



PROPOSAL

RFP# AAHC-350 - Co-Developer for 350 South Fifth Ave.

Image: SmithGroup Schematic
Design – Drawings,
www.a2gov.org

Ethos Development Partners
Roxbury Group

02/08/2024



882 Oakman Boulevard, Suite G
Detroit, MI 48238
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1117 Griswold Street, #1416
Detroit, MI 48238
roxburygroup.com

Intro. Development Introduction

Intro.1. Completeness Checklist (Form 1)

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	Project Narrative / Development Summary	X	
	List 3 references including at least 1 municipal reference, and 1 financial institution	X	
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February 7, 2024

Ms. Jennifer Hall, Executive Director
Ann Arbor Housing Commission
2000 S. Industrial Highway
Ann Arbor, MI 48104

Re: RFP# AAHC-350 - Co-Developer for 350 South Fifth Ave.

Dear Ms. Hall:

On behalf of Ethos Development Partners and The Roxbury Group I am pleased to submit the attached proposal, which demonstrates our qualifications to serve as Co-Developers with the Ann Arbor Housing Commission to develop a mixed-use project including affordable housing at the 350 South Fifth Avenue site.

The Ethos/Roxbury team brings unique experience and expertise that will ensure that the development of the 350 S. Fifth Avenue site meets the goals of the City of Ann Arbor, the Ann Arbor Housing Commission (AAHC) and the Ann Arbor Transit Authority. Ethos has extensive experience developing affordable housing with nonprofit organizations and housing commissions that achieves their missions, as well as supportive housing with services for residents at or below 30% AMI. Roxbury compliments this experience with its expertise in activating sites with mixed use commercial, market rate and affordable housing.

We appreciate your consideration of our qualifications to work with the AAHC on this important and challenging endeavor. Should you have any questions regarding the documents provided with this letter or require more information please contact me at 313-850-5844 or jheaphy@ethosdp.com.

We acknowledge receipt of addenda associated with this RFP.

This submittal will remain valid for a minimum of 120 days from the RFP due date.

Sincerely,

A handwritten signature in black ink that reads "Joseph Heaphy".

Joe Heaphy
President, Ethos Development Partners

Intro.3. References

1. Derek Delacourt (Roxbury Reference)
City of Ann Arbor
301 E. Huron Street
Ann Arbor, MI 48104
734-794-6140
ddelacourt@a2gov.org
2. Steven Guy (Roxbury Reference)
Bank of Ann Arbor
125 South Fifth Avenue
Ann Arbor, MI 48334
734-662-1600
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3. Jason Blain, Vice President (Ethos Reference)
Independent Bank
333 W. Grandview Parkway
Traverse City, MI 49684
231-995-5523
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4. Ryan Hertz (Ethos Reference)
Lighthouse
46156 Woodward Avenue
Pontiac, MI 48342
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Intro.4. Project Narrative / Development Summary

Developer Contacts

Joe Heaphy, President

David Di Rita, Principal

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Ethos Development Partners and The Roxbury Group ("Ethos/Roxbury") are the Co-Respondents to the Ann Arbor Housing Commission's Request for Proposals for Co-Developers for the 350 South Fifth Avenue site. Each organization has extensive experience developing mixed used projects with a variety of government incentives including Low Income Housing Tax Credits, HOME, CDBG, MEDC CRP and other government incentive programs.

Ethos Development Partners

Ethos Development Partners (Ethos) is a Michigan-based team of experienced developers and consultants that offers a menu of services to assist nonprofit developers and housing authorities who wish to engage in transformative housing and commercial and community development initiatives. Launched in 2014, Ethos is proud to have assisted over a dozen nonprofit organizations and public housing authorities in achieving their real estate development goals, resulting in the construction and preservation of 1,016 units of affordable housing to date. The Ethos team has also secured financing for the construction and preservation of another 732 units of affordable housing which will be completed over the next two years.

The Roxbury Group

The Roxbury Group (Roxbury) is a Detroit-based real estate development, investment, and consulting firm founded in 2005 by principals David Di Rita and Stacy Fox. The firm specializes in complex real estate and economic development projects principally in the City of Detroit. The firm has played an instrumental role in the redevelopment of the City's downtown, as well as its neighboring districts. Roxbury has developed over one million square feet of properties, including a number of iconic, historic high rises and new construction projects. Roxbury's development portfolio includes nearly 500 multi-family residential units, as well as retail, hospitality, office, and governmental uses.

Development Approach

The Ethos/Roxbury team brings unique experience and expertise that will ensure that the development of 350 South Fifth Avenue site meets the goals of the City of Ann Arbor and the Ann Arbor Housing Commission (AAHC). Ethos has extensive experience working with nonprofit organizations and housing commissions to develop affordable housing that achieves their mission. It should be noted that Ethos has extensive experience with

supportive housing with services for residents at or below 30% AMI. Roxbury complements this experience with expertise in developing and activating sites with mixed-use commercial, market rate and affordable housing.

As Co-Developers the Ethos/Roxbury team will work to build on the recommendations for development of the 350 S. Fifth Avenue site resulting from planning processes implemented by the City of Ann Arbor, AAHC, the Ann Arbor Downtown Development Authority (DDA), The Ann Arbor Area Transportation Authority (AAATA), SmithGroup and the community. These recommendations and the development goals for the site defined in the RFP document are in alignment with the experience and missions of both Ethos and Roxbury as described in this proposal. The Ethos/Roxbury team also welcomes the opportunity to work with the Ann Arbor Housing Development Corporation (AAHDC) to develop design and construction elements that will ensure that the development of the site contributes to an economically diverse downtown that will help address the city's need to provide housing for citizens with a range of incomes, including those with low incomes that may require social services.

Given the complexity associated with the development and financing of affordable housing and mixed-use projects, the Ethos/Roxbury team employs a process that ensures collaboration and commitment from all members of the development team. Ethos/Roxbury will immediately begin working with the AAHDC to engage development team members such as the architect, general contractor, property manager and legal counsel who have the experience and reputations for quality required by HUD, MSHDA and other stakeholders.

Once engaged, the development team will work with the AAHDC to develop the scope of work and deliverables required to meet the development and financing timelines for the City of Ann Arbor, MSHDA and other financing partners. The Ethos/Roxbury Team will also work closely with the AAHDC's staff and leadership to involve them in every aspect of the financing and development process. For this effort to be successful, it is critical that the AAHDC is a fully engaged partner.

Ethos/Roxbury involves the full development team in regular meetings on a bi-weekly basis to ensure deliverables for each aspect of development and financing are received and timelines are met. As demonstrated in the projects described below, this method has a proven successful track record.

Submission Elements

The submission elements in this proposal will demonstrate the Roxbury/Ethos team's:

1. unique experience and qualifications to serve as Co-Developer to AAHDC and help achieve the development goals for both the 350 S. Fifth Avenue site;
2. preliminary development plan and timeline;

3. experience with financing tools including MSHDA Low Income Housing Tax Credits, HOME and CDBG programs, MEDC programs, conventional and CDFI financing, rental subsidies and other government incentives;
4. approach to design and construction;
5. proposed partnership structure to achieve the AAHC's goals and streamline access to financing resources; and
6. suggested terms for distribution of developer fee and available cash flow.

A. Professional Qualifications

A.1. Co-Developer Description

Ethos and The Roxbury Group have worked together on other similar projects. Typically, ownership between the two is determined by effort, finance, and risk. For this project, both parties agree that a separate Michigan LLC will be formed. It is currently anticipated that principals from both organizations will represent a 50/50 share of said newly formed LLC. Joe Heaphy and David Di Rita will be the primary contacts interacting with the Ann Arbor Housing Development Corporation.

A.2. Development Team Experience

Ethos Team – www.ethosdp.com

Joe Heaphy, President



Joe has been working in the affordable housing field since 1996 and throughout his career has worked to develop and preserve safe, decent and affordable housing in our communities. Before starting Ethos in 2014 he was the Vice-President of Real Estate Development for the Neighborhood Service Organization (NSO), a 60-year-old nonprofit social service agency that serves Detroit, Wayne County and Oakland County, Michigan. In this position he worked to develop permanent supportive housing for those with special needs. Joe led the \$48 million redevelopment of the Michigan Bell Building which now provides 155 units of permanent supportive housing for formerly homeless individuals. The building is also the service and administrative headquarters for 200 NSO staff members. Prior to working at NSO, he was the Executive Director of Lighthouse Community Development in Oakland County, Michigan where he worked to develop affordable housing and revitalize neighborhoods. In his previous life as a New Yorker, Joe was the Executive Director of the New York State Tenants & Neighbors Coalition, a statewide tenant's rights organization. He has a Bachelor of Arts in Political Science from the State University of New York at Buffalo and a master's in public policy and administration from Columbia University.

Lana Zaghmout, Vice-President



Lana most recently served as the Inclusion and Business Opportunity Manager for the City of Detroit's Civil Rights, Inclusion and Opportunity Department where she developed programming for the Mayor's Executive Order 2016-1, Community Benefits Ordinance Agreements, Casino Hiring Agreements and Tax Abatement Employee Hiring provisions. Prior to her position with the City, she was the Occupied Properties Program Manager for the Detroit Land Bank Authority (DLBA). At the DLBA she developed and implemented programs for Detroiters to gain and maintain homeownership through initiatives such as the Buy Back Pilot Program and the Occupied Non-Profit Program. Previously, she worked as Senior Policy Analyst for Detroit City Council and as Finance/Program Officer for the American-Arab Anti-Discrimination Committee. She is an Urban Land Institute (ULI) Larson Center for Leadership, Cohort 2018 graduate and is Co-chair of the ULI Young Leaders Group. Lana also serves as Treasurer on the Pembroke Academy School Board in Detroit and as a member of Pope Francis Center Magis Council. She graduated from Wayne State University Law School in 2012 and from Wayne State University in 2009 with a B.A. in Psychology and a Minor in Political Science.

Elizabeth Luther, Development Manager



Elizabeth Luther is Development Manager at Ethos Development Partners. She joined the team in January 2024, bringing 15 years of housing, planning, and community development expertise. Elizabeth is driven by equity, justice, learning, and purpose. She is engaged in strong business, philanthropic, and nonprofit networks, and is a resourceful leader and manager, skilled in directing complex, mission-driven projects from concept to completion in pursuit of long-term results. Prior to joining the team at Ethos, Elizabeth designed and directed the Equitable Development Initiative at national CDFI Capital Impact Partners, supporting real estate developers of color with training, technical assistance, and project financing, and resulting in over 300 program alumni across six national markets, and providing over \$50 million in loans and grants to support multifamily, mixed-use, and affordable housing projects to date. At Detroit-based Michigan Community Resources, she designed engagement strategy and processes for Detroit Future City public planning process. Elizabeth chaired the Detroit CDFI Coalition policy committee from 2018 -2019, and currently serves on the board for Midtown Detroit, Inc. She holds a master's degree of Urban and Regional Planning from the Taubman College of Architecture and Urban Planning

at the University of Michigan (2009), a Certificate in Nonprofit Management from the University of Illinois at Chicago (2022), and her undergraduate alma mater is the University of Notre Dame.

Alan Fehsenfeld, Development Manager

Prior to joining Ethos, Alan was a Project Analyst at Hope Network, a statewide nonprofit social agency that provides services throughout Michigan. While at Hope, he was project manager responsible for financial analysis and submission of applications for Low Income Housing Tax Credits from MSHDA. Alan has a B.A. in Economics from the University of Vermont, a master's in finance from the University of Indiana and master's in applied data science from the University of Michigan.

Gary Scheuren, Consultant

Gary assists clients in assembling and managing their real estate development projects. An accomplished professional with over 23 years of experience as a practitioner of construction and real estate development management, Gary is a true collaborator that develops essential strategic partnerships to facilitate successful project outcomes. Gary has direct experience in managing projects at all stages of the project, performing financial feasibility analysis for potential development projects and working through the financial closing that allows projects to proceed. He has provided developers and other clients with the project conceptualization, budgeting, financial assembly, pre-development due diligence management, coordination of subsidy programs, construction monitoring and closeout activities. Most of Gary's work has been in sectors of the industry that focus on developing affordable housing and on the redevelopment of properties. Gary has close working relationships with Michigan State Housing Development Authority (MSHDA), Michigan Economic Development Corp. (MEDC), and the Michigan State Historic Preservation Office (SHPO). He has direct successful experience working with the federal Low Income Tax Credit (LIHTC) program, including with Permanent Supportive Housing (PSH), MSHDA Financing, Historic Tax Credits, CDBG & HOME funding, Michigan Community Revitalization Program (CRP), private equity, and commercial and private lending. Gary holds a Bachelor of Science in Civil Engineering from Michigan Technological University. Prior to starting his consulting practice in 2009, he served as Project Executive at The Christman Company, a Michigan-based construction management firm, specializing in commercial, institutional, and historic preservation projects.

Joanne Candela, Consultant

Joanne has a long history of providing accounting and financial consulting to nonprofit organizations and developers in the low-income housing tax credit industry. She spent several years bringing projects in Pontiac and Detroit through closing, construction and into placed-in-service status. Most recently this included the \$50 million Michigan Bell Building redevelopment in Detroit that received a national award for having the "Most Complex Financial Structure." Joanne had previously spent a decade in public accounting at Deloitte

and Touche and has owned her own accounting and financial services business for over ten years. In addition to serving those in the housing and economic development arenas, Joanne is passionate about guiding students into the accounting and financial professions by starting each day as an accounting teacher at a local high school.

Ethos Projects

Ethos has extensive experience layering Low Income Housing Tax Credits with HOME, CDBG, Federal Home Loan Bank AHP, Project Based Vouchers, S. 811 Rental Subsidies, Historic Tax Credits, and lending from financial institutions. This experience is provided in projects highlighted in this proposal all of which have used all or some of these subsidies. It should be noted that Joe Heaphy, who will lead Ethos partnership with the AAHDC, structured the NSO Bell Building project in Detroit which received a national award for most complex financing structure in 2012. Other members of the Ethos team bring decades of experience working with housing subsidies and the structuring of complex affordable housing transactions.

Figure 1 lists Ethos projects that are completed, under construction, or in pre-development as of February 2024. All 20 of these projects utilize project-based vouchers to deliver 1,795 affordable housing units to communities across Michigan and New Mexico. Seven of these projects are **Housing Commission partnerships**, and seven provide **Permanent Supportive Housing (PSH)**. Members of the Ethos team are highly experienced in ensuring projects meet MSHDA PSH requirements and they provide quality services for residents.

The projects in **Figure 1** are further detailed in **Attachment E.4 – Ethos Project Examples**.

Ann Arbor Projects

Ethos is also currently working with The Roxbury Group to develop 22 units of affordable housing as part of the Broadway West project.

Figure 1. Ethos Projects

	Name	Location	Type	Units	LIHTC [§]		HOME	FHLBI AHP [†]
					9%	4%		
Housing Commission Partnerships								
1	Carriage Place	Pontiac	RAD Conversion of Family Public Housing	234		x	x	
2	Hartford Terrace [^]	Muskegon	RAD Conversion of Senior/ Disabled Public Housing	165	x			x
3	Lake Huron Woods Apts. ^{^‡}	Fort Gratiot	Senior Housing	90	x	x	x	
4	Parkview Apartments ^{^‡}	Traverse City	Senior Housing	46	x	x	x	x
5	Rivertown Housing [^]	Cheboygan	S 18 Disposition – Family Housing	38	x			x
6	Riverview Terrace Apts.	Traverse City	RAD Conversion of Senior Public Housing	115		x	x	x
7	Vista De Socorro ^{^‡}	Socorro NM	PSH	32	x		x	
8	Wills Manor [‡]	Marysville	Senior Housing	48	x			
9	700 Court Street [^]	Flint	Senior Preservation	119	x			
10	800 Court Street [^]	Flint	Senior Preservation	149		x	x	
11	Clay Apartments [‡]	Detroit	PSH	42	x		x	x
12	Coolidge Place ^{^‡}	Oak Park	PSH/Family housing	64	x			
13	Kamper and Stevens Bldgs. [*]	Detroit	Senior Preservation	165		x	x	
14	La Joya Gardens ^{^‡}	Detroit	Affordable Multifamily	53	x	x	x	
15	Lee Plaza ^{^*}	Detroit	Senior Housing	115	x	x	x	
16	NSO Bell Building	Detroit	PSH	155	x		x	
17	Residences at St. Matthew [^]	Detroit	PSH	46	x		x	x
18	The Anchor at Mariners Inn ^{^‡}	Detroit	PSH	44	x	x	x	
19	The Peterboro Arms [^]	Detroit	PSH for Families	56	x		x	
20	Transfiguration Place	Detroit	Family Housing	19		x	x	

Note: Numbering corresponds with numbering in Appendix E.4. Ethos Project Examples. §Low Income Housing Tax Credits (LIHTC)
[†]Federal Home Loan Bank of Indianapolis, Affordable Housing Program
[^]Denotes LIHTC awards secured since 2017
[‡]Denotes new construction
^{*}Denotes partnership with Roxbury

Stacy Fox, Founder and Principal



Stacy has been instrumental in the efforts to revitalize downtown Detroit. In addition to Roxbury's development activities, Stacy was appointed by Governor Rick Snyder in 2013 to serve as Deputy Emergency Manager of the City of Detroit, where she played a key role in guiding the City through the largest municipal bankruptcy in US history. She served as a member of the executive committee of Downtown Detroit Partnership for more than ten years and was the founding chair of its Stakeholders Committee. She is the founder and donor advisor of the Detroit of Tomorrow Fund (formerly Collins & Aikman Foundation), a 501c3 foundation dedicated to initiatives that benefit the City, its residents and visitors. Ms. Fox was also a gubernatorial appointee to the board of directors of Michigan Fast Track Land Bank Authority and served as its initial chairperson. In 2016, she was recognized by Crain's as one of Michigan's 100 most influential women and is a past recipient of Automotive News 100 leading women in the automotive industry award. Stacy has 30 years' experience as a corporate and restructuring attorney and executive advisor to CEO's and boards of directors. Most recently, she was General Counsel of Dow DuPont Corporation. Prior to her role at DowDuPont and since 2000, Stacy has served as the top legal officer for three other Fortune 100 companies. She graduated from the University of Michigan Law School and also received a Bachelor of Science degree from the University of Michigan.

David Di Rita, Founder and Principal



David has over 30 years of corporate, legal and transactional experience. He is actively involved in the firm's real estate development and advisory work, typically involving challenging and complex projects, utilizing public and private financing. David plays an active role in the firm's day-to-day development activities with a particular focus on concept development, managing strategic relationships and building partnerships. In addition to his work at Roxbury, David serves on the Board of Directors of the Detroit Central Business District's Business Improvement Zone and is President of the Detroit Theatre District Business Association, as well as a member of the Detroit Developer Roundtable's Steering Committee. Prior to the Roxbury Group, David was a corporate and transaction attorney and real estate executive including senior positions at Tower Automotive, Visteon Corporation and Johnson Controls, as well as associate and

of-counsel positions at both Dickinson Wright and Foley & Lardner. He holds a Bachelor of Business Administration and Juris Doctor from the University of Michigan.

James Van Dyke, Executive Vice-President



James joined the Roxbury Group in 2006 and currently serves as its Executive Vice President, overseeing the firm's development and asset management activity. In this capacity, he plays a key role in identifying, analyzing and implementing new projects as well as managing asset strategy for the company's growing portfolio. James is particularly adept at finding creative solutions to financing urban redevelopment projects. In recent years, he has focused on promoting Roxbury's commitment to local workforce development and mixed-income housing solutions. James earned a bachelor's degree in economics from the University of Michigan, is a member of the Leadership Detroit XXIX and DBusiness' 2013 30 in Their 30s.

Melissa O'Reilly, Vice-President of Operations



Melissa facilitates and oversees daily operations, support staff, event planning and execution, and manages all banking-related activity. In addition, she acts as the firm's liaison to their property management teams and overseas external communications. Melissa has been instrumental in the annual Grand Circus Gala, which continues to raise funds for the historic Grand Circus Park in downtown Detroit. Prior to joining the Roxbury Group in 2014, Melissa held a senior administrative role in the Accounting and Finance Department for the University of Michigan-Dearborn College of Business. Melissa earned a Master's degree in Public Administration from the University of Michigan-Dearborn, where she also received a Bachelor's degree in Business Administration.

Roxbury Projects

Ann Arbor Projects

The Roxbury Group is the developer of Broadway Park West, a 14-acre project located along the Huron River a few blocks from downtown Ann Arbor and the University of Michigan Medical Center. The site is a former Michigan Consolidated Gas Company facility and will involve the largest brownfield redevelopment in Washtenaw County history. Upon completion, the development will include the creation of an entire neighborhood consisting of 95 condominium residences, retail amenities and a boutique hotel, re-linking Ann Arbor's downtown to historic Lower Town. The centerpiece of the project will be a world-class, 6-acre public



space which will unlock community access to more than 1,200 feet of restored Huron River shoreline and include an event lawn, year-round pavilion, bridge connection to the Argo Cascades and to the Border to Border Trail, three points of embarkation to the river and Michigan’s first recreational “Ice Ribbon.”

Attachment E.5 – Roxbury Project Examples provides detailed information about 11 Roxbury projects that are completed or underway.

Work with Public Transportation Authorities

As part of the \$92 million redevelopment of Detroit’s David Whitney Building in 2014, the Roxbury Group worked simultaneously with two separate transit authorities on issues surrounding the location and integration of their systems into the development. The David Whitney project involved the conversion of a long-dormant former 19 story office building into a mixed-use development include residential apartments (both market-rate and affordable), hospitality and retail. An integral component of the main-floor program included the reconfiguration and renovation of the Grand Circus Park Station of the Detroit People Mover – Detroit’s elevated rail system – which had had been originally connected to the property when it was still operating as an office building in the 1980’s. The Roxbury Group worked directly with the DPM to design a fully renovated station that would more seamlessly integrate into the property -giving the system a ground-floor station access with full ADA access for the first time. Further, Roxbury was able to coordinate the redevelopment of the station and the larger project in a fashion that did not interrupt service to DPM riders once during the roughly two-year project.

At the same time, the M-1 Rail authority was in the process of planning for the construction of what would become Detroit’s Q-Line Streetcar system along Woodward Avenue. The David Whitney Building would be the one location where both the Detroit People Mover and Q-Line would intersect with neighboring stations. As such, Roxbury worked with M-1 on the location of its station in neighboring Grand Circus Park, to allow Q-Line and DPM riders an easy transfer between systems.

Lastly, in conjunction with Ann Arbor’s Broadway Park West development, Roxbury Group has forged an ongoing engagement with Amtrak that has facilitated the redevelopment of the former DTE industrial site into a major mixed-use project, including public space, housing, hospitality and retail. Specifically, Roxbury and Amtrak have collaborated on providing improved access to their existing passenger parking facility adjacent to Broadway Park West, while affording access for emergency vehicles and first responders to the Broadway Park site. In addition, Roxbury has worked with the rail system on the installation of the new berm undercut that has provided much needed floodplain mitigation to the Kerrytown neighborhood as well as pedestrian access to the Border-to-Border trail and Argo Cascades, as well as on utility licenses that will allow utilities to be extended to the new housing and hospitality uses on the site.

Property Management



Ethos and Roxbury both have extensive experience hiring and overseeing property management firms that offer quality property management services including reporting and compliance with funding source affordability requirements.

Financial Statements

The Roxbury Group has the financial capacity to provide financial guarantees that will be required by financing partners and a demonstrated track record for providing these guarantees as demonstrated by the projects they have developed to date. If selected as the successful bidder for this project with Ethos, Roxbury will provide financial statements as required. Ethos will rely on Roxbury's financial capacity to provide financial guarantees for this project and will also provide financial statements as required.

Disclosures

1. Neither Ethos nor Roxbury has been sued by a HUD or a public housing agency.
2. Neither Ethos nor Roxbury, its subsidiary, affiliate, or other entity having common ownership or management, has been the subject of bankruptcy proceedings within the past ten years.

A.3. Development Plan

Ethos/Roxbury has substantial experience, both individually and jointly in managing complex development plans involving multiple community and governmental stakeholders. In its experience, successful execution is a function of establishing clear, shared objectives and constraints at the outset. As the team moves a project moves from concept to schematic design, and ultimately full development, this approach will ensure that it does so with consistency and fidelity to the front-end established goals. As the team expands and the project advances toward realization, progress is continually measured against those goals.

Community Engagement

With this approach in mind and recognizing the substantial amount of community engagement that has already occurred around 350 S. Fifth Street, Ethos/Roxbury would approach the plan for community engagement through site plan approval and construction as one of building upon the broad consensus that has already been established, particularly as it relates to schematic design prepared by SmithGroup. Once this schematic design is evaluated with SmithGroup, which is expected to be engaged by Ethos/Roxbury as the project architect and community engagement partner, the team in partnership with the AAHDC will develop an initial conceptual development & construction budget estimate to confirm that the project is viable financially, and develop an engagement strategy to move the project through Site Plan Review process.

Design Principles

As described above, the Ethos/Roxbury design approach is one of collaboration at the outset with the community, design team and construction team in order to ensure that alignment around key goals are established at the outset, that progress is continually measured against those goals, and that the final project is achievable within the budgetary and financial constraints identified through that process. The substantial experience of our combined enterprise has taught the team is that our rigorous oversight of the architectural and engineering teams through the design development process is critical to a resulting design outcome that is: (a) pleasing to the eye, (b) responsive to community input, (c) constructable, and (d) financially viable for its partners.

In terms of a more specific application of these design principles to the sites in question, the substantial community engagement and overall building massing considerations undertaken to date by the City of Ann Arbor, the Ann Arbor Housing Commission, the Ann Arbor Transit Authority, The SmithGroup and other stakeholders has already established a strong baseline upon which to build. It is the view of the Ethos/Roxbury team that the goals established through this process for the site are highly achievable.

Finally, in relation to both innovative construction techniques as well as green/sustainable design, Ethos/Roxbury brings substantial real-world experience. As previously stated, the most important factors in the successful implantation of any project are a collaboration at the front end involving all key design and construction

disciplines, and a shared recognition by all parties of the goals. The developer must persistently and relentlessly lead this process through design and construction in order to achieve true innovation and problem solving. Further, in our experience, it is important to not only establish and communicate the goals of a project to the key members of the project team early and often, whether they be budgetary or relate to sustainability or other objectives, but also to find creative ways for incentivizing the team to achieve those goals through the contracting process.

Assuming the use of MSHDA Low Income Housing Tax Credits as the primary financing source for the development of the project, the project is expected to take up to four years from predevelopment through close-out. **Figure 2** summarizes key aspects and timing of the development process. Ethos/Roxbury will implement this process in partnership with the City of Ann Arbor, the Ann Arbor Housing Commission, the Ann Arbor Housing Development Corporation and the Ann Arbor Transit Authority.

Figure 2. Development Timeline

PREDEVELOPMENT: 6 – 9 Months
Development Team Recommendations
Development Team Management
Partnership Structure
Site Control
Predevelopment Budget
Prepare and Manage 4% LIHTC Financing Model (MSHDA Format)
Prepare and Manage 9% LIHTC Financing Model (MSHDA Format)
MSHDA Financing Evaluation - 4% or 9% or 4%/9% Twinning
Preliminary MSHDA 9% LIHTC Scoring Evaluation
Preliminary Project Timeline
Architectural Design
Construction Budget Preparation
Operating Budget Preparation
Meetings with Stakeholders - MSHDA, Municipality, Financing Partners
Zoning/Site Plan Approval
PILOT Application and Approval Process
FINANCING: 3 – 6 Months
Development Team Management
MSHDA Market Study Request
Notice of Intent to Apply for MSHDA 4% Gap Financing (if required)
MSHDA 9% LIHTC Application
MSHDA 4% LIHTC Application (if required)
PBV Commitment - MSHDA and/or Local Housing Authority
9% LIHTC LOI from Equity Investor - Secure Bids

9% LIHTC LOI from Equity Investor - Negotiated and Approve
4% LIHTC LOI from Equity Investor - Secure Bids
4% LIHTC LOI from Equity Investor - Negotiated and Approve
LOI from Construction and Perm Lender(s) - Secure Bids
LOI from Construction and Perm Lender(s) - Negotiate and Approve
Federal Home Loan Bank AHP Application (if required)
CLOSING: 9 – 12 Months
Development Team Management
MSHDA 15 Day Letter Response
Due Diligence Management for MSHDA Loan Committee and Board Approval
Value Engineering with GC and Architect
Operating Budget Updates
MSHDA Loan Committee Approval (if required for MSHDA 4% Bond Financing)
MSHDA Board Approval (if required for MSHDA 4% Bond Financing)
NEPA and HUD Release of Funds Approval for Federal Funds
Project Based Vouchers Contract
MSHDA Subsidy Layering Review
Closing Process with MSHDA (4% Bonding Financing), LIHTC Investor, Lenders
CONSTRUCTION: 18 Months
MSHDA Carryover Application (10% Certification)
Owner/Architect/Contractor Meetings
Draw Submission to Financing Partners
MSHDA Reports
Lease-Up
CLOSE-OUT: 9 -12 Months
Cost Certification
MSHDA Regulatory Agreement
MSHDA Placed in Service Application
IRS 8609

B. Financing and Affordability / Financing Narrative

Financing

As demonstrated in Tab A.2. Development Team Experience, both Ethos and Roxbury have extensive, successful experience with a variety of financing mechanisms to develop affordable and market-rate housing and mixed-use projects. These financing sources including the following:

- 9% Low Income Housing Tax Credits
- 4% Low Income Housing Tax Credits
- MSHDA Bond Financing
- HOME Investment Partnerships Program (HOME) Funds
- Project Based Section 8 Vouchers through MSHDA and Housing Commissions
- Community Development Block Grant (CDBG) Program
- New Markets Tax Credits
- Historic Tax Credits
- Michigan Economic Development Corporation (MEDC) Community Revitalization Program
- Federal Home Loan Bank Affordable Housing Program
- Community Development Financial Institution (CDFI) Financing
- Conventional Financing
- Tax Incentives
 - Payment in Lieu of Taxes (PILOT)
 - Obsolete Properties Rehabilitation Act (OPRA)
 - Tax Increment Financing (TIF)

Three examples of financing letters are included as **Attachment E.3**.

Income Targets

Based on the development goals for both sites described in the RFP document, the Ethos/Roxbury team will conduct their preliminary evaluation of project financing through the lens of income requirements for the MSHDA 4% and 9% LIHTC programs (or a combination of both). This financing, and the final mix of unit targeting, will be the basis for determining additional sources of financing for the capital stack which may include many of the sources described in the list above.

Understanding the need for a portion of units to have deep affordability, the Ethos/Roxbury team will work with AAHDC to layer Project Based Vouchers (PBV) into the project. For any units that are designated as Permanent Supportive Housing the team will work with AAHC to secure additional PBV from MSHDA. In the case of all units

that receive subsidy, the ownership entities created by Ethos/Roxbury and AAHDC will be responsible for paying for all utilities for tenants. In the case of units that are non-subsidized LIHTC and market rate, tenants will likely be responsible for electric and gas utilities.

Taxes

Given the use of the MSHDA LIHTC program for project financing, the project will seek to utilize the City of Ann Arbor's PILOT program to ensure the financial sustainability and long-term affordability of the project.

Long-Term Affordability

It should be noted that both 4% and 9% LIHTC have requirements that will ensure long-term affordability of units financed with these programs. During the initial 15-year LIHTC compliance for each project, future capital needs will be addressed with a replacement reserve. Prior to the end of the 15-year LIHTC compliance period AAHDC and the Ethos/Roxbury team can work to determine if re-syndication of the projects will be a prudent course of action to address future capital needs.

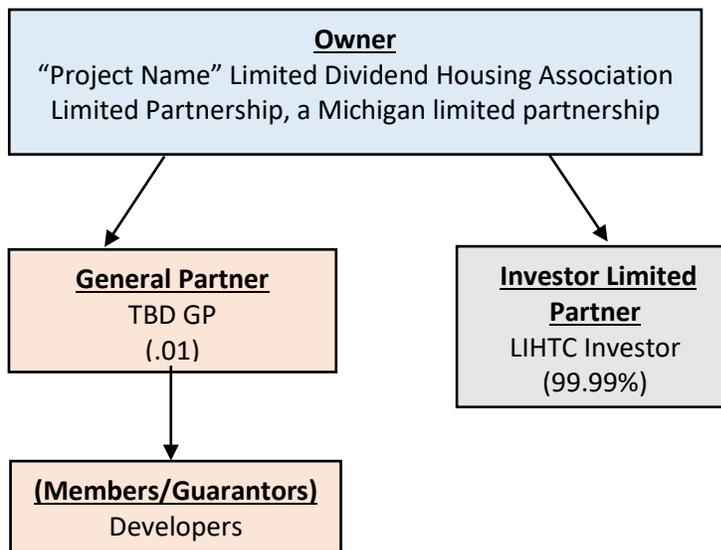
Ownership Structure

In terms of ownership of the site, the terms and structure will be determined by the requirements of AAHDC and the sources of financing utilized to fund the project.

C. Partnership Structure

Assuming the use of MSHDA Low Income Housing Tax Credits as the main financing source for the development of the project, a limited partnership between the LIHTC investor (Limited Partner) and general partner entity created by AAHDC and Ethos/Roxbury will own the project. Percentages of ownership of GP entity and splits of developer fee, cash flow and other project economic benefits will be negotiated between the development partners based on effort and financial risk. Figure 3 is a sample organizational chart.

Figure 3. Sample Organizational Chart



The Ethos/Roxbury development approach will focus on **coordinated and active collaboration** with AAHDC, the AAATA and the development team. Participation by AAHDC and AAATA in the development process will be critical to achieving the goals defined in the RFP. At a minimum there will be bi-weekly team meetings throughout the development process with tasks, deliverables and focused meetings being managed in between team meetings. This approach ensures that all members of the team, including AAHDC and AAATA, understand their roles, responsibilities, and deadlines over three to four years from concept to completion.

E. Attachments

- E.1. Legal Status of Offeror (RFP Attachment C)**
- E.2. Vendor Conflict of Interest Disclosure Form (RFP Attachment D)**
- E.3. Historical Financing Letters**
- E.4. Ethos Project Examples**
- E.5. Roxbury Project Examples**

E.1. Legal Status of Offeror (RFP Attachment C)

- a) Ethos Legal Status
- b) Roxbury Legal Status

ATTACHMENT C

LEGAL STATUS OF OFFEROR

(The Respondent shall fill out the provision and strike out the remaining ones.)

The Respondent is:

- A corporation organized and doing business under the laws of the state of _____, for whom _____ bearing the office title of _____, whose signature is affixed to this proposal, is authorized to execute contracts on behalf of respondent.*

*If not incorporated in Michigan, please attach the corporation's Certificate of Authority

- A limited liability company doing business under the laws of the State of Michigan, whom Joseph Heaphy bearing the title of President whose signature is affixed to this proposal, is authorized to execute contract on behalf of the LLC.
- A partnership organized under the laws of the State of _____ and filed with the County of _____, whose members are (attach list including street and mailing address for each.)
- An individual, whose signature with address, is affixed to this RFP.

Respondent has examined the basic requirements of this RFP and its scope of services, including all Addendum (if applicable) and hereby agrees to offer the services as specified in the RFP.

Signature Joseph Heaphy Date: 02/07/2024,

(Print) Name Joseph Heaphy Title President

Firm: Ethos Development Partners

Address: 882 Oakman Boulevard, Suite G, Detroit, MI 48238

Contact Phone 313-850-5844 Fax NA

Email jheaphy@ethosdp.com

ATTACHMENT C

LEGAL STATUS OF OFFEROR

(The Respondent shall fill out the provision and strike out the remaining ones.)

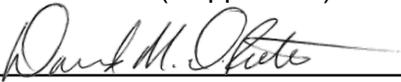
The Respondent is:

- A corporation organized and doing business under the laws of the state of _____, for whom _____ bearing the office title of _____, whose signature is affixed to this proposal, is authorized to execute contracts on behalf of respondent.*

*If not incorporated in Michigan, please attach the corporation's Certificate of Authority

- A limited liability company doing business under the laws of the State of Michigan, whom _____ is _____ bearing the title of Member _____ whose signature is affixed to this proposal, is authorized to execute contract on behalf of the LLC.
- A partnership organized under the laws of the State of _____ and filed with the County of _____, whose members are (attach list including street and mailing address for each.)
- An individual, whose signature with address, is affixed to this RFP.

Respondent has examined the basic requirements of this RFP and its scope of services, including all Addendum (if applicable) and hereby agrees to offer the services as specified in the RFP.

 _____ Date: 02/06/24,
Signature

(Print) Name David Di Rita Title Member

Firm: The Roxbury Group LLC

Address: 1117 Griswold ST #1416 Detroit, MI 48226

Contact Phone 313-963-6118 Fax 866-784-9747

Email ddirita@roxburygroup.com

E.2. Vendor Conflict of Interest Disclosure Form (RFP Attachment D)

- a) Ethos Conflict of Interest Disclosure
- b) Roxbury Conflict of Interest Disclosure



ATTACHMENT D

VENDOR CONFLICT OF INTEREST DISCLOSURE FORM
--

All vendors interested in conducting business with the City of Ann Arbor must complete and return the Vendor Conflict of Interest Disclosure Form in order to be eligible to be awarded a contract. Please note that all vendors are subject to comply with the City of Ann Arbor's conflict of interest policies as stated within the certification section below.

If a vendor has a relationship with a City of Ann Arbor official or employee, an immediate family member of a City of Ann Arbor official or employee, the vendor shall disclose the information required below.

1. No City official or employee or City employee's immediate family member has an ownership interest in vendor's company or is deriving personal financial gain from this contract.
2. No retired or separated City official or employee who has been retired or separated from the City for less than one (1) year has an ownership interest in vendor's Company.
3. No City employee is contemporaneously employed or prospectively to be employed with the vendor.
4. Vendor hereby declares it has not and will not provide gifts or hospitality of any dollar value or any other gratuities to any City employee or elected official to obtain or maintain a contract.
5. Please note any exceptions below:

Conflict of Interest Disclosure*	
Name of City of Ann Arbor employees, elected officials or immediate family members with whom there may be a potential conflict of interest.	<input type="checkbox"/> Relationship to employee <hr/> <input type="checkbox"/> Interest in vendor's company <input type="checkbox"/> Other (please describe in box below)

*Disclosing a potential conflict of interest does not disqualify vendors. In the event vendors do not disclose potential conflicts of interest and they are detected by the City, vendor will be exempt from doing business with the City.

I certify that this Conflict of Interest Disclosure has been examined by me and that its contents are true and correct to my knowledge and belief and I have the authority to so certify on behalf of the Vendor by my signature below:		
Ethos Development Partners	313-850-5844	
Vendor Name	Vendor Phone Number	
<i>Joseph Heaphy</i>	02/07/24	Joseph Heaphy
Signature of Vendor Authorized Representative	Date	Printed Name of Vendor Authorized Representative



ATTACHMENT D

VENDOR CONFLICT OF INTEREST DISCLOSURE FORM
--

All vendors interested in conducting business with the City of Ann Arbor must complete and return the Vendor Conflict of Interest Disclosure Form in order to be eligible to be awarded a contract. Please note that all vendors are subject to comply with the City of Ann Arbor's conflict of interest policies as stated within the certification section below.

If a vendor has a relationship with a City of Ann Arbor official or employee, an immediate family member of a City of Ann Arbor official or employee, the vendor shall disclose the information required below.

1. No City official or employee or City employee's immediate family member has an ownership interest in vendor's company or is deriving personal financial gain from this contract.
2. No retired or separated City official or employee who has been retired or separated from the City for less than one (1) year has an ownership interest in vendor's Company.
3. No City employee is contemporaneously employed or prospectively to be employed with the vendor.
4. Vendor hereby declares it has not and will not provide gifts or hospitality of any dollar value or any other gratuities to any City employee or elected official to obtain or maintain a contract.
5. Please note any exceptions below:

Conflict of Interest Disclosure*	
Name of City of Ann Arbor employees, elected officials or immediate family members with whom there may be a potential conflict of interest.	<input type="checkbox"/> Relationship to employee <hr/> <input type="checkbox"/> Interest in vendor's company <input type="checkbox"/> Other (please describe in box below)
NONE	

*Disclosing a potential conflict of interest does not disqualify vendors. In the event vendors do not disclose potential conflicts of interest and they are detected by the City, vendor will be exempt from doing business with the City.

I certify that this Conflict of Interest Disclosure has been examined by me and that its contents are true and correct to my knowledge and belief and I have the authority to so certify on behalf of the Vendor by my signature below:		
The Roxbury Group LLC	313-96-6118	
Vendor Name	Vendor Phone Number	
	02/06/24	David Di Rita, Member
Signature of Vendor Authorized Representative	Date	Printed Name of Vendor Authorized Representative

E.4. Ethos Project Examples



Attachment E.4

ETHOS Project Examples



Ethos Development Partners Public Housing Experience



1) Carriage Place, Pontiac

Type: RAD Conversion of Family Public Housing

Number of Units: 234

Total Development Cost: \$40 million

Completion: December 2025

Financing: MSHDA 4% LIHTC with Tax-Exempt Bonds and MSHDA HOME, Oakland County HOME

Rental Subsidy: Project Based Voucher Contract for all 234 units from the Pontiac Housing Commission

Ethos was selected through a competitive RFP process by the Pontiac Housing Commission to provide development expertise to redevelop Carriage Circle Apartments through the HUD RAD program. The project closed on financing in June 2021 and was completed in December 2022.



2) Hartford Terrace, Muskegon

Type: RAD Conversion of Senior/Disabled Public Housing

Number of Units: 165

Total Development Cost: \$19,300,000 (rehab)

Completion: December 2023

Financing: MSHDA 9% LIHTC, Conventional Financing

Rental Subsidy: Section 8 Project Based Vouchers for all 116 units from the Muskegon Housing Commission

Ethos was selected through a competitive RFP process by the Muskegon Housing Commission to partner with them on the redevelopment of Hartford Terrace Apartments through the HUD RAD program. The application for this project was submitted to the MSHDA 9% LIHTC program in February 2021. It received a competitive award of 9% LIHTC from MSHDA in July 2021 and was completed December 2023.

3) Lake Huron Woods Apartments/Cottages, Fort Gratiot

Type: Senior housing (new construction)

Number of Units: 45 Independent Living Apartments / 45 Cottages

Total Development Cost: \$24 million

Completion: December 2024

Financing: MSHDA 4% LIHTC with Tax-Exempt Bonds, MSHDA HOME and MSHDA 9% LIHTC

Rental Subsidy: Section 8 Project Based Vouchers for 26 units from the Port Huron Housing Commission

Ethos has been providing development and financing services to the Port Huron Housing Commission and Presbyterian Villages of Michigan to develop 90 units of affordable senior housing in Fort Gratiot. The project received a competitive award of 9% LIHTC from MSHDA in January 2022 and is twinned with 4% LIHTC. It closed on financing in December 2023.

4) Parkview Apartments

Type: Senior housing (new construction)

Number of Units: 46

Total Development Cost: \$14 million

Completion: December 2024

Financing: MSHDA 9% LIHTC, MSHDA 4% LIHTC, Tax-Exempt Bonds, MSHDA HOME

Rental Subsidy: Section 8 Project Based Vouchers for 8 units from the Traverse City Housing Commission

Ethos is partnering with the **Traverse City Housing Commission** to develop and construct Parkview Apartments, a new senior multifamily building serving residents 55 years and older at 1223 East 8th Street in Traverse City. The project received a competitive award of 9% LIHTC from MSHDA in June 2022 and will be twinned with 4% LIHTC. Closing is expected in February 2024.



5) Rivertown Housing, Cheboygan

Type: Family Housing (rehabilitation)

Number of Units: 38

Total Development Cost: \$8,100,000

Completion: December 2025

Financing: MSHDA 9% LIHTC, Conventional Financing

Rental Subsidy: Section 8 Project Based Vouchers for 25 units from the Cheboygan Housing Commission

Ethos was selected through a competitive RFP process by the Cheboygan Housing Commission to partner with them on the redevelopment of Rivertown Housing as part of the HUD Section 18 repositioning of their public housing units. The project received a competitive award of 9% LIHTC from MSHDA in January 2023.

6) Riverview Terrace Apartments, Traverse City

Type: RAD Conversion of Senior Public Housing (rehab)

Number of Units: 115

Total Development Cost: \$20,300,000

Completion: December 2023

Financing: MSHDA 4% LIHTC with Tax-Exempt Bonds, MSHDA HOME

Rental Subsidy: Section 8 Project Based Vouchers for all 115 units from the Traverse City Housing Commission

Ethos was selected through a competitive RFP process by the Traverse City Housing Commission to partner with them on the redevelopment of Riverview Terrace Apartments through the HUD RAD program which will preserve 115 units of affordable housing in downtown Traverse City. The project was completed in December 2023.

7) Vista de Socorro, Socorro, New Mexico

Type: Permanent Supportive Housing (new construction)

Number of Units: 32

Total Development Cost: \$8 million

Completion: July 2025

Financing: New Mexico MFA 9% LIHTC, New Mexico MFA HOME and Housing Trust Fund, National Housing Trust Fund, Conventional Financing

Rental Subsidy: Section 8 Project Based Vouchers for all 32 units from the El Camino Real Housing Authority

Ethos has been providing development and financing services to the El Camino Real Housing Authority to develop a Permanent Supportive Housing project in rural New Mexico. The project received a competitive award of 9% LIHTC and closed on financing in December 2023.



8) Wills Manor

Type: Senior housing (new construction)

Number of Units: 48

Total Development Cost: \$14,500,000

Completion: December 2024

Financing: MSHDA 9% LIHTC, Conventional Financing

Rental Subsidy: Section 8 Project Based Vouchers for 23 units from the Marysville Housing Commission

Ethos is partnering with the Marysville Housing Commission to develop new affordable senior housing adjacent to their existing project. An application was submitted to MSHDA for 9% LIHTC in December 2023.



NORTH ELEVATION

SCALE: 1/8"=1'-0"

ETHOS Development Partners LIHTC Project Experience



9) 700 Court Street, Flint

Type: Senior Presentation (rehabilitation)

Number of Units: 119

Total Development Cost: \$22,200,000

Completion: December 2024

Financing: MSHDA 9% LIHTC, Philanthropy, Conventional Financing

Rental Subsidy: Section 8 Project Based Vouchers for 23 units from the Flint Housing Commission

Ethos has been providing development and financing services to Presbyterian Villages of Michigan for this complex transaction that will preserve 119 units of federally subsidized senior housing currently owned and operated by McFarlan Villages in Flint. The project received an award of competitive 9% LIHTC from MSHDA in January 2022.

10) 800 Court Street, Flint

Type: Senior Presentation (rehabilitation)

Number of Units: 149

Total Development Cost: \$23,200,000

Completion: December 2024

Financing: MSHDA 4% LIHTC, Tax Exempt Bonds, HUD 202 Capital Grant, City of Flint HOME, HUD 221(d)(4) Financing

Rental Subsidy: HUD PRAC for all 149 units

Ethos has been providing development and financing services to Presbyterian Villages of Michigan for this complex transaction that will preserve 149 units of federally subsidized senior housing currently owned and operated by McFarlan Villages in Flint. The project was awarded a HUD 202 Capital Grant of \$7,450,000.

11) Clay Apartments

Type: Permanent Supportive Housing

Number of Units: 42

Total Development Cost: \$12 million

Completion: October 2020

Financing: MSHDA 9% LIHTC, Detroit HOME, Federal Home Loan Bank AHP, Conventional Financing

Rental Subsidy: MSHDA Project Based Voucher Contract for all 42 units

Ethos provided development and financing services to the Neighborhood Service Organization to develop this transformative Permanent Supportive Housing project on a campus that will include a new homeless services facility and shelter.



12) Coolidge Place

Type: Permanent Supportive Housing/Family Housing

Number of Units: 64

Total Development Cost: \$15 million

Completion: January 2021

Financing: MSHDA 9% LIHTC, Conventional Financing

Rental Subsidy: MSHDA Project Based Voucher Contract and Section 811 Rental Assistance for 16 Permanent Supportive Housing units

Ethos provided development and financing assistance to South Oakland Shelter and Southwest Housing Solutions to develop much needed affordable housing with a Permanent Supportive Housing component in Oakland County.



13) Kamper and Stevens Buildings, Detroit

Type: Senior Preservation (rehabilitation)

Number of Units: 165

Total Development Cost: \$27 million

Completion: January 2019

Financing: MSHDA 4% LIHTC, Tax-Exempt Bonds, Historic Tax Credits, MSHDA HOME, Detroit HOME

Rental Subsidy: HUD HAP Contract for all 165 units

Ethos provided development and financing services to the Roxbury Group and Invest Detroit for this complex transaction that preserved 165 units of federally subsidized senior housing at the Kamper and Stevens Buildings in downtown Detroit.



14) La Joya Gardens

Type: Affordable Multifamily Housing

Number of Units: 53

Total Development Cost: \$18,250,000

Completion: December 2024

Financing: MSHDA 9% LIHTC, MSHDA 4% LIHTC, MEDC CRP, Detroit HOME, Conventional Financing

Rental Subsidy: Detroit Housing Commission Project Based Voucher Contract for 8 units



Ethos has been providing development and financing services to Southwest Detroit Business Association and Cinnaire Solutions which are developing this new mixed use, mixed income project in southwest Detroit. It is one of the first projects in the state to be financed with the twinning of 4% and 9% LIHTC.

15) Lee Plaza, Detroit

Type: Senior Housing (adaptive reuse)

Number of Units: 115

Total Development Cost: \$70 million

Completion: December 2025

Financing: MSHDA 9% LIHTC, MSHDA 4% LIHTC, Historic Tax Credits, Tax Exempt Bonds, Detroit HOME, Detroit ARPA, Detroit CDBG, NSP Funds, HUD 221(d)(4) Financing

Rental Subsidy: HUD Project Based Voucher Contract for all 115 units via HUD Section 8bb Program

Ethos and The Roxbury Group were selected by the City of Detroit to redevelop Lee Plaza, a vacant historic 15-story high-rise building located at 2240 West Grand Boulevard, about one mile west of New Center. It is a registered historic site by the State of Michigan and was added to the United States National Register of Historic Places on November 5, 1981. The property has been vacant for over 20 years and the developers propose to convert the building into 117 units of affordable senior housing (55 years and older). The project received an award of competitive 9% LIHTC from MSHDA in January 2022 and will be twinned with 4% LIHTC.



16) NSO Bell Building, Detroit

Type: Permanent Supportive Housing

Number of Units: 155

Total Development Cost: \$48 million

Completion: November 2012

Financing: MSHDA 9% LIHTC, Detroit HOME, Wayne County HOME, CDBG, Historic Tax Credits, Brownfield Tax Credits, New Market Tax Credits, Foundation and Corporate Philanthropy

Awards:

1. National Trust for Historic Preservation Award
2. Governor's Award for Historic Preservation
3. Michigan Historic Preservation Network's Building Award
4. LISC Detroit's Award for Excellence in Real Estate Development
5. National Housing & Rehab Association's Award for Most Advance Financial Structure
6. American Council of Engineering Companies of Michigan's Merit Award
7. Engineering Society of Detroit Construction and Design Award
8. Brick in Architecture Award Program



Joe Heaphy, the President of Ethos Development Partners, led the \$48 million redevelopment of the historic Bell Building by the Neighborhood Service Organization (NSO) in Detroit during his tenure as Vice-President of Real Estate Development for the organization. The Bell Building project was an extraordinarily complex transaction that used a variety of financing tools including Low Income Housing Tax Credits from the Michigan State Housing Development Authority (MSHDA), Federal and State Historic Tax Credits, State Brownfield Credits, New Market Tax Credits, HOME funds from the City of Detroit and Wayne County, CDBG funds from the City of Detroit, and major grants from the Kresge Foundation and the McGregor Fund. In addition, Morgan Stanley's investment of tax credit equity was the largest it has ever made in one of these projects in the country. The Bell Building now provides 155 units of Permanent Supportive Housing for formerly homeless individuals and is the new corporate headquarters for the Neighborhood Service Organization. The project has also been a key catalyst for community development efforts in the area.

17) Residences at St. Matthew, Detroit

Type: Permanent Supportive Housing (adaptive reuse)

Number of Units: 36

Total Development Cost: \$17,300,000

Completion: December 2024

Financing: MSHDA 9% LIHTC, Historic Tax Credits, Detroit HOME, Conventional Financing

Rental Subsidy: MSHDA Project Based Voucher Contract for 25 units and City of Detroit Rental Subsidy Reserve for 7 units

Ethos has been providing development and financing services to Catholic Charities of Southeast Michigan and Cinnaire Solutions to redevelop the historic St. Matthew School on the east side of Detroit 46 units of affordable housing, 25 of which will serve chronically homeless individuals. The project received an award of competitive 9% LIHTC from MSHDA in June 2022 and closed on financing in November 2023.



18) The Anchor at Mariner's Inn

Type: Permanent Supportive Housing (new construction)

Number of Units: 44

Total Development Cost: \$18.5 million

Completion: December 2024

Financing: MSHDA 9% LIHTC, MSHDA 4% LIHTC, Tax-Exempt Bonds, Detroit HOME, Conventional Financing

Rental Subsidy: MSHDA Project Based Voucher Contract for all 44 units

Ethos has been providing development and financing services to Mariners Inn and Cinnaire Solutions which are developing this new mixed use Permanent Supportive Housing project on its campus in midtown Detroit.



19) The Peterboro Arms

Type: Permanent Supportive Housing for Families

Number of Units: 56

Total Development Cost: \$19 million

Completion: April 2021

Financing: MSHDA 9% LIHTC, Historic Tax Credits, Detroit HOME, Conventional Financing

Rental Subsidy: MSHDA Project Based Voucher Contract, Detroit Housing Commission Project Based Voucher Contract and Section 811 Rental Assistance for all 56 units

Ethos provided development and financing services to Coalition on Temporary Shelter in Detroit to redevelop its headquarters located at 26 Peterboro into 56 units of Permanent Supportive Housing for homeless families.



20) Transfiguration Place

Type: Family Housing (adaptive reuse)

Number of Units: 19

Total Development Cost: \$7 million

Completion: February 2022

Financing: MSHDA 4% LIHTC, Tax-Exempt Bonds, Historic Tax Credits, Detroit HOME

Rental Subsidy: Detroit Housing Commission Project Based Voucher Contract for all 19 units

Ethos was selected through a competitive RFP process by the City of Detroit and the Archdiocese of Detroit to redevelop the historic Transfiguration School on the east side of Detroit. This project was a high priority for the Mayor of Detroit's efforts to bring investment into neighborhoods and turn vacant school buildings into assets for the community.



E.5. Roxbury Project Examples





The Roxbury Group

Attachment E.5 Roxbury Project Examples

A rooftop patio at night featuring a central stone fire pit with a fire burning. Surrounding the fire pit are several dark-colored Adirondack chairs, some with yellow cushions. A small table with a lit lantern sits next to one of the chairs. The patio is enclosed by a stone wall, and in the background, a city skyline is visible with various skyscrapers illuminated at night. One building has the number '1001' visible. The sky is dark, and the overall atmosphere is cozy and modern.

Representative Engagements & Projects

Broadway Park West



Broadway Park West is a 14-acre project located along the Huron River a few blocks from downtown Ann Arbor and the University of Michigan Medical Center. The site is a former Michigan Consolidated Gas Company facility and will involve the largest brownfield redevelopment in Washtenaw County history. Upon completion, the development will include the creation of an entire neighborhood consisting of 95 condominium residences, retail amenities and a boutique hotel, re-linking Ann Arbor's downtown to historic Lower Town. The centerpiece of the project will be a world-class, 6-acre public space that will unlock community access to more than 1,200 feet of restored Huron River shoreline and include an event lawn, year-round pavilion, bridge connection to the Argo Cascades and to the Border-to-Border Trail, three points of embarkation to the river and Michigan's first recreational "Ice Ribbon."

DAVID WHITNEY HOTEL



In 2014 Roxbury Group redeveloped Detroit's famed **David Whitney Building**. Designed by renowned firm of D.H Burnham & Company and completed in 1915, the David Whitney Building originally housed offices and shops and stood for nearly a century as the elegant "David" gateway buildings to Detroit's downtown. Closed in 1999 and vacant until its redevelopment by Roxbury Group, the David Whitney has been redeveloped into a \$94 million mixed-use project including a 136 room Aloft Hotel by Starwood, 105 residential apartments, 11,000 square feet of meeting and ballroom space and first floor retail. In undertaking this complex redevelopment, the Whitney Partners team employed federal and state historic tax credits, as well as New Market Tax Credits.

[Website](#)



element™
DETROIT

AT THE
METROPOLITAN

The Metropolitan building was designed by Detroit firm Weston and Ellington and completed in 1926. Originally built to house wholesale and retail jewelry businesses, it anchored Detroit's then thriving jewelry district in the Broadway, Woodward and John R area, which included noted establishments such as Wright Kay, Simmons & Clark and the Meyer Treasure Chest. An early victim of Downtown's long retail decline, the building closed in 1977, making it the longest vacant structure currently in Downtown Detroit. Metropolitan Hotel Partners, a joint venture between The Roxbury Group and Means Group, purchased the building in 2016 and has been restored to its original neo-gothic grandeur inside and out. The building houses a 110-room Element Hotel by Westin, a Starwood/Marriott flag. Element is a sister brand to Aloft and features extended-stay accommodations including an on-site food store, full breakfast service and kitchens in all suites. Element Detroit at the Metropolitan includes a roof-top bar with an outdoor terrace, and 4,000 square feet first floor retail surrounding its restored lobby.

[Website](#)



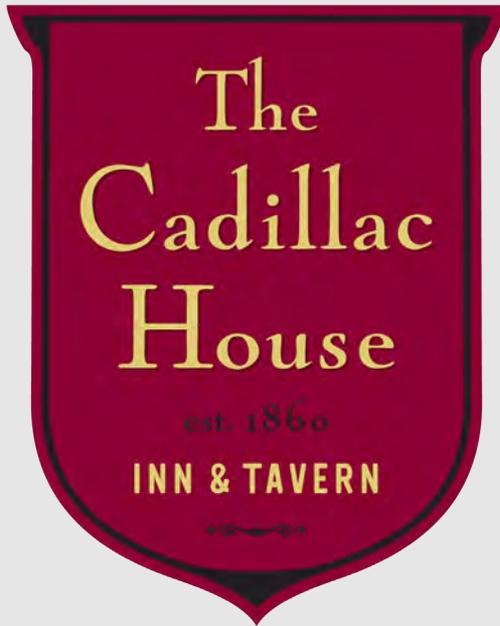
The Roxbury Group

The Monarch Club



The Monarch Club is roof-top bar, dining and event venue located on the penthouse level of the Historic Metropolitan Building in downtown Detroit. Roxbury Group, working in collaboration with Azul Hospitality, conceived of, designed and executed on the development of the Monarch in 2018 following the successful opening of the Element Detroit at the Metropolitan. The 9,000 square foot venue boasts three outdoor patios as well as two private lounges, and was included on Thrillist’s “Best Rooftop Bars in America” in 2019.

[Website](#)



The Cadillac House was opened in 1860 at the corner of Huron and Main Streets in the Village of Lexington, and served for over 150 years as a hotel and tavern before closing its doors in 2016. Roxbury Group principal Stacy Fox purchased the Cadillac House and its adjacent properties in July of 2016. After a \$3 million restoration managed by the Roxbury Group, Cadillac House opened in July 2018, including the return of overnight accommodations for the first time in over 50 years, and the restoration of the tavern. In 2020 Roxbury Group oversaw an expansion of the Cadillac House to include 11 additional overnight rooms in the adjacent Carriage House and a 100 seat event facility called the Hidden Cavern.

[Website](#)

AC Detroit at the Bonstelle



AC Detroit at the Bonstelle will include a 153-room, 10-story AC Hotel in the city's vibrant Brush Park neighborhood. It will bring the global brand's signature purposeful design and amenities to Detroit and become the first AC Hotel in southeast Michigan and second in the state. The project will rise at Woodward Avenue and Eliot Street, on the northern edge of the city's Brush Park neighborhood. Situated at the gateway to Downtown, the hotel is within walking distance of major destinations such as Little Caesars Arena, Orchestra Hall, Wayne State University's Mike Ilitch School of Business and the Detroit Medical Center. The complex will also anchor a series of developments planned for surrounding properties at Mack and Woodward currently under development. The \$46 million project also will incorporate the restoration of the historic Bonstelle Theatre to its original 1903 Albert Kahn-designed exterior and 1925 interior redesign by noted theater architect C. Howard Crane under the direction of its then-new owner, Jessie Bonstelle. The theater will be used for live performances, as well as civic, corporate and private events, and will be connected to the hotel via a glass-enclosed conservatory that will also feature a bar and private event space.



THE PLAZA

The Plaza is a \$24 million redevelopment of the former Professional Plaza building in Midtown Detroit. Originally constructed in 1966 as the first phase of a medical center office master plan and later dubbed the “Hammer & Nail” Building for the iconic neon sign that once lit the building's top, the restored Plaza includes 72 residential units and 2000 square feet of first floor retail. Financing included the utilization of brownfield tax credits, federal historic tax credits and lending support through Capital Impact Partners and the Michigan Strategic fund.

[Website](#)

THE GRISWOLD

CAPITOL PARK



Located in Detroit's Capitol Park District, and immediately adjacent to the historic Book-Cadillac Hotel, **The Griswold** is a dramatic mixed-use development which was completed in 2017. The project's first phase, finished in 2008, including 10,000 square feet of retail frontage on Griswold Street and Michigan Avenue and a 10-story, 545-space parking structure. Phase II of the project included 80 residential apartment units on floors 11 through 15. The Griswold's residences offer unobstructed views of the City in all directions, floor-to-ceiling windows, open floor plans and polished concrete floors. Upon its completion, The Griswold was the first new-construction housing added to the Central Business District in 25 years.



Named after the 19th century park that was located at Elizabeth and 5th Street (severed from the neighborhood by the construction of the Lodge Freeway), **Elton Park** is located in Corktown, the oldest surviving neighborhood in Detroit-which is now listed on the National Register of Historic Places. Elton Park is a development of Soave Real Estate for which Roxbury provided development services from initial concept through to final certificate of occupancy. The development spans 5 blocks, incorporating six buildings with 151 rental apartments and row houses-including new construction and the redeveloped Checker Cab building. The neighborhood will also offer 13,400 sq. ft. of retail and Checker Alley-an intimate public gathering space.

The Louis Kamper and Stevens Buildings



The Louis Kamper and Stevens Buildings are two historic properties located on Washington Blvd in downtown Detroit. The buildings completed in 1926 and 1910 respectively, originally housed banking and retail uses, but were converted to 165 units senior housing in the early 1980s. Roxbury, in partnership with Invest Detroit acquired the buildings in 2016 with the intent of maintaining the properties as 100% affordable senior housing and reactivating the nearly 9,000 square feet of long-dormant retail. At the end of 2017, the team completed an \$18 million recapitalization of the properties utilizing low income and historic tax credits, as well as debt financing through MSHDA and City of Detroit HOME funding. This financing is facilitating a full exterior restoration of both buildings as well as complete renovation of all residential units, and mechanical, electrical and plumbing upgrades. The buildings were fully restored in 2019.



[Website](#)

THE

PARKER DURAND



The **Parker Durand** is a four-story, mixed-use development project at the northeast corner of Kercheval and Van Dyke in Islandview/Greater Villages—a neighborhood targeted for investment through the City of Detroit’s Strategic Neighborhood Fund (SNF). This \$22.5 million, new construction development provides 92 residential, rent-restricted units at varying levels of affordability and four retail spaces. Twenty percent of the units will be affordable at 50 percent of the Area Median Income (AMI), 30 percent at 80 percent AMI. The four retail spaces on the first floor are prioritized for locally owned businesses that provide those goods and services for neighborhood residents.