Design Narrative

Cubikko is a pivotal mixed-use and transit-oriented development aiming to reunite the Wynwood, Midtown Miami and Edgewater communities and to enhance diversity across the region. The site has been an industrial urban neighborhood cut apart by the north-south railway and has been facing gentrification pressures. Cubikko includes a multimodal transportation system which will connect the diverse communities of Wynwood, Edgewater, and Midtown while enhancing design culture and diversity, and mixed-income communal living to celebrate the vitality and diversity of the city of Miami.

The project will facilitate the formation of a connected community in terms of demographics and the built environment. For the physical part, We will create pedestrian-friendly pathways both in west-east and north-south directions to provide residents better connectivity. For the demographic part, we will create mixed-income housing as a combination of market-rate and affordable housing, providing diverse housing options for people with different backgrounds. We would also collaborate with Miami Dade College to provide better academic access for the community.

Responding to the booming design, culture and diversity emanating from central Wynwood, Cubikko calls for art, design and innovation as a catalyst. As artists and designers created the characteristics of Wynwood, their spirit of innovation and creation is what we aim to keep and boost in this regional hub. We will invite the local artists to fill-in the building facades as a billboard to show these amazing street arts. Studios and working spaces with affordable rents will also be open to local artists and designers.

The multimodal transportation system creates enhanced mobility across the multiple surrounding communities by connecting to different transportation options. The system will combine different transportation options including trains, buses, private and shared cars, and shared bikes. Together with the improved pedestrian access, this diverse vibrant transit system creates a transportation hub in Wynwood.

This resilient development demonstrates how green infrastructure can be designed to enhance pedestrian experience and accommodate various activities. We are proposing a toolkit based on the categorization of public space on our site in the hope that it can be applied to other areas in Miami, where the need for resiliency is more urgent. The three toolkit includes Bioswale, Green Street, Retention Landscape.

Combining these four concepts, Cubikko is a transit-oriented center, which generates new vibrancy and brings new users to the neighborhood and Wynwood. It establishes a year-round event space to celebrate the work of local designers, and nurtures a burgeoning community culture that enhances physical and social connections.
Financial Narrative

We envision a capital structure that enables us to build the cultural, landscape, and transportation elements that are central to the art-oriented and resilient essence of the development, while maintaining Cubikko as financially successful.

The model describes a conservative but creative financing structure in which the Cubikko Center— at the heart of the project— is developed through a public-private joint-venture partnership. This partnership will enable us to integrate the station with attractive retail and co-working spaces, and a mixed-income residential component in the upper stories of the building. To finance the costs of the station and below-market residential buildings, we take advantage of bonus building capacity from the Miami21 Benefits Program and public co-investment that will be used for the refurbishment of streets and infrastructure for the station.

Through a strategic partnership with Goldman Properties, we will incorporate the identity of the neighborhood into our concept. Their experience in the area is fundamental to ensuring that Cubikko is compatible with the Neighborhood Revitalization District regulations and the cultural and architectural character of the Wynwood Arts District.

The financial structure relies on few capital calls to investors by making the project financially self-sustainable. The sale of pads with infrastructure and permits for the residential for sale and hotel concepts is essential for this purpose.

For the development of phase III, an adjacent plot of land of 254,000 square feet owned by Midtown Opportunities XIII B LLC and 29NE 29 ST LLC, will be acquired. The extension of the development across 29th street achieves the design goals that will be described in the following sections. The incorporation of the parcel into our development also adds higher density and diversification to the project through flex-space and market-price multifamily that will significantly benefit the project from a financial and design perspective.

Our assumptions for the model have been cautiously and conservatively defined. We project a total project value of $1.06 billion at a 6.70% blended exit cap rate. It is stabilized at $69 million of NOI per year, resulting in a cash-on-cash return of 9.8%, a levered project IRR of 19.5% and an equity multiple of 2.7x.

The project incorporates a total of 650 affordable housing, 90 co-living, and 980 market-rate units. The commercial uses are composed of 350,000 square feet of office & flex-space, 148,000 square feet of coworking space, and 48,000 square feet of medical offices. It will also have 220,000 square feet of retail & lifestyle concepts and a food market. In addition, the project includes a 30,000 square foot auditorium and exhibition center, a 70,000 square foot museum that includes art studios and a 165,000 square foot public college. The development process is organized in two first phases with a construction period of 24 months each and a third phase with a construction period of 36 months. Each phase will have a predevelopment period of 12 months and a lease-up period of 24 months.
Cubikko
Art Makes a Difference

- Introduction
- Concept
- Site Plan
- Design
- Phasing
- Partnership
- Market Analysis
- Financial Summary

Cubikko Plaza
Every Person, Any Activity | Event Calendar | Art Bazaar

The Pink Avenue
Miami-Dade College | Cubikko Art Center | Courses | Studio

PLAZA
1 - El Kioskito
2 - North Park
3 - Condesa Plaza
4 - Romita Plaza
5 - Cubikko Plaza
6 - Ribbon
7 - Maya Plaza
8 - El Cielito
9 - Polankito
10 - Diego Plaza
11 - Frida Plaza

BUILDING
1 - Coral Residential Tower
2 - Perla Residential Tower
3 - Brizza Plaza I
4 - Brizza Plaza II
5 - CitizenM Hotel
6 - Habitat Group Condos
7 - Natiivo Condos
8 - Cubikko Space
9 - Cubikko Center
10 - Marea Tower
11 - Essex Market
12 - Miami Dade College
13 - Gary Nader Art Center
14 - Las Velas Residential Tower I
15 - Las Velas Residential Tower II
16 - Las Velas Residential Tower III

CITI Bike Loop

Pink Avenue

1 - El Kioskito
2 - North Park
3 - Condesa Plaza
4 - Romita Plaza
5 - Cubikko Plaza
6 - Ribbon
7 - Maya Plaza
8 - El Cielito
9 - Polankito
10 - Diego Plaza
11 - Frida Plaza
12 - Miami Dade College
13 - Gary Nader Art Center
14 - Las Velas Residential Tower I
15 - Las Velas Residential Tower II
16 - Las Velas Residential Tower III
The Ribbon crosses over the rail, connecting west and east side of city, from the Wynwood to seaside area.

The north connects with Midtown Miami and the south connects with Edgewater, making a continuous open space.

To make Cubikko more integrated into the urban fabric and at the same time follow the zoning code and keep a high FAR, we control the building heights. The southwestern area is between 6 and 9 floors, the eastern area is no more than 12 floors, and the northern area is about 24 floors with the highest FAR.
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Resilience Toolkit

Transportation
Cubikko
Art Makes a Difference

- Station
- Mixed-Income Housing
- Opportunity Zone
- Transportation Infrastructure
  Improvement District (TIID)
- Affordable Housing (700 units)
- Retail (146,000 sq ft)
- Medical Offices (50,000 sq ft)

Phase I

- Cubikko Art Center Museum
- Miami Dade College
- Cubikko Space Auditorium
- Food Market (32,000 sq ft)
- Structural Parking (120,000 sq ft)
- CitizenM
- Habitat Group Condos
- Natiivo Condos

Phase II

- Multifamily (780 units)
- Multistory office (170,000 sq ft)
- Flex Space (175,000 sq ft)
- Retail (93,000 sq ft)

Phase III

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Sources

Construction

- Private Loan: $199.8
- Public Incentives: $66.1
- Sale of pads: $110.2
- Equity: $455.7

Permanent

- Private Loan: $138.4
- Public Incentives: $143.8
- Equity: $576.2

Uses

Total Development Budget: $658.3 Million

- Acquisition: $50.3
- Hard Costs: $40.3
- Soft Costs: $12.3
- Financing: $7.2
- Infrastructure: $18.7
- Reserves: $158.4

Total Infrastructure Costs: $66.1 million

- Station Infrastructure: $204.1
- Utilities & Others: $54.1
- Public Space Infrastructure: $50.3

Investment Thesis Summary

- Growth in Wynwood is in next gen. & multigenerational
- Customized design according to sub-market needs; early market entrants in asset sub-types
- Strong cashflow generating project
- Organic growth: Strategic development; Focused in market creation first; Before complementary uses
- Substantial upside through land acquisition for expansion and mixed-use potential
- Partnerships to diminish execution risks and improve overall concept; Enabling us to focus on value creation

Partnership

- Market Analysis
- Financial Summary
Cubikko
Art Makes a Difference

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### Financial Performance

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Phase I</th>
<th>Phase II</th>
<th>Phase III</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Returns</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Cost less Subsidies</td>
<td>$665,226,439</td>
<td>$253,009,716</td>
<td>$160,531,460</td>
<td>$251,685,263</td>
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<tr>
<td>Total Stabilized Value</td>
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<td>$346,967,822</td>
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<tr>
<td>Yield-to-Cost</td>
<td>10.2%</td>
<td>9.3%</td>
<td>5.9%</td>
<td>13.9%</td>
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<tr>
<td>Blended Exit Cap</td>
<td>6.7%</td>
<td>6.8%</td>
<td>7.7%</td>
<td>6.4%</td>
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<tr>
<td><strong>Equity Returns</strong></td>
<td></td>
<td></td>
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<tr>
<td>Unlevered IRR</td>
<td>13.4%</td>
<td>11.1%</td>
<td>9.9%</td>
<td>20.7%</td>
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<tr>
<td>Levered IRR before Public Incentives</td>
<td>19.5%</td>
<td>15.7%</td>
<td>12.2%</td>
<td>33.2%</td>
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<tr>
<td>Levered IRR after Public Incentives</td>
<td>26.7%</td>
<td>22.2%</td>
<td>22.6%</td>
<td>39.4%</td>
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<tr>
<td>Equity Multiple</td>
<td>2.7x</td>
<td>3.1x</td>
<td>0.9x</td>
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