

# Video

## 2020 ULI Hines Student Competition: La Mezcla Presentation

Date: April 07, 2020

00:00:03 --> 00:00:05: Awesome, thank you. Well good afternoon everyone.

00:00:05 --> 00:00:07: We are lomez Bob which means the mix and we

00:00:07 --> 00:00:09: just want to start off by thanking all of you

00:00:09 --> 00:00:11: for taking the time this afternoon.

00:00:11 --> 00:00:13: We know you all very busy schedules and you've been

00:00:13 --> 00:00:15: listening to presentations all day.

00:00:15 --> 00:00:16: So thank you. Were excited.

00:00:16 --> 00:00:19: Share vision with you. So we wanted to start off

00:00:19 --> 00:00:21: with this image because it does a great job of

00:00:21 --> 00:00:23: capturing the essence of our development projects.

00:00:23 --> 00:00:27: View from the pedestrian bridge which democratizes the

00:00:27 --> 00:00:29: out over the train station and the major Latin American

00:00:29 --> 00:00:31: Art Museum with public community space.

00:00:31 --> 00:00:34: Featuring a collection of Latin artists.

00:00:34 --> 00:00:36: This moment really encapsulates the heart of the message

00:00:36 --> 00:00:38: list,

00:00:38 --> 00:00:40: so thank you so much for taking the time to

00:00:40 --> 00:00:43: listen and we look forward to hearing your thoughts.

00:00:43 --> 00:00:45: I'm John Hong from Columbia University,

00:00:45 --> 00:00:48: msba development. In the sack Alisa,

00:00:48 --> 00:00:51: come from University and it's really sad development.

00:00:51 --> 00:00:56: Bell Petrol, Columbia University. Also real estate

00:00:56 --> 00:00:59: development.

00:00:59 --> 00:01:03: Play Martinez City and regional planning from practicing 2.

00:01:03 --> 00:01:06: Matthew Mitchell from Pratt Institute Master of Architecture

00:01:06 --> 00:01:08: and Team

00:01:08 --> 00:01:11: Advisors are John Shapiro from Pratt Institute,

00:01:11 --> 00:01:14: David Cruz from Columbia University,

00:01:14 --> 00:01:17: Phil Warm from Twining Properties and Eric Rose from

Tishman  
00:01:11 --> 00:01:11: Speyer.  
00:01:14 --> 00:01:16: La Mezcla or the mix of the two point 7  
00:01:16 --> 00:01:19: million square foot 1.1 billion dollar transit oriented mixed  
Use  
00:01:19 --> 00:01:21: development project in Midtown Miami.  
00:01:21 --> 00:01:24: It's designed around three major pillars,  
00:01:24 --> 00:01:27: ecology, community and economy and our goal here is to  
00:01:27 --> 00:01:30: focus our design and development around these three  
themes.  
00:01:30 --> 00:01:34: While bringing together the socioeconomic diversity between  
Wynnewood in Edgewater.  
00:01:34 --> 00:01:36: So if the Recology specifically,  
00:01:36 --> 00:01:38: we're focusing on stormwater management,  
00:01:38 --> 00:01:42: urban farming, and increased density of the ridgeline to  
combat  
00:01:42 --> 00:01:43: climate change in community.  
00:01:43 --> 00:01:45: We created seven public plazas.  
00:01:45 --> 00:01:48: In green space, including the redevelopment of the major  
Latin  
00:01:48 --> 00:01:49: American Art Museum.  
00:01:49 --> 00:01:51: On top of that, 30%  
00:01:51 --> 00:01:55: of our 1042 multifamily rental units or remain permanently  
affordable.  
00:01:55 --> 00:01:58: Economically, we're focusing on preserving existing demand  
for technology,  
00:01:58 --> 00:02:00: but also bringing in new industry in the form of  
00:02:00 --> 00:02:01: life,  
00:02:01 --> 00:02:02: science and vertical farming.  
00:02:05 --> 00:02:09: Financially lamasco structured over 2 phases and six total  
years  
00:02:09 --> 00:02:10: of construction.  
00:02:10 --> 00:02:13: So that's three years per phase and our capital stack  
00:02:13 --> 00:02:15: is made up of developer and LP equity,  
00:02:15 --> 00:02:18: Opportunity Zone, fund equity, light equity and two city  
financing  
00:02:18 --> 00:02:20: programs that TID smart plan,  
00:02:20 --> 00:02:23: which focuses on transportation in the Miami Forever Bond,  
00:02:23 --> 00:02:25: which focuses on ecological resilience.  
00:02:25 --> 00:02:29: Lastly, construction loan debt. Our idea here is to establish  
00:02:29 --> 00:02:31: value in a sense of place in phase one.  
00:02:31 --> 00:02:34: It's a smaller space, 1.1 million gross square feet that  
00:02:34 --> 00:02:37: has a larger proportion of residential units.  
00:02:37 --> 00:02:40: And capitalize off of that increase intrinsic value in phase

00:02:40 --> 00:02:43: two with additional residential units and commercial space.  
00:02:45 --> 00:02:48: As John mentioned, Lamasco is based off of three of  
00:02:48 --> 00:02:49: three pillars,  
00:02:49 --> 00:02:52: ecology, community, community, and economy.  
00:02:52 --> 00:02:56: These pillars were created through a robust community  
engagement process  
00:02:56 --> 00:02:59: with a diverse set of stakeholders.  
00:02:59 --> 00:03:02: The diagram illustrated here is organized with these three  
pillars,  
00:03:02 --> 00:03:07: and therefore, associated goals. The implementation strategy  
of those four  
00:03:07 --> 00:03:12: goals has resulted in a multi layered vision that creates  
00:03:12 --> 00:03:14: a 24/7 live work play environment.  
00:03:14 --> 00:03:17: Ecology has been considered at various scales.  
00:03:17 --> 00:03:19: Three of three of these are the regional scale,  
00:03:19 --> 00:03:23: the neighborhood scale, and the site scale.  
00:03:23 --> 00:03:26: At the regional scale, Medical offers a zoning plan that  
00:03:26 --> 00:03:29: densifies along the ridgeline 12 feet above sea level,  
00:03:29 --> 00:03:32: which is one of Miami's highest points and also outside  
00:03:32 --> 00:03:34: the current flood zone.  
00:03:34 --> 00:03:37: The ridgeline also contains the train tracks and our new  
00:03:37 --> 00:03:39: proposed Brightline station.  
00:03:39 --> 00:03:42: In addition, the master plan includes a greenscape that leads  
00:03:42 --> 00:03:45: out to Biscayne Bay for stormwater management.  
00:03:45 --> 00:03:48: Loesch's Master Plan offers a repeatable president for the  
East  
00:03:48 --> 00:03:49: coastline of Florida,  
00:03:49 --> 00:03:52: making the entire state more resilient.  
00:03:52 --> 00:03:54: From the scale of the neighborhood,  
00:03:54 --> 00:03:58: La Mezcla offers numerous ways to engage the ecology,  
00:03:58 --> 00:03:59: from green roofs to park space,  
00:03:59 --> 00:04:01: as well as baywalk. In addition,  
00:04:01 --> 00:04:04: Las Rampas, the pedestrian Walking Bridge,  
00:04:04 --> 00:04:08: another elevated parks act as an emergency refuge during  
hurricanes.  
00:04:08 --> 00:04:11: These areas can temporary housing emergency services.  
00:04:11 --> 00:04:15: While the agricultural hub and office tower can can serve  
00:04:15 --> 00:04:16: as emergency housing,  
00:04:16 --> 00:04:19: raising the entire neighborhood above the storm surge.  
00:04:19 --> 00:04:21: At the scale of the site,  
00:04:21 --> 00:04:26: lemez Ghazali, Platinum development that services both its  
tenants and  
00:04:26 --> 00:04:28: anyone who visits the site.

00:04:28 --> 00:04:31: Through the plazas Greens gate and promotion of pedestrian,  
00:04:31 --> 00:04:33: bike and public transportation.  
00:04:33 --> 00:04:36: Through various efforts, Lamasco will reduce carbon,  
00:04:36 --> 00:04:40: increased biodiversity, managed water with efficacy,  
00:04:40 --> 00:04:42: and mitigate the heat island effect,  
00:04:42 --> 00:04:47: leading all to a greater community health and Wellness.  
00:04:47 --> 00:04:49: The Community pillar is driven by inclusivity,  
00:04:49 --> 00:04:52: the social fabric that Lumesse click creates,  
00:04:52 --> 00:04:55: is reflective of the culturally diverse community that is Miami,  
00:04:55 --> 00:04:57: and it is rooted in transportation,  
00:04:57 --> 00:05:01: housing, cultural, institution, and waterfront access equity.  
00:05:01 --> 00:05:05: We've improved circulation through the site to connect the amenities  
00:05:05 --> 00:05:08: proposed amescua with the adjacent neighborhoods offering community benefits,  
00:05:08 --> 00:05:10: not just to the neighborhood,  
00:05:10 --> 00:05:13: but to the city and through the bright land connection  
00:05:13 --> 00:05:14: to the region.  
00:05:14 --> 00:05:17: The open space in Parkland that Matthew mentioned as part  
00:05:17 --> 00:05:20: of the ecology pillar not only serves as crucial climate  
00:05:20 --> 00:05:21: regulation and habitat,  
00:05:21 --> 00:05:25: but provides abundant spaces for people to gather and enjoy  
00:05:25 --> 00:05:27: the very social atmosphere that we have designed.  
00:05:27 --> 00:05:31: Less rumpus or signature elevated park starts at the northwest  
00:05:31 --> 00:05:31: corner,  
00:05:31 --> 00:05:34: inviting Wynnewood North Day into the site.  
00:05:34 --> 00:05:36: And we used for the community connecting to you in  
00:05:36 --> 00:05:40: providing views of the various native gardens and plazas that  
00:05:40 --> 00:05:42: are programmed for pop up food and music events,  
00:05:42 --> 00:05:45: St Fairs daily and destination shopping.  
00:05:45 --> 00:05:47: And just relishing in the local art scene.  
00:05:47 --> 00:05:50: Our jobs and housing mix also creates a diverse and  
00:05:50 --> 00:05:53: vibrant community equity and social well being are crucial to  
00:05:54 --> 00:05:55: the success of this project.  
00:05:55 --> 00:05:58: Over 30% of our housing is affordable and the first  
00:05:58 --> 00:06:03: floor retail and light industrial spaces offer working class jobs  
00:06:03 --> 00:06:05: alongside corporate and biotech offices.  
00:06:05 --> 00:06:08: As far as the economy pillar goes,  
00:06:08 --> 00:06:12: we understand that placemaking attracts talent and our goal is  
00:06:12 --> 00:06:16: to raise the economic denominator for the Community using

our  
00:06:16 --> 00:06:16: life,  
00:06:16 --> 00:06:22: science and technology platform. Leveraging vertical farming  
by preserving existing  
00:06:22 --> 00:06:27: makerspaces and partnering with local retail operators to  
drive growth  
00:06:27 --> 00:06:29: and innovation.  
00:06:29 --> 00:06:33: Florida itself has very strong fundamentals and is an  
attractive  
00:06:33 --> 00:06:35: destination for both business and people.  
00:06:35 --> 00:06:37: There's no state income tax.  
00:06:37 --> 00:06:42: There's many lucrative incentives for corporations and the  
University systems  
00:06:42 --> 00:06:43: graduate.  
00:06:43 --> 00:06:47: Large volumes of STEM graduates that can support the type  
00:06:47 --> 00:06:50: of program we're proposing at lamasco  
00:06:50 --> 00:06:54: life science is the economic engine of the project and  
00:06:54 --> 00:06:58: has been expanding into Florida in recent years.  
00:06:58 --> 00:07:02: While major clusters remain on the West Coast and in  
00:07:02 --> 00:07:04: the northeast costs an land.  
00:07:04 --> 00:07:08: Prices of ask did so much so that Miami's affordability  
00:07:08 --> 00:07:13: and global appeal make it a logical destination for expansion.  
00:07:13 --> 00:07:20: The three Martin three major market drivers that we've  
identified.  
00:07:20 --> 00:07:24: For the Life Science platform or federal funding venture,  
00:07:24 --> 00:07:27: capital investment and private donations,  
00:07:27 --> 00:07:30: there's been a 5% year over year growth in NIH  
00:07:30 --> 00:07:31: grant funding,  
00:07:31 --> 00:07:35: a 25% year over year growth in venture capital investment  
00:07:35 --> 00:07:39: and upwards of 38 billion dollars raised by private donors  
00:07:39 --> 00:07:41: to research and fight diseases.  
00:07:41 --> 00:07:44: This is critical given our current climate,  
00:07:44 --> 00:07:48: especially when you consider that only 500 of 10,000  
identified  
00:07:48 --> 00:07:50: diseases have a cure,  
00:07:50 --> 00:07:54: and. We feel strongly that funding will continue to increase  
00:07:54 --> 00:07:56: in the near term as a result.  
00:07:56 --> 00:08:01: Our economic platform offers diverse job opportunities for a  
broad  
00:08:01 --> 00:08:04: range of educational backgrounds.  
00:08:04 --> 00:08:06: Based on those three pillars as a guide,  
00:08:06 --> 00:08:09: we created the master plan highlighting community ecology  
and economy  
00:08:09 --> 00:08:10: that you see here.

00:08:10 --> 00:08:12: Phase one, outlined in blue,  
00:08:12 --> 00:08:15: starts by establishing a sense of community through the 501  
00:08:15 --> 00:08:16: residential units,  
00:08:16 --> 00:08:18: 30% of which are affordable.  
00:08:18 --> 00:08:20: It's one point, 1,000,000 gross square feet,  
00:08:20 --> 00:08:22: and includes the Brightline train station,  
00:08:22 --> 00:08:24: 333 thousand square feet of life,  
00:08:24 --> 00:08:27: science and technology space, and 160,000 square feet of  
retail  
00:08:27 --> 00:08:28: and restaurant space,  
00:08:28 --> 00:08:31: including the urban agriculture and food Hall space.  
00:08:31 --> 00:08:35: Denoted by item six and seven in the legend below.  
00:08:35 --> 00:08:37: So create were creating a sense of place in phase  
00:08:37 --> 00:08:39: one while maximizing the proportion of residential units.  
00:08:39 --> 00:08:42: This is because the creation of more stable assets would  
00:08:42 --> 00:08:42: be easier to sell.  
00:08:42 --> 00:08:45: The opportunity zone funds. These two,  
00:08:45 --> 00:08:48: outlined in Orange is 1.6 million gross square feet and  
00:08:48 --> 00:08:51: is made up of 541 residential units,  
00:08:51 --> 00:08:53: 30% of which are affordable.  
00:08:53 --> 00:08:56: 275 key boutique hotel and 400 in a 480,000 square  
00:08:56 --> 00:08:57: foot office tower,  
00:08:57 --> 00:09:01: both on Miami Ave with the retail corridor between them  
00:09:01 --> 00:09:04: that activates the pedestrian experience.  
00:09:04 --> 00:09:07: The future phase of the project moves past Second Ave  
00:09:07 --> 00:09:10: to the East through a linear public park towards the  
00:09:10 --> 00:09:12: same day and terminates at a future PR.  
00:09:12 --> 00:09:15: In very formal, this connection satisfies regional needs for  
increased  
00:09:15 --> 00:09:17: open space in coastal resilience,  
00:09:17 --> 00:09:20: democratizing the waterfront.  
00:09:20 --> 00:09:23: In order to accomplish this community vision,  
00:09:23 --> 00:09:27: we've rezoned our parcels, nsap or special area plan under  
00:09:27 --> 00:09:27: Miami 21.  
00:09:27 --> 00:09:29: Zoning code for sites over 9 acres.  
00:09:29 --> 00:09:33: This allows us to fit the right density and integrated  
00:09:33 --> 00:09:35: mix of uses throughout the site,  
00:09:35 --> 00:09:38: while the rezoning puts the entire site at AT 624  
00:09:38 --> 00:09:40: urban core zoning district or design,  
00:09:40 --> 00:09:44: maintains the spirit of the D2 industrial D1C2 commercial  
Corridor  
00:09:44 --> 00:09:47: districts from the original Miami 21 zoning,  
00:09:47 --> 00:09:51: while adding appropriate height and dynamic open space

programming.

**00:09:51 --> 00:09:53:** From Midtown Miami's Cultural transit hub.

**00:09:53 --> 00:09:57:** This rezoning allows our design to respect and weave together

**00:09:57 --> 00:09:59:** the open air art experience of Wynwood to the West

**00:09:59 --> 00:10:02:** and areas more vulnerable to sea level.

**00:10:02 --> 00:10:02:** Rise to the East.

**00:10:05 --> 00:10:08:** Our development site is situated on five city blocks spanning

**00:10:08 --> 00:10:11:** the area between Marketplace 6 St and N 29th St

**00:10:11 --> 00:10:14:** in North South direction as well as between North Miami

**00:10:14 --> 00:10:16:** Ave in NE 2nd Ave West is expressions are cited

**00:10:16 --> 00:10:20:** bisected by the bright line which is currently proposed.

**00:10:20 --> 00:10:22:** Rail line with the city of Miami.

**00:10:22 --> 00:10:24:** Brightline coincide with the location of the Ridge,

**00:10:24 --> 00:10:28:** which places our entire development side above the floor plan.

**00:10:28 --> 00:10:31:** The original line and the bright line both coincide with

**00:10:31 --> 00:10:34:** the opportunity zone boundaries noted in the yellow on the

**00:10:35 --> 00:10:37:** plan and extends over to this game Blvd.

**00:10:37 --> 00:10:39:** We're using the opportunity zone as a means to phase

**00:10:39 --> 00:10:42:** or project with the area in blue being developed first.

**00:10:42 --> 00:10:46:** This is because opportunity zone funds are time sensitive.

**00:10:46 --> 00:10:49:** We currently own 48 parcels on the size noted in

**00:10:49 --> 00:10:51:** the light blue in the light orange colors and we

**00:10:51 --> 00:10:54:** are seeking to acquire an additional 32 parcels out in

**00:10:54 --> 00:10:57:** the dark blue origin.

**00:10:57 --> 00:11:01:** Their total development cycle consist of 80 parcels,

**00:11:01 --> 00:11:05:** would have area of 739 thousand square feet for evaluation

**00:11:05 --> 00:11:08:** of 139 million or \$186 per square foot.

**00:11:11 --> 00:11:13:** After we've assembled on site,

**00:11:13 --> 00:11:15:** the first move will be to realign the city grids.

**00:11:15 --> 00:11:19:** Currently Miami is a North South oriented city with limited

**00:11:19 --> 00:11:22:** East West connections and pour water from access,

**00:11:22 --> 00:11:24:** largely owing to the fact that it's private eyes.

**00:11:24 --> 00:11:28:** By strengthening the East West connection through griddle realignments,

**00:11:28 --> 00:11:32:** we will provide direct corridors leading from the graffiti walls

**00:11:32 --> 00:11:35:** of Lynnwood for the waterfront of this game day.

**00:11:35 --> 00:11:38:** Moreover, my areas of 7th worst congested city in the

**00:11:38 --> 00:11:41:** United States and after visiting the site is notice.

**00:11:41 --> 00:11:45:** There are very few safe production crossings on the side.

**00:11:45 --> 00:11:49:** This problem. We are creating a multimodal transit hub on

**00:11:49 --> 00:11:52:** our development site that begins with the Brightline station.

00:11:52 --> 00:11:56: Brightline Station will be supplemented by bus service as well

00:11:57 --> 00:12:01: as black flammability automated vehicle roofs without the need to

00:12:01 --> 00:12:04: drop off the translation to accommodate the color.

00:12:04 --> 00:12:07: We are providing 800 parking spaces both in garages and

00:12:08 --> 00:12:09: on the surface of the site.

00:12:09 --> 00:12:13: In addition, we are providing bike lanes resource.

00:12:13 --> 00:12:16: Pedestrian only streets in either phase will be located between

00:12:16 --> 00:12:17: pole buildings,

00:12:17 --> 00:12:20: ensuring ample shared in the tropical climate.

00:12:20 --> 00:12:23: The train line crosses are spite upgrade,

00:12:23 --> 00:12:27: so they're providing free safe crossings without strings,

00:12:27 --> 00:12:28: one on North East 26 St,

00:12:28 --> 00:12:32: NE, 9th St, and 1 via our elevated pedestrian bridge

00:12:32 --> 00:12:34: called last number.

00:12:34 --> 00:12:36: Or is this a safe crossing like nonplus mode and

00:12:36 --> 00:12:39: it rendering below will be a public amenity space with

00:12:39 --> 00:12:42: ample shading that provides extensive use to the heart of

00:12:42 --> 00:12:46: Alaska logic surrounding neighborhoods as well at the waterfront additional

00:12:46 --> 00:12:49: you'll be a direct connection between our commercial power in

00:12:49 --> 00:12:51: our food halls and will share would be at their

00:12:51 --> 00:12:53: lunchtime spot for money.

00:12:57 --> 00:13:00: La Mesa embraces live play culture,

00:13:00 --> 00:13:04: providing the community with effective and strategic placemaking.

00:13:04 --> 00:13:09: The design takes advantage of the tropical climate while providing

00:13:09 --> 00:13:11: shade and water for visitors.

00:13:11 --> 00:13:17: It leverages sustainable design practices and provide significant community benefits.

00:13:17 --> 00:13:21: These benefits are achieved through use of public space wooden

00:13:21 --> 00:13:22: podium levels,

00:13:22 --> 00:13:26: along with rooftop gardens. The design offers a linear park

00:13:26 --> 00:13:27: network.

00:13:27 --> 00:13:31: But aspirationally reaches out to Biscayne Bay and the pedestrian

00:13:31 --> 00:13:35: bridge Democratizes views the skyline for all members of the

00:13:35 --> 00:13:38: community along the bottom of the screen.

00:13:38 --> 00:13:42: You can see 3 examples of how these public spaces

00:13:42 --> 00:13:43: manifest in reality.



**00:13:43 --> 00:13:48:** The rendering on the left depicts the detention Plaza in  
**00:13:48 --> 00:13:49:** the event of storms,  
**00:13:49 --> 00:13:53:** the Plaza acts as a catchment basin to alleviate pressure  
**00:13:54 --> 00:13:57:** on the storm water system in general use.  
**00:13:57 --> 00:14:01:** This is a flexible Plaza space that's used for events,  
**00:14:01 --> 00:14:06:** live music, theatrical screenings, or just people watching.  
**00:14:06 --> 00:14:09:** The middle rendering depicts the restaurant row.  
**00:14:09 --> 00:14:14:** This is offering a more formal dining experience to contrast  
**00:14:14 --> 00:14:17:** the Food truck Plaza and the La Mescall of Food  
**00:14:17 --> 00:14:18:** Hall,  
**00:14:18 --> 00:14:22:** situated between the Life science and complexes.  
**00:14:22 --> 00:14:25:** The 3rd and Final view on the bottom right hand  
**00:14:25 --> 00:14:29:** corner of the screen shows the entrance to La Mascola  
**00:14:29 --> 00:14:32:** from Wynnewood North to the office.  
**00:14:32 --> 00:14:35:** Tower peels back to open up views of the site  
**00:14:35 --> 00:14:39:** and views of the Bay while providing visitors with the  
**00:14:39 --> 00:14:43:** option to either explore the pedestrian bridge and view the  
**00:14:43 --> 00:14:47:** site from above or enter into the retail corridor to  
**00:14:47 --> 00:14:48:** do shopping again.  
**00:14:48 --> 00:14:51:** All roads lead back to the station.  
**00:14:55 --> 00:14:58:** And we. Yep, the station is the physical part of  
**00:14:58 --> 00:15:02:** our plan and the business institutional and Sustainability  
partners create  
**00:15:02 --> 00:15:03:** the heartbeat.  
**00:15:03 --> 00:15:07:** The Wynwood Business Improvement District has helped  
organize the existing  
**00:15:07 --> 00:15:09:** business community,  
**00:15:09 --> 00:15:11:** some of whom and some of whom have secured tenancy  
**00:15:11 --> 00:15:14:** in La Mesa LA by working with residents and community  
**00:15:14 --> 00:15:16:** based organizations.  
**00:15:16 --> 00:15:19:** We've been, we've been able to ensure that nearly 3000  
**00:15:19 --> 00:15:21:** new residents and over 1700 new jobs find not only  
**00:15:21 --> 00:15:23:** a new location at La Mesa LA,  
**00:15:23 --> 00:15:25:** but are resilient and cohesive community.  
**00:15:25 --> 00:15:29:** Some of the key local community partners include Catalyst  
Miami.  
**00:15:29 --> 00:15:33:** Which spearheaded our community engagement process.  
**00:15:33 --> 00:15:37:** Urban Impact Lab, which work with our checking to develop  
**00:15:37 --> 00:15:42:** the contextual placemaking strategies available just talking  
about.  
**00:15:42 --> 00:15:46:** XCOM Conservancy and the city of Miami's Parks and Rec  
**00:15:46 --> 00:15:50:** Department have been instrumental in making our big move  
to

00:15:50 --> 00:15:51: the water a reality.

00:15:51 --> 00:15:55: Some potential corporate tenants there will be that we were

00:15:55 --> 00:15:59: thrilled to be in conversation with the anchor La Mesa's

00:15:59 --> 00:16:02: business community include Plaza Construction,

00:16:02 --> 00:16:04: Metro one real estate Freda Baby.

00:16:04 --> 00:16:08: In fluent, as well as numerous arts and food establishments

00:16:08 --> 00:16:10: that are located on the site already,

00:16:10 --> 00:16:14: we're already excited that Arrow forms out of Newark,

00:16:14 --> 00:16:17: NJ. Has played on to establish their second US headquarters

00:16:17 --> 00:16:18: at La Mesa,

00:16:18 --> 00:16:21: LA, with their hydroponic vertical farming Associated Food

00:16:24 --> 00:16:26: Hall.

00:16:26 --> 00:16:30: As Dwayne mentioned, error farms is one of our anchor

00:16:30 --> 00:16:33: tenants and and his help drive our sustainability initiatives as

00:16:33 --> 00:16:35: tenants of the urban agriculture and Food Hub seen in

00:16:35 --> 00:16:38: the rendering is on the left of the screen.

00:16:38 --> 00:16:41: They offer food resiliency to our neighborhood and build off

00:16:41 --> 00:16:43: the already thriving food culture of Miami.

00:16:43 --> 00:16:47: In the rendering on the bottom left of the screen

00:16:47 --> 00:16:49: you also see St level shading techniques like umbrellas in

00:16:49 --> 00:16:52: the street canopy and the tree canopy.

00:16:52 --> 00:16:54: Well, Michael achieves a LEED Platinum status as a

00:16:54 --> 00:16:57: neighborhood

00:16:57 --> 00:17:00: development and his various elements,

00:17:00 --> 00:17:04: which makes the development sustainable and resilient.

00:17:04 --> 00:17:05: Access to public and shared transportation as well as civic

00:17:05 --> 00:17:09: space and various shading techniques all enhance the

00:17:09 --> 00:17:10: comfort and

00:17:10 --> 00:17:13: walkability of LA.

00:17:13 --> 00:17:14: Mezcla building on the sustainability as well as health and

00:17:14 --> 00:17:17: Wellness.

00:17:17 --> 00:17:20: There are two main reasons we would strive for such

00:17:20 --> 00:17:23: strong sustainability goals.

00:17:23 --> 00:17:26: First, because it is the ethically correct decision.

00:17:26 --> 00:17:30: But in addition, we believe the higher upfront costs will

00:17:32 --> 00:17:35: result in a higher return on investment as well as

00:17:35 --> 00:17:37: lower ongoing ongoing maintenance fees.

00:17:37 --> 00:17:40: Ultimately, the theory is Community investment will attract

00:17:40 --> 00:17:43: quality business.

00:17:32 --> 00:17:35: Return on cost for sustainability in placemaking is one of

00:17:35 --> 00:17:37: the core drivers for economic pillar.

00:17:37 --> 00:17:40: So to reiterate, our total development costs,

00:17:40 --> 00:17:43: or 1.1 billion dollars and we're building to 55.2 million

00:17:43 --> 00:17:44: stabilized Noid.

00:17:44 --> 00:17:45: Roughly 5.5% return on cost.

00:17:45 --> 00:17:48: One thing that I want to highlight on this slide

00:17:48 --> 00:17:51: is that the phase two returns are substantially higher than

00:17:51 --> 00:17:52: those of Phase One.

00:17:52 --> 00:17:55: And aside from the upfront risk of creating a sense

00:17:55 --> 00:17:56: of place,

00:17:56 --> 00:17:59: we structured the financing to be relatively lower risk on

00:17:59 --> 00:18:00: the first phase.

00:18:00 --> 00:18:03: We think this is defensible for four main reasons.

00:18:03 --> 00:18:06: The first is that we were taking substantial opportunity zone

00:18:06 --> 00:18:08: fund equity in the first phase.

00:18:08 --> 00:18:12: 53.6 million were also taking 18.4 million of light equity

00:18:12 --> 00:18:13: in the first phase,

00:18:13 --> 00:18:15: and you can see on the chart on the right

00:18:15 --> 00:18:16: that's roughly 20%

00:18:16 --> 00:18:18: of the capstock as compared to 4%

00:18:18 --> 00:18:21: in phase two. We're also taking 60%

00:18:21 --> 00:18:23: leverage in Phase One versus 65%.

00:18:23 --> 00:18:26: And Lastly, there's a potential to convert some of our

00:18:26 --> 00:18:28: 501 residential units in Phase 1,

00:18:28 --> 00:18:31: two condos, giving us more upfront cash flow and increase

00:18:31 --> 00:18:33: returns while mitigating risk.

00:18:33 --> 00:18:36: We wanted to show the base case with all rental

00:18:36 --> 00:18:38: units because it supports our inclusivity,

00:18:38 --> 00:18:42: narrative and market is already saturated with condos in

00:18:42 --> 00:18:46: Edgewater.

00:18:42 --> 00:18:46: From an underwriting perspective, each of the properties will

00:18:46 --> 00:18:49: be

00:18:46 --> 00:18:49: capitalized individually and in order to expand on the defense

00:18:49 --> 00:18:51: ability of our risk adjusted returns.

00:18:51 --> 00:18:55: We highlighted some of our underwriting from our pro forma,

00:18:55 --> 00:18:57: so from an efficiency perspective,

00:18:57 --> 00:18:59: we targeted 85% for multifamily vacancy,

00:18:59 --> 00:19:01: 5% for multifamily, upwards of 10%

00:19:01 --> 00:19:04: for retail, and we matched rent an expense inflation at

00:19:04 --> 00:19:05: 2.5%,

00:19:05 --> 00:19:08: with two percent management fee across the board.

00:19:08 --> 00:19:12: From construction financing perspective, we underwrote L +

00:19:12 --> 00:19:15: 550 using

00:19:12 --> 00:19:15: a floor of 165 and we think that given today's

00:19:15 --> 00:19:16: debt capital markets,

00:19:16 --> 00:19:18: this is a conservative with 60%

00:19:18 --> 00:19:20: LTC and 1% origination fee,  
00:19:20 --> 00:19:23: which is high for a project of this scale.  
00:19:23 --> 00:19:25: From an exit valuation perspective,  
00:19:25 --> 00:19:28: our blended valuation cap rates were five point 6%  
00:19:28 --> 00:19:29: for phase one and 5.5%  
00:19:29 --> 00:19:32: for phase two, ranging anywhere from ranging from 4.5%  
00:19:32 --> 00:19:34: for the multifamily assets up to 7%  
00:19:34 --> 00:19:37: for the hotel. The takeaway here is that we're not  
00:19:37 --> 00:19:39: assuming cap rate compression.  
00:19:39 --> 00:19:42: We're building to a similar return on cost that we're  
00:19:42 --> 00:19:44: valuing it except.  
00:19:44 --> 00:19:45: So for all these reasons,  
00:19:45 --> 00:19:47: we think there's a lot of upside potential from the  
00:19:47 --> 00:19:49: base case return as presented here.  
00:19:49 --> 00:19:51: While we can still justify and support the existing scenario.  
00:19:55 --> 00:19:57: From a strategy perspective, and just to reiterate,  
00:19:57 --> 00:20:01: we're focusing on the opportunity zone first to establish  
fundamentals  
00:20:01 --> 00:20:03: with more stable multifamily assets and supported by this,  
00:20:03 --> 00:20:06: we're also establishing a sense of place in phase one  
00:20:06 --> 00:20:08: by redeveloping the major Latin American Art Museum,  
00:20:08 --> 00:20:11: making the mask that destination.  
00:20:11 --> 00:20:14: You can see that the residential proportion is 49%  
00:20:14 --> 00:20:17: of the programming, so that's the yellow buildings in both  
00:20:17 --> 00:20:18: of the phases.  
00:20:18 --> 00:20:21: Let's 53 point \$6,000,000 of Opportunity Zone funding.  
00:20:21 --> 00:20:24: That's going towards that first phase of yellow buildings.  
00:20:24 --> 00:20:27: In both phases we were sure to include commercial assets  
00:20:27 --> 00:20:31: to help diversify potential cash flow deficiency and the first  
00:20:31 --> 00:20:31: phase.  
00:20:31 --> 00:20:34: That's specifically the life science and biotech cluster.  
00:20:34 --> 00:20:37: Those blue buildings in the bottom and the second phase.  
00:20:37 --> 00:20:40: That's the 480,000 square foot office tower,  
00:20:40 --> 00:20:42: which will be anchored by Italian.  
00:20:42 --> 00:20:45: Today is one of the largest largest banks in Latin  
00:20:45 --> 00:20:45: America,  
00:20:45 --> 00:20:49: so that helps us to support the narrative of capitalizing  
00:20:49 --> 00:20:51: on Miami and now La Mezcla as the gateway to  
00:20:51 --> 00:20:55: Latin American capital markets from a financing partners  
perspective,  
00:20:55 --> 00:20:58: we're going to partner with Onion opportunity Zone fund.  
00:20:58 --> 00:21:02: Their \$90,000,000 fund focused specifically on Florida  
investment.

00:21:02 --> 00:21:06: Deutsche Bank will provide the construction debt they have experience

00:21:06 --> 00:21:09: in capital to lend to mixed use development projects of

00:21:09 --> 00:21:10: this scale,

00:21:10 --> 00:21:12: and from an LP equity perspective.

00:21:12 --> 00:21:15: We're going to partner with the Florida Teachers Pension Fund

00:21:15 --> 00:21:18: because they align interests with community development in Florida with

00:21:18 --> 00:21:18: us.

00:21:21 --> 00:21:24: La Mascular is a 24/7 365 live work and play

00:21:25 --> 00:21:29: oriented mixed use community that's at the nucleus for the

00:21:29 --> 00:21:32: surrounding neighborhoods of Wynnewood.

00:21:32 --> 00:21:35: Wynnewood Norte, Midtown Edge water and really,

00:21:35 --> 00:21:37: the entire Miami Dade region.

00:21:37 --> 00:21:42: This is a destination where these communities can all come

00:21:42 --> 00:21:43: together.

00:21:43 --> 00:21:46: The design focuses on ecological resilience.

00:21:46 --> 00:21:52: Sustainable practices achieves LEED Platinum status for neighborhood development and

00:21:52 --> 00:21:55: offers a strong connection to Biscayne Bay.

00:21:55 --> 00:22:00: As you can see in the rendering on the screen.

00:22:00 --> 00:22:04: La Mesa also offers ample public and open space 7

00:22:04 --> 00:22:06: clauses ranging in program,

00:22:06 --> 00:22:10: 30% affordable units in a variety of housing,

00:22:10 --> 00:22:15: dining and workplace options. Finally.

00:22:15 --> 00:22:19: Our development team is generated in attractive but more importantly

00:22:19 --> 00:22:22: feasible capital structure with realistic returns.

00:22:22 --> 00:22:27: Our emphasis has been on utilizing local infrastructure and local

00:22:27 --> 00:22:28: capital through ecology,

00:22:28 --> 00:22:33: economy, and community domestically will create an inclusive place propagated

00:22:33 --> 00:22:36: by learning leisure and resilience.

00:22:36 --> 00:22:39: Thank you. Will take your questions at this time.

00:22:41 --> 00:22:45: Great job. Richard, do you want to start off this

00:22:45 --> 00:22:45: question?

00:22:45 --> 00:22:48: Yeah, well, our team. I'll turn it over to either

00:22:48 --> 00:22:51: Jose or Ellen if they want to do the first

00:22:51 --> 00:22:52: question.

00:22:56 --> 00:22:59: Sure, I will take it.

00:22:59 --> 00:23:03: Old ladies first. Thank you.

00:23:03 --> 00:23:06: Is is a very interesting proposal here.

00:23:06 --> 00:23:11: I was really impressed, especially your three pillows approach to

00:23:11 --> 00:23:12: this project.

00:23:12 --> 00:23:15: Not to take too much time for what you have

00:23:15 --> 00:23:16: just told us.

00:23:16 --> 00:23:20: I'd like to just ask the question about urban form.

00:23:20 --> 00:23:24: It is very interesting that you you pick some interesting

00:23:24 --> 00:23:29: angular geometry and then you also have some interesting building

00:23:29 --> 00:23:30: forms.

00:23:30 --> 00:23:33: I was hoping that you get to talk a little

00:23:33 --> 00:23:35: bit about your concept.

00:23:35 --> 00:23:40: To to help us understand the rational or the inspiration

00:23:40 --> 00:23:41: and also in particular,

00:23:41 --> 00:23:45: the museum that spends over the train tracks.

00:23:45 --> 00:23:48: Um, you know why take that expense or long spend

00:23:48 --> 00:23:49: structure?

00:23:49 --> 00:23:51: What benefit are you going to?

00:23:51 --> 00:23:55: Is that project going to bring to the community that

00:23:55 --> 00:23:57: worth the extra expense?

00:23:57 --> 00:23:59: Thank you for the question.

00:23:59 --> 00:24:02: So the forms initially started out with the most efficient

00:24:02 --> 00:24:04: form for each type,

00:24:04 --> 00:24:08: so each building was first for Residential's first computer stuff

00:24:08 --> 00:24:11: as either a bubble loader simulator corridor with some other

00:24:11 --> 00:24:12: side,

00:24:12 --> 00:24:14: and for commercial use.

00:24:14 --> 00:24:18: Before that was the most optimal rectangle shape with a

00:24:18 --> 00:24:19: central core.

00:24:19 --> 00:24:22: The way the buildings that came shape was when we

00:24:22 --> 00:24:25: took a look at the existing St Grids,

00:24:25 --> 00:24:29: which we realigned. But then there is also these streets

00:24:29 --> 00:24:32: of such as analogies 1st Ave which is a diagonal

00:24:32 --> 00:24:35: that runs through our site and so when we looked

00:24:35 --> 00:24:39: at the surrounding context that push and pull some of

00:24:39 --> 00:24:43: our buildings and creative angles based on the new corridors,

00:24:43 --> 00:24:45: such as in the first phase,

00:24:45 --> 00:24:47: we had a bag. Orderly.

00:24:52 --> 00:24:54: To answer your question about the museum,

00:24:54 --> 00:24:58: we kept the so currently onsite today to museum is

00:24:58 --> 00:25:01: existing as much more of a sculpture storage space and

00:25:01 --> 00:25:04: we want to rebuild it for the Community in that  
00:25:04 --> 00:25:08: location. It is currently next to the train tracks,  
00:25:08 --> 00:25:11: so we wanted to provide a space that connects over  
00:25:11 --> 00:25:15: to the other phase but project so it's easily accessible  
00:25:15 --> 00:25:18: for both phases and there's direct entrance to the museum  
00:25:18 --> 00:25:22: from our food. So both sides of the projects have  
00:25:22 --> 00:25:26: equal access to it and also by bridging across the  
00:25:26 --> 00:25:27: rail line,  
00:25:27 --> 00:25:32: we're creating views to the surrounding neighborhood which  
enhance the  
00:25:32 --> 00:25:34: good neighbor aspect of our project.  
00:25:34 --> 00:25:38: Meaning people who typically don't have views from above in  
00:25:39 --> 00:25:42: house on they can enjoy the art from above or  
00:25:42 --> 00:25:43: below and.  
00:25:43 --> 00:25:48: It made sense for us to give my viewing opportunities.  
00:25:52 --> 00:25:53: Thank you.  
00:25:56 --> 00:25:58: As I do, you want to go next.  
00:25:58 --> 00:26:01: Yeah, just let me. I guess there's a great slide  
00:26:01 --> 00:26:04: have up 'cause I'm my questions really dealt with the  
00:26:04 --> 00:26:05: public space.  
00:26:05 --> 00:26:08: I love the public spaces that the plan has and  
00:26:08 --> 00:26:11: the ability that it you know brings in the property  
00:26:11 --> 00:26:13: and connects it to the water.  
00:26:13 --> 00:26:17: My question really is, is this something that the project  
00:26:17 --> 00:26:20: is taking honest and expense or is this something that  
00:26:20 --> 00:26:23: you're looking to partner up with the city and the  
00:26:23 --> 00:26:25: public partners to fund that?  
00:26:25 --> 00:26:29: That public open space out to the water and is  
00:26:29 --> 00:26:32: that sort of a when you talked about the other  
00:26:32 --> 00:26:34: Part 2 part questions.  
00:26:34 --> 00:26:37: First of that there was about the ASAP and how  
00:26:37 --> 00:26:38: you.  
00:26:38 --> 00:26:41: Looked at, there's only and wanted to take advantage of  
00:26:41 --> 00:26:43: that opportunity in the code.  
00:26:43 --> 00:26:46: What do you see is the benefits of doing ASAP  
00:26:46 --> 00:26:50: versus just trying to work within the the boundaries of  
00:26:50 --> 00:26:51: the code?  
00:26:51 --> 00:26:54: I can answer the first part of that question and  
00:26:54 --> 00:26:55: then doing.  
00:26:55 --> 00:26:58: Maybe you can take the second part to your point  
00:26:58 --> 00:27:02: about financing the Plaza so the seven public plazas that  
00:27:02 --> 00:27:05: we spoke to we budgeted for in our pro forma,

00:27:05 --> 00:27:08: and those are all within the blue and orange outlines  
00:27:09 --> 00:27:12: in the first 2 phases and then going forward in  
00:27:12 --> 00:27:15: the future phase past Second Ave and towards the same  
00:27:15 --> 00:27:18: day those will. The idea there to your point,  
00:27:18 --> 00:27:21: you're right on the dot is to work with the  
00:27:21 --> 00:27:22: city and.  
00:27:22 --> 00:27:24: Future did offer some planners and capitalize icon form.  
00:27:27 --> 00:27:31: OK yeah I and then to the to the zoning  
00:27:31 --> 00:27:33: question I think.  
00:27:35 --> 00:27:38: The the ASAP allowed us to take both sides of  
00:27:38 --> 00:27:41: the track really as one sort of unit when we  
00:27:41 --> 00:27:45: really looked at the design of the place and I  
00:27:45 --> 00:27:49: think it allowed us to really design around that connection  
00:27:49 --> 00:27:54: across the tracks connecting Winwood and Edgewater and.  
00:27:54 --> 00:27:57: I think the the existing zoning,  
00:27:57 --> 00:28:01: also the the NRD the neighborhood.  
00:28:01 --> 00:28:05: Revitalization District that is in Wynwood now also is really  
00:28:05 --> 00:28:08: focusing on on keeping the form based code to the  
00:28:08 --> 00:28:09: to the West of the tracks.  
00:28:09 --> 00:28:12: And so I think by creating an nsap around our  
00:28:12 --> 00:28:16: entire site where we're allowed to be a little more  
00:28:16 --> 00:28:20: intentional with our design to really connect to edge water  
00:28:20 --> 00:28:23: and then also play out this masterplan idea to the  
00:28:23 --> 00:28:26: Bay which is just as close to important I think  
00:28:26 --> 00:28:28: to the site as Wynwood is to the to the  
00:28:28 --> 00:28:29: West.  
00:28:32 --> 00:28:35: OK, great, thank you.  
00:28:35 --> 00:28:39: Excellent so my question relates sort of to the phasing,  
00:28:39 --> 00:28:42: but really on the same page you have here related  
00:28:42 --> 00:28:46: to the difference in financial returns that are coming from  
00:28:46 --> 00:28:48: phase two versus Phase one.  
00:28:48 --> 00:28:53: And my questions, the common question that I always have  
00:28:53 --> 00:28:57: on these large scale long-term deals is what would you  
00:28:57 --> 00:28:59: do to re balance the plan?  
00:28:59 --> 00:29:07: OK, to have those returns be more congruent.  
00:29:07 --> 00:29:10: Because we always find in these long term deals that  
00:29:10 --> 00:29:12: if we go in with a lower return on phase  
00:29:12 --> 00:29:12: one,  
00:29:12 --> 00:29:16: it's very rare that you get the higher return on  
00:29:16 --> 00:29:16: phase two.  
00:29:16 --> 00:29:19: Yeah, unless something blows up.  
00:29:19 --> 00:29:20: So the question really is,



00:29:20 --> 00:29:24: how would you looking at this mix more conceptually,  
00:29:24 --> 00:29:28: not necessarily mathematically financially. How would you re  
balance the  
00:29:29 --> 00:29:32: mix to have a more appropriate return or market driven  
00:29:32 --> 00:29:34: return purely for phase one?  
00:29:34 --> 00:29:38: Because you don't know if phase two is going to  
00:29:38 --> 00:29:39: happen right?  
00:29:39 --> 00:29:41: Yeah, to answer your point directly,  
00:29:41 --> 00:29:43: I think I think you hit it right on the  
00:29:43 --> 00:29:44: money and that's that.  
00:29:44 --> 00:29:47: Was definitely something that we were trying to highlight is  
00:29:47 --> 00:29:48: look.  
00:29:48 --> 00:29:50: We understand that these returns are low on phase one,  
00:29:50 --> 00:29:52: but there are a lot of ways in which we  
00:29:53 --> 00:29:55: underwrote conservatively and we think that week,  
00:29:55 --> 00:29:57: but maybe I was going to interrupt let let's.  
00:29:57 --> 00:30:01: Let's assume that for this conversation 'cause I'm not sure  
00:30:01 --> 00:30:04: I agree that it's underwritten conservatively in context.  
00:30:04 --> 00:30:06: So the question I have specifically is,  
00:30:06 --> 00:30:08: what would you do in the land use mix?  
00:30:08 --> 00:30:13: And maybe it's a planning question architectural question as  
much  
00:30:13 --> 00:30:16: to re balance the uses so that we have a  
00:30:16 --> 00:30:18: more congruent set of returns.  
00:30:18 --> 00:30:22: In terms of land is currently in phase one providing  
00:30:22 --> 00:30:22: 49%  
00:30:22 --> 00:30:24: residential and we have 30%  
00:30:24 --> 00:30:28: affordable units, we could do this and number of ways  
00:30:28 --> 00:30:31: in which we either reduced affordability in it.  
00:30:31 --> 00:30:34: But we would tend to not want to do that  
00:30:34 --> 00:30:38: because a lot of the neighborhood just running neighborhood  
wants  
00:30:38 --> 00:30:42: optionality and residential so we can lower the total number  
00:30:42 --> 00:30:46: of units slightly in order to favor more commercial uses  
00:30:46 --> 00:30:49: or within potential charge higher rents.  
00:30:51 --> 00:30:55: Landry's perspective we could cut down on our affordable on  
00:30:55 --> 00:30:57: our residential units,  
00:30:57 --> 00:31:01: increase our commercial, and maybe dedicate less space to  
our  
00:31:01 --> 00:31:05: urban agriculture which might not receive as high runs as  
00:31:05 --> 00:31:07: some of our lifetimes.  
00:31:07 --> 00:31:09: Texas tenants.  
00:31:09 --> 00:31:11: And then just out on that.

00:31:11 --> 00:31:13: I think that's great material,

00:31:13 --> 00:31:16: I think. Yeah, increasing commercial and then potentially increasing some

00:31:16 --> 00:31:20: of our 501 residential units that are all currently rentals

00:31:20 --> 00:31:22: in that first phase two condos to get more cash

00:31:22 --> 00:31:23: flow front.

00:31:25 --> 00:31:29: OK, I see there's a question and then Steve.

00:31:32 --> 00:31:34: Did you save me first?

00:31:34 --> 00:31:37: No will you go ahead and and then we'll do

00:31:38 --> 00:31:38: that next.

00:31:38 --> 00:31:43: Oh OK, my question is actually piggybacks pretty nicely be

00:31:43 --> 00:31:45: after Richards.

00:31:45 --> 00:31:50: It's also about sources and uses and phasing.

00:31:50 --> 00:31:56: Your your equity expectation. And your equity raises pretty substantial,

00:31:56 --> 00:31:58: with almost 30% of the entire project,

00:31:58 --> 00:32:01: and just basically the developer writing the check.

00:32:01 --> 00:32:04: So I'm curious, are you anticipating that as the developer,

00:32:04 --> 00:32:06: if you were the development?

00:32:06 --> 00:32:09: If you're expecting to write those big checks?

00:32:09 --> 00:32:11: Or did you have any conversation at all about where

00:32:11 --> 00:32:13: that money is coming from?

00:32:13 --> 00:32:16: Terms of a financial partner that may take a stake

00:32:16 --> 00:32:19: in that that might also erodes some of your returns.

00:32:19 --> 00:32:23: Specifically, in that phase one where the equity is a

00:32:23 --> 00:32:25: little bit less \$56,000,000,

00:32:25 --> 00:32:28: which represents about 17% of the of the investment when

00:32:28 --> 00:32:30: you strip out the public funds.

00:32:30 --> 00:32:33: But when you get to phase two,

00:32:33 --> 00:32:34: you're really at about 27%.

00:32:34 --> 00:32:40: You're anticipating down the line writing 159 million dollar check.

00:32:40 --> 00:32:42: What went through your mind and you in terms of

00:32:42 --> 00:32:45: strategy with that that we're going to raise a smaller

00:32:45 --> 00:32:47: amount of money in phase one,

00:32:47 --> 00:32:50: and then we're hoping that phase two is going to

00:32:50 --> 00:32:51: better returns.

00:32:51 --> 00:32:54: But we're also going to be looking at writing this

00:32:54 --> 00:32:56: really big equity check.

00:32:56 --> 00:32:58: How you doing that and then?

00:32:58 --> 00:33:00: And then that Brazilian Park,

00:33:00 --> 00:33:03: which I by the way love is there a promise

00:33:03 --> 00:33:06: to your phase one investors that that is going to

00:33:06 --> 00:33:06: come into play.

00:33:06 --> 00:33:09: Do you have to have that in play or basically

00:33:10 --> 00:33:12: put that together before you move forward?

00:33:12 --> 00:33:16: Yeah, absolutely. I think just to finish the last part

00:33:16 --> 00:33:17: of your thought first.

00:33:17 --> 00:33:21: We didn't think about it contingent on the future phasing,

00:33:21 --> 00:33:23: but to just start back at the beginning.

00:33:23 --> 00:33:25: Matthew, I'm going to the second to last.

00:33:25 --> 00:33:30: That's first financing slide or sorry this the second last

00:33:30 --> 00:33:31: total slide.

00:33:31 --> 00:33:35: Yeah, so I don't know if this was clear and

00:33:35 --> 00:33:36: sorry bout that.

00:33:36 --> 00:33:38: If it wasn't but our equity,

00:33:38 --> 00:33:43: total equity will be split between a typical probably waterfall

00:33:43 --> 00:33:45: structure from 10%

00:33:45 --> 00:33:49: GP, 90% LP structure. So the Florida Teachers Pension

00:33:49 --> 00:33:53: Fund

00:33:49 --> 00:33:53: is who we were targeting as the LP equity.

00:33:53 --> 00:33:57: So specifically in that first phase to take about 90%

00:33:57 --> 00:34:00: of that 59 million.

00:34:00 --> 00:34:03: And we think that there's liquid in the market given

00:34:03 --> 00:34:05: the capital markets today,

00:34:05 --> 00:34:07: and you know the amount of dry powder that's out

00:34:07 --> 00:34:09: there that needs to be put out,

00:34:09 --> 00:34:12: if not from them, then definitely someone else.

00:34:12 --> 00:34:14: And I think to speak on your point that I

00:34:14 --> 00:34:18: completely agree the equity check in Phase two is

00:34:18 --> 00:34:18: substantially

00:34:18 --> 00:34:18: higher,

00:34:18 --> 00:34:21: and that was kind of feeding into the narrative of

00:34:21 --> 00:34:24: building kind of showing a system that works in phase

00:34:24 --> 00:34:25: one and saying,

00:34:25 --> 00:34:27: hey, look here we can do this.

00:34:27 --> 00:34:31: We understand the neighborhood, we understand everything

00:34:31 --> 00:34:33: that's going on.

00:34:31 --> 00:34:33: And this is the plan that we're going until an

00:34:33 --> 00:34:35: now that we've established this value,

00:34:35 --> 00:34:37: that we can build off of.

00:34:37 --> 00:34:41: We can go go forward and syndicate more equity at

00:34:41 --> 00:34:42: a higher rate.

00:34:42 --> 00:34:44: OK, so where you returned,

00:34:44 --> 00:34:47: I did hear you talk about your financial partner,

00:34:47 --> 00:34:50: but I didn't see the breakout in that split up.

00:34:50 --> 00:34:51: How much developer would put in?  
00:34:51 --> 00:34:54: How much your equity partner was going to put it  
00:34:54 --> 00:34:55: in?  
00:34:55 --> 00:34:58: And then are these returns that you're projecting an overall?  
00:34:58 --> 00:35:01: Or is this to the to the financial partner?  
00:35:01 --> 00:35:05: Investor ultimately was the developers return the over these  
are  
00:35:05 --> 00:35:08: overall returns from a project level and we structured it  
00:35:08 --> 00:35:10: as a as a water Bob.  
00:35:10 --> 00:35:11: 10% BP 90% update. OK,  
00:35:11 --> 00:35:12: thank you yeah.  
00:35:15 --> 00:35:16: Do you want to go ahead?  
00:35:16 --> 00:35:17: I can.  
00:35:17 --> 00:35:20: Yeah, the question I had had to do it right.  
00:35:20 --> 00:35:23: The train station, um, I was hoping you could explain  
00:35:23 --> 00:35:24: better for me.  
00:35:24 --> 00:35:27: To me the sexual relationship between the train.  
00:35:27 --> 00:35:30: Station the Upper Plaza that goes across it and the  
00:35:30 --> 00:35:31: street.  
00:35:31 --> 00:35:35: And how do you get between those three levels?  
00:35:35 --> 00:35:38: Yes, thank you so that the rail line is upgrade  
00:35:38 --> 00:35:41: so it's equal to St level with the rest of  
00:35:41 --> 00:35:42: the site.  
00:35:42 --> 00:35:46: The crossings happen basically above and below our site at  
00:35:46 --> 00:35:49: North East 26 St and 29th St and then it's  
00:35:49 --> 00:35:50: a bathroom.  
00:35:50 --> 00:35:54: Bridge is 3 stories above the train line with access  
00:35:54 --> 00:35:58: points from the commercial power an from a fairway on  
00:35:58 --> 00:36:00: the Wynnewood North side,  
00:36:00 --> 00:36:03: and was I believe, back into our food Hall in  
00:36:03 --> 00:36:05: train station building.  
00:36:05 --> 00:36:08: On the Edgewater side so.  
00:36:08 --> 00:36:10: There are really two plans at play.  
00:36:10 --> 00:36:14: Here is a pedestrian antrain level are both upgrade and  
00:36:14 --> 00:36:15: classroom registry.  
00:36:15 --> 00:36:17: Sorry the most.  
00:36:17 --> 00:36:20: So if I can to follow on question if your  
00:36:20 --> 00:36:22: if your bridges are three stories up,  
00:36:22 --> 00:36:26: you have quite a lot of space underneath that bridge  
00:36:26 --> 00:36:28: that it doesn't have access to daylight.  
00:36:28 --> 00:36:31: So what do you do in that space?  
00:36:31 --> 00:36:34: That space is where we saw our city bikes.

00:36:34 --> 00:36:37: I believe it's on the third slide where we have  
00:36:37 --> 00:36:39: our financing overview.  
00:36:39 --> 00:36:42: Though we get a snapshot of what that space looks  
00:36:42 --> 00:36:43: like,  
00:36:43 --> 00:36:47: that is part of the transit hub and it's actually.  
00:36:47 --> 00:36:51: Well, go forward now.  
00:36:51 --> 00:36:55: Matt, go to the 4th one slide #3.  
00:37:02 --> 00:37:05: So this is a snapshot.  
00:37:05 --> 00:37:07: 11 afternoon.  
00:37:11 --> 00:37:14: One app.  
00:37:14 --> 00:37:18: So snapshot of what life beneath the bridge looks like.  
00:37:18 --> 00:37:21: So this is an afternoon view taken late afternoon,  
00:37:21 --> 00:37:23: six o'clock 7:00 o'clock.  
00:37:26 --> 00:37:29: So the bridge is falling up where wants it's morning  
00:37:29 --> 00:37:32: and they like there will be like sitting below it.  
00:37:32 --> 00:37:36: But we have strategically planted the area with restaurants  
and  
00:37:36 --> 00:37:38: we created bike parking beyond.  
00:37:38 --> 00:37:41: And we've also created enough space between the bridge  
and  
00:37:41 --> 00:37:45: the surrounding buildings to create a wide Plaza that's not  
00:37:45 --> 00:37:46: directly beneath this,  
00:37:46 --> 00:37:49: so it's not going to be oppressively dark space.  
00:37:53 --> 00:37:55: Yeah, but the bottom of the bridge is about 40  
00:37:56 --> 00:37:56: feet off of.  
00:38:01 --> 00:38:04: Thank you.  
00:38:04 --> 00:38:06: I don't see any other hands raised.  
00:38:06 --> 00:38:09: Are there any other jurors we have until 3:30 so  
00:38:09 --> 00:38:12: we actually have 5 to 7 more minutes.  
00:38:15 --> 00:38:21: Brad Jenny maneasha Kim. Anyone have some questions?  
00:38:21 --> 00:38:24: I just have one question right and I saw that  
00:38:24 --> 00:38:27: you guys went after the LEED certification.  
00:38:27 --> 00:38:30: Is that for all of the buildings or is that  
00:38:30 --> 00:38:34: you know you're trying to be aspirational for the project  
00:38:34 --> 00:38:36: as a whole to have meter ification?  
00:38:36 --> 00:38:39: Or you just doing a building for building?  
00:38:39 --> 00:38:44: Yeah, they we went after a LEED neighborhood development  
certification  
00:38:44 --> 00:38:47: that that's what we talked about in the in the  
00:38:47 --> 00:38:48: presentation.  
00:38:48 --> 00:38:52: So that is actually for the entire site.  
00:38:52 --> 00:38:54: And then for each building,  
00:38:54 --> 00:38:57: we would allow we allowed for lead to be pursued

00:38:57 --> 00:39:00: on a singular buildings status and there are,  
00:39:00 --> 00:39:05: you know certain requirements for buildings on the site to  
00:39:05 --> 00:39:08: be to be a certain LEED standard under outside,  
00:39:08 --> 00:39:11: but that was for the entire site,  
00:39:11 --> 00:39:15: not just specifically to buildings.  
00:39:15 --> 00:39:15: Yeah.  
00:39:19 --> 00:39:23: Diana Dave, anyone have additional questions for the team?  
00:39:23 --> 00:39:27: Looks like Brad does. Yeah I raise my hands.  
00:39:27 --> 00:39:31: Good afternoon everybody. I wanted to talk about and get  
00:39:31 --> 00:39:34: you to comment on your your retail strategy around keeping  
00:39:34 --> 00:39:36: as you as you called him into the some of  
00:39:36 --> 00:39:39: the materials and mom and pop stores that have been  
00:39:39 --> 00:39:42: existing in the area for awhile and I'm wondering how  
00:39:42 --> 00:39:44: you're doing that financially.  
00:39:44 --> 00:39:47: Are you underwriting them at all in terms of their  
00:39:47 --> 00:39:49: their participation in the project?  
00:39:49 --> 00:39:52: Or how are you retaining those shops in particularly targeting  
00:39:52 --> 00:39:53: them for the project?  
00:39:56 --> 00:39:59: So I can speak to the underwriting perspective,  
00:39:59 --> 00:40:03: and then maybe pavell you can expand on on the  
00:40:03 --> 00:40:06: design from an underwriting perspective.  
00:40:06 --> 00:40:09: We under wrote about \$30 triple net rents based on  
00:40:09 --> 00:40:13: our review of the market with with expense the same  
00:40:13 --> 00:40:14: expense,  
00:40:14 --> 00:40:17: growth and inflation that we did before.  
00:40:17 --> 00:40:19: And we value them at A5 cap,  
00:40:19 --> 00:40:23: but just in terms of financially underwriting them,  
00:40:23 --> 00:40:26: yeah, they were very much built into built into.  
00:40:26 --> 00:40:30: How we structured the financing and overall development  
proforma for  
00:40:30 --> 00:40:33: the product and how much of the overall retail program  
00:40:33 --> 00:40:35: do you think that that group occupies?  
00:40:35 --> 00:40:37: How much of it? It's 13%  
00:40:37 --> 00:40:43: of the total programming spaces that speak to your question.  
00:40:43 --> 00:40:44: Yes, it does.  
00:40:48 --> 00:40:51: How about we go with Ellen next and then Steve  
00:40:51 --> 00:40:52: and then Richard?  
00:40:52 --> 00:40:54: Good.  
00:40:54 --> 00:40:57: Sure, just a follow up question on facing.  
00:40:57 --> 00:41:00: I guess. Face one it's not.  
00:41:00 --> 00:41:03: Uh, some or I guess the other way to put  
00:41:03 --> 00:41:04: it.

00:41:04 --> 00:41:07: You have put the open space connection to the Bay  
00:41:07 --> 00:41:09: in the last phase.  
00:41:09 --> 00:41:12: If it's not a project that you were going to  
00:41:12 --> 00:41:13: be funding,  
00:41:13 --> 00:41:15: but working with the city,  
00:41:15 --> 00:41:20: would you consider doing it first to bring benefit to  
00:41:20 --> 00:41:25: the Community's part to support your project and also  
enhanced  
00:41:25 --> 00:41:27: the value of your development?  
00:41:27 --> 00:41:29: For the first part of that,  
00:41:29 --> 00:41:33: future Fastpark actually begins in phase one between  
buildings three  
00:41:33 --> 00:41:34: and four.  
00:41:34 --> 00:41:37: Noted in this plan. So the way we can see  
00:41:37 --> 00:41:39: this part is that it will be a flexible space,  
00:41:39 --> 00:41:43: depending on availability of land surrounding us.  
00:41:43 --> 00:41:46: So we've proposed this form on the plan because we  
00:41:46 --> 00:41:49: believe that we could acquire those sites down the line.  
00:41:49 --> 00:41:52: But as parcels become more or less available,  
00:41:52 --> 00:41:55: that shape would be more or less malleable.  
00:41:55 --> 00:41:58: But we are creating the beginning of it on our  
00:41:58 --> 00:42:01: site to help build the values like.  
00:42:01 --> 00:42:04: Publicly open space in phase one.  
00:42:04 --> 00:42:05: Intern.  
00:42:08 --> 00:42:11: So we're going to say to piggyback on the test  
00:42:11 --> 00:42:11: point,  
00:42:11 --> 00:42:14: I think part of the appeal of this gesture to  
00:42:14 --> 00:42:17: the water is that we think that it actually be  
00:42:17 --> 00:42:20: replicated in other areas and creating a strong,  
00:42:20 --> 00:42:24: resilient waterfront will actually help with some of the climate  
00:42:24 --> 00:42:27: concerns that South Florida faces in the near term.  
00:42:27 --> 00:42:30: So we just wanted to create a system that is  
00:42:30 --> 00:42:33: flexible and adaptable to the existing conditions,  
00:42:33 --> 00:42:36: realizing that there is going to have to be some  
00:42:36 --> 00:42:39: give and take in order to make it.  
00:42:39 --> 00:42:41: A reality and it may not take on this final  
00:42:41 --> 00:42:42: form.  
00:42:44 --> 00:42:45: Thank you.  
00:42:49 --> 00:42:52: Steve, yeah my question. One minute for Steve.  
00:42:52 --> 00:42:56: Yeah, my question has to do with parking so you're  
00:42:56 --> 00:43:00: projecting 2.7 million square feet of built space,  
00:43:00 --> 00:43:05: exclusive of any parking structure you're only projecting 694  
spaces.

00:43:05 --> 00:43:07: And no, this is a transit based project.

00:43:07 --> 00:43:10: But if you do the math on that,

00:43:10 --> 00:43:13: just on the commercial retail space alone,

00:43:13 --> 00:43:17: that's providing 1/2 the space per 1000 square feet and

00:43:17 --> 00:43:18: leaving no spaces.

00:43:18 --> 00:43:20: For anyone in the residential,

00:43:20 --> 00:43:24: multifamily, Miami auto centric market like that.

00:43:24 --> 00:43:26: Feel good about that projection.

00:43:26 --> 00:43:31: Or do you think that's a hard sell for your

00:43:31 --> 00:43:32: investors?

00:43:32 --> 00:43:37: So we would consider parking currently with rejected 1042

00:43:37 --> 00:43:38: dwelling

00:43:38 --> 00:43:42: units on site,

00:43:42 --> 00:43:46: and that's 1/2 spaces that is mentioned for dwelling units.

00:43:46 --> 00:43:50: What about what the total of 695 spaces within garages

00:43:50 --> 00:43:51: and we've provided roughly 111 additional spaces in garages

00:43:51 --> 00:43:52: and

00:43:52 --> 00:43:55: on the surface,

00:43:55 --> 00:43:59: the reason we feel OK with this with this number

00:43:59 --> 00:44:03: is because one we're multimodal handed space that we are

00:44:03 --> 00:44:06: accommodating jobs or different education levels.

00:44:06 --> 00:44:10: So we're anticipating by a lot of art.

00:44:10 --> 00:44:14: Employers and employees on the site will be coming through

00:44:14 --> 00:44:18: the train line through bus service for automated vehicle loops

00:44:18 --> 00:44:20: and also there's also significant turnover over during the day,

00:44:20 --> 00:44:23: so the people who will be there in the morning

00:44:23 --> 00:44:25: will not be there in the evening and the demand

00:44:25 --> 00:44:29: will be very proud today.

00:44:29 --> 00:44:29: Moreover, when was North is a very low dense neighborhood

00:44:29 --> 00:44:32: Anna,

00:44:32 --> 00:44:34: such as plenty of on street parking that we notice

00:44:34 --> 00:44:37: when he wants to be the site.

00:44:37 --> 00:44:38: So we believe that this will be sufficient given all

00:44:38 --> 00:44:41: of our.

00:44:41 --> 00:44:43: Most transportation thank you.

00:44:43 --> 00:44:45: So we have a quick man.

00:44:45 --> 00:44:45: I'll ask a quick question or maybe it can be

00:44:45 --> 00:44:49: a quick,

00:44:49 --> 00:44:50: very quick answer as you're thinking about the life Sciences

00:44:50 --> 00:44:52: and biotech.

00:44:52 --> 00:44:55: What analogs have you seen?

00:44:55 --> 00:44:55: Either you know across the country where you kind of



00:44:55 --> 00:44:57: envision this being comfortable,  
00:44:57 --> 00:45:02: where it's actually where it's been successful as a catalyst.  
00:45:02 --> 00:45:05: And did you think about that in terms of your  
00:45:05 --> 00:45:06: programming?  
00:45:06 --> 00:45:09: Sure, yeah, that's a great question.  
00:45:09 --> 00:45:11: We we did look at the West Coast and the  
00:45:12 --> 00:45:13: Northeast in particular,  
00:45:13 --> 00:45:17: but I think the research triangle in Raleigh has really  
00:45:17 --> 00:45:20: taken off in the last couple years,  
00:45:20 --> 00:45:22: and I think it's one of the Sunbelt.  
00:45:22 --> 00:45:26: It's the closest to the sunbelt markets that I think  
00:45:26 --> 00:45:27: would be applicable.  
00:45:27 --> 00:45:30: There's been a lot of growth,  
00:45:30 --> 00:45:34: particularly around Tampa. I believe Bill Gates is foundation.  
00:45:34 --> 00:45:37: Just partnered with somebody and.  
00:45:37 --> 00:45:41: They expanded research, I believe at University of South  
Florida.  
00:45:41 --> 00:45:44: If I remember correctly, but the.  
00:45:44 --> 00:45:48: I. I guess part of why we feel like it's  
00:45:48 --> 00:45:53: an appealing destination is it's a place where people want  
00:45:53 --> 00:45:54: to be.  
00:45:54 --> 00:45:58: In general Miami's very I guess the type of workers  
00:45:58 --> 00:46:01: that work in these environments.  
00:46:01 --> 00:46:05: Really value the type of lifestyle that you would be  
00:46:05 --> 00:46:06: able to have,  
00:46:06 --> 00:46:10: and I think that the corporations will follow where their  
00:46:10 --> 00:46:11: talent wants to be,  
00:46:11 --> 00:46:15: and so if you create a destination that is appealing  
00:46:15 --> 00:46:18: to the types of workers that will occupy the space  
00:46:19 --> 00:46:22: and provide the service these companies need,  
00:46:22 --> 00:46:26: I think there's a really good sales pitch there along  
00:46:26 --> 00:46:30: with when you consider the land value and the volume  
00:46:30 --> 00:46:31: will run the.  
00:46:31 --> 00:46:36: Business taxes the state and the volume of stem grads.  
00:46:36 --> 00:46:40: I think you can start to ideally pluck talent out  
00:46:41 --> 00:46:43: of some of these more.  
00:46:43 --> 00:46:46: Places on the West Coast and in the northeast.

---

*This video transcript has been machine-generated, so it may not be accurate. It is for personal use only. Reproduction or use without written permission is prohibited. If you*

have a correction or for permission inquiries, please contact [\[email protected\]](#).