



Design Narrative

Cubikko is 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 **multimodal transportation system** intends to complement the growing urban development in the area by connecting to different transportation options. The first part of the system, **CubikkoStation**, as part of the tri-rail, connects northern Florida, MIA (Miami International Airport), and downtown Miami, gives locals and visitors from around the world access to the site. The station, as part of the **CubikkoCenter**, also creates easy access into the building and the site, providing housing, working and mobility choices. The **CITI Bike Loop** and the existing **bus lines, e-scooters, bike and car share** establish the last mile mobility into the neighborhood. Together with the improved pedestrian access, this diverse vibrant transit system creates a transportation hub in Midtown Miami.

The project will facilitate the formation of a **connected community**. The **Ribbon** bridges the former gap between Edgewater and Wynwood, connecting the **Marea Plaza** neighborhood to public facilities and spaces in the west, also providing a sweeping view-connection further to the south beach area. The **Pink Avenue**, a walkable pedestrian space stretching from the Midtown to Wynwood, creating path for the **Arrecife** and **Areia**, built to connect the midtown, into Wynwood community. These two axis create the joint point at Cubikko Plaza, which unfolds a core public event space

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Responding to the booming **design, culture and diversity** emanating from central Wynwood, Cubikko calls for art, design and innovation as a catalyst. The **CubbikoCenter** and **Ribbon** establishes unique shared working spaces for Miami professionals and provides office for mid- and small-sized companies. To leverage the industry, the **College of Arts, Film & Television Education Center** provides support for start-up businesses and incubator projects to step into the business world. The **CubikkoSpace**, an insignia of the civic participation and street art culture that Wynwood lives and breathes, celebrates the design culture here. To ensure that the district incorporates the colorful culture of nearby neighborhoods, open spaces and indoor decorations will house local artists' creations and provide ideal locations for recreational use of the residents.

Cubikko also aims to create a **mixed-income community** relieving the gentrifications pressures from the central Wynwood. The **CubbikoCenter**, also incorporates a vibrant mix-income community, establishes a neighborhood connection. Going east, the **Marea Plaza**, a residential block with affordable housing, co-living apartments and market-rate apartments, creates a mixture of the designers, artists and local residents.

Combining these four concepts, Cubikko proposes a transit-oriented center which generates new vibrancy and brings new users to the neighborhood and Wynwood, it establishes an year-round event space to celebrate the works of local designers, and it burgeons a community culture that enhances physical and social connections.

Financial Narrative

A holistic view of the financial strategy requires a capital structure that enables us to include cultural and transportation elements to make **Cubikko** a financially feasible project without losing the resilient and art-oriented essence of the project.

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

A strategic partnership with Goldman Properties will help us to incorporate the identity of the design district into our concept. Their experience in the area will be fundamental to make sure that **Cubikko** is compatible with the Neighborhood Revitalization District-1 (NRD-1) regulations and the cultural and architectural character of the Wynwood Arts District.

The structure of the model intends to make a relatively low number of 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 key for this purpose. The construction of the **CubikkoSpace** and **CubikkoStudio** are planned to be financed with the cash flow from the sale of improved land. This structure coupled with a construction loan and a permanent loan at a 60% LTC and 1.3 DSCR respectively will enable us to reduce the amount of additional equity investment and maximize the returns of the project.

The plots of land for the phase III of the project are cautiously arranged to integrate the **CitizenM** and **Natiivo** the residential and hospitality components. **CitizenM's** condo-hospitality

product and **Natiivo's** designed and licensed concept for home-sharing add value to **Cubikko** by offering more affordable and flexible alternatives to the conventional condos and hospitality supply of the Miami market at more attractive market prices, enabling us to offer significant job creation and affordability. This will also allow us to incorporate a significant amount of affordable housing without rivaling our partners' products and mitigating absorption risks.

The project requires to be supported by an attractive retail concept fulfilled by the art component, creating attractive traffic while maintaining efficiency and mobility. The **CubikkoCenter** building will be developed through public and private funds and leveraged at 60% to reduce the amount of additional equity investment into the project.

Our view for affordable housing, art and culture was designed with a blended-use approach that incorporates proposals that really adapt to the needs and style of the Design District. The concept of affordable housing that we incorporate in our model involves a Leasing-Purchase housing Scheme that offers tenants the opportunity to acquire a property if they don't have immediate liquidity to do so.

Our model also brings culture and education by developing **College of Arts, Film & Television Education Center**. The building will be designed according to the school needs and leased at a below-market price with a right to the purchase option. The building will be delivered with the infrastructure and utility connections to the state who will finance special equipment and finishes.

Our assumptions for the model have been cautiously and conservatively defined acknowledging that the affordable housing concept that we are proposing is innovative in the region. We project a total project value of 1.3 billion at a 6.75% blended exit cap rate and is stabilized at 80 million of NOI per year.