities to secure all HUD and local municipal approvals in addition to investor and lender approvals during construction. She is familiar with State rules and regulations regarding affordable housing developments and actively secures PILOTs, Site Plan/Zoning approvals, other predevelopment processes as well as overall stakeholder support.

Ms. Christian will be the primary project manager for the Ann Arbor project, and will be assisted by Ms. Harris on managing the daily aspects of the project. Ms. Christian is available to begin this role immediately upon selection by AAHC, and she has no existing commitments which would impair the project to proceed in an expeditious manner.

**Lori Harris, Senior Project Manager for Norstar Development USA, L.P.
(Assistant Project Manager for Ann Arbor)**

Ms. Harris has more than eighteen (18) years of experience in planning, community development and affordable housing development. Prior to her tenure with Norstar, Ms. Harris worked for various State and Local governments on all aspects of revitalization.

In addition to her experience in planning and development issues, Ms. Harris has been involved with the planning, development and financing of more than 1,500 affordable housing units. She has experience and knowledge with various financing and funding sources, including, but not limited, to LIHTC, Tax Exempt bonds, Federal Home Loan Bank AHP funds, TIF financing, HOME, CDBG, NSP; HUD HOPE VI, RHF and other federal assistance.

Ms. Harris will provide support to Ms. Christian in her role as Project Manager. Ms. Harris is able to begin her role in the Ann Arbor project immediately, and has no existing commitments which would hinder progress of the project.



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2c. LIHTC Score of Norstar Development Team

Attached please find the completed Section D. of the MSHDA Scoring criteria for the Norstar Development USA, L.P. team. Norstar is able to achieve a score of 44 out of 49 possible points in this category.

The only characteristic that has prevented Norstar from achieving a perfect score of 49 has been its lack of nonprofit participation in the eight (8) projects that it has successfully been awarded by MSHDA since 2008.

Depending upon the structuring of the Ann Arbor project, a partnership of the Ann Arbor Housing Commission and Norstar Development USA, L.P. could result in a score of 49 points.



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