



## **City of La Crosse- 4<sup>th</sup> Street South Development RFP Application**

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## SECTION 1 PROJECT SUMMARY

### 1. Developer/Applicant Information

Organization: Cinnaire Solutions Corporation

Address: 10 E. Doty Street, Suite 445

City and State: Madison, WI Zip: 53703

CEO/Executive Director: Christopher Laurent, President

Phone: 608-234-5291 Fax: 517-482-8598

Email: claurent@cinnaire.com

Project Contact Person: Elisabeth Rask, Development Manager

Phone: 414-299-8820 Fax: \_\_\_\_\_

Email: erask@cinnaire.com

### Developer Organization Type (check only one):

- ☒ Nonprofit Corporation  
☐ For-Profit Corporation  
☐ Other (please specify)

### 2. Proposed Ownership Structure for Development (check all that apply)

- ☒ Nonprofit  
☒ Tax credit entity  
☒ Limited Liability Corporation (LLC) or Limited Liability Partnership (LLP)  
☐ Other, Describe:

### 3. Local Partnerships(s) for Supportive Services on Units for Homeless

**Organization 1:** Lutheran Social Services of Wisconsin and Upper Michigan, Inc.

Organization Address: 2307 South Avenue

City, State & Zip: La Crosse, WI 54601

Executive Director: Héctor Colón, President and CEO

Phone: 414-246-2300 Fax: \_\_\_\_\_

Email: Héctor.Colón@lsswis.org

Project Contact Person: Carol Keen, Director of Asset Management, Compliance, and Development

Phone: 414-246-2511 Fax: \_\_\_\_\_

Email: Carol.Keen@lsswis.org

**Organization 2:** Northernstar Companies, LLC

Organization Address: \_\_\_\_\_

City, State & Zip: \_\_\_\_\_

Executive Director: Brandon Methu, Founder and Principal

Phone: 414-708-7121 Fax: \_\_\_\_\_

Email: brandon@northernstarcompanies.com

Project Contact Person: Brandon Methu

Phone: 414-708-7121 Fax: \_\_\_\_\_

Email: brandon@northernstarcompanies.com

**Organization 3:** \_\_\_\_\_

Organization Address: \_\_\_\_\_

City, State & Zip: \_\_\_\_\_

Executive Director: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Project Contact Person: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

## SECTION 2 PROJECT DESCRIPTION

### Project Characteristics

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#### Project Narrative

1. Please provide a brief summary of the proposed concept and your technical approach to the project. Please include target population, number of units, rental rates and unique aspects of the project. Please describe design considerations used for the units set aside for persons transitioning out of homelessness or other target populations served by this development.

Cinnaire Solutions Corporation and Northernstar Companies, LLC are excited to propose a 65-unit residential development on the 1100 E. block of 4<sup>th</sup> Street South in La Crosse, WI. By leveraging low interest rate permanent financing, 9% tax credits from WHEDA, and local and federal grant dollars, we are confident that this development can meet the vision of the City and neighborhood, and deliver high-quality affordable and market-rate housing to residents of La Crosse.

The proposed project is a 65-unit multi-story apartment building, containing 52 affordable units to be financed with LIHTC as well as 13 market-rate units. The unit mix is proposed as follows:

No. of bedrooms	Set-Aside	No. of Units	Area (Square Feet)	Net Rent
Studio	30% AMI	6	500	\$358
1 Bedroom	30% AMI	8	650	\$378
1 Bedroom	50% AMI	3	650	\$681
1 Bedroom	60% AMI	3	650	\$800
1 Bedroom	Market	6	650	\$1,100
2 Bedroom	30% AMI	2	900	\$456
2 Bedroom	50% AMI	9	900	\$819
2 Bedroom	60% AMI	10	900	\$970
2 Bedroom	Market	7	900	\$1,300
3 Bedroom	30% AMI	1	1,200	\$528
3 Bedroom	50% AMI	8	1,200	\$948
3 Bedroom	60% AMI	2	1,200	\$1,120

This development will target Veterans and individuals and families experiencing homelessness, as well as the broader La Crosse community. The unit mix above sets aside 25% of units for households at or below 30% AMI, exceeding WHEDA's requirement. This aligns with City of La Crosse priorities to end chronic homelessness, and ensures that extremely low-income residents will be able to secure quality affordable housing.

The development team intends to partner with Lutheran Social Services of Wisconsin and Upper Michigan, Inc. (LSS), which has extensive experience providing supportive services to individuals experiencing homelessness, individuals with disabilities, and low-income families. LSS will ensure that supportive services are in place to help formerly homeless residents gain stability. The development would utilize the City's Continuum of Care's prioritization list for referrals for these units.

The proposed building will include design considerations to best support residents transitioning out of homelessness, including full accessibility, per ADA, to support residents with physical disabilities. Building layout, unit floor plans, and materials will be selected in conjunction with LSS as service coordinator and case manager to ensure units meet the needs of the individuals and families that they serve.

2. Describe the non-residential space included in the project and its use.

The building will include a leasing office; exercise room; and community room. The community room will be used for resident activities, workshops, and education. Community-based service providers will provide onsite training and workshops on topics including financial literacy and health and wellness. Staff from Lutheran Social Services and the selected property management firm will provide relevant educational opportunities to residents based on their needs and interests. Residents will also be able to reserve the community room for events, such as resident council meetings, social activities, meditation classes, and workshops.

Additionally, the building will have an elevator and one level of covered parking.

### **Design Quality and Compatibility**

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3. Attach a concept architectural drawing or picture and site plan of what the proposed development would look like.

The draft site plan and a conceptual rendering are attached. If selected, the development team will conduct community meetings with the Washburn and Powell Poage Hamilton (PPH) Neighborhood Associations to gather resident feedback and incorporate this feedback into the final site and architectural design.

The current site plan assumes that the proposed development will occupy the entire city block, including adjacent properties not owned by the City of La Crosse. If the development team is unable to acquire these adjacent properties, the site plan will be adjusted accordingly.

Describe what design elements are included that fit the criteria described in Section 1.3 Architectural Design Expectations.

In order to create a critical mass of quality affordable housing units on the site, along with adequate off-street parking, the building is proposed at 4 stories tall. Elements that break the scale of this development include residential features such as:

- Large windows, allowing for ample natural light
- Bay windows, to provide variation in the building façade
- Masonry at the base of the building, to provide visual and textural variation

Site design and property management best practices will be used to ensure resident safety and security. These include:

- Routine property maintenance, including snow removal, landscaping, preventative maintenance, and prompt repairs, as needed, to maintain a high-quality, aesthetically-pleasing building
- Landscaping choices and ample lighting that preserve adequate line of sight for safety
- Off-street parking for cars and bicycles
- Electronic key fob entry to ensure building security

4. If your proposal contains rental unit(s), what is the anticipated monthly rent(s)? Who will maintain ownership of rental unit(s)? How will the rental unit(s) be managed?

The proposed building contains 65 rental units (52 affordable and 13 market-rate). Net rents, including utility allowances, are listed below.

No. of bedrooms	Set-Aside	No. of Units	Utility Allowance	Net Rent
Studio	30% AMI	6	\$65	\$358
1 Bedroom	30% AMI	8	\$75	\$378
1 Bedroom	50% AMI	3	\$75	\$681
1 Bedroom	60% AMI	3	\$75	\$800
1 Bedroom	Market	6	\$75	\$1,100
2 Bedroom	30% AMI	2	\$88	\$456
2 Bedroom	50% AMI	9	\$88	\$819
2 Bedroom	60% AMI	10	\$88	\$970
2 Bedroom	Market	7	\$88	\$1,300
3 Bedroom	30% AMI	1	\$100	\$528
3 Bedroom	50% AMI	8	\$100	\$948
3 Bedroom	60% AMI	2	\$100	\$1,120

All units will be professionally managed by an experienced property management firm, and LSS would provide wrap-around services for the set-aside units. Per LIHTC guidelines, the development will be owned by single-purpose LLC entity. Cinnaire Solutions and Northernstar will serve the controlling general partner of this entity. The tax credit investor will be a part of the ownership entity for the 15-year LIHTC compliance period in order to receive the tax credits. Cinnaire Solutions and Northernstar will serve as developers and long-term owners for the development.

5. What type of exterior materials will you use for the development? What types of architectural features does it have to enhance the aesthetic appeal of the homes?

The proposed building will include the following exterior materials:

- Cement board panels
- Cement board lap siding, with face brick around the base of the building for visual interest
- Large windows (either fiberglass or fiberglass/composite material)

Architectural features to enhance the building's visual appeal will include:

- A featured corner with common space and amenity space on the ground floor
- Large windows, including bay windows
- Periodic roof overhangs to enhance visual interest where the building meets the sky

## **Maintenance**

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6. Will there be any shared property or a Homeowner's Association? How will it be maintained?

As a rental property, the proposed development will not have a Homeowner's Association. Shared property on the site, such as interior community space, covered parking, and grounds/landscaping, will be maintained by the property management company, which will employ a maintenance technician assigned to the property.

The project will also be required to fund a replacement reserve (shown on the pro forma at \$300/unit/year), which will ensure that long-term property maintenance needs are met.

**Please complete the following Excel forms**

- **Form 2a, Units by Bedroom Count and Affordability**
- **Form 2b, Project Schedule** (provide an estimate of the schedule of work).
- **Form 2C, LIHTC self-score**
- **Attachment A, include preliminary architectural drawings or concept picture and site plan.**

## SECTION 3 DEVELOPMENT BUDGET

### Development Budget Narrative

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Please provide a brief description regarding the concept's development budget. Please explain the choices the development team proposes to make around cost as they relate to both opportunities for project savings and long-term project sustainability (complete Form 3).

The development team estimates a total development cost of approximately \$15.8 million. Hard construction costs are estimated based on two new construction developments that Cinnaire Solutions is currently developing in Wisconsin. The team will identify a General Contractor early on in the process to confirm project costs and incorporate opportunities for efficiencies and savings throughout the design process. We have included a preliminary estimate for demolitions costs at this time, which will need to be further reviewed with a demolition contractor and environmental consultant.

The development will be certified under the WI Green Built Homes program with a score of at least 200 points, and therefore the project design and costs include a number of green and energy efficient features which will benefit the operation of the building long-term. The minimum standards that we expect to meet are as follows:

- Achieve a Wisconsin Green Built Home Certification of 200 points or more.
- Building Envelope at least 3 percent more efficient than required by Wisconsin State Building Code as required by Wisconsin Green Built Homes.
- Building ventilation system will be designed to 62.2.2-2010 or later (High rise projects 4 stories or greater) or 62.2.2-2010 or later or ENERGY STAR New Homes standard (low rise projects 3 stories or less). As an alternative, all bathrooms will have an installed Energy Star bath fan airflow >50 cfm and/or fan sized to ASHRAE 62.2. Stack ventilation units with multiple pickups will have >20 cfm continuous flow.
- All appliances as required by Wisconsin Green Built Homes will be ENERGY STAR qualified or each appliance performs in the top 50% of its Energy Guide rating.
- Erosion Control Plans will be provided by the Civil Engineer.
- General Contractor will be required to meet all Wisconsin Green Built Home requirements for Recycling.
- Plumbing fixtures and water closets will meet or exceed all Wisconsin Green Built Home requirements, including Water Sense and/or other applicable low-flow certifications.
- Minimum of 20% recycled content material – excluding mechanical equipment and electrical equipment.
- Minimum of 35% of wood products that are either salvaged wood, engineered materials, and/or Forest Stewardship Council certified wood products and materials.

**Please complete the following Excel forms**

- **Form 3: Development Sources and Uses Budget**



## SECTION 4 FINANCING SOURCES

### Financing Narrative

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1. Provide a short narrative to Form 4, Financing Sources and any assumptions with regards to the project's financing. Describe any assumptions made for the amount of LIHTC funding. Describe and other unique financing details as they pertain to the project.

The development team proposes to finance the project as follows:

Source	Amount
Low Income Housing Tax Credits	\$8,447,155
First Mortgage	\$3,505,000
City of La Crosse Affordable Housing RLF	\$1,040,000
County Acquisition and Demolition Grant Program	\$100,000
AHP (FHLBank NY) or other grant programs	\$2,300,000
Deferred Developer Fee	\$364,611
<b>TDC</b>	<b>\$15,756,766</b>

Assumptions made for the amount of LIHTC funding include:

- Pricing of \$0.88, based on a comparable new construction project in Eau Claire, Wisconsin, which Cinnaire Solutions Corporation is currently closing.
- Total annual eligible credits of \$960,000, sized to maximize WHEDA points for financial leverage. (Requesting a higher credit amount from WHEDA would result in a lower score, significantly reducing competitiveness in the 2021 general set-aside program.)

Other financing assumptions were made surrounding AHP funding and local grant sources.

- The proposed development was pre-scored under FHLBank New York and FHLBank Chicago criteria. It scored more competitively at FHLBank New York, which offers a higher per-project subsidy (\$2,500,000, versus \$900,000 at FHLBank Chicago); therefore, FHLBank New York was tentatively selected as the AHP provider. The development team has successfully received funding from FHLBank New York on past projects.

2. Describe how your organization is uniquely positioned to obtain the proposed financing as compared to other organizations. If applicable, describe any gap in funding and possible ways to address the gap (complete form 4).

Cinnair Solutions Corporation is a nonprofit development firm focused on community development and affordable housing. We are affiliated with Cinnaire, a longstanding nonprofit organization that provides equity syndication and Community Development Financial Institution (CDFI) services. Cinnaire Solutions is a skilled and trusted partner that leverages the full range of Cinnaire services, technical expertise, and financial tools to accomplish even the most challenging development projects.

The Cinnaire Solutions team has a strong background in leveraging LIHTC equity and grant funding sources to successfully complete developments, gained from staff experience managing development projects at WHEDA and other agencies and development companies. Two development team members were formerly employed by the Federal Home Loan Bank of Chicago, making them well-versed in how AHP applications are scored and reviewed for financial feasibility. This experience significantly increases our team's chances of successfully receiving AHP funds. Additionally, the development team has a strong record of receiving local grant funds for similar projects, including recent grant awards for developments in Eau Claire and Milwaukee.

Cinnaire Solutions' presence in Wisconsin revolves around co-partnerships with neighborhood organizations and other non-profits involving various development projects, ranging from downtown infill development, rural housing for farmworkers, and the rehabilitation of foreclosed homes in Milwaukee. As such, we are uniquely positioned to obtain financing that, when coupled with our partners' vision and human context, can truly bring transformative development projects to life.

Northernstar Companies, LLC is a minority-owned real estate and asset management firm that focuses on affordable and market-rate housing and community development. Founded by two graduates of LISC Milwaukee's Associates in Commercial Real Estate (ACRE) program, the firm controls 70+ units in the Milwaukee area and is focused on community development across the Midwest. With a strong background leveraging LIHTC on challenging development projects, as well as experience engaging small businesses and MBE/WBE firms, Northernstar is well-positioned to obtain the financing proposed for this project.

If AHP and/or local grants are not secured for the proposed project, the development team will pursue additional gap funding, which we hope may include HOME American Rescue Plan (ARP) grant funds. We understand that further guidance on fund availability and eligible uses will be released by HUD in September 2021.

**Please complete the following Excel forms**  
➤ **Form 4: Financing Sources**

## SECTION 5 PROJECT OPERATIONS

### Operating Pro Forma Narrative

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1. Provide a narrative explanation of the proposed financial plan for covering operating expenses for 15-years and maintaining the quality of the apartment over the 30-year period of affordability. As the operation of the project may require a rental subsidy, describe your organizations track record in securing such subsidies.

The operating pro forma reflects the following:

- A minimum debt coverage ratio (DCR) of 1.15 through year 15 before payment of cashflow-dependent debt. This indicates sufficient cash flow to cover hard debt payments, deferred developer fee payments, and LIHTC annual asset management fees, and still have cash on hand to cover unforeseen operating expenses. In the event of above-average operating expenses, payment on cashflow-dependent obligations (i.e., deferred developer fee and LIHTC asset management fee) may be reduced.
- Replacement reserves sized at \$300/unit/year, increasing at 3% annually. These reserves may be used to maintain the quality of the apartment building over the 30-year affordability period.
- Capitalized Operating Reserve to accommodate any operating deficits if necessary.

As presented, the development will only rely on traditional lending for a \$3.5MM first mortgage. Grants and soft debt funds, such as AHP, the City of La Crosse Affordable Housing RLF, and the La Crosse County Neighborhood Revitalization Acquisition and Demolition Grant (among others), will provide critical gap financing to reduce the project's overall debt obligations. This inherently keeps operating expenses in check. Our experienced team will pursue all available gap financing mechanisms to reduce our reliance on traditional debt.

At this time, no rental or operating subsidies are committed to this project; therefore, none are noted on the pro forma, and the development team did not complete Form 5B. Cinnaire Solutions has developed and owns several projects that feature rental and operating subsidies.

The development will include a 30-year affordability deed restriction.

### Case Management, Supportive Housing, Residential Support Services

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2. Describe how the case management or permanent supportive services model will work and how will it lead to housing stability and self-sufficiency for homeless individuals or families. Describe how these services will be funded.

Under the Lutheran Social Services model, residents work with an onsite service coordinator as often as needed to develop a plan of care, brainstorm strengths and needs, and uncover barriers to housing stability, health and wellness, and economic stability. This resident-driven program is uniquely tailored to each individual. LSS has extensive experience helping residents improve their credit, successfully find employment, access community resources such as food banks, and build their financial literacy skills, all of which contribute to housing stability and self-sufficiency.

Cinnaire Solutions has an existing relationship with LSS from work on other LIHTC developments. LSS has prior experience providing case management and wrap-around services to Veterans and chronically homeless individuals and families. LSS estimates a cost of \$90,000 per 10 individuals/households to fund case management staff and support. Per the RFP, this proposal includes 25% of units (17 total units) set-aside at 30% AMI for the targeted population; therefore, we anticipate that case management services will cost approximately \$150,000 annually. This cost is not included in the operating budget for the development as the project alone cannot support it. Additional ongoing financial sources will be required to fund case management services. It is critical that these services are adequately funded to ensure the success of the development and the residents requiring these services. The development team is also open to working with another local service provider who may have existing funding available to support residents within this proposed development.

3. Describe your organization's experience and success in working with individuals or families who were homeless and the necessary supportive services to ensure they become stabilized.

Lutheran Social Services is one of the largest providers of service coordination in LIHTC awards in Wisconsin, with over 10 projects currently under development with a range of development partners. LSS also provides extensive rapid rehousing services, and has helped numerous individuals and families transition out of homelessness by providing some or all of the following:

- Helping individuals identify housing for which they are eligible
- Providing financial assistance with moving costs, security deposits, and rent
- Providing case management and individualized support
- Providing referrals to community resources, such as child care, to increase family self-sufficiency

LSS also provides critical supportive services including substance abuse recovery, mental health services, and care coordination for individuals with disabilities. Ongoing case management and support ensures that residents become stabilized in their new home, thus reducing their risk of becoming homeless again.

4. Describe your organizations participation in the HMIS system and La Crosse's Continuum of Care. Include any other unique aspects of this partnership.

Lutheran Social Services operates close to 25 homelessness programs across the state of Wisconsin. Each program is individually managed and responsible for its own data entry, maintenance, and reporting. LSS works with local Continuums of Care to identify individuals on the homelessness prioritization list who may be eligible for appropriate LIHTC housing, and supports these individuals until they are stably housed. LSS service coordinators provide ongoing services at specific residential developments, including services for veterans and eviction support services.

5. DEVELOPER: Describe your plan for any other residential support services such as formation of a resident association, community building activities, job training, physical activity, GED classes, etc. Describe from Developer's perspective how they will coordinate with local partner agency(ies).

The development team will partner with Lutheran Social Services, the selected property management firm, and other local providers (via Memoranda of Understanding) to ensure that residents have a robust selection of support services available to them. This will focus on resident educational opportunities, provided by a range of community partners, and will include:

- Financial literacy courses, covering budgeting and saving; improving credit; accessing benefits such as Social Security; avoiding scams; and saving for retirement
- Educational attainment, including GED classes; ESL courses; and referrals to job training programs
- Job readiness classes, covering how to search for and apply for jobs; how to prepare a resume; and how to improve interview skills

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- Health education, including classes on nutrition, exercise, and mental health. Residents may use the on-site exercise room.
- Food and toiletry pantries for resident use

Classes will be scheduled by LSS and/or the property management firm, based on resident need and interest. The development team will also work with residents and the property management firm to facilitate community-building. LSS staff are experienced in assisting residents in the creation of tenant associations, which the development team has found to be a vital part of resident communities in similar projects; these associations allow residents to advocate for expanded or new services that best support their unique needs.

As noted in the WHEDA self-scoring exhibit, this development would likely include a Community Service Facility as well. If selected, the development team will work with the City to identify a partner agency for programming in this space, which may include a job/skills training center or employment counseling center.

**Please complete the following Excel Forms**

- **Form 5A, Proposed Rents**
- **Form 5B, Operating Service and Rent Subsidy Sources**
- **Form 5C, Operating Pro Forma**

## SECTION 6 ORGANIZATIONAL CAPACITY

### General

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1. Indicate the roles of the Developer in the project (check all that apply)

- ☒ Ownership Entity
- ☒ Managing Partner or Managing Member
- ☐ Social Service Provider
- ☐ Property Management
- ☒ Sponsoring Organization
- ☒ Developer
- ☐ Other, describe: [Click or tap here to enter text.](#)

2. Describe the proposed ownership entity and if the relationship between the ownership entity and the Developer is expected to change over time.

Per LIHTC guidelines, the development will be owned by single-purpose LLC entity. Cinnaire Solutions and Northernstar will serve the controlling general partner of this entity. The tax credit investor will be a part of the ownership entity for the 15-year LIHTC compliance period in order to receive the tax credits. Cinnaire Solutions and Northernstar will serve as developers and remain as long-term owners for the development.

3. Describe the Developer's experience assembling and financing heavily leveraged projects, coordinating with multiple community stakeholders and elected officials. Describe any experience working with supportive housing units. Include photographs of past projects as attachment B (no more than three (3))

The development team has extensive experience with comparable affordable housing developments on infill parcels. The development team is led by Chris Laurent, who has over 26 years of experience working with multifamily development and 22 years of LIHTC experience. CSC's first development was PIS in 2013 and we have been growing our LIHTC development experience since that time. Additionally, Nicole Solheim brings over 10 years of Wisconsin LIHTC development experience, while leading Cinnaire's day to day development activities as Vice President of Development. The team has secured entitlements and approvals in multiple communities across our footprint. Our portfolio includes a 51-unit permanent supportive housing development that provides housing for Veterans experience chronic homelessness and features rental assistance from the HUD Continuum of Care program. Later this year, Cinnaire Solutions will break ground on development in downtown Detroit that will provide permanent supportive housing and recovery housing units, in partnership with a longstanding local nonprofit. Developments that support vulnerable populations are a critical component of our organization's mission.

4. Is your organization or any affiliate currently engaged in any project workouts? No ☒ Yes ☐, explain:
5. Indicate record of securing and/or syndicating LIHTC allocations, note any potential conflict resulting from upcoming or present obligations.

Most recently with WHEDA, Cinnaire Solutions secured (3) 2020 competitive LIHTC allocations and (1) 2021 competitive LIHTC allocation. The development team has extensive experience obtaining WHEDA allocation awards. In her prior role, Nicole Solheim participated in approximately 40 LIHTC applications across multiple states, including approximately 15 successful WHEDA awards. In addition, we are affiliated with Cinnaire, a longstanding nonprofit organization that provides equity syndication and Community Development Financial Institution (CDFI) services. Our organization is in tune with WHEDA and the LIHTC industry as a whole. The development team does not have any current obligations in the upcoming 2022 WHEDA round that would conflict with this proposed application.

6. What is the Developer's plan should they not successfully obtain LIHTC funding for 9% tax credits?

As noted in the self-scoring exhibit, this site and development are a few points above the 2021 scoring cut-off for the General Set-Aside, and the cut-off usually increases by a few points in the second QAP year. If unsuccessful in obtaining a 9% award, the development team would work with the City to 1) Align the project with the next WHEDA QAP for an anticipated application in Dec 2022; and 2) Evaluate a noncompetitive 4% credit alternative. A 4% alternative would require significantly more gap financing, particularly if the income targeting and 30% AML units were maintained.

7. Why should the City choose you over the other qualified affordable housing developers?

Cinnaire Solutions is an affiliate of Cinnaire, both of which are nonprofit organizations. We strongly believe that all people deserve the opportunities provided by living in healthy communities. Cinnaire Solutions Corporation has made a commitment to the City of La Crosse as one of our three "Priority Cities," in which we are focusing our development efforts in partnership with local communities. Developing the parcels on the 1100 E. block of 4<sup>th</sup> Street South would allow us to deepen our engagement with La Crosse developers, residents, and municipal leaders, and to work with these local voices to yield community-driven revitalization. Participating in this development would enable us to leverage our development capacity, strong relationships with supportive service providers, and in-house financial resources to help end chronic homelessness in the La Crosse region.

Cinnaire Solutions focuses on expanding the financial and technical capacity of our development partners, including emerging developers and local partners. Northernstar Companies, LLC is a minority-owned real estate and asset management firm that focuses on affordable and market-rate housing and community development. Founded by two graduates of LISC Milwaukee's Associates in Commercial Real Estate (ACRE) program, the firm is focused on community development and will be a strong partner on this proposal.

## Personnel

8. List the names of key members of organization's development team, their title and their years of experience in affordable housing.

Name	Title (e.g., President, project manager)	Years of Experience
Christopher Laurent	President Cinnaire Solutions	23
Nicole Solheim	Vice President, Development Cinnaire Solutions	13
Elisabeth Rask	Development Manager Cinnaire Solutions	4
Brandon Methu	Principal and Founder Northernstar Companies, LLC	8
James Methu	Principal Northernstar Companies, LLC	5
Carol Keen	Director of Asset Management, Development, and Compliance Lutheran Social Services	21

9. Name the individual who will serve as lead for the development team and who will direct and coordinate the development effort to completion. This person must remain on the project and be the primary point of contact unless substitution is approved by the City of La Crosse. Describe their relevant experience below, particularly with development of housing with special needs or supportive housing units. Attach their resume as attachment C.

Elisabeth Rask, Development Manager at Cinnaire Solutions Corporation, will lead development efforts. Prior to joining Cinnaire Solutions, Elisabeth worked as a senior AHP grant reviewer at the Federal Home Loan Bank of Chicago. She also possesses a strong background in project management, community-led planning, development due diligence, and construction permitting. Elisabeth is currently closing a 43-unit development with a local partner in Eau Claire, WI, which will incorporate affordable housing units targeted to veterans and individuals with special needs.

## References

10. List the names of three (3) references for the developer. References that are relevant to the scope of work are most desirable (other municipalities that developer has worked with, LIHTC limited partner investor, community group that has worked with the developer, etc.)

Name	Title/Organization	Phone & Email	Relationship
Marty Olejniczak	Community Development Director, City of Sturgeon Bay, WI	<a href="mailto:molejniczak@sturgeonbaywi.org">molejniczak@sturgeonbaywi.org</a>	Municipal partner for The Bay Lofts development (see Attachment B)
Mike Davis	City Administrator, City of Middleton, WI	<a href="mailto:mdavis@ci.middleton.wi.us">mdavis@ci.middleton.wi.us</a>	Municipal partner for Middleton Station development
Joan Nelson	Executive Director, Allen Neighborhood Center	<a href="mailto:joann@allenneighborhoodcenter.org">joann@allenneighborhoodcenter.org</a>	Community group partner for Allen Neighborhood Center development



## **Property Management**

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11. A key indicator of success will be the ability of the project to maintain the property. Briefly summarize the anticipated management plan for this project.

The project will be professionally managed by an experienced property management firm. Cinnaire Solutions Corporation routinely engages with experienced property managers to perform tenant selection, lease-up, ongoing operations, and compliance reporting. If selected, the development team will work with the City of La Crosse and Lutheran Social Services to select a property management firm prior to submitting a tax credit application to WHEDA.

The selected property management firm will provide a detailed property management plan, in coordination with the development team. Property management lawful and best practices will be followed, as described below.

Beginning at lease-up, the development and property management team will be fully committed to complying with the Fair Housing Act, and will market the project accordingly. Equal housing opportunities shall be afforded to all people at all times. Special marketing efforts will focus on outreach to individuals experiencing homelessness, as well as minority and disabled households. All advertising and signage shall clearly indicate this community and management team is an Equal Housing Opportunity Fair Housing Provider.

Marketing shall include outreach to local partners serving individuals experiencing homelessness, such as Couleecap, Independent Living Resources, and other partners of the La Crosse Collaborative to End Homelessness. The Managing Agent will place notices in newspapers, specialized publications, and newsletters to reach potential residents. Applications, notices, and all publications will include a Fair Housing and Equal Opportunity Logo, and the Accessibility Logo. The Managing Agent will contact local civic and community organizations representative of the cultural diversity of the area in order to disseminate information about the development.

Following tenant selection, the property management firm will comply with all compliance obligations mandated by WHEDA, lenders, the Federal Home Loan Bank system, and local grant partners. The development's property manager will be skilled in effectively delivering all required compliance reporting.

12. Will management be provided on site? If yes, what will be the form of management?

Onsite property management will be provided by the selected property management firm. The firm will coordinate closely with Lutheran Social Services to provide needed management services. An onsite leasing office will be used for tenant selection, lease signing, and compliance reporting.

**Equal Opportunity (MBE/WBE), Non-discrimination, Section 3 Compliance**

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13. What will the Development Team's approach be to ensuring strong participation by local businesses? What is the Developer's prior experience in attracting and utilizing minority-owned and women-owned businesses?

The development team participates in WHEDA's Emerging Business Program and Workforce Development Program on all Wisconsin projects. These programs encourage utilization of minority-owned and women-owned businesses, among other emerging businesses and Section 3 contractors. On prior developments, Cinnaire Solutions has worked with a local Inclusion Consultant to maximize outreach in the community. This includes ads in multiple publications and languages, bid documents available at multiple community agencies and organizations to ensure accessibility, and regular communication with local businesses and contractors. All reporting is submitted to WHEDA and can be provided to the City as well.

14. Describe the approach and methods the Developer would utilize to employ residents of a development and other individuals eligible as Section 3 participants?

See approach above; in addition, during the General Contractor selection process, preference will be given to GCs with a strong history of Section 3 and EBE/MBE/WBE experience.

**Please complete the following Excel Forms**

- **Form 6, Developer Experience**
- **Attachment B, include up to 3 photographs of similar projects developed by Developer Described in question 3**
- **Attachment C, Resume of lead coordinator of project**

## SECTION 7 CERTIFICATION

### Certification of Acknowledgement and Disclosure of Any Conflict of Interest

The UNDERSIGNED hereby declares that he/she or they are the only person(s), firm or corporation interested in this application as principal, which it is made without any connection with any other person(s), firm or corporation submitting a proposal for the same.

The UNDERSIGNED hereby declares that they have read and understand all standard contract conditions outlined in Attachment A in the Request for Proposals, and that their proposal is made in accordance with the same. Furthermore, should they be the selected applicant, the undersigned will agree to these standard contract terms and conditions, which may be subject to change.

The UNDERSIGNED hereby declares that any person(s) employed by the City of La Crosse, who has direct or indirect personal or financial interest in this RFP, application, or in any portion of the profits that may be derived there from, has been identified and the interest disclosed below. (Please include in your disclosure any interest which you know of. An example of a direct interest would be a City of La Crosse employee, City of La Crosse Council Member, City of La Crosse Housing Rehabilitation Committee, who would be paid to perform services under this proposal. An example of indirect interest would be a City of La Crosse employee who is related to any officers, employees, principal or shareholders of your firm or to you. If in doubt as to status or interest, please disclose to the extent known).

Declaration of any Conflict of Interest with the City of La Crosse. Click or tap here to enter text.

ORGANIZATION NAME: Cinnaire Solutions, Inc.

AUTHORIZED SIGNATURE:  DATE: July 5, 2021

PRINT NAME & TITLE: Christopher Laurent, President

ADDRESS: 10 E Doty Street #445, Madison, WI 53703

PHONE NUMBER: (503) 869-6544

FAX NUMBER: n/a

FEDERAL TAX IDENTIFICATION NUMBER (Required): 38-3225995

DUNS Number: 966889637

**NOTE: RFP must bear the handwritten signature of a duly authorized member or employee of the organization submitting a proposal. RFP must be signed and returned with proposal.**

$$1'' = 40'-0''$$




Conceptual Rendering: Redevelopment of 1100 E block of 4<sup>th</sup> Street South, La Crosse, WI



**Attachment B: Three representative projects developed by Cinnaire Solutions Corporation**

**1. Lincoln Apartments, Indianapolis, IN**

New construction of a 75-unit apartment building for veterans experiencing homelessness and/or living with a disability. Project leveraged LIHTC and Indiana Housing and Community Development Authority funds.



**Lansing | Corporate Headquarters**  
1118 South Washington Avenue  
Lansing, Michigan 48910  
517 482 8555

**Detroit**  
2111 Woodward Avenue, Suite 600  
Detroit, Michigan 48201  
313 841 3751

**Grand Rapids**  
100 Grandville Avenue SW, Suite 202  
Grand Rapids, Michigan 49503  
616 272 7880

**Chicago**  
225 West Washington Street, Suite 1350  
Chicago, Illinois 60606  
312 957 7283

**Indianapolis**  
320 North Meridian, Suite 516  
Indianapolis, Indiana 46204  
317 423 8880

**Madison**  
10 East Doty Street, Suite 445  
Madison, Wisconsin 53703  
608 234 5291

**Wilmington**  
100 West 10th Street, Suite 502  
Wilmington, Delaware 19801  
302 655 1420



**2. The Bay Lofts, Sturgeon Bay, WI**

New construction of a 37- unit, market-rate residential building featuring a fitness center, conference room, on-site property management, and resident outdoor space.



**3. Norman Towers, Monroe, MI**

Adaptive reuse of a historic boarding school into 109 units of affordable senior housing, with a community room, computer room, exercise facility, and resident lounge. Project leveraged LIHTC and FHLBank Indianapolis AHP grant funds.









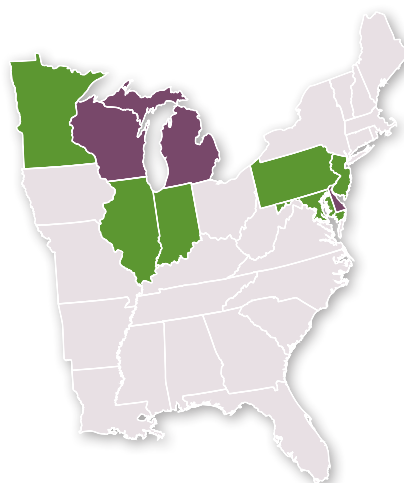
Cinnaire Solutions supports communities through innovative development planning and execution by merging our capacity and experience with their vision and human context.

**CHRISTOPHER LAURENT, PRESIDENT**

608-234-5291 / CLAURENT@CINNAIRE.COM  
10 E. DOTY ST. SUITE 445, MADISON, WISCONSIN

**NICOLE SOLHEIM, VICE PRESIDENT**

608-515-5161 / NSOLHEIM@CINNAIRE.COM  
10 E. DOTY ST. SUITE 445, MADISON, WISCONSIN



**PRIORITY GEOGRAPHIES**

- Michigan
- Wisconsin
- Delaware

**EXTENDED FOOTPRINT**

- Eastern Pennsylvania
- New Jersey
- Minnesota
- Illinois
- Indiana
- Maryland

**EMPOWERING PEOPLE.  
REVITALIZING COMMUNITIES.**



**PEOPLE**

WE STRONGLY VALUE SAFETY, SECURITY AND ECONOMIC WELL-BEING FOR THE PEOPLE WE SERVE



**PLACE**

WE IMPACT THROUGH DESIGN TO COMPLEMENT AND SUPPORT A COMMUNITY'S VISION OF PLACE WHILE PROTECTING THEIR AUTHENTICITY



**PARTNERSHIPS**

WE FOCUS ON EXPANDING THE FINANCIAL AND TECHNICAL CAPACITY OF OUR DEVELOPMENT PARTNERS



**PIONEERING**

BY LEADING RATHER THAN FOLLOWING WE ACHIEVE GREATER BENEFITS FOR OUR COMMUNITIES



**PROSPERITY**

WE BELIEVE THAT ALL PEOPLE DESERVE THE OPPORTUNITIES PROVIDED BY LIVING IN HEALTHY COMMUNITIES

**CINNAIRE SOLUTIONS OFFERS**

**DEVELOPER**

- ✓ MIXED INCOME HOUSING
- ✓ CATALYTIC PROJECTS
- ✓ MIXED USE
- ✓ NON PROFIT FACILITIES

**PARTNERSHIPS**

- ✓ DESIGN OVERSIGHT
- ✓ OWNERS REPRESENTATION
- ✓ DEAL STRUCTURING
- ✓ SITE SELECTION

**TECHNICAL ASSISTANCE**

- ✓ DISTRICT PLANNING
- ✓ DEAL STRUCTURING
- ✓ ECONOMIC DEVELOPMENT PLANNING
- ✓ RFP SUPPORT

**CAPACITY**

- ✓ GUARANTIES
- ✓ DEVELOPMENT LEAD
- ✓ DEVELOPER MENTOR
- ✓ LAND BANKING

**CINNAIRE SOLUTIONS IMPACT**



**2,044**  
PORTFOLIO UNITS



**33**  
PROJECT INVENTORY



**3,270**  
RESIDENTS SUPPORTED



**28**  
COMMUNITY ENGAGEMENTS (2020)





## ELISABETH RASK

DEVELOPMENT MANAGER, MILWAUKEE

### WASHINGTON PARK UNITED HOMES - Milwaukee, WI

Partnering with FIT Investment Group, a \$10.7M renovation of 43 units of scattered-site rental housing in Milwaukee's Washington Park, Metcalfe Park, Sherman Park, and Walnut Hill neighborhoods. The project will rehabilitate 28 single-family, duplex, triplex, and fourplex buildings, of which 26 were formerly tax foreclosed properties conveyed by the City of Milwaukee.

ELISABETH IS PASSIONATE ABOUT strengthening communities through affordable housing and economic development. She is trained in urban planning and landscape architecture, and enjoys working with communities to help them envision their ideal built environment. She has a background in grantmaking, community planning, and construction permitting. Elisabeth lives in Milwaukee, and enjoys hiking, camping, and working in her garden.

## EDUCATION

Master of Urban Planning and Policy

*University of Illinois at Chicago*

Bachelor of Science, Landscape Architecture

*University of Wisconsin*

## PREVIOUS WORK

Community Investment Programs Specialist

*Federal Home Loan Bank of Chicago, 2018-2021*

Assistant Zoning Manager

*Lendlease, 2016-2017*

Project Management Analyst / Permitting Analyst

*Primera Engineers, 2014-2016*

## AFFILIATIONS

Board Member

*Northside Housing and Supportive Services*

*Associate Board, Chicago, IL, 2017*

Member

*Women in Planning and Development,*

*Chicago, IL, 2019-2021*

Board Member

*SOS Children's Villages Illinois Associate*

*Board, Chicago, IL, 2018-2019*

## RELEVANT EXPERIENCE

WASHINGTON PARK UNITED HOMES | \$10.7MM | 2023

*Milwaukee, Wisconsin*

THE MEADOWS AT DARLINGTON | \$7MM | 2021

*Darlington, Wisconsin*

CANNERY TRAIL RESIDENCES II | \$8MM | 2021

*Eau Claire, Wisconsin*

FOREST EDGE APARTMENTS | \$9.75MM | 2022

*Lac du Flambeau, Wisconsin*





## CHRISTOPHER LAURENT

PRESIDENT, CINNAIRE SOLUTIONS

### EDUCATION

Bachelor of Science in Zoology  
*University of Wisconsin*

### PREVIOUS WORK

Business Development, SVP  
*Cinnaire Corporation, 2015-2018*  
Consultant & Principal  
*Urban Apex, 2010-2019*  
WI Market President & Sr Dev. Manager  
*Gorman & Company, 2003-2009*  
Director of Tax Legislation and Policy  
*NCSHA, 2003*  
Manager of Multifamily Dev &  
Multifamily Dev Officer  
*WHEDA, 1998-2003*

### AFFILIATIONS

Board Member  
*Madison Reading Project*  
*Dane County Housing Authority*  
*ACRE Advisory Board*  
*Porchlight*  
*PeppNation*  
*Wisconsin Coalition Against Homelessness*

### PARKSIDE REDEVELOPMENT

Camden, New Jersey. Partnering with Parkside Business And Community In Partnership and Cornerstone Community Partnership for the development of a \$16.3MM mixed-use neighborhood development that entails thirty-six one and two-bedroom mixed-income residential units for workforce/supportive housing above 6,923SF of retail, townhomes, 25,000SF health center/hospital with pharmacy, community kitchen, and wellness center and new elementary school and childcare center. Parkside is working to become a Purpose Built Community in 2020.

**CHRIS LAURENT** leads Cinnaire's nonprofit development affiliate, Cinnaire Solutions, in its work throughout its footprint in the Upper Midwest and Mid-Atlantic, with particular focus in Detroit, Wilmington, DE, and La Crosse, WI. Throughout his career Chris has been involved in the development and financing of over \$600 million of residential real estate. In his free time, Chris practices Bikram yoga, volunteers in the community, plays and performs vocals and guitar, is a hobbyist photographer, loves to cook, and is a trained Zamboni driver. He enjoys travel in his camping trailer to national parks and treasures his time with his four children and wife, Chris, a behavioral analyst in the autism field.

### RELEVANT EXPERIENCE

**PARKSIDE REDEVELOPMENT** | \$16MM | 2021  
*Camden, New Jersey*  
**NORMAN TOWER APARTMENTS** | \$22M | 2018  
*Monroe, Michigan*  
**\*VILLARD SQUARE** | \$10MM | 2011  
*Milwaukee, Wisconsin*  
**\*GRAND RIVER STATION** | \$23MM | 2010  
*La Crosse, Wisconsin*  
**\*BLUE RIBBON LOFTS** | \$16MM | 2009  
*Milwaukee, Wisconsin*  
**\*GUND BREWERY LOFTS** | \$13M | 2009  
*La Crosse, Wisconsin*  
**\*METCALFE PARK HOMES** | \$7MM | 2009  
*Milwaukee, Wisconsin*  
**\*DR. WESLEY L. SCOTT SENIOR LIVING** | \$12MM | 2008  
*Milwaukee, Wisconsin*  
**\*PARK EAST ENTERPRISE LOFTS** | \$12MM | 20078  
*Milwaukee, Wisconsin*

*\* Non-Cinnaire projects*



## NICOLE SOLHEIM

VICE PRESIDENT, DEVELOPMENT



### CANNERY TRAIL RESIDENCES: PHASE II - Eau Claire, WI

A partnership between W Capital Group and Cinnaire Solutions to bring 43 units of much-needed mixed-income and affordable housing to downtown Eau Claire. The four-story building features a mix of studio, one-, two-, and three-bedroom units, with individual exterior entries. Resident amenities include a community room, underground parking, and free in-unit internet for all residents. The development incorporates affordable units targeted to Veterans and households with special needs.

Nicole is passionate about working with communities to realize their vision, and has spent her career at the intersection of real estate, community development, and urban planning. She has led a statewide nonprofit dedicated to affordable housing, and worked on over \$330 million in residential and commercial real estate with a national development firm. A lifelong Wisconsin Badger, Nicole lives in downtown Madison with her husband and dog. She enjoys gardening, biking and running on the isthmus, and long road trips to explore new places.

## EDUCATION

Master of Science-Department of Urban and  
Regional Planning

*University of Wisconsin-Madison,  
Madison, WI*

Bachelor of Business Administration-Real  
Estate & Urban Economics

*University of Wisconsin-Madison,  
Madison, WI*

## PREVIOUS WORK

Executive Director

*Wisconsin Partnership for Housing Development, Inc.  
Madison, WI, 2019-2020*

Director of Development

*Gorman & Company, Inc., Oregon, WI, 2016-2019*

Development Analyst

*Gorman & Company, Inc., Oregon, WI, 2011-2016*

Project Assistant

*Thrive – Madison Region Economic Partnership,  
Madison, WI, 2010-2011*

Development Department Coordinator

*T. Wall Properties, Madison, WI, 2008-2010*

## RELEVANT EXPERIENCE

*\*ELEVEN41 MAIN | \$15MM | 2020*

*Sun Prairie, Wisconsin*

*\*UNION CORNERS MASTER DEVELOPMENT | \$35MM | 2019*

*Madison, Wisconsin*

*\*MODELLO HOMES | \$30MM | 2019*

*Miami, Florida*

*\*MILWAUKEE HOMEOWNERS INITIATIVE | \$75MM | 2019*

*Milwaukee, Wisconsin*

*\*ALTO AT WESTMINSTER | \$30MM | 2018*

*Westminster, Colorado*

*\*PARADISE POINT | \$14MM | 2017*

*Key Largo, Florida*

*\*TERRAZA DEL SOL | \$15MM | 2017*

*Denver, Colorado*

## AFFILIATIONS

City of Madison Plan Commission member

Vice President of the Rodney Scheel House Board of Directors  
(Section 811 housing project)

Dane County Housing Initiative Committee Member

WI Collaborative for Affordable Housing Committee Member

*\* Non-Cinnaire projects*