

THE

# THE RINCÓN SQUARE HEIGHTS

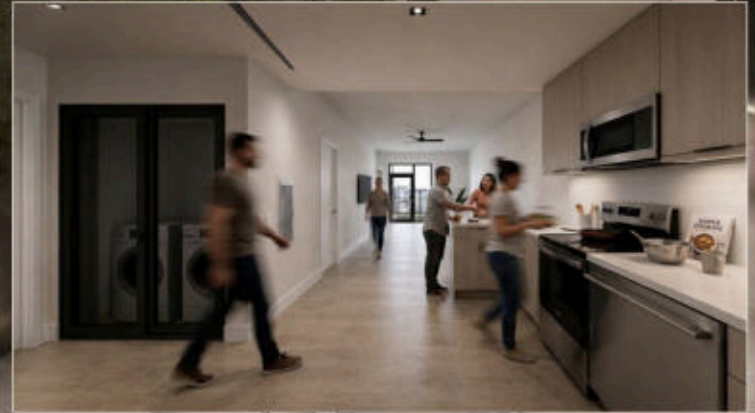
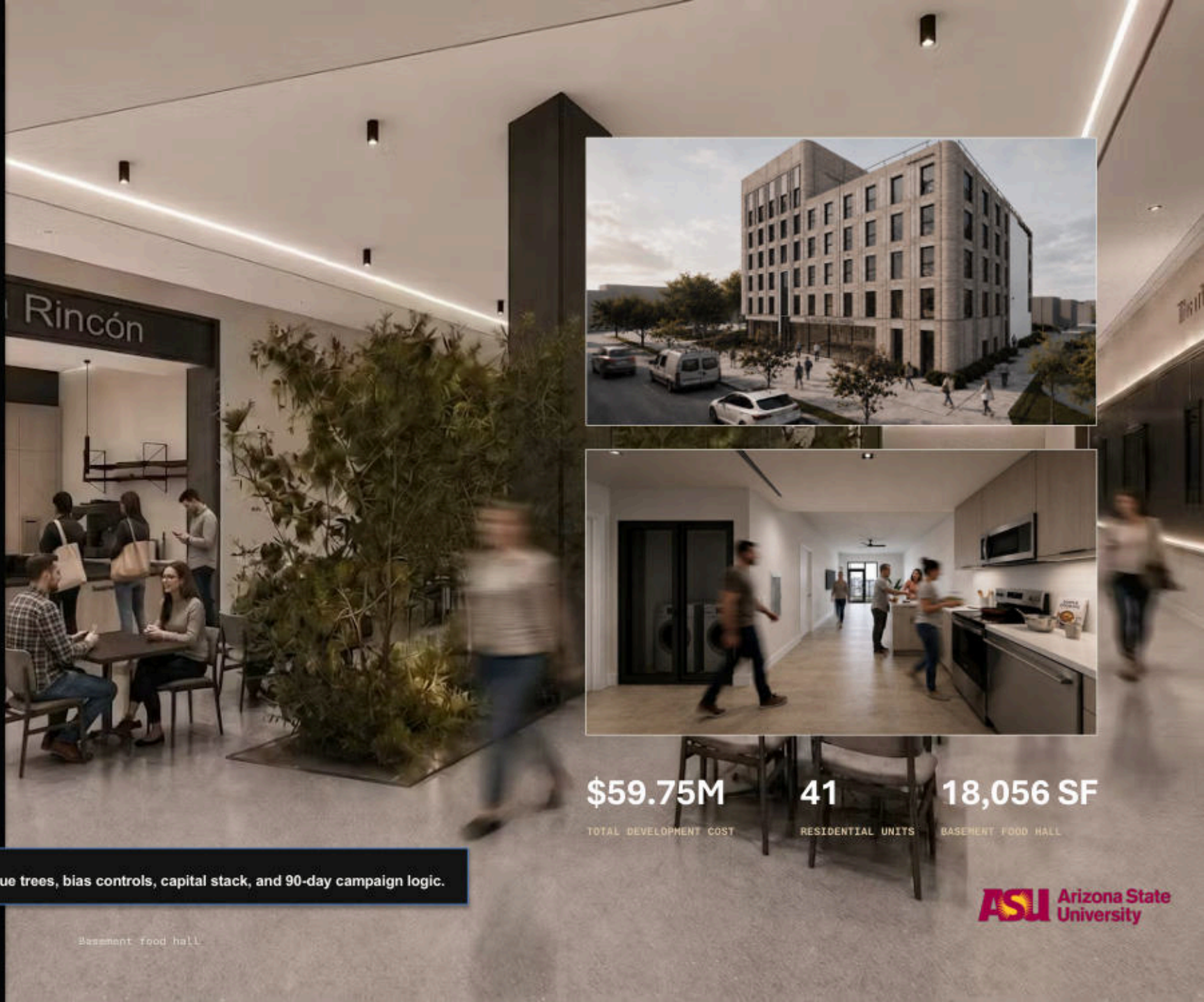
A Human-Centric Mixed-Use Development Strategy for Mariachi Plaza

Project Development  
Housing • Food Hall Activation • Cultural Placemaking • Affordable Housing • Asset Performance • Design For Equity

DeVont'e Collins  
Architectural Designer | Business Architecture + Built Environment Strategy | Capital + Implementation Planning

Framework Implemented  
Research → Data → Business Model → Hypothesis → Strategy → Capital Logic → Program → Architecture → Experience → Implementation

McKinsey & Company—incorporated strategy layer: hypotheses, issue trees, bias controls, capital stack, and 90-day campaign logic.



**\$59.75M**

TOTAL DEVELOPMENT COST

**41**

RESIDENTIAL UNITS

**18,056 SF**

BASEMENT FOOD HALL

Basement food hall

The document combines Arizona State University Project portfolio imagery, urban research, unit/rent logic, Strategic Affordable Housing Development, Urban Placemaking and capital strategy into one public-facing narrative.

**Rincon Square Heights is a financeable civic development model: 41 homes, a 18,056 SF cultural food hall, a public-facing ground plane, a wellness deck, and a funding strategy designed around housing, food access, jobs, culture, transit, and community resilience.**

This version adds the missing project images as integrated visual evidence rather than isolated picture slides.

Excel information is translated into graphic dashboards, range bars, funding ladders, unit/rent matrices, and source notes.

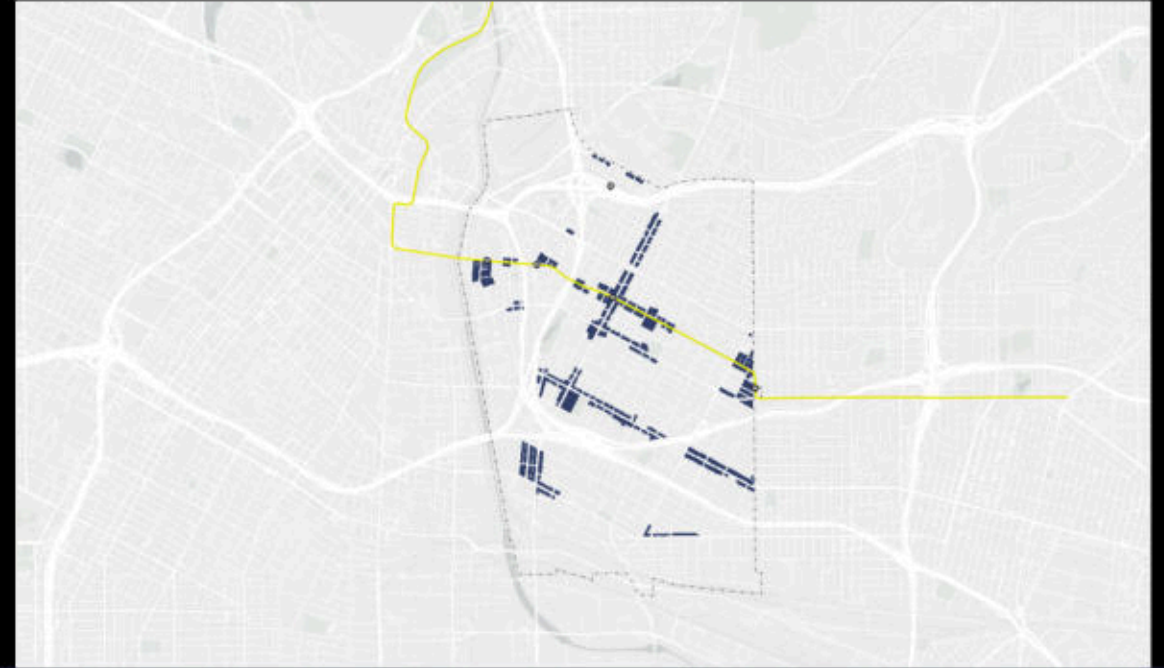
The work aligns new development architecture design and planning with entrepreneurship, business innovation, and implementation—not only visual design.

The presentation preserves the voice of a student-led project while elevating the content to investor and stakeholder quality.

The project should be funded as a complete community asset, not reduced to a conventional apartment building.

The food hall and cultural commons expand the capital universe beyond residential rent.

The public value is measurable: units, jobs, meals, events, small businesses, transit access, and cultural continuity.



Frameworks From  
 Master of Architecture  
 Master of Science in  
 Entrepreneurship +  
 Business Innovation  
 Bachelor of Science in  
 Architecture +  
 Construction Science

McKinsey & Company  
 +  
 Genster

# Resilience, rigor, and creative ambition are shaping my architectural future.

DeVont'e Collins is an emerging business architecture design and planning professional who operates at the meeting point of design, strategy, and long-range development. His work is grounded in a belief that architecture is more than form — it is a system of decisions that shapes how people experience, use, and benefit from the built environment.

His background includes architectural documentation, BIM, material coordination, visualization, planning, research, and executive storytelling. He has contributed to projects across sports, hospitality, commercial, multifamily, residential, and mixed-use typologies, gaining a versatile understanding of how diverse programs come together to create cohesive, high-performing environments.

DeVont'e's perspective is shaped by both architectural practice and structured business problem solving. He looks beyond the immediacy of design to consider operations, systems, user experience, and long-term value — delivering solutions that are beautiful, buildable, and strategically sound.

With discipline, curiosity, and a commitment to excellence, he continues to grow into a design-forward, strategy-aware architectural professional prepared to shape places that endure.



DEVONT'E COLLINS

Emerging Business Architecture Design & Planning Professional



# Portfolio structure

Architectural Designer | Business Architecture + Built Environment Strategy | Capital + Implementation Planning

The story moves from public value to place, image, cost, rent, funding, and launch.

01 Project thesis

02 Urban intelligence

03 Architecture + atmosphere

04 Cost + delivery

05 Rent + affordability

06 Capital strategy

07 Problem-solving framework

08 Launch package

**The design is the business case.**

**The design is the civic case.**

**The design is the cultural case.**

**The design is the funding case.**

The design is the funding case.

The design is the cultural case.

The design is the civic case.

The design is the civic case.



1<sup>st</sup> floor residence elevator lobby + stairs

THESES

# A designed civic platform where architecture, capital, culture, and affordability work together.

affordability work together.

- 01 The development is positioned as a mixed-income, transit-oriented community asset beside Mariachi Plaza and the Metro B Line.
- 02 Its residential model uses AMI-rate demands to support affordability, quality, and long-term asset value Ascension.
- 03 Its food hall and ghost-kitchen platform create jobs, test local brands, and create a scalable operating business inside the building.
- 04 Its sixth-floor wellness and event terrace converts air rights into a premium civic and investor-facing amenity.
- 05 The full proposal is business-first: architecture, financing, operations, governance, and procurement are designed together.

3<sup>rd</sup> floor studio unit

## The factual frame

Selected working model: 6-story transit-oriented building over a 20-foot-deep basement food hall.

**\$59.75M**

TOTAL DEVELOPMENT COST

**\$48.79M**

HARD COST POOL

**\$4.50M**

LAND ACQUISITION

**\$4.00M**

SOFT COSTS

**\$2.46M**

FINANCING / RESERVES

**41**

RESIDENTIAL UNITS

**18,056 SF**

BASEMENT FOOD HALL

**±89,794 SF**

PLANNING GROSS AREA

**±73 FT**

ROOF DATUM

**±93 FT**

FULL VERTICAL STACK

**16 FT**

BASEMENT CLEAR HEIGHT

**\$3.85M**

BUILDER / GC PROTECTION

Project components: housing, public lobby/office, cultural food hall, small-business incubation, wellness amenity, rooftop civic landscape, transit adjacency, and Mariachi Plaza activation.



# Where the project fits inside Global research logic

The strongest read is a cross-research story: RSH measures human experience, resident dignity, transit value, community resilience, and public impact — then translates those findings into a fundable development platform.

## RESEARCH / INSIGHT FIT

<p><b>EXPERIENCE INDEX</b></p> <p>Food hall journey, vendor experience, public seating, safety, lighting, resident/public behavior.</p>	<p><b>CITY PULSE / FUTURE CITIES</b></p> <p>Belonging, opportunity, public life, food access, transit, culture, and reasons people stay.</p>
<p><b>RESIDENTIAL EXPERIENCE</b></p> <p>AMI rent logic, unit dignity, resident retention, community cohesion, and neighborhood stability.</p>	<p><b>TOD OPPORTUNITY</b></p> <p>E-Line adjacency, mobility value, reduced car dependence, and transit-linked affordability.</p>
<p><b>RESILIENCE BY DESIGN</b></p> <p>Basement as meal program, cooling/emergency gathering, job platform, and community support infrastructure.</p>	<p><b>MEASURABLE IMPACT</b></p> <p>Units, affordability gap, vendor incubation, meals, jobs, events, funding lanes, and civic outcomes.</p>

**McKinsey-style implementation thread**

define problem + structure hypotheses + analyze users + capital + synthesize decisions + recommend path + implement the built-environment system

## CLEAN CLASSIFICATION

PRIMARY	Mixed Use & Retail Centers + Strategy
SECONDARY	Cities & Urban Design + Residential
SUPPORTING	Retail/Consumer Experience + Brand/Place Branding + Resilience
RESEARCH	Experience Index + City Pulse + Residential Experience + TOD + Measurable Impact

**ONE-LINE PORTFOLIO POSITIONING**

Rincon Square Heights is a cross-practice mixed-use civic development that aligns with Mixed Use & Retail Centers, Strategy, Cities & Urban Design, and Residential expertise — using research, data, capital logic, human experience, and implementation strategy to translate architecture into a fundable community platform.

# Urban intelligence

The Boyle Heights planning context becomes a legible argument for transit-oriented affordable housing, calibrated scale, and small-business infrastructure.

Mariachi Plaza Site



MCKINSEY & COMPANY—STYLE STRATEGIC LENS



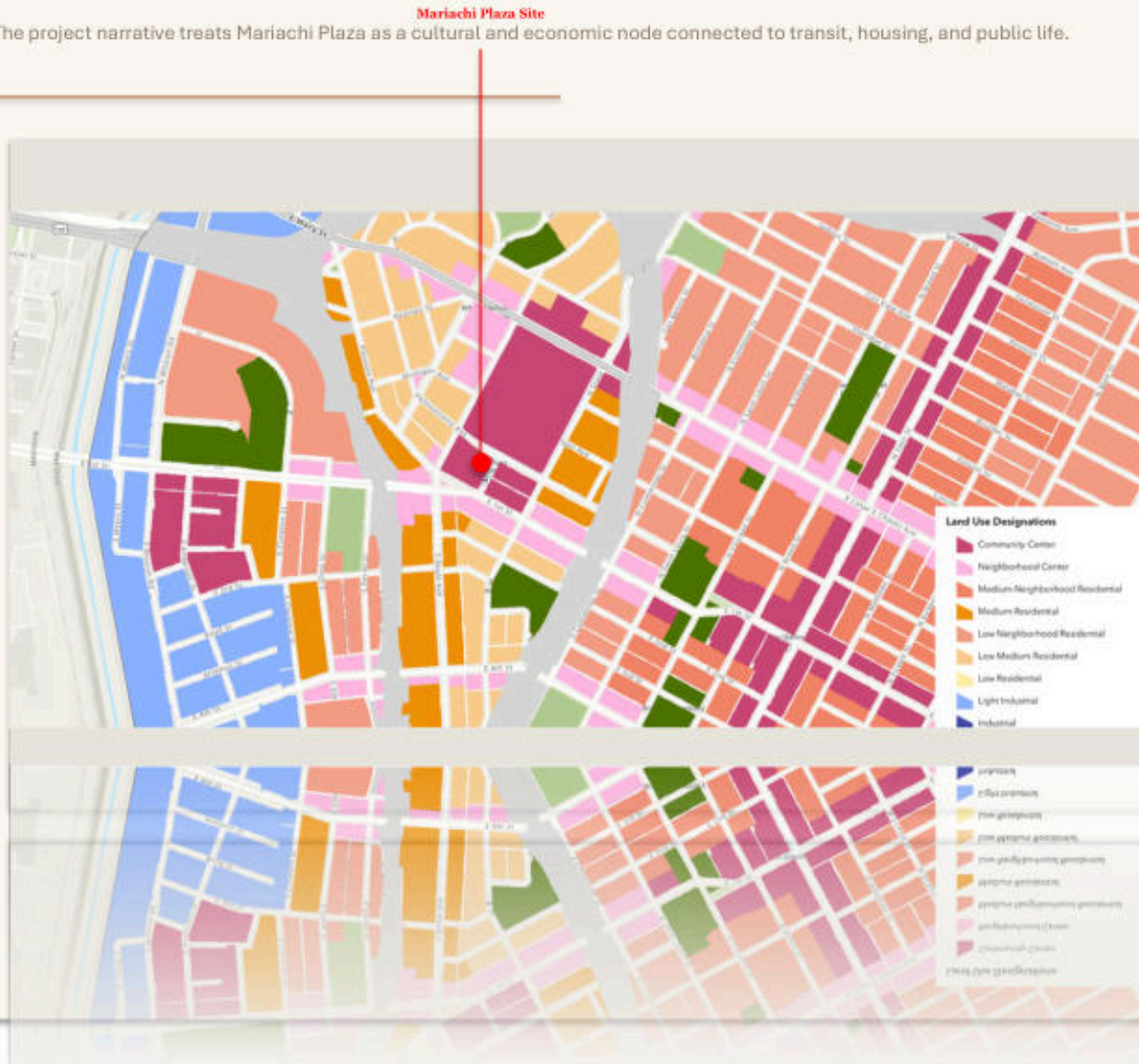
### Land Use Designations

-  Community Center
-  Neighborhood Center
-  Medium Neighborhood Residential
-  Medium Residential
-  Low Neighborhood Residential
-  Low Medium Residential
-  Low Residential
-  Light Industrial
-  Industrial



# Mariachi Plaza as civic anchor

The project narrative treats Mariachi Plaza as a cultural and economic node connected to transit, housing, and public life.



## READING THE MAP

The planning map shows land-use intensity and neighborhood center patterns around the E-Line corridor. The presentation uses the map as context, not as a full-screen slide.

## PROJECT RESPONSE

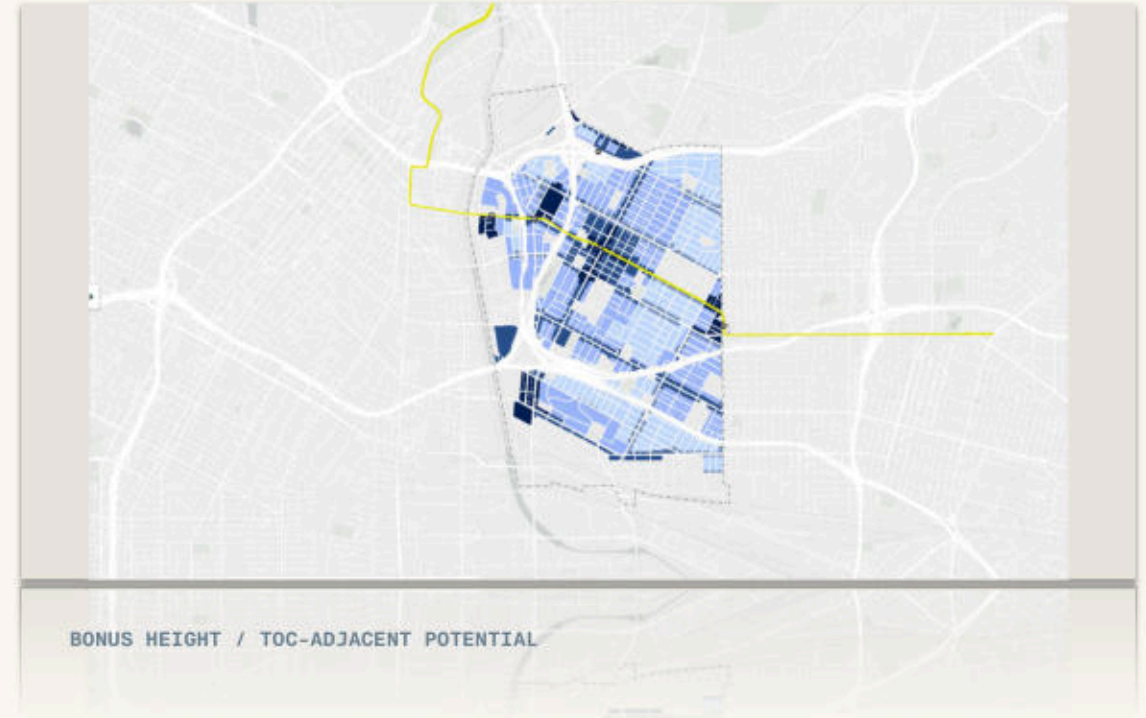
Rincon Square Heights turns the site into a housing + food + cultural infrastructure platform, preserving the plaza relationship while expanding economic mobility.

## CAPITAL IMPLICATION

Because the project has housing, culture, food access, small business, and transit value, it can pursue more funding lanes than a typical single-use building.

## Height, bonus, and development potential

The planning maps are shown as contextual evidence in half-screen layouts, not as oversized screenshots.



**Positioning:** the project uses height and depth strategically — 6 stories above grade plus a 20-foot-deep basement that produces cultural, food, and community infrastructure value.

# TOC and community benefit logic

The project should be explained through an incentive frame: affordability, transit adjacency, and community benefit working together.

### A Tailored TOC Program

The Community Benefits Program expands areas where affordable housing production is incentivized beyond the Citywide TOC Tiers - including major corridors such as Whittier Boulevard.

To utilize the Community Benefits Program, a project must set aside the following percentage of units as affordable:

11% of units	15% of units	25% of units
Extremely Low Income \$25,000	Very Low Income \$35,000	Low Income \$50,000

Minimum Set-Aside by a Developer of Four Units in All Citywide Areas and Minimum - 10 Units in Whittier Blvd

For more information, please see "[Affordable Housing Incentive Program](#)" info sheet.

Existing TOC

### Expanding on Existing TOC Guidelines

The [Transit Oriented Communities \(TOC\) Incentive Program](#), established by Measure JJJ in 2016, encourages the construction of affordable housing near public transit citywide. A key component of the Boyle Heights Community Plan is the Community Benefits Program applied throughout Boyle Heights that establishes incentives for affordable housing and is tailored to the needs of the community. The program is established in the [Community Plan Implementation Overlay \(CPIO\)](#).

The Community Benefits Program will act as the TOC program for areas in close proximity to transit and expand opportunities for affordable housing not identified in today's TOC Guidelines.

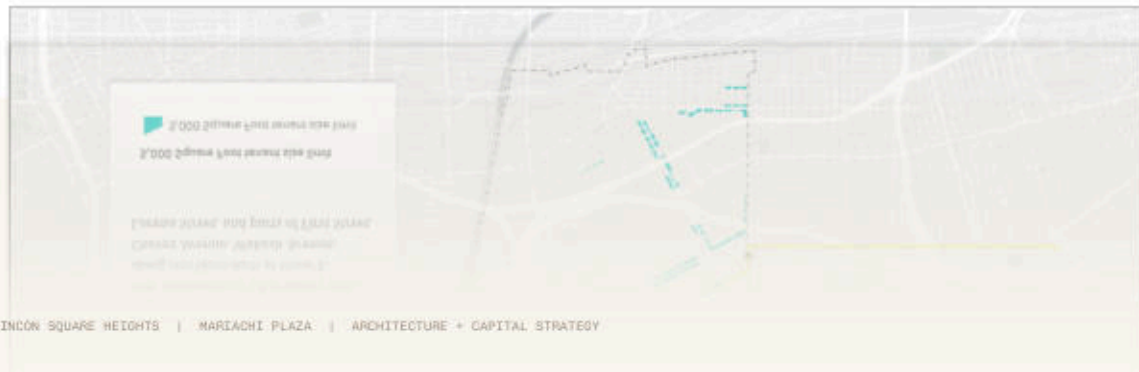
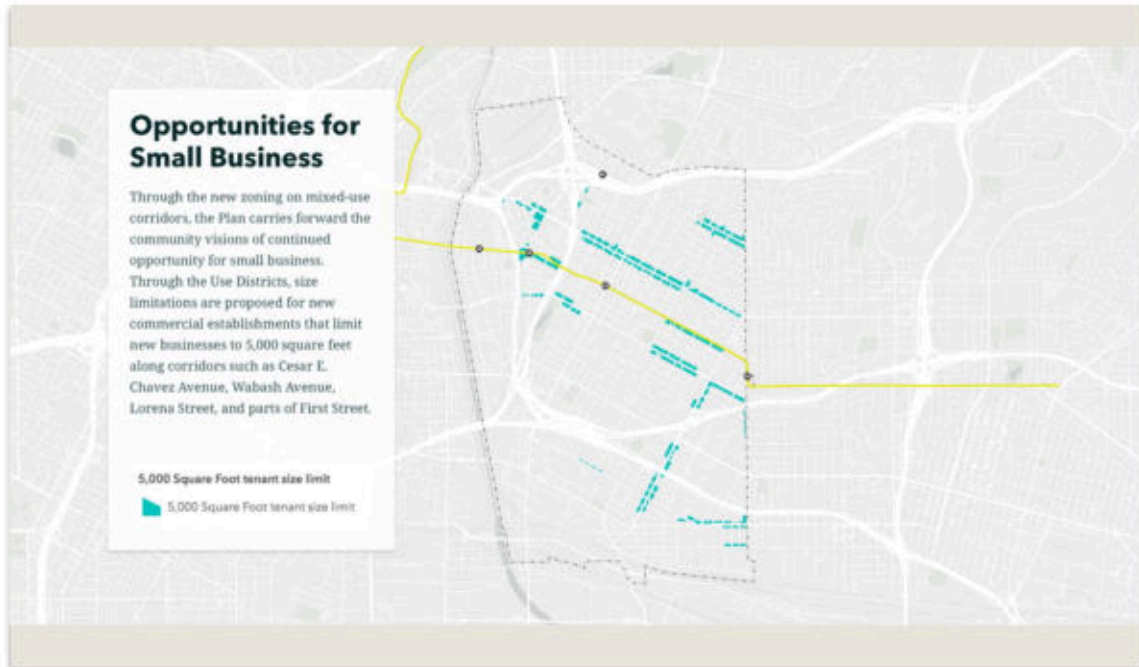
Existing TOC

The Community Benefits Program / TOC logic establishes a policy bridge between affordable housing production and transit-oriented development. Rincon Square Heights turns that bridge into an architectural proposition: housing above, civic food/culture infrastructure below, and a public-facing identity at Mariachi Plaza.



# Small-business infrastructure as development logic

The food hall is not retail filler; it is a platform for vendor launch, kitchen access, events, and community-serving commerce.



**5,000 SF TENANT-SIZE LIMIT**

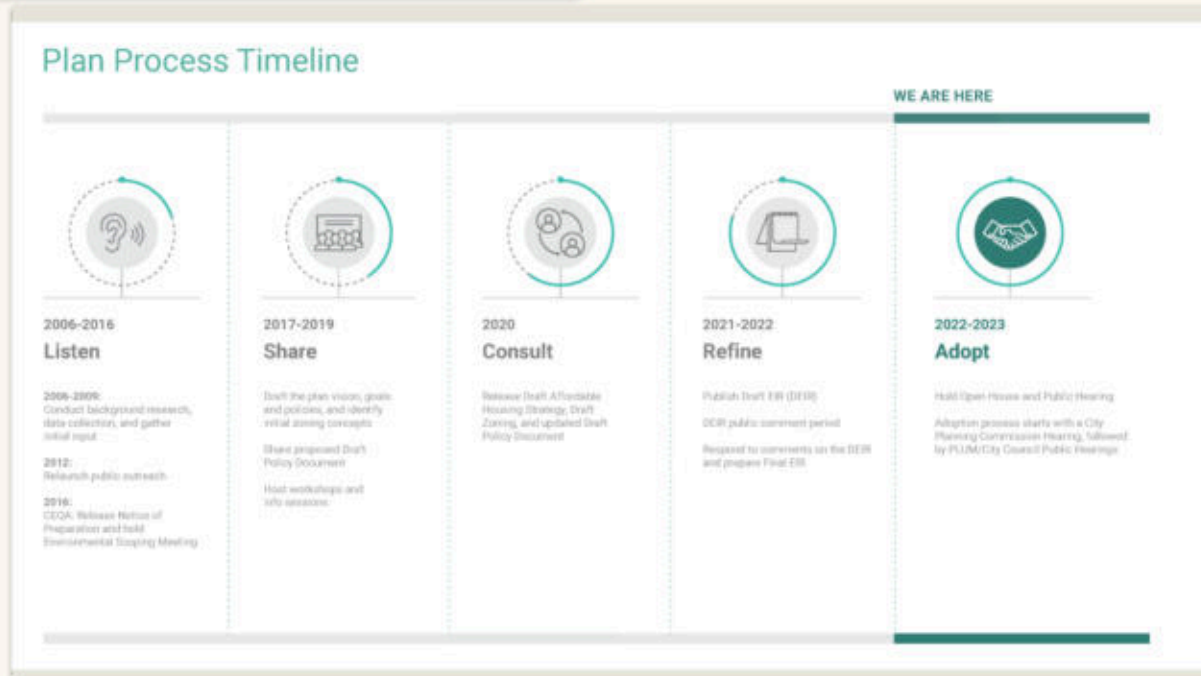
The planning map reference identifies small-business-oriented corridor logic. Rincon Square Heights responds by creating small vendor spaces rather than a single large retail tenant.

**BASEMENT AS INCUBATOR**

Commercial kitchen access, pop-ups, watch parties, meal programs, job postings, and events create a wider public-benefit case than standard retail.

# The project can enter the next phase as a capital campaign

Planning intelligence turns into action when the project is packaged for city officials, CEOs, CDFIs, foundations, and operators.



**30 days** capital stack / rent schedule / CEO brief

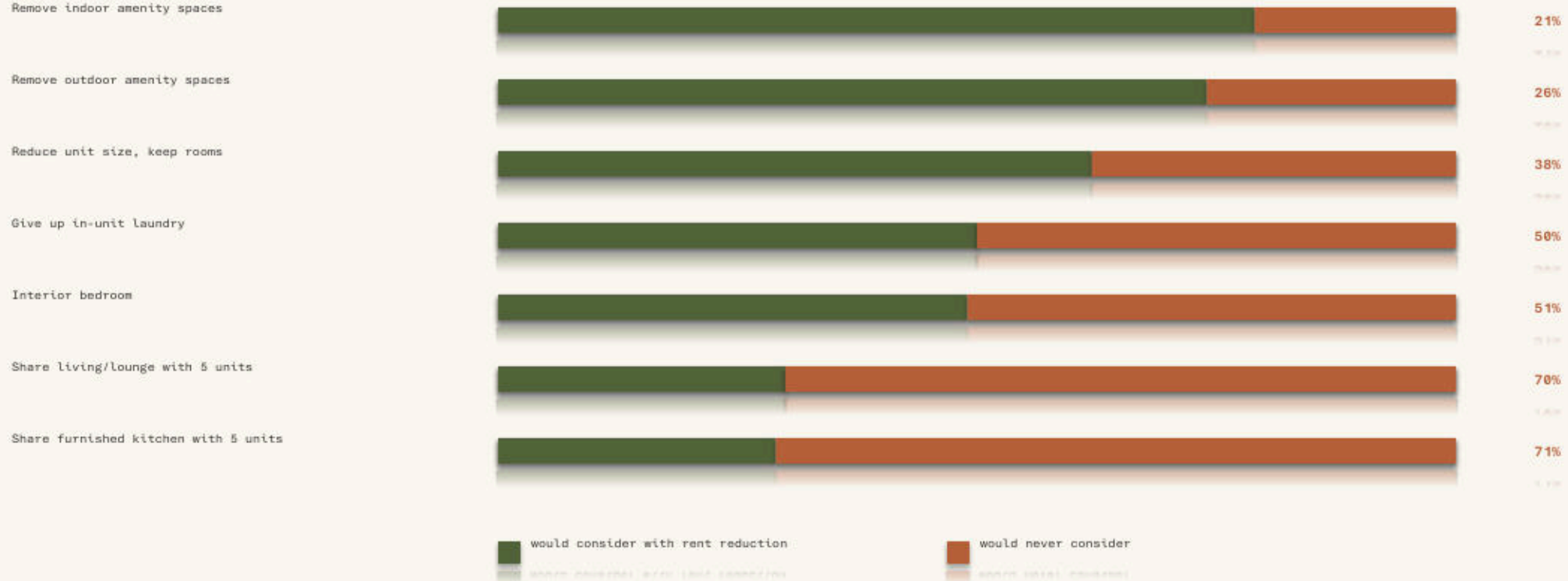
**60 days** sponsor outreach / CDFI screen / public agency meetings

**90 days** LOIs / letters / applications / full investor package

**Target: build a \$70M–\$85M active funding pipeline to close a \$59.75M final capital stack.**

## Unit quality carries more value than generic shared amenity tradeoffs

The original research graphic is redesigned into a cleaner, publication-style visual without outside branding.



**Design implication: do not solve affordability by erasing unit dignity. Use efficient plans, strong private-unit features, flexible amenity access, and revenue-linked public programs instead.**

## Where Rincon Square Heights fits under Global Firms “Expertise”

Global Expertise Section	Why Rincon Square Heights belongs there
Mixed Use & Retail Centers	This is the strongest category. RSH is an amenity-rich mixed-use destination with housing, food hall, retail/vendor stalls, cultural programming, seating, public commons, and urban activation. Global firms describes this section around mixed-use destinations and retail centers that create shared experiences, community, and city vitality.
Strategy	This is where the project personally stands out. Our process uses research, data, business logic, capital stack, operations, implementation, and recommendations. Global firms Strategy practice is explicitly grounded in research and data to transform organizations, cultures, environments, and business performance.
Cities & Urban Design	RSH is tied to Mariachi Plaza, Boyle Heights, transit adjacency, urban infill, culture, equity, and community resilience. Global firms Cities & Urban Design work is about places rooted in local culture that support socially sustainable urban transformation.
Residential	The 41-unit AMI/workforce housing stack belongs here, especially because the project's housing thesis is about dignity, affordability, resident experience, and long-term community stability.
Retail & Consumer Experience	The basement food hall, RIN, The Base, La Mesa Rincón, vendor modules, ordering sequence, seating, and customer journey fit this category. Global firms describes this lane around connected consumer experiences and maximizing engagement between brands and customers.
Brand Design / Place Branding	The projects signage, food-hall identity, RIN / The Base / La Mesa Rincón, and Mariachi Plaza cultural voice fit place-branding logic. Global firms describes place branding as a strategy for shaping the image, identity, and perception of a town, city, region, or place.

## Where it fits under Global Firms “Research + Insight”

Global Research / Insight Areas	Why it fits
Experience Index	RSH project is deeply about user experience: resident experience, food-hall journey, vendor experience, public seating, safety, lighting, and emotional quality. Global Experience Framework focuses on user intentions, expectations, interactions, and how physical space impacts experience.
City Pulse / Future of Cities	RSH is about what makes people stay in a city: belonging, opportunity, culture, public life, food access, transit, and community. Global City Pulse research studies what attracts people to cities and what makes them stay.
Residential Experience Index	The projects rent/AMI thesis connects directly to resident dignity and community cohesion. Global residential research says the built environment plays a role in community cohesion at both building and neighborhood scales.
Transit-Oriented Development / TOD	RSH is near the E Line and uses transit adjacency as part of the capital and planning case. Global TOD Opportunity Index evaluates transit-station areas using social, environmental, and economic factors.
Resilience / Community Infrastructure	The projects basement food hall is not just retail; it is a resilience commons, meal program, cooling/emergency gathering space, job platform, and cultural event space. Global resilience thinking connects design to disaster preparedness, recovery, health, equity, and community support.
Measurable Impact / ESG-style thinking	The project measures public value through units, affordability gap, food-hall revenue, jobs, vendor incubation, meals, events, and funding lanes. Global firms describes measurable impact to quantify social/community.
Rincon Square Heights Development	Rincon Square Heights is a cross-practice mixed-use civic development that aligns with Global Mixed Use & Retail Centers, Strategy, Cities & Urban Design, and Residential expertise — using research, data, capital logic, human experience, and implementation strategy to translate architecture into a fundable community platform.

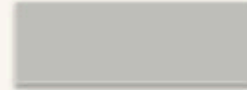
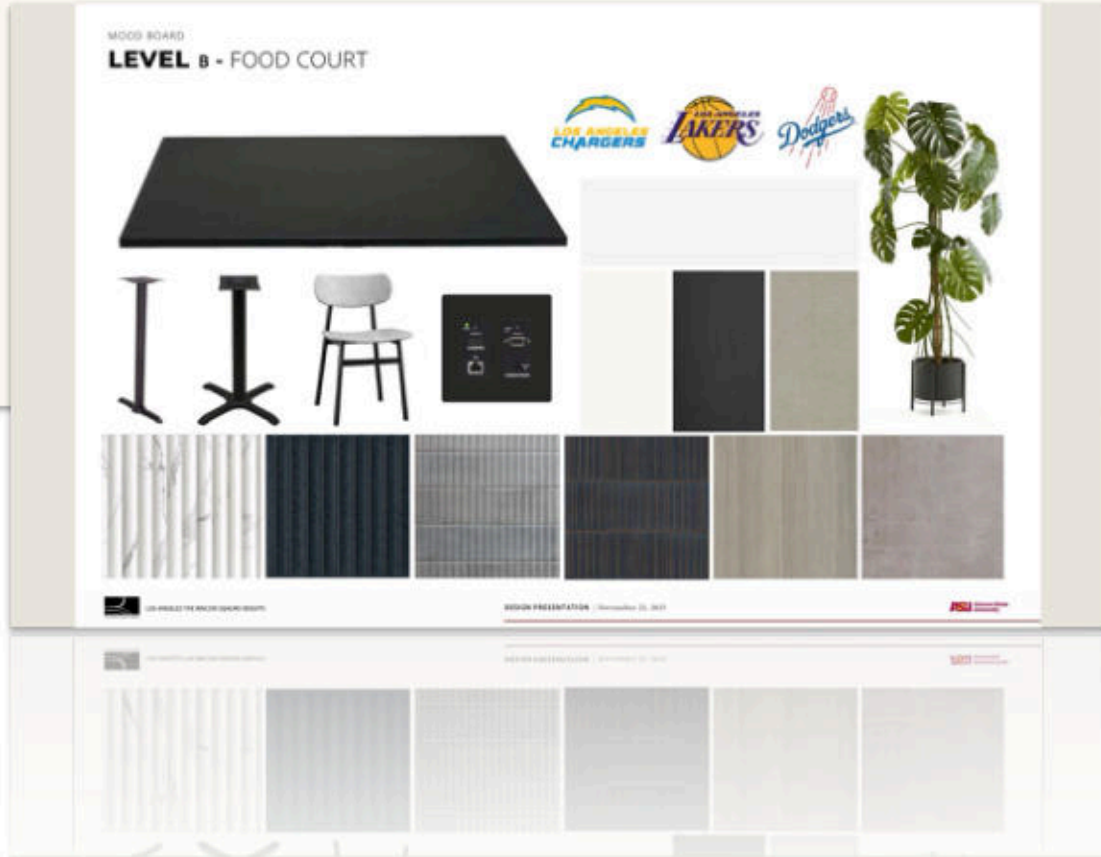


# Architecture + atmosphere

The image set is integrated as a continuous portfolio sequence: food hall, vendor stalls, amenity level, rooftop horizon, elevator threshold, and public interface.

# Soft stone, dark metal, warm millwork, controlled light

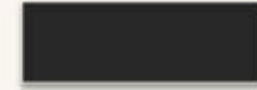
The palette is calm, civic, and premium: polished gray stone, charcoal metal, light tan wood, warm white planes, linear LED, slat walls, and biophilic planting.



STONE / PALE GRAY



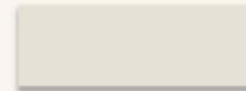
WARM MILLWORK



CHARCOAL METAL



BLACK SLAT



CREAM WALL



PLANTING

## RESEARCH + INSIGHT OVERLAY

### Experience Index

journey + behavior

### TOD Opportunity

E-Line mobility value

### City Pulse / Future Cities

belonging + vitality

### Measurable Impact

units, jobs, meals, events

### Residential Experience

dignity + retention

### Implementation Lens

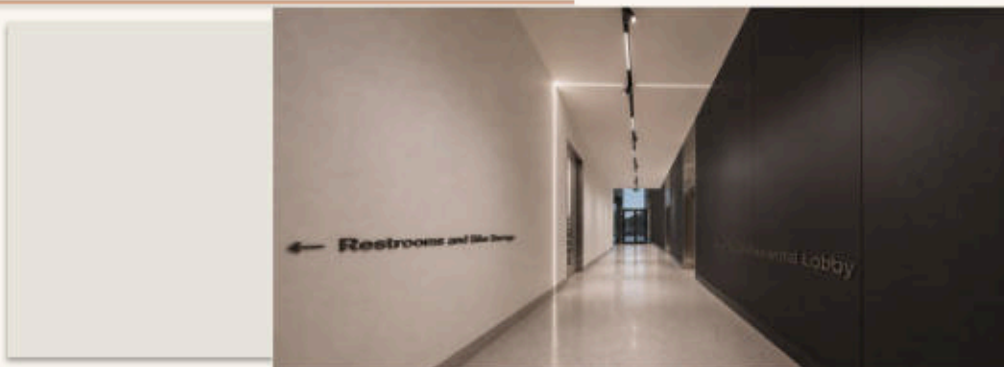
capital + operations

Material strategy: the building should feel like it belongs at Mariachi Plaza while being polished enough to attract serious capital partners.

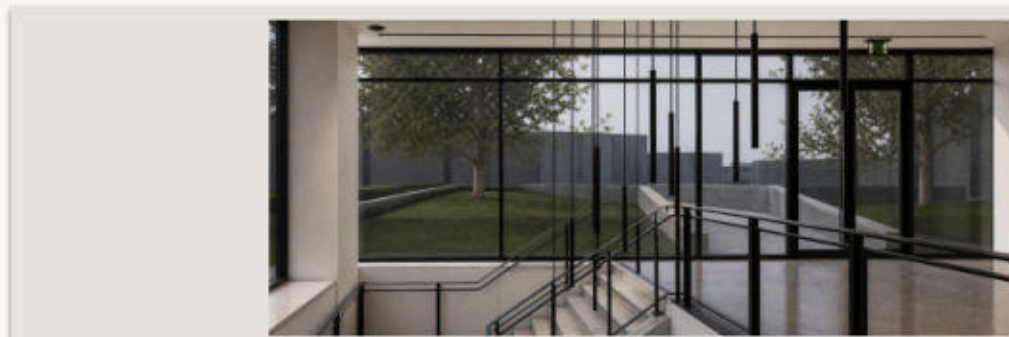
Positioning move: RSH is not only a rendering package — it is a research-backed, McKinsey-style implementation case that translates design evidence into capital strategy, operations, and community value.

# The food hall reads as one connected civic interior

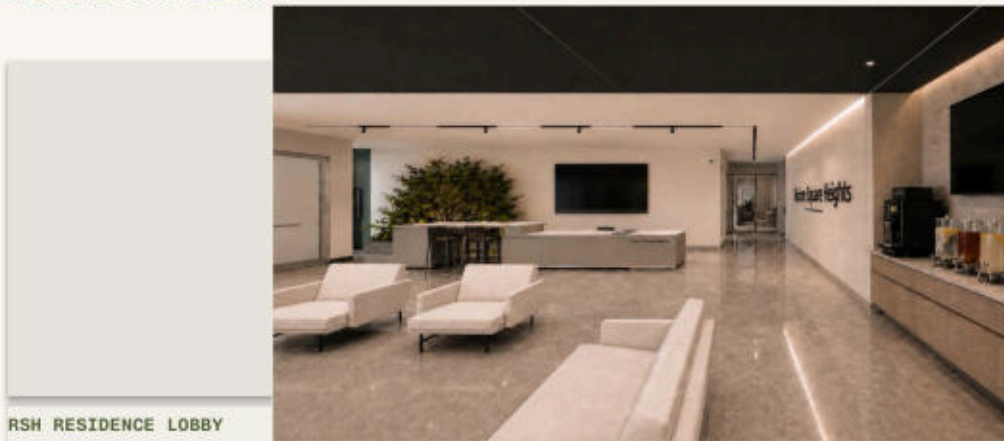
Images are kept intact inside disciplined frames to signal accessibility from public to private spaces of the Rincon Square Heights Building.



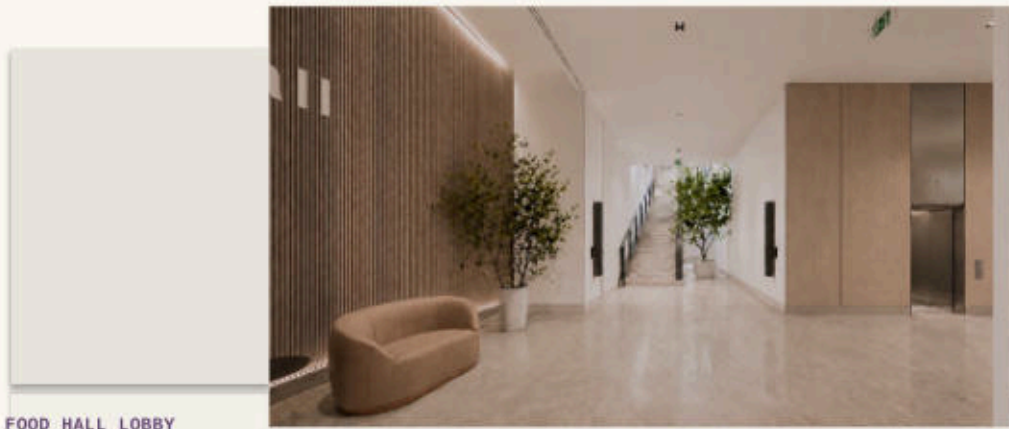
RESIDENCE FOOD HALL ENTRY



MARIACHI PLAZA PUBLIC ENTRY TO FOOD HALL LOBBY



RSH RESIDENCE LOBBY



FOOD HALL LOBBY

The strategy is immersive but controlled: consistent ceilings, precise light slots, dark sign bands, pale walls, wood counters, stone floors, planted social edges.

BASEMENT / PUBLIC INTERIOR

# A food hall designed as community infrastructure.

Program capacity: local vendor incubation, commercial kitchen access, meal programs, sports/community events, job postings, workforce training, pop-up markets, and emergency support staging

Heights Food

Vendor 2

The R

18,056 SF

BASEMENT FOOD HALL + COMMONS

\$16.9M

BASEMENT PRIORITY PACKAGE

**ASU** Arizona State University

The Marchi Plaza Rindan Square Heights underground food court + Basement skylight + Ghost kitchen

## La Mesa Rincón as a cultural food anchor

A named food concept gives the basement identity and helps sponsors understand what their capital activates.



### DESIGN VALUES

Dark sign band, pale wood counters, black service surface, warm cove lighting, creamy walls, and patterned gray floor create a premium but calm public identity.

### FUNDING VALUES

The food hall's support for business launches, DoorDash, third-party delivery services, workforce, food access, and cultural events can attract sponsorship, CDFI/NMTC, foundation, and public-benefit capital. Boyle Heights repositions the E-Line Transit access and its 41,000+ rides per month with access to the RSH new major food hall.

# Small stalls create access and variety

The Base and RIN demonstrate how multiple local food brands can operate inside a consistent design system.



## Vendor modules

Small-format counters reduce entry barriers for emerging operators. Consistent dark frames and wood counters keep the food hall visually coherent. Shared seating, shared support spaces, and event programming increase dwell time and revenue potential.



## Ordering, pickup, and kitchen logic are visible

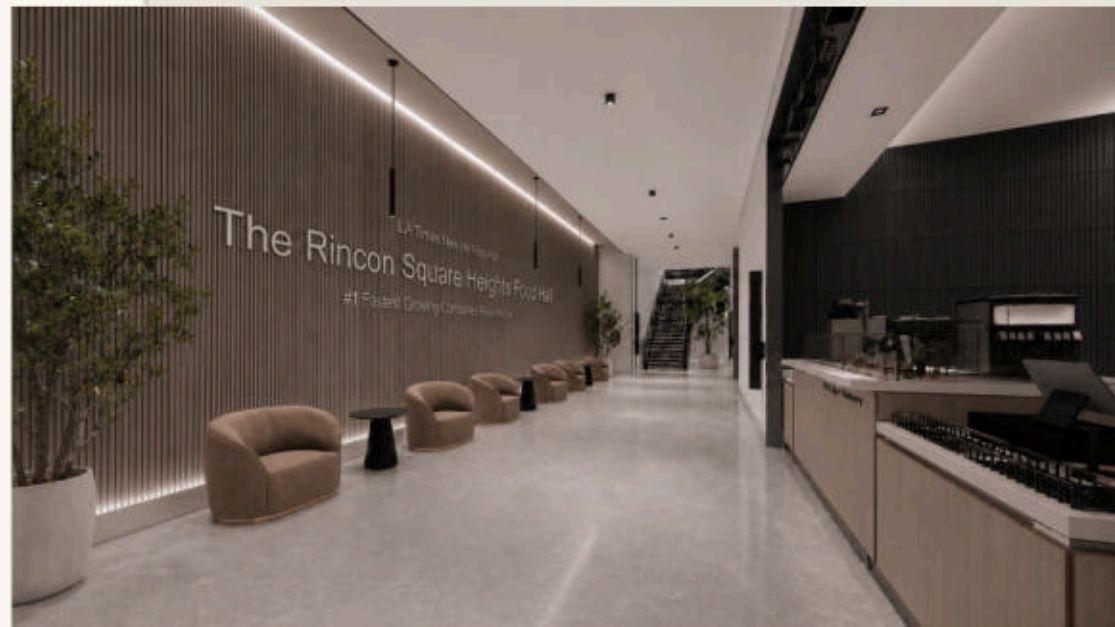
A clear service edge supports efficiency, signage, accessibility, and vendor identity.



Operational sequence: order → pickup/delivery → seating → events → community programming.  
Dark service materials hide wear and tear, wood counters carry warmth, and ceiling lighting makes orientation intuitive.  
The food hall can support daytime meals, evening events, watch parties, pop-up markets, and community gatherings.

## A civic interior with a branded public voice

The signage wall transforms a circulation moment into a place-making device. The wall carries the project's identity creating a premium lounge edge. This is where culture, seating, lighting, and funding narrative meet.



# The basement creates a second engine beyond residential rent

The space supports social, emergency, cultural, and economic functions.

Meal programs

Cooling / emergency gathering

Job postings + hiring events

Cultural performances

Sports watch parties

Vendor training

Pop-up markets

Public health programming

**This is why the basement should be positioned as the Mariachi Plaza Cultural Food Hall and Community Resilience Commons.**



# Wellness as resident value and funding value

The 6th-floor amenity and wellness deck helps the project compete for residents while maintaining the civic affordability story.



**6,003 SF**

LEVEL 6 INDOOR AMENITY

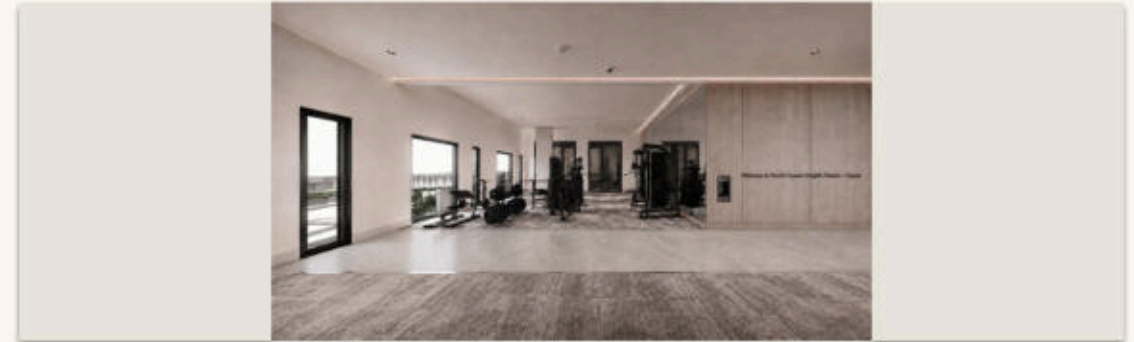
**5,886 SF**

ROOFTOP WELLNESS DECK

Fitness + sauna, lounge, kitchen, roof garden, and exterior deck operate as quality-of-life infrastructure rather than generic amenity space.

## Gym, bike, weights, sauna, view

The amenity imagery reinforces equal access to high-quality space for affordable/workforce residents.



**Design note: the wellness environment uses quiet material continuity — wood, stone, black equipment, glass, linear light — to make the amenity level feel connected to the rest of the building.**

# The roof extends the building into landscape, view, and social use to basement food hall

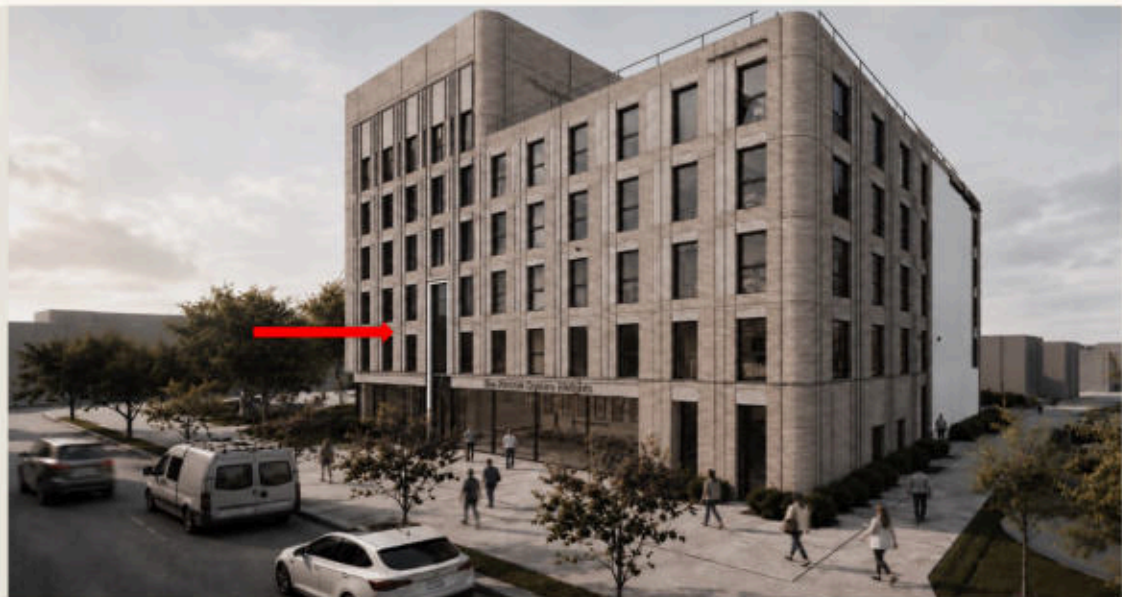
Outdoor space is framed as wellness infrastructure and a public-benefit extension for residents.



**The Building is where housing quality, climate comfort, and civic identity become visible use for public and private use.**

## A calm exterior presence with community-serving interior residential depth

The building exterior is restrained; the public value is amplified through ground-floor and basement activation.



### THRESHOLD

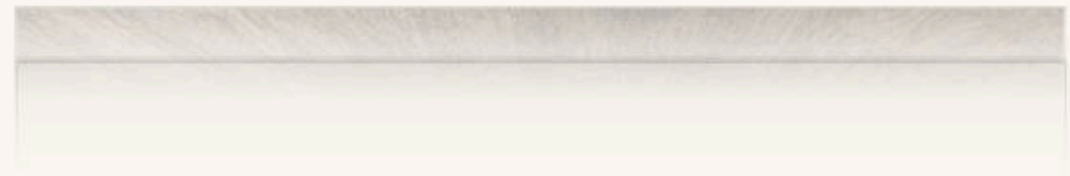
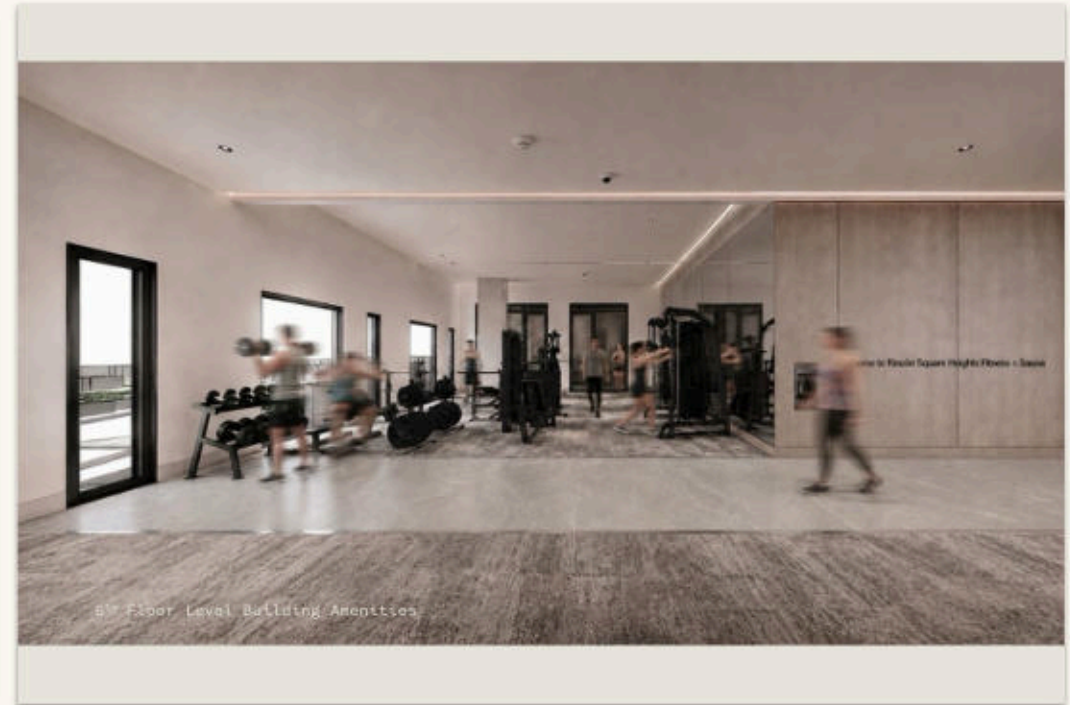
Lobby, elevators, public support spaces, mail/package, office, and bike storage create the first layer of civic operation.

### STRATEGY

The exterior of the building is not intended to be ostentatious. Instead, it serves as a disciplined frame for the cultural and economic activities that transpire within its walls. The design is further enhanced at the intersection of the elevator lobby and the private spaces of the residence.

## A quiet threshold between public and private program

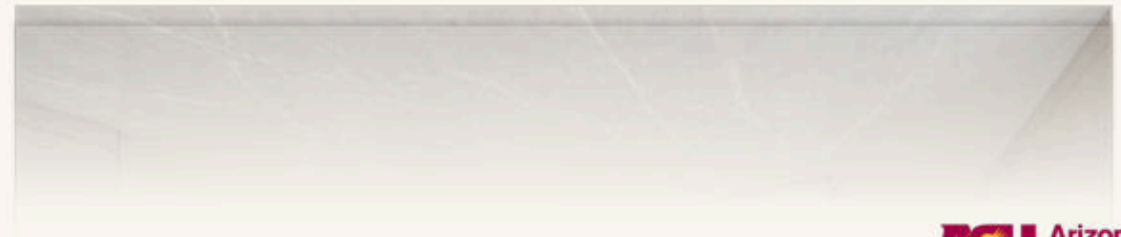
The corridor and elevator images show the building as calm, clean, and durable.



**The material continuity between lobby, amenity, and food hall makes the building feel like one intentional environment rather than separate programmed zones.**

## Amenity kitchen, lounge, and event capacity

These spaces support resident gatherings, smaller events, meal prep, meetings, and daily social use on the other side of fitness + wellness amenities



**Amenity interiors: premium materials without visual noise. They support dignity, everyday usefulness, and future sponsor/programmatic storytelling.**

## 09A

# SITE + PUBLIC VALUE

## SITE + PUBLIC VALUE

Mariachi Plaza context, transit access, education anchors, civic goals and site adjacency.

### PDF SOURCE PAGES 001-009

- 001 LOS ANGELES Boyle Heights
- 002 Celebrating Mariachi Plaza history and shaping the cities future
- 003 SITE PLAN - AREAS OF EDUCATION
- 004 SITE PLAN - MARIACHI PLAZA | 123 Vicente Fernandez St Los Angeles, CA 90033 United States
- 005 SITE PLAN - MARIACHI PLAZA
- 006 SITE PLAN - AREAS OF EDUCATION
- 007 SITE PLAN - E-LINE TRANSIT ( 41,000 MONTHLY RIDES )
- 008 FLOOR PLAN

PDF EVIDENCE

# 001

BIM Model

Site Intelligence +  
Civic Positioning

BIM Model

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA



# LOS ANGELES *Boyle Heights*

## The Rincon Square Heights

MCKINSEY THREAD

Step 1: Define

Hypothesis D

Site evidence becomes capital geography: culture + transit + education + public realm.

A Prototype for Equitable Urban Living, Cultural Resilience, and Transit Oriented Innovation in Los Angeles:  
A Strategic Model for Cross Subsidized Housing, Entrepreneurial Ecosystems, and Scalable Mixed Use Development

## 002

BIM Model

Site  
Intelligence +  
Civic  
Positioning

BIM Model

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

## RSH Project Goals

## 1 BUILDING ON LEGACY

*Celebrating Mariachi Plaza history and shaping the cities future*

## 2 CREATING CONNECTIONS

*Designing spaces to foster collaboration & strengthen boyle heights culture*

## 3 A COMMITMENT TO RSH

*Spaces as a physical representation of designing for equity within gentrification*

## 4 BUILDING ON LEGACY

*Creating a forward-looking live-work-play affordability inclusivity*

RESEARCH / FINANCE THE FUTURE / STRATEGIES FOR SUSTAINABLE NEIGHBORHOOD DEVELOPMENTS for The Rincon Square Heights



PDF EVIDENCE p.002

Demand geography becomes capital geography

How to read it: Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

## MCKINSEY &amp; COMPANY--STYLE LENS

SITE + PUBLIC VALUE

## Demand geography becomes capital geography

## DECISION QUESTION

WHAT?

- Where do transit, culture, and anchors create a fundable public-benefit case?

The map proves proximity, not decoration: transit, schools, medical anchors, and culture create a multi-outcome investment case.

## CAPITAL LOGIC

Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

## RECOMMENDATION

Recommendation: lead funder conversations with the site logic before individual renderings.

## EVIDENCE METRICS

125 ft

E-Line adjacency

850 ft

freeway access

41k

monthly rides

Source: RSH PDF p.002; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 1: Define

Hypothesis D

Site evidence becomes capital geography: culture + transit + education + public realm.

## 003

BIM Model

Site  
Intelligence +  
Civic  
Positioning

BIM Model

## SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

**#1 in the U.S.  
for innovation**  
ASU ahead of Stanford and MIT  
- U.S. News & World Report 2016, 2017, 2018 and 2019

## PDF EVIDENCE p.003

Demand geography becomes capital geography

How to read it: Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

## MCKINSEY &amp; COMPANY--STYLE LENS

SITE + PUBLIC VALUE

## Demand geography becomes capital geography

## DECISION QUESTION

- Where do transit, culture, and anchors create a fundable public-benefit case?

The map proves proximity, not decoration: transit, schools, medical anchors, and culture create a multi-outcome investment case.

## CAPITAL LOGIC

Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

## RECOMMENDATION

Recommendation: lead funder conversations with the site logic before individual renderings.

## EVIDENCE METRICS

125 ft

E-Line adjacency

850 ft

freeway access

41k

monthly rides

Source: RSH PDF p.003; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 1: Define

Hypothesis D

Site evidence becomes capital geography: culture + transit + education + public realm.

004

BIM Model

Site Intelligence + Civic Positioning

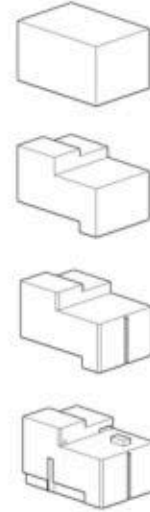
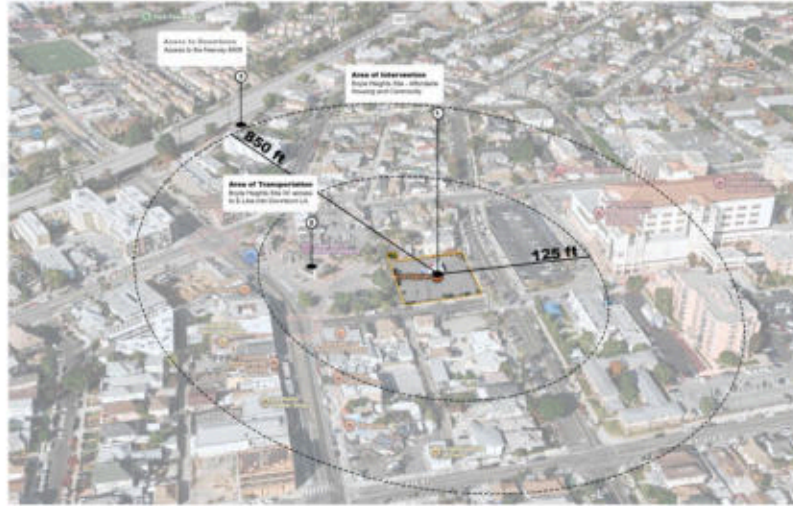
BIM Model

SOURCE PAGE

20251911\_Rincon Square Heights Presentation Combined LA

SITE PLAN - MARIACHI PLAZA | 123 Vicente Fernandez St Los Angeles, CA 90033 United States

LEVEL AERIAL - MAIN SITE ADJACENCY



PDF EVIDENCE p.004

Demand geography becomes capital geography

How to read it: Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

MCKINSEY & COMPANY--STYLE LENS

SITE + PUBLIC VALUE

Demand geography becomes capital geography

DECISION QUESTION

Where do transit, culture, and anchors create a fundable public-benefit case?

The map proves proximity, not decoration: transit, schools, medical anchors, and culture create a multi-outcome investment case.

CAPITAL LOGIC

Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

RECOMMENDATION

Recommendation: lead funder conversations with the site logic before individual renderings.

EVIDENCE METRICS

125 ft

E-Line adjacency

850 ft

freeway access

41k

monthly rides

Source: RSH PDF p.004; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 1: Define

Hypothesis D

Site evidence becomes capital geography: culture + transit + education + public realm.

## 005

BIM Model

Site  
Intelligence +  
Civic  
Positioning

BIM Model

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

PDF EVIDENCE p.005

**Demand geography becomes capital geography**

How to read it: Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

## MCKINSEY &amp; COMPANY--STYLE LENS

SITE + PUBLIC VALUE

**Demand geography becomes capital geography**

## DECISION QUESTION

- Where do transit, culture, and anchors create a fundable public-benefit case?

The map proves proximity, not decoration: transit, schools, medical anchors, and culture create a multi-outcome investment case.

## CAPITAL LOGIC

Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

## RECOMMENDATION

Recommendation: lead funder conversations with the site logic before individual renderings.

## EVIDENCE METRICS

**125 ft**

E-Line adjacency

**850 ft**

freeway access

**41k**

monthly rides

Source: RSH PDF p.005; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

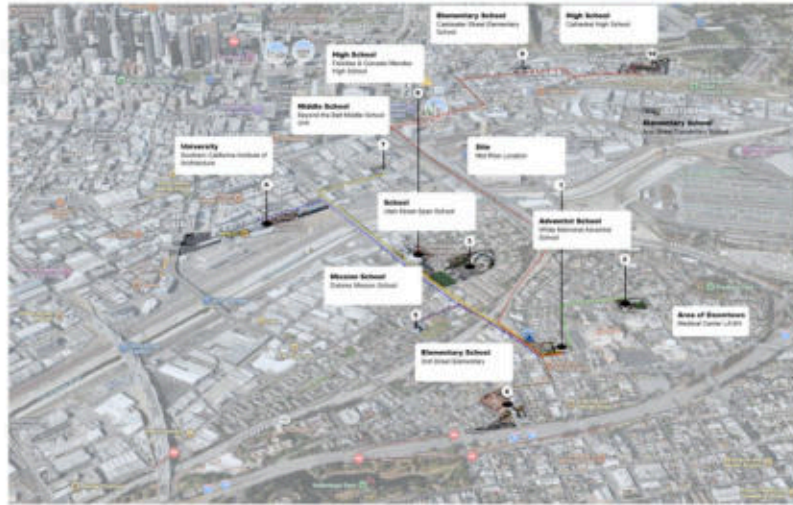
Step 1: Define

Hypothesis D

Site evidence becomes capital geography: culture + transit + education + public realm.

SITE PLAN - AREAS OF EDUCATION

**LEVEL 1 - K-12 EDUCATION \ UNIVERSITY**



DESIGN PRESENTATION | November 22, 2025



PDF EVIDENCE p.006

**Demand geography becomes capital geography**

How to read it: Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

**MCKINSEY & COMPANY--STYLE LENS**

SITE + PUBLIC VALUE

**Demand geography becomes capital geography**

**DECISION QUESTION**

- Where do transit, culture, and anchors create a fundable public-benefit case?

The map proves proximity, not decoration: transit, schools, medical anchors, and culture create a multi-outcome investment case.

**CAPITAL LOGIC**

Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

**RECOMMENDATION**

Recommendation: lead funder conversations with the site logic before individual renderings.

**EVIDENCE METRICS**

125 ft

E-Line adjacency

850 ft

freeway access

41k

monthly rides

Source: RSH PDF p.006; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

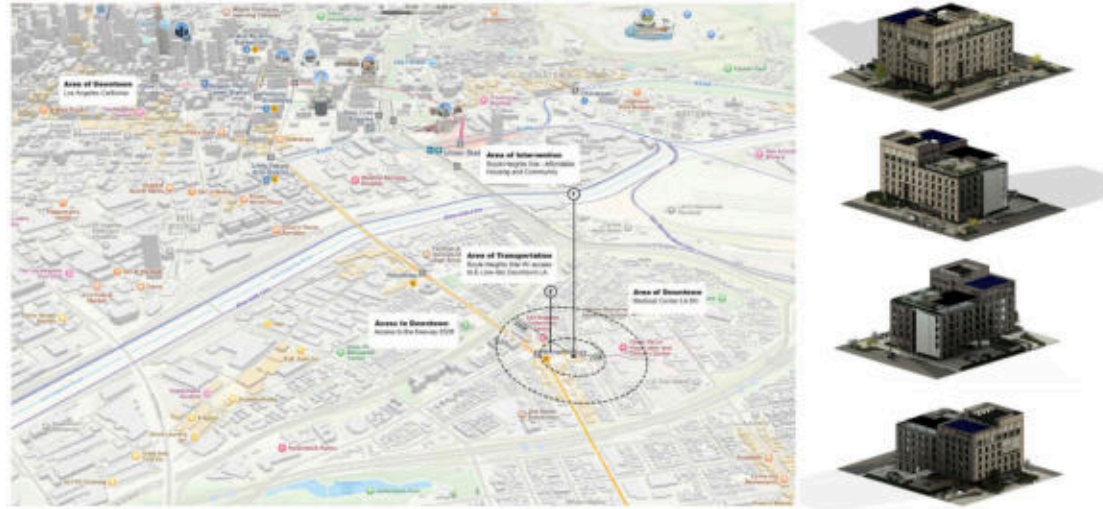
MCKINSEY THREAD

Step 1: Define

Hypothesis D

Site evidence becomes capital geography: culture + transit + education + public realm.

SITE PLAN - E-LINE TRANSIT ( 41,000 MONTHLY RIDES )

**LEVEL AERIAL - E-LINE TRANSIT**

DESIGN PRESENTATION | November 22, 2025

PDF EVIDENCE p.007

**Demand geography becomes capital geography**

How to read it: Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

**MCKINSEY & COMPANY--STYLE LENS**

SITE + PUBLIC VALUE

**Demand geography becomes capital geography****DECISION QUESTION**

- Where do transit, culture, and anchors create a fundable public-benefit case?

The map proves proximity, not decoration: transit, schools, medical anchors, and culture create a multi-outcome investment case.

**CAPITAL LOGIC**

Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

**RECOMMENDATION**

Recommendation: lead funder conversations with the site logic before individual renderings.

**EVIDENCE METRICS****125 ft**

E-Line adjacency

**850 ft**

freeway access

**41k**

monthly rides

Source: RSH PDF p.007; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 1: Define

Hypothesis D

Site evidence becomes capital geography: culture + transit + education + public realm.

## 008

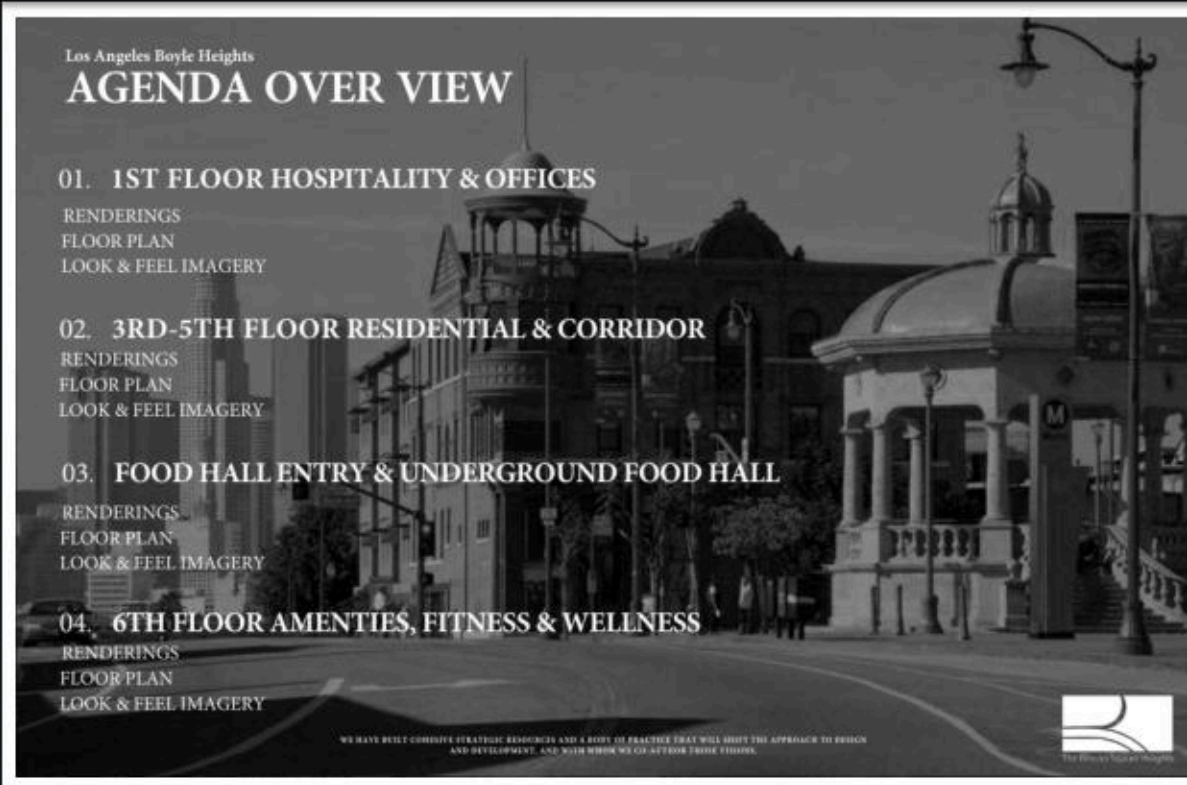
BIM Model

Site  
Intelligence +  
Civic  
Positioning

BIM Model

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA



PDF EVIDENCE p.008

**Plan evidence becomes stakeholder alignment**

How to read it: McKinsey-style move: convert plan complexity into a short list of fundable problems and measurable outcomes.

MCKINSEY &amp; COMPANY--STYLE LENS

SITE + PUBLIC VALUE

**Plan evidence becomes stakeholder alignment**DECISION QUESTION  
WHAT

- Where do transit, culture, and anchors create a fundable public-benefit case?

The plan proves circulation, operations, access control, storage, public threshold, and delivery logic in one view.

CAPITAL LOGIC

McKinsey-style move: convert plan complexity into a short list of fundable problems and measurable outcomes.

RECOMMENDATION

Recommendation: connect every square foot to a user, revenue stream, or public-benefit claim.

EVIDENCE METRICS

**125 ft**

E-Line adjacency

**850 ft**

freeway access

**41k**

monthly rides

Source: RSH PDF p.008; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 1: Define

Hypothesis D

Site evidence becomes capital geography: culture + transit + education + public realm.



## PDF EVIDENCE p.009

## Demand geography becomes capital geography

How to read it: Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

## MCKINSEY &amp; COMPANY--STYLE LENS

## SITE + PUBLIC VALUE

## Demand geography becomes capital geography

DECISION QUESTION  
HEX01

- Where do transit, culture, and anchors create a fundable public-benefit case?

The map proves proximity, not decoration: transit, schools, medical anchors, and culture create a multi-outcome investment case.

## CAPITAL LOGIC

Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

## RECOMMENDATION

Recommendation: lead funder conversations with the site logic before individual renderings.

## EVIDENCE METRICS

125 ft

E-Line adjacency

850 ft

freeway access

41k

monthly rides

Source: RSH PDF p.009; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

## MCKINSEY THREAD

## Step 1: Define

## Hypothesis D

Site evidence becomes capital geography: culture + transit + education + public realm.

# 09B

PDF SOURCE PAGES 010-030

## LEVEL 1 THRESHOLD

Street front, section cuts, main lobby, office, mail/package, bike storage, and ground-floor operations.



EVIDENCE SECTION REFRAMED

Which ground-floor spaces must operate as hospitality, safety, mobility, and capital-readiness infrastructure?

### MCKINSEY & COMPANY-STYLE LENS

#### LEVEL 1 THRESHOLD

## Demand geography becomes capital geography

#### DECISION QUESTION

Which ground-floor spaces must operate as hospitality, safety, mobility, and capital-readiness infrastructure?

The map proves proximity, not decoration: transit, schools, medical anchors, and culture create a multi-outcome investment case.

#### DESIGN CASE

Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

#### RECOMMENDATION

Recommendation: lead funder conversations with the site logic before individual renderings.

#### EVIDENCE METRICS

6,156 SF

resident/public layer

95 + 56

seat capacity

1,245 SF

bike storage

Source: RSH PDF p.010; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

010

BIM Model

Level 1  
Hospitality,  
Office +  
Public  
Threshold

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA



PDF EVIDENCE p.010

**Exterior identity supports capital confidence**

How to read it: Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

The approach positions DeVont'e Collins as business architectural designer able to bridge development, capital, operations, design, and community value.

MCKINSEY & COMPANY-STYLE LENS

LEVEL 1 THRESHOLD

**Exterior identity supports capital confidence**

DECISION QUESTION

- Which ground-floor spaces must operate as hospitality, safety, mobility, and capital-readiness infrastructure?

The envelope, signage, and street interface make the project legible as a serious civic asset rather than an isolated infill building.

VALUE DRIVER

Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

RECOMMENDATION

Recommendation: use exterior views to sell permanence and rollout potential.

EVIDENCE METRICS

**6,156 SF**

resident/public layer

**95 + 56**

seat capacity

**1,245 SF**

bike storage

Source: RSH PDF p.010; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 2: Structure

Hypothesis B

Level 1 proves public threshold value: arrival, lobby, cafe, office, bike, operations.

011

BIM Model

Level 1  
Hospitality,  
Office +  
Public  
Threshold

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

SECTION CUT -  
**LEVEL 1 - MAIN RESIDENTIAL ENTRANCE**



FOR ANALYSIS OF THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2023

ASU Arizona State University

PDF EVIDENCE p.011

**The section is the business model**

How to read it: Use a MECE capital structure: housing dollars for units, food-system capital for basement, sponsor dollars for visibility, mission capital for public value.

MCKINSEY & COMPANY-STYLE LENS

LEVEL 1 THRESHOLD

**The section is the business model**

DECISION QUESTION

Which ground-floor spaces must operate as hospitality, safety, mobility, and capital-readiness infrastructure?

The vertical stack shows why the project is more than housing: basement food economy, public threshold, homes, and wellness operate together.

IMPLICATION

Use a MECE capital structure: housing dollars for units, food-system capital for basement, sponsor dollars for visibility, mission capital for public value.

RECOMMENDATION

Recommendation: protect the stack; removing one layer weakens the whole case.

EVIDENCE METRICS

**6,156 SF**

resident/public layer

**95 + 56**

seat capacity

**1,245 SF**

bike storage

Source: RSH PDF p.011; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 2: Structure

Hypothesis B

Level 1 proves public threshold value: arrival, lobby, cafe, office, bike, operations.

EXTERIOR RENDERING - A FORMER PROJECT THAT DISPLAYS FOOD SERVICES WITH QSR MODULAR FOOD SERVICE PROTOTYPE

**BRANDING** - FRANCHISE MUTI-SITE ROLLOUT ARCHITECTURE



FOR ANALYSIS THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

RSU Arizona State University

PDF EVIDENCE p.012

**Exterior identity supports capital confidence**

How to read it: Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

**MCKINSEY & COMPANY-STYLE LENS**

LEVEL 1 THRESHOLD

Exterior brand identity research supports franchise-scale capital confidence

DECISION QUESTION

Which ground-floor spaces can prove that the food hall is more than an amenity — and can become a repeatable food-service prototype?

The exterior, signage, entry sequence, drive-up visibility, and digital lounge concept turn the food hall into a testable brand system. This is where Rincon Square Heights begins to show how local food vendors, digital ordering, events, catering, and lounge programming could evolve into a future stand-alone QSR prototype.

VALUE DRIVER

Value driver: a successful food hall creates more than rent — it creates operating data, repeat customers, vendor proof, sponsor visibility, and a potential franchise pipeline.

If the basement food hall performs well, the strongest tenant mix, kitchen workflow, digital signage, service modal, and customer experience can be packaged into a smaller Good'vology-style compact digital lounge QSR. This gives investors a second growth story beyond the building itself. Rincon becomes the first proof-of-concept location.

RECOMMENDATION

Use this exterior evidence page to frame the food hall as a launchpad for scalable food entrepreneurship. The recommendation is to track vendor sales, event revenue, delivery activity, brand engagement, and customer repeat visits so the project can prove which concepts are ready for future roll-out.

EVIDENCE METRICS

6,156 SF

public / resident threshold

95 + 56

food hall + lounge capacity

1,245 SF

mobility + bike support

Source: RSH PDF p.012; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

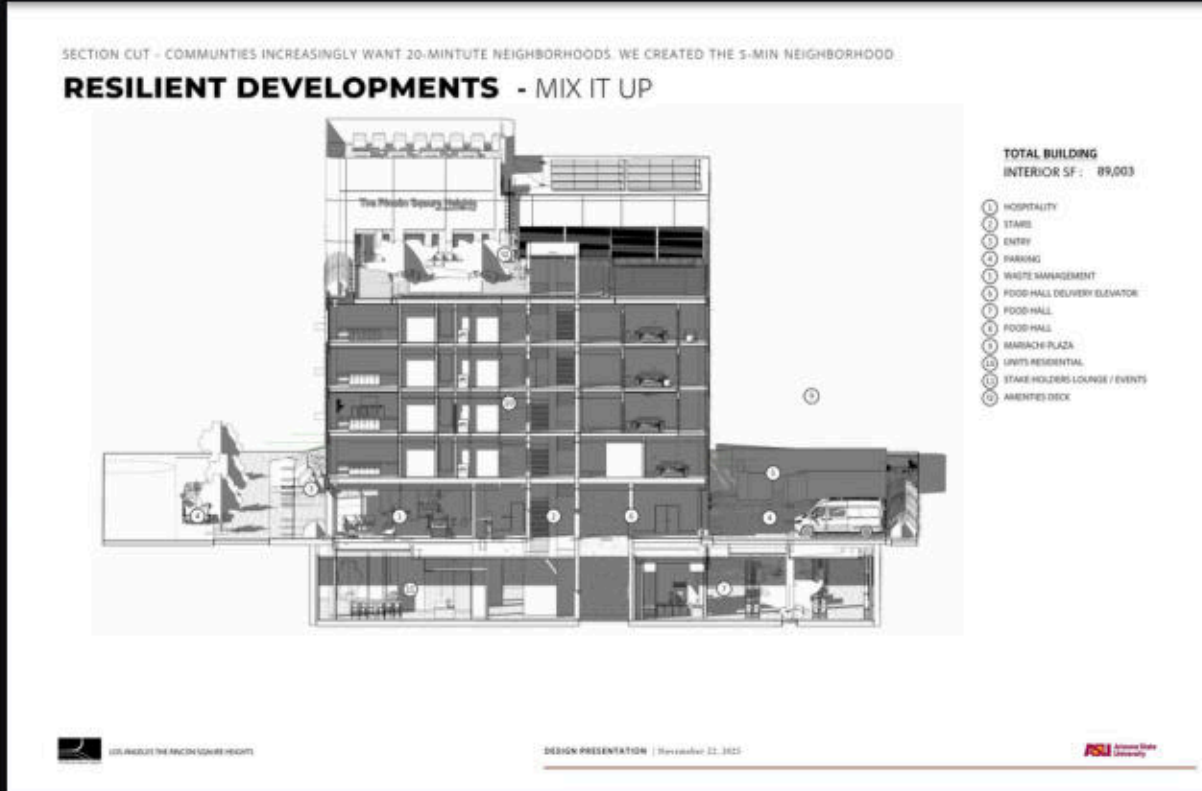
MCKINSEY THREAD

Step 2: Structure

Hypothesis B

Step 2: Structure — Hypothesis B

Level 1 proves that the public threshold is not just circulation; it is the first test of a repeatable food, brand, and digital-lounge operating model.



PDF EVIDENCE p.013

**The section is the business model**

How to read it: Use a MECE capital structure: housing dollars for units, food-system capital for basement, sponsor dollars for visibility, mission capital for public value.

MCKINSEY & COMPANY-STYLE LENS

LEVEL 1 THRESHOLD

The section is the business model

DECISION QUESTION

- Which ground-floor spaces must operate as hospitality, safety, mobility, and capital-readiness infrastructure?

The vertical stack shows why the project is more than housing: basement food economy, public threshold, homes, and wellness operate together.

IMPLICATIONS

Use a MECE capital structure: housing dollars for units, food-system capital for basement, sponsor dollars for visibility, mission capital for public value.

RECOMMENDATION

Recommendation: protect the stack; removing one layer weakens the whole case.

EVIDENCE METRICS

<b>6,156 SF</b> resident/public layer	<b>95 + 56</b> seat capacity	<b>1,245 SF</b> bike storage
--	---------------------------------	---------------------------------

Source: RSH PDF p.013; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

**MCKINSEY THREAD**      **Step 2: Structure**      **Hypothesis B**

Level 1 proves public threshold value: arrival, lobby, cafe, office, bike, operations.

EXTERIOR RENDERING - VIEWS HOSPITALITY IS A FORMER PROJECT THAT DISPLAYS FOOD SERVICES WITH SLEEPING QUARTERS

**BRANDING** - EXTENTION OF MANAGEMENT - SIGNATURE LED BRANDING



Brand-use developers have an increasingly high understanding of how their developments contribute to and benefit the overall community. Residents, guests, and consumers are now conscious of how their own neighborhoods affect their health and happiness. Brand-use developers are following suit with the perks and benefits needed to best accommodate people and businesses alike.

PDF EVIDENCE p.014

**Exterior identity supports capital confidence**

How to read it: Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

**MCKINSEY & COMPANY-STYLE LENS**

**LEVEL 1 THRESHOLD**

**Hospitality research supports civic funding and public-private capital confidence**

**DECISION QUESTION**

- QUESTION**

How can hospitality, restaurant, and tax-revenue research help justify affordable housing as a civic investment platform?

The Views-Hospitality research connects hotel design, lounge programming, restaurant franchising, rentable retail, and city-based revenue strategy. Inside Rincon Square Heights, that research becomes a stronger argument: housing can be supported by more than rent and subsidies; it can also be supported by public-private partnerships, corporate sponsorship, food-access programming, and hospitality-style economic activity.
- VALUE DRIVER**

Value driver: hospitality projects prove that experience-based real estate can generate taxes, jobs, foot traffic, brand partnerships, and community visibility.

The insight is not that hotel taxes automatically pay for housing, but that tourism, hospitality, and corporate-giving systems can be redirected through policy, sponsorship, grants, philanthropy, and community-benefit investments. Rincon Square Heights uses this logic to show why cities, corporations, and institutions should support housing projects that also deliver food access, small-business incubation, and cultural infrastructure.
- RECOMMENDATION**

Use this page to position Rincon as a public-private investment vehicle. The recommendation is to pursue city housing programs, corporate social-impact sponsors, food-access partners, foundations, hospitality groups, and tax-credit-aligned capital sources that want measurable community benefit.

**EVIDENCE METRICS**

**6,156 SF**

hospitality-facing ground layer

**95 + 56**

dining / event capacity

**1,245 SF**

mobility + access infrastructure

Source: RSH PDF p.014; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

**MCKINSEY THREAD**

**Step 2: Structure**

**Hypothesis B**

Step 2: Structure — Hypothesis B  
Level 1 proves civic threshold value: hospitality, café, office, bike, safety, food access, and operations can become evidence for funding confidence.

## 015

BIM Model

Level 1  
Hospitality,  
Office +  
Public  
Threshold

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA



PDF EVIDENCE p.015

## Evidence must translate into a decision

How to read it: Connect the visual to the issue tree: what does it prove, who needs it, what capital source values it, and what decision should follow?

MCKINSEY &amp; COMPANY-STYLE LENS

LEVEL 1 THRESHOLD

## Evidence must translate into a decision

DECISION QUESTION

- Which ground-floor spaces must operate as hospitality, safety, mobility, and capital-readiness infrastructure?

This PDF page is treated as proof inside the business case, not as a separate appendix image.

CONNECTION

Connect the visual to the issue tree: what does it prove, who needs it, what capital source values it, and what decision should follow?

RECOMMENDATION

Recommendation: every evidence slide should answer "so what?"

EVIDENCE METRICS

6,156 SF

resident/public layer

95 + 56

seat capacity

1,245 SF

bike storage

Source: RSH PDF p.015; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 2: Structure

Hypothesis B

Level 1 proves public threshold value: arrival, lobby, cafe, office, bike, operations.

# 016

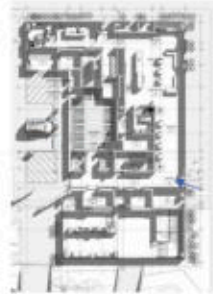
BIM Model

Level 1  
Hospitality,  
Office +  
Public  
Threshold

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

INTERIOR RENDERING - OVER VIEWS OF EACH FLOOR FROM ELEVATOR  
**LEVEL 1 - MAIN RESIDENTIAL LOBBY**



2  
CORRELATION SHEET  
1:1/2" = 1"



DESIGN PRESENTATION | November 22, 2025



PDF EVIDENCE p.016

## Experience design is operating infrastructure

How to read it: McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

MCKINSEY & COMPANY-STYLE LENS

LEVEL 1 THRESHOLD

## Experience design is operating infrastructure



EVIDENCE METRICS

**6,156 SF**

resident/public layer

**95 + 56**

seat capacity

**1,245 SF**

bike storage

Source: RSH PDF p.016; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

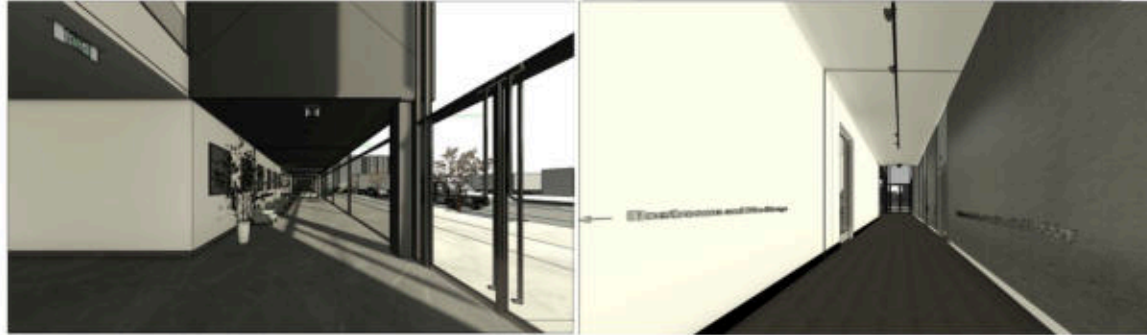
Step 2: Structure

Hypothesis B

Level 1 proves public threshold value: arrival, lobby, cafe, office, bike, operations.

INTERIOR RENDERING - AMPLIFYING THE GUEST EXPERIENCE

**LEVEL 1 - MAIN RESIDENTIAL ENTRANCE**



DESIGN PRESENTATION | November 22, 2025



PDF EVIDENCE p.017

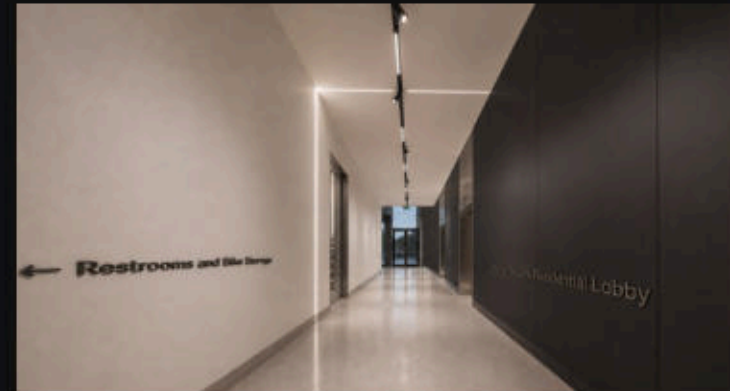
**Experience design is operating infrastructure**

How to read it: McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

MCKINSEY & COMPANY-STYLE LENS

LEVEL 1 THRESHOLD

**Experience design is  
operating infrastructure**



EVIDENCE METRICS

**6,156 SF**

resident/public layer

**95 + 56**

seat capacity

**1,245 SF**

bike storage

Source: RSH PDF p.017; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 2: Structure

Hypothesis B

Level 1 proves public threshold value: arrival, lobby, cafe, office, bike, operations.

018

BIM Model

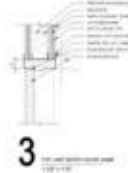
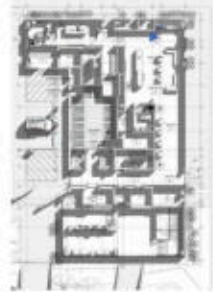
Level 1  
Hospitality,  
Office +  
Public  
Threshold

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

INTERIOR RENDERING - THE INTERPLAY BETWEEN QUALITY AND EXPORTED MATERIALS FROM CHINA MANUFACTURERS

**LEVEL 1 - MAIN RESIDENTIAL LOBBY**



DESIGN PRESENTATION | November 22, 2025



PDF EVIDENCE p.018

**Material discipline builds institutional trust**

How to read it: Treat finish strategy as risk control: durable surfaces, simple systems, repeatable procurement, and brand consistency.

MCKINSEY & COMPANY-STYLE LENS

LEVEL 1 THRESHOLD

**Experience design is  
operating infrastructure**



EVIDENCE METRICS

**6,156 SF**

resident/public layer

**95 + 56**

seat capacity

**1,245 SF**

bike storage

Source: RSH PDF p.018; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

**Step 2: Structure**

**Hypothesis B**

Level 1 proves public threshold value: arrival, lobby, cafe, office, bike, operations.

INTERIOR RENDERING - SIDE RESIDENTIAL ENTRANCE - INNOVATIVE WORK ENVIRONMENTS  
**LEVEL 1 - MAIN BUSINESS OFFICE - SHARED FOOD HALL OFFICE**



PDF EVIDENCE p.019

**Experience design is operating infrastructure**

How to read it: McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

MCKINSEY & COMPANY-STYLE LENS

LEVEL 1 THRESHOLD

**Experience design is  
operating infrastructure**



EVIDENCE METRICS

**6,156 SF**

resident/public layer

**95 + 56**

seat capacity

**1,245 SF**

bike storage

Source: RSH PDF p.019; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 2: Structure

Hypothesis B

Level 1 proves public threshold value: arrival, lobby, cafe, office, bike, operations.



PDF EVIDENCE p.020

**Exterior identity supports capital confidence**

How to read it: Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

MCKINSEY & COMPANY-STYLE LENS

LEVEL 1 THRESHOLD

**Exterior identity supports capital confidence**

DECISION QUESTION

- Which ground-floor spaces must operate as hospitality, safety, mobility, and capital-readiness infrastructure?

The envelope, signage, and street interface make the project legible as a serious civic asset rather than an isolated infill building.

VALUE DRIVER

Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

RECOMMENDATION

Recommendation: use exterior views to sell permanence and rollout potential.

EVIDENCE METRICS

**6,156 SF**

resident/public layer

**95 + 56**

seat capacity

**1,245 SF**

bike storage

Source: RSH PDF p.000; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 2: Structure

Hypothesis B

Level 1 proves public threshold value: arrival, lobby, cafe, office, bike, operations.

INTERIOR RENDERING - ALL RESIDENTIAL STAIRS USE COMMERCIAL GRADE KEYPAD FOR SAFETY  
**LEVEL 1 - MAIL ROOM + PACKAGE ROOM + STAIRS**



021 RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.021

**Experience design is operating infrastructure**

How to read it: McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

MCKINSEY & COMPANY-STYLE LENS

LEVEL 1 THRESHOLD

**Experience design is  
operating infrastructure**



EVIDENCE METRICS

**6,156 SF**

resident/public layer

**95 + 56**

seat capacity

**1,245 SF**

bike storage

Source: RSH PDF p.021; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 2: Structure

Hypothesis B

Level 1 proves public threshold value: arrival, lobby, cafe, office, bike, operations.

INTERIOR RENDERING

**LEVEL 1 - BACK RESIDENTIAL ENTRANCE**



FOR ANALYSIS OF THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.022

**Experience design is operating infrastructure**

How to read it: McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

MCKINSEY & COMPANY-STYLE LENS

LEVEL 1 THRESHOLD

**Experience design is  
operating infrastructure**



EVIDENCE METRICS

**6,156 SF**

resident/public layer

**95 + 56**

seat capacity

**1,245 SF**

bike storage

Source: RSH PDF p.022; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

**Step 2: Structure**

**Hypothesis B**

Level 1 proves public threshold value: arrival, lobby, cafe, office, bike storage, operations.

# 023

BIM Model

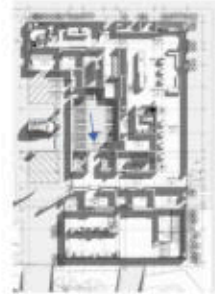
Level 1  
Hospitality,  
Office +  
Public  
Threshold

SOURCE PAGE

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Heights Presentation  
Combined LA

INTERIOR RENDERING - BIKE STORAGE

## LEVEL 1 - MOBILITY HUB : BIKE STORAGE



FOR ANALYSIS OF THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.023

### Experience design is operating infrastructure

How to read it: McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

MCKINSEY & COMPANY-STYLE LENS

LEVEL 1 THRESHOLD

## Experience design is operating infrastructure



EVIDENCE METRICS

6,156 SF

resident/public layer

95 + 56

seat capacity

1,245 SF

bike storage

Source: RSH PDF p.023; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 2: Structure

Hypothesis B

Level 1 proves public threshold value: arrival, lobby, cafe, office, bike, operations.

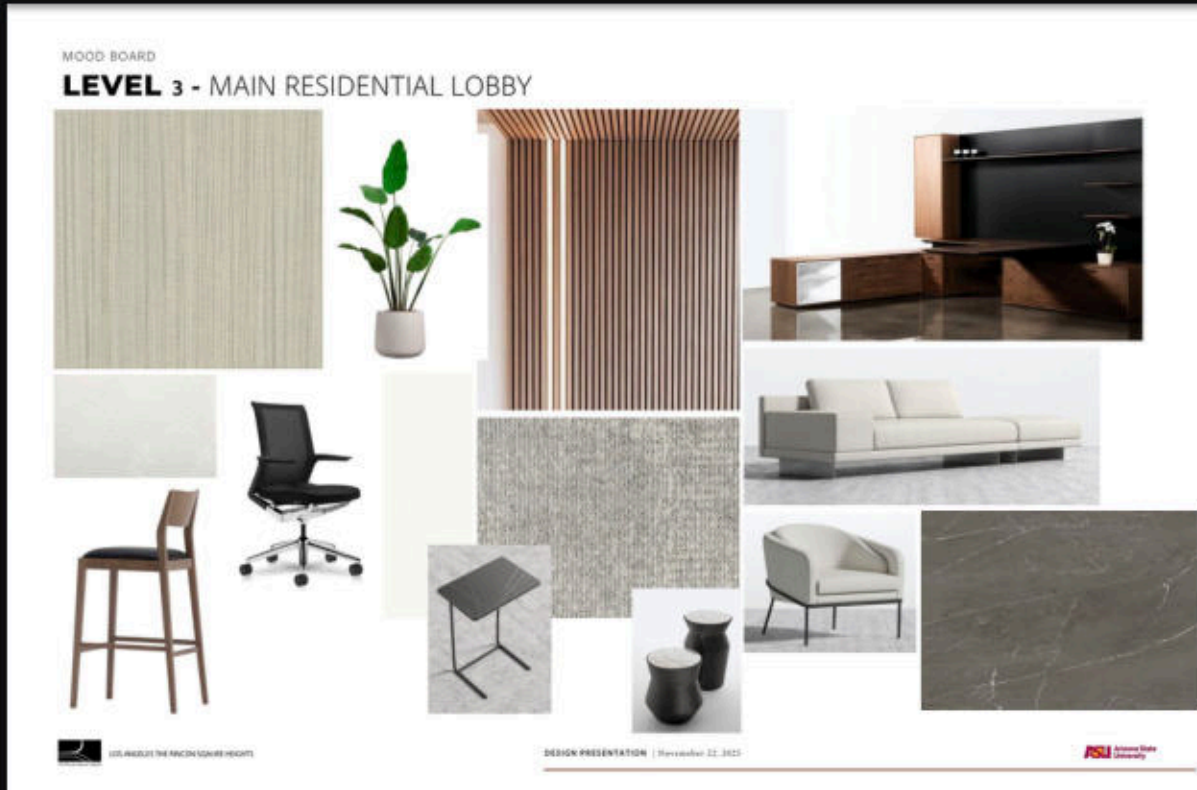
## 024

BIM Model

Level 1  
Hospitality,  
Office +  
Public  
Threshold

SOURCE PAGE

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Heights Presentation  
Combined LA



PDF EVIDENCE p.024

**Material discipline builds institutional trust**

How to read it: Treat finish strategy as risk control: durable surfaces, simple systems, repeatable procurement, and brand consistency.

MCKINSEY &amp; COMPANY-STYLE LENS

LEVEL 1 THRESHOLD

## Material discipline builds institutional trust

DECISION QUESTION

- Which ground-floor spaces must operate as hospitality, safety, mobility, and capital-readiness infrastructure?

The palette gives affordability a premium civic atmosphere without turning the project into luxury exclusion.

CONCLUSION

Treat finish strategy as risk control: durable surfaces, simple systems, repeatable procurement, and brand consistency.

RECOMMENDATION

Recommendation: show materials as credibility, not decoration.

EVIDENCE METRICS

**6,156 SF**

resident/public layer

**95 + 56**

seat capacity

**1,245 SF**

bike storage

Source: RSH PDF p.024, McKinsey-style funding strategy, McKinsey housing/mixed-use research lens.

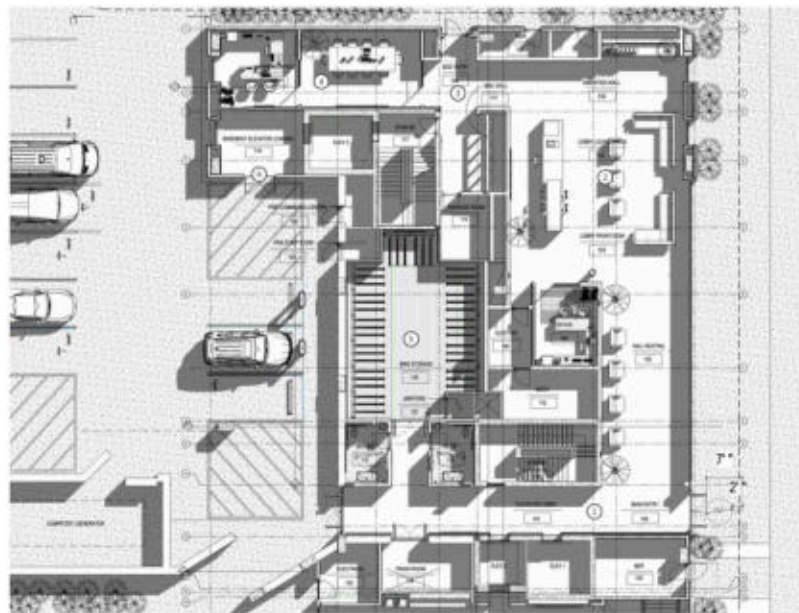
MCKINSEY THREAD

Step 2: Structure

Hypothesis B

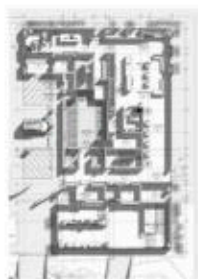
Level 1 proves public threshold value: arrival, lobby, cafe, office, bike, operations.

FLOOR PLAN

**LEVEL 1 - MAIN RESIDENTIAL PLAN OF BUILDING**RESIDENTS  
INTERIOR SF: 6,156

1 ENTRY / ELEVATORS	1,121
2 LOBBY	4,244
3 SIDE ENTRY / MAIL	873
4 OFFICE	1,069
5 BIKE STORAGE	1,245
6 ELEVATOR / DECKWAY	428

SEAT COUNT: (INDOOR) 95, (OUTDOOR) 54



DESIGN PRESENTATION | November 22, 2025

PDF EVIDENCE p.025

**Evidence must translate into a decision**

How to read it: Connect the visual to the issue tree: what does it prove, who needs it, what capital source values it, and what decision should follow?

MCKINSEY &amp; COMPANY-STYLE LENS

LEVEL 1 THRESHOLD

**Evidence must translate into a decision**

DECISION QUESTION

- Which ground-floor spaces must operate as hospitality, safety, mobility, and capital-readiness infrastructure?

This PDF page is treated as proof inside the business case, not as a separate appendix image.

CAPITAL LINK

Connect the visual to the issue tree: what does it prove, who needs it, what capital source values it, and what decision should follow?

RECOMMENDATION

Recommendation: every evidence slide should answer "so what?"

EVIDENCE METRICS

**6,156 SF**

resident/public layer

**95 + 56**

seat capacity

**1,245 SF**

bike storage

Source: RSH PDF p.025; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

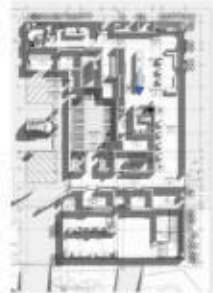
MCKINSEY THREAD

Step 2: Structure

Hypothesis B

Level 1 proves public threshold value: arrival, lobby, cafe, office, bike, operations.

INTERIOR RENDERING - BOOKING OFFICE

**LEVEL 1 - REPOSITIONING & LANDLORD SERVICES**

**McKinsey-Style Lens**  
 A framework for connecting customer journey to operating model, staffing, maintenance, and stakeholder confidence.

**At The End of a McKinsey Lens**  
 A clear, concise statement of the customer journey, operating model, staffing, maintenance, and stakeholder confidence.

1. Customer Journey: The path a customer takes from arrival to departure, including all touchpoints and experiences.

2. Operating Model: The way the organization operates, including processes, systems, and resources.

3. Staffing: The number and quality of staff required to support the customer journey and operating model.

4. Maintenance: The way the organization maintains its facilities, equipment, and services.

5. Stakeholder Confidence: The level of trust and confidence that stakeholders have in the organization and its services.



RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025



PDF EVIDENCE p.026

**Experience design is operating infrastructure**

How to read it: McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

**MCKINSEY & COMPANY-STYLE LENS**

## LEVEL 1 THRESHOLD

**Experience design is operating infrastructure**

## DECISION QUESTION

- Which ground-floor spaces must operate as hospitality, safety, mobility, and capital-readiness infrastructure?

The interior evidence shows how lighting, visibility, circulation, materials, and seating shape daily behavior and perceived safety.

## OPERATING

McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

## RECOMMENDATION

Recommendation: describe experience as an asset-management tool.

## EVIDENCE METRICS

**6,156 SF**

resident/public layer

**95 + 56**

seat capacity

**1,245 SF**

bike storage

Source: RSH PDF p.006; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

## MCKINSEY THREAD

## Step 2: Structure

## Hypothesis B

Level 1 proves public threshold value: arrival, lobby, cafe, office, bike, operations.



MCKINSEY & COMPANY-STYLE LENS

LEVEL 1 THRESHOLD

Experience design is operating infrastructure

DECISION QUESTION

- Which ground-floor spaces must operate as hospitality, safety, mobility, and capital-readiness infrastructure?

The interior evidence shows how lighting, visibility, circulation, materials, and seating shape daily behavior and perceived safety.

RECOMMENDATION

McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

RECOMMENDATION

Recommendation: describe experience as an asset-management tool.

EVIDENCE METRICS

6,156 SF

resident/public layer

95 + 56

seat capacity

1,245 SF

bike storage

Source: RSH PDF p.027; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

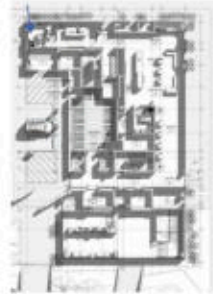
Step 2: Structure

Hypothesis B

Level 1 proves public threshold value: arrival, lobby, cafe, office, bike, operations.

INTERIOR RENDERING - OFFICE VIEW INTO DELIVERY/EMPLOYEE ACCESS

**LEVEL 1 - MANAGERS OFFICE**



**McKinsey Thread 028B**  
A funding strategy and business model for public and affordable housing.  
It captures and translates funding to strengthen the mission.  
It connects customer journey to operating model, staffing, maintenance, and stakeholder confidence.  
It links the customer journey to the operating model, staffing, maintenance, and stakeholder confidence.  
It links the customer journey to the operating model, staffing, maintenance, and stakeholder confidence.  
It links the customer journey to the operating model, staffing, maintenance, and stakeholder confidence.  
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It links the customer journey to the operating model, staffing, maintenance, and stakeholder confidence.



DESIGN PRESENTATION | November 22, 2025



PDF EVIDENCE p.028

**Experience design is operating infrastructure**

How to read it: McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

MCKINSEY & COMPANY-STYLE LENS

LEVEL 1 THRESHOLD

**Experience design is  
operating infrastructure**



EVIDENCE METRICS

**6,156 SF**

resident/public layer

**95 + 56**

seat capacity

**1,245 SF**

bike storage

Source: RSH PDF p.028; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 2: Structure

Hypothesis B

Level 1 proves public threshold value: arrival, lobby, cafe, office, bike, operations.

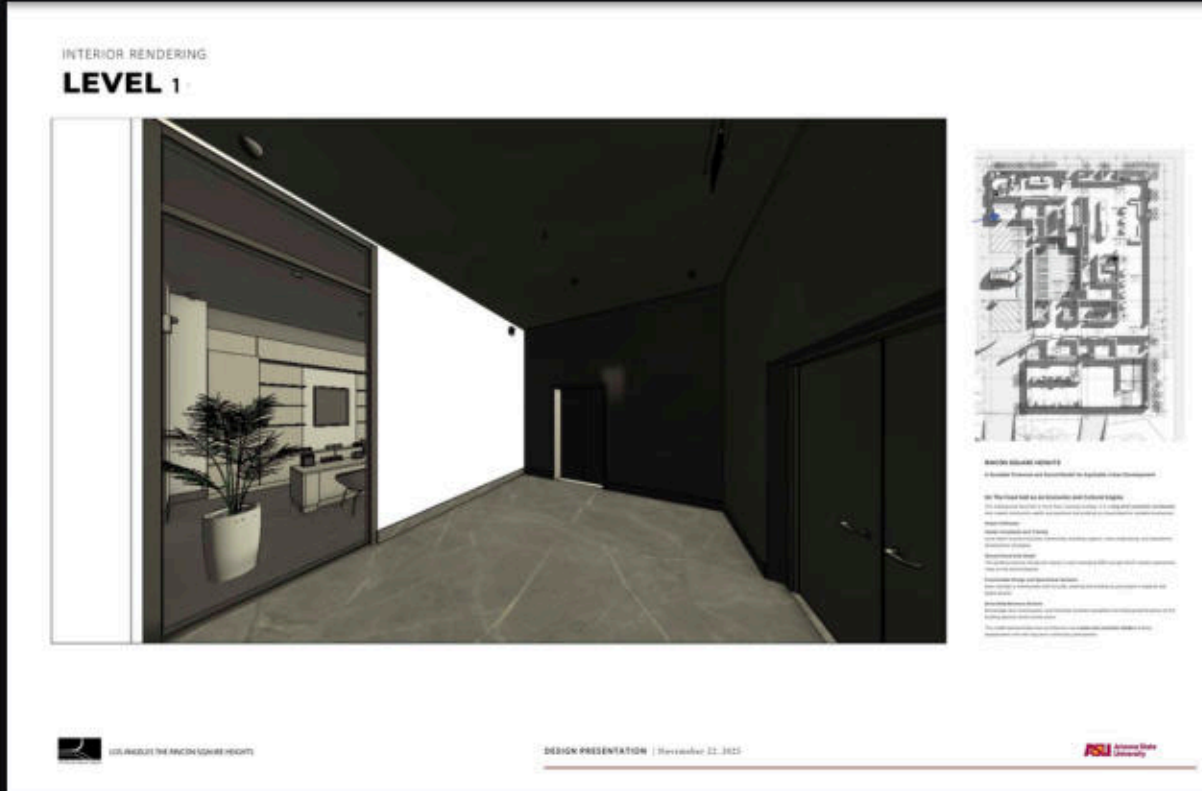
# 029

BIM Model

Level 1  
Hospitality,  
Office +  
Public  
Threshold

SOURCE PAGE

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Heights Presentation  
Combined LA



PDF EVIDENCE p.029

## Experience design is operating infrastructure

How to read it: McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

MCKINSEY & COMPANY-STYLE LENS

LEVEL 1 THRESHOLD

## Experience design is operating infrastructure



EVIDENCE METRICS

**6,156 SF**

resident/public layer

**95 + 56**

seat capacity

**1,245 SF**

bike storage

Source: RSH PDF p.009; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 2: Structure

Hypothesis B

Level 1 proves public threshold value: arrival, lobby, cafe, office, bike, operations.



PDF EVIDENCE p.030

**Exterior identity supports capital confidence**

How to read it: Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

MCKINSEY & COMPANY-STYLE LENS

LEVEL 1 THRESHOLD

**Exterior identity supports capital confidence**

DECISION QUESTION

- Which ground-floor spaces must operate as hospitality, safety, mobility, and capital-readiness infrastructure?

The envelope, signage, and street interface make the project legible as a serious civic asset rather than an isolated infill building.

VALUE DRIVERS

Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

RECOMMENDATIONS

Recommendation: use exterior views to sell permanence and rollout potential.

EVIDENCE METRICS

6,156 SF

resident/public layer

95 + 56

seat capacity

1,245 SF

bike storage

Source: RSH PDF p.000; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 2: Structure

Hypothesis B

Level 1 proves public threshold value: arrival, lobby, cafe, office, bike, operations.

# 09C

PDF SOURCE PAGES 031-059

## RESIDENTIAL STACK

Floor plans, unit evidence, elevations, corridor logic, affordable/workforce living, and material boards.



EVIDENCE SECTION REFRAMED

How does the unit stack translate into affordability, underwriting strength, and resident dignity?

### MCKINSEY & COMPANY-STYLE LENS

#### RESIDENTIAL STACK

## Demand geography becomes capital geography

#### DECISION QUESTION

PROBET

How does the unit stack translate into affordability, underwriting strength, and resident dignity?

The map proves proximity, not decoration: transit, schools, medical anchors, and culture create a multi-outcome investment case.

#### CAPITAL LOGIC

Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

#### RECOMMENDATION

Recommendation: lead funder conversations with the site logic before individual renderings.

#### EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

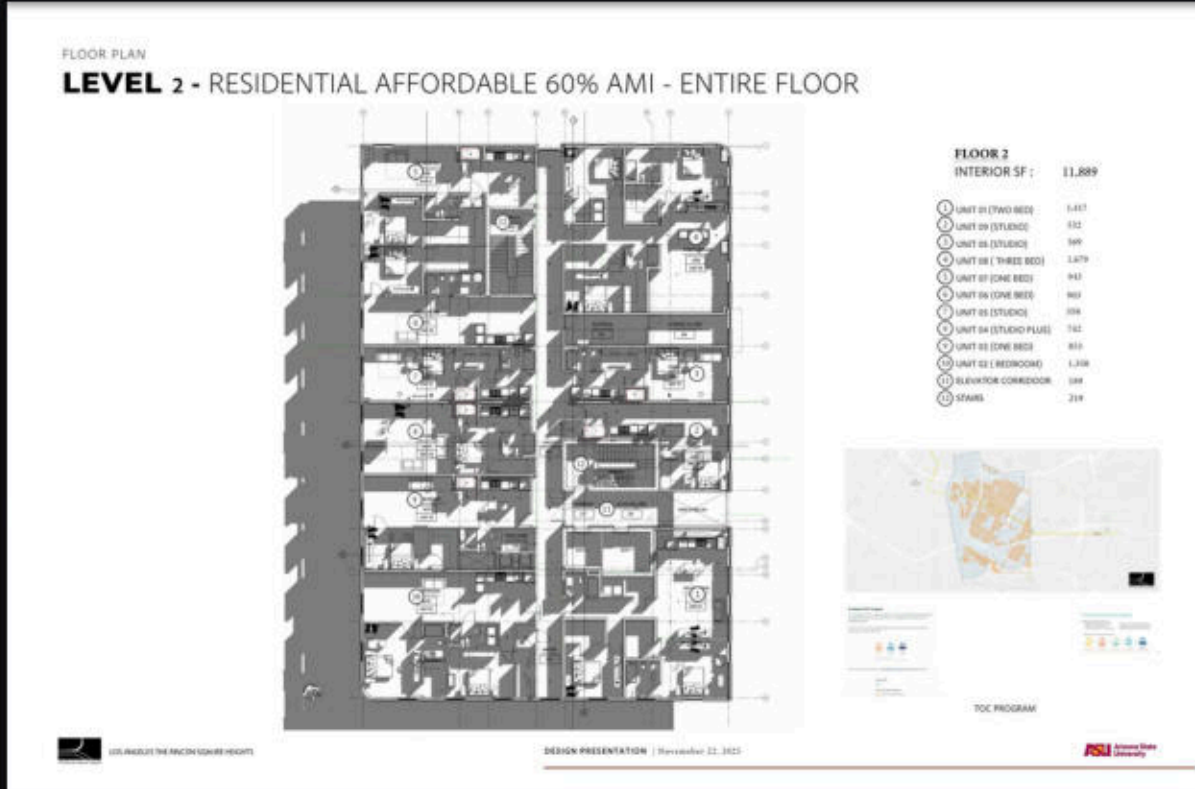
Source: RSH PDF p.031; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

## 031

BIM Model

Residential  
Floors,  
Elevations +  
Unit Experience

SOURCE PAGE

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Heights Presentation  
Combined LA

PDF EVIDENCE p.031

## Unit planning is underwriting logic

How to read it: Issue tree: unit mix → affordability band → rent limits  
→ repayment capacity → long-term stability.

MCKINSEY &amp; COMPANY—STYLE LENS

RESIDENTIAL STACK

Unit planning is underwriting  
logicDECISION QUESTION  
what?

- How does the unit stack translate into affordability, underwriting strength, and resident dignity?

The residential plans convert social intent into measurable unit count, AMI logic, floor efficiency, and operating income.

CAPITAL LOGIC

Issue tree: unit mix → affordability band → rent limits → repayment capacity → long-term stability.

RECOMMENDATION

Recommendation: keep affordability and market-rate logic legible on every housing slide.

EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.031; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

## 032

BIM Model

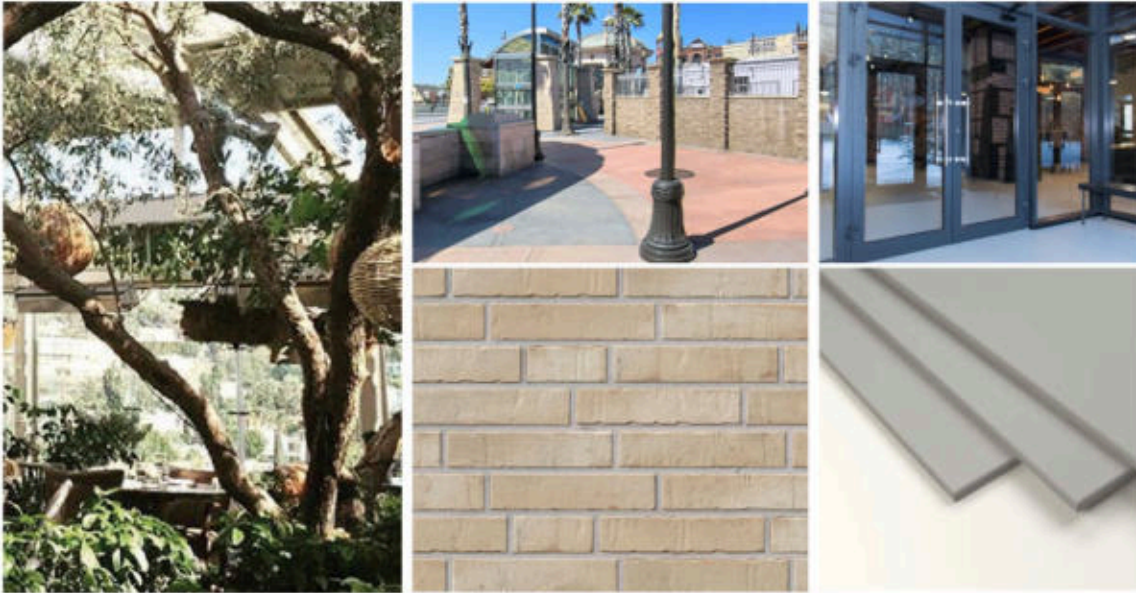
Residential  
Floors,  
Elevations +  
Unit Experience

## SOURCE PAGE

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Heights Presentation  
Combined LA

MOOD BOARD

## LEVEL 3 - MAIN RESIDENTIAL ENTRANCE



DESIGN PRESENTATION | November 22, 2025

PDF EVIDENCE p.032

## Material discipline builds institutional trust

How to read it: Treat finish strategy as risk control: durable surfaces, simple systems, repeatable procurement, and brand consistency.

MCKINSEY &amp; COMPANY—STYLE LENS

RESIDENTIAL STACK

Material discipline builds  
institutional trustDECISION QUESTION  
what?

- How does the unit stack translate into affordability, underwriting strength, and resident dignity?

The palette gives affordability a premium civic atmosphere without turning the project into luxury exclusion.

CAPITAL LOGIC

Treat finish strategy as risk control: durable surfaces, simple systems, repeatable procurement, and brand consistency.

RECOMMENDATION

Recommendation: show materials as credibility, not decoration.

EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.032; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

## 033

BIM Model

Residential  
Floors,  
Elevations +  
Unit Experience

## SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

EXTERIOR RENDERING

## LEVEL 2 - BRAND IMPLEMENTATION



DESIGN PRESENTATION | November 22, 2025

PDF EVIDENCE p.033

## Exterior identity supports capital confidence

How to read it: Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

MCKINSEY &amp; COMPANY—STYLE LENS

RESIDENTIAL STACK

Exterior identity supports  
capital confidenceDECISION QUESTION  
what?

- How does the unit stack translate into affordability, underwriting strength, and resident dignity?

The envelope, signage, and street interface make the project legible as a serious civic asset rather than an isolated infill building.

CAPITAL LOGIC

Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

RECOMMENDATION

Recommendation: use exterior views to sell permanence and rollout potential.

EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.033; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

## 034

BIM Model

Residential  
Floors,  
Elevations +  
Unit Experience

## SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA



PDF EVIDENCE p.034

## Evidence must translate into a decision

How to read it: Connect the visual to the issue tree: what does it prove, who needs it, what capital source values it, and what decision should follow?

## MCKINSEY &amp; COMPANY—STYLE LENS

## RESIDENTIAL STACK

## Evidence must translate into a decision

## DECISION QUESTION

- How does the unit stack translate into affordability, underwriting strength, and resident dignity?

This PDF page is treated as proof inside the business case, not as a separate appendix image.

## CAPITAL LOGIC

Connect the visual to the issue tree: what does it prove, who needs it, what capital source values it, and what decision should follow?

## RECOMMENDATION

Recommendation: every evidence slide should answer "so what?"

## EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.034; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

## MCKINSEY THREAD

## Step 3: Prioritize

## Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

## 035

BIM Model

Residential  
Floors,  
Elevations +  
Unit Experience

## SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

MOOD BOARD

## LEVEL 3 - MAIN RESIDENTIAL ENTRANCE



DESIGN PRESENTATION | November 22, 2025

PDF EVIDENCE p.035

## Material discipline builds institutional trust

How to read it: Treat finish strategy as risk control: durable surfaces, simple systems, repeatable procurement, and brand consistency.

MCKINSEY &amp; COMPANY—STYLE LENS

RESIDENTIAL STACK

Material discipline builds  
institutional trustDECISION QUESTION  
WHAT?

- How does the unit stack translate into affordability, underwriting strength, and resident dignity?

The palette gives affordability a premium civic atmosphere without turning the project into luxury exclusion.

CAPITAL LOGIC

Treat finish strategy as risk control: durable surfaces, simple systems, repeatable procurement, and brand consistency.

RECOMMENDATION

Recommendation: show materials as credibility, not decoration.

EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.035; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

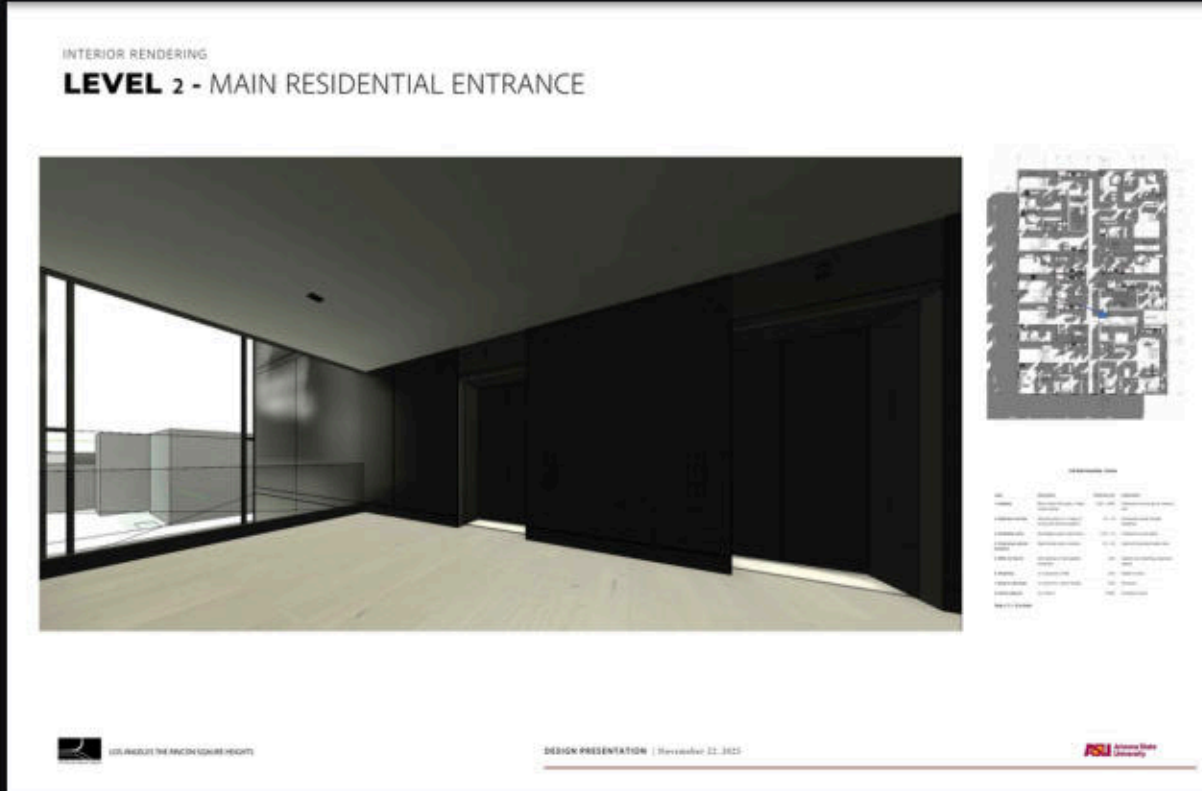
036

BIM Model

Residential  
Floors,  
Elevations +  
Unit Experience

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA



PDF EVIDENCE p.036

**Resident experience protects long-term value**

How to read it: Underwriting lens: better resident experience can support retention, reputation, and lower operating friction.

MCKINSEY & COMPANY-STYLE LENS

RESIDENTIAL STACK

**Resident experience protects long-term value**



EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.006; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

PDF EVIDENCE

# 037

BIM Model

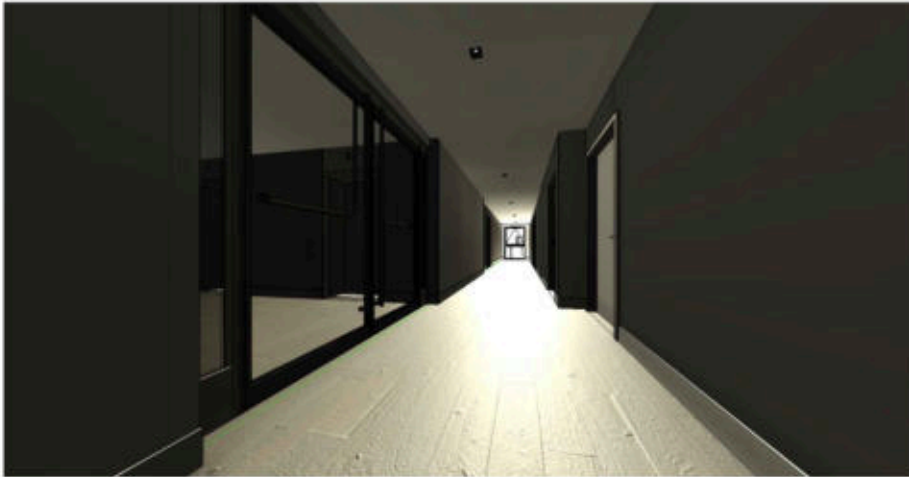
Residential Floors, Elevations + Unit Experience

SOURCE PAGE

20251911\_Rincon Square Heights Presentation Combined LA

INTERIOR RENDERING

## LEVEL 3 - MAIN RESIDENTIAL ENTRANCE



Room	Area	Volume
Living Area	1,200 SF	12,000 cu ft
Bedroom	1,000 SF	10,000 cu ft
Bathroom	500 SF	5,000 cu ft
Kitchen	800 SF	8,000 cu ft
Hallway	200 SF	2,000 cu ft
Storage	100 SF	1,000 cu ft
Entry	150 SF	1,500 cu ft
Staircase	100 SF	1,000 cu ft
Landscaping	500 SF	5,000 cu ft
Roof	10,000 SF	100,000 cu ft
Basement	10,000 SF	100,000 cu ft
Garage	1,000 SF	10,000 cu ft
Driveway	500 SF	5,000 cu ft
Pool	1,000 SF	10,000 cu ft
Deck	500 SF	5,000 cu ft
Screened Enclosure	1,000 SF	10,000 cu ft
Perimeter Wall	10,000 SF	100,000 cu ft
Foundation	10,000 SF	100,000 cu ft
Site	10,000 SF	100,000 cu ft
Site Area	10,000 SF	100,000 cu ft
Site Volume	100,000 cu ft	1,000,000 cu ft
Site Area	10,000 SF	100,000 cu ft
Site Volume	100,000 cu ft	1,000,000 cu ft



DESIGN PRESENTATION | November 22, 2025



PDF EVIDENCE p.037

### Resident experience protects long-term value

How to read it: Underwriting lens: better resident experience can support retention, reputation, and lower operating friction.

MCKINSEY & COMPANY-STYLE LENS

RESIDENTIAL STACK

## Resident experience protects long-term value



EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.037; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

### Step 3: Prioritize

Housing Stack

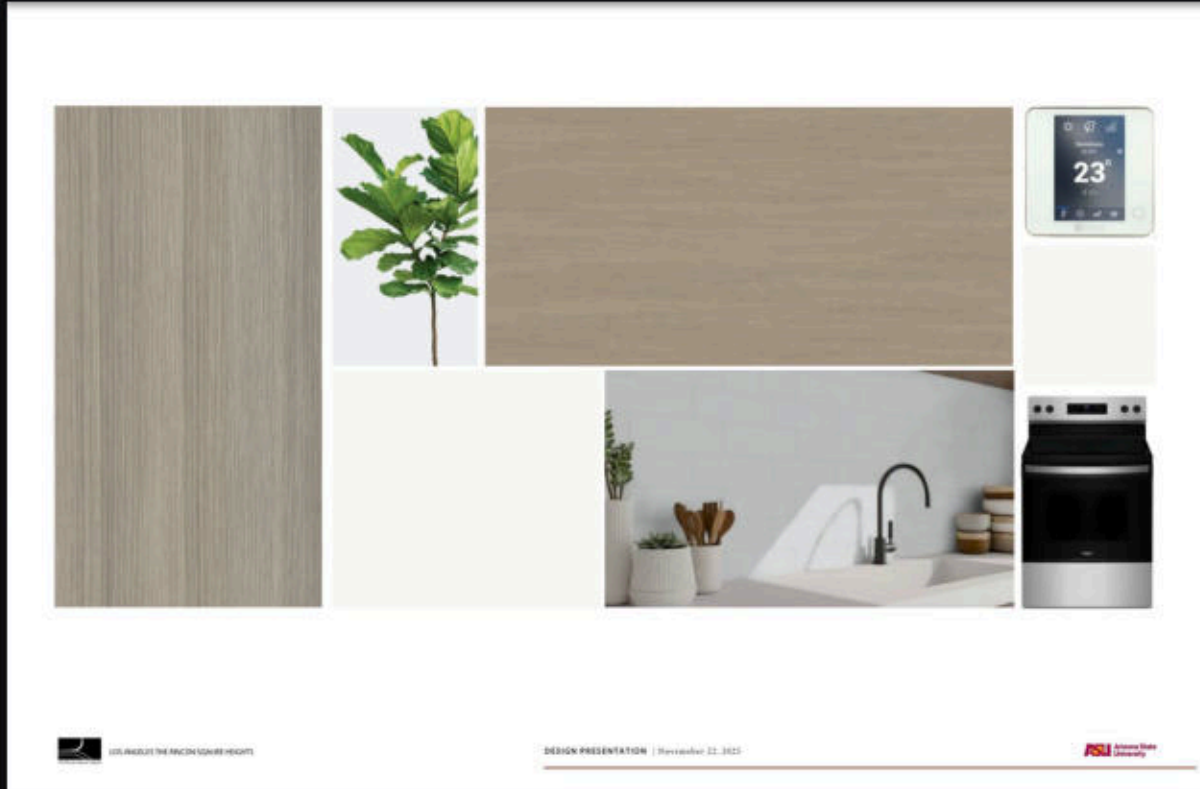
Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

## 038

BIM Model

Residential  
Floors,  
Elevations +  
Unit Experience

## SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

DESIGN PRESENTATION | November 22, 2025

PDF EVIDENCE p.038

**Evidence must translate into a decision**

How to read it: Connect the visual to the issue tree: what does it prove, who needs it, what capital source values it, and what decision should follow?

## MCKINSEY &amp; COMPANY—STYLE LENS

## RESIDENTIAL STACK

**Evidence must translate into a decision**DECISION QUESTION  
what?

- How does the unit stack translate into affordability, underwriting strength, and resident dignity?

This PDF page is treated as proof inside the business case, not as a separate appendix image.

## CAPITAL LOGIC

Connect the visual to the issue tree: what does it prove, who needs it, what capital source values it, and what decision should follow?

## RECOMMENDATION

Recommendation: every evidence slide should answer "so what?"

## EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.038; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

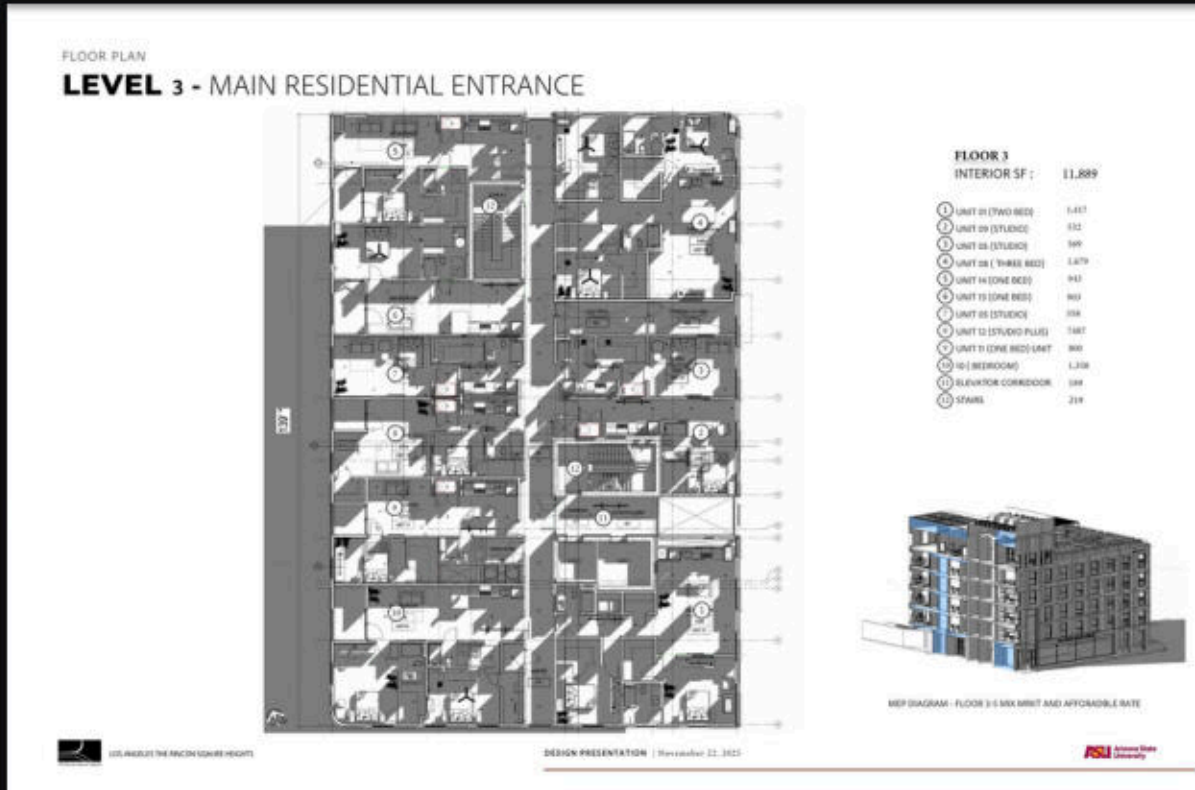
## 039

BIM Model

Residential  
Floors,  
Elevations +  
Unit Experience

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA



PDF EVIDENCE p.039

### Unit planning is underwriting logic

How to read it: Issue tree: unit mix → affordability band → rent limits  
→ repayment capacity → long-term stability.

MCKINSEY &amp; COMPANY—STYLE LENS

RESIDENTIAL STACK

## Unit planning is underwriting logic

DECISION QUESTION  
what?

- How does the unit stack translate into affordability, underwriting strength, and resident dignity?

The residential plans convert social intent into measurable unit count, AMI logic, floor efficiency, and operating income.

CAPITAL LOGIC

Issue tree: unit mix → affordability band → rent limits → repayment capacity → long-term stability.

RECOMMENDATION

Recommendation: keep affordability and market-rate logic legible on every housing slide.

EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.009; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

# 040

BIM Model

Residential Floors, Elevations + Unit Experience

SOURCE PAGE

20251911\_Rincon Square Heights Presentation Combined LA

INTERIOR RENDERING

## LEVEL 3 - TWO BEDROOM MARKET RATE - BALCONY



20251911\_RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.040

### Resident experience protects long-term value

How to read it: Underwriting lens: better resident experience can support retention, reputation, and lower operating friction.

The project was hand-modeled in Revit 2026, with selected areas rendered to demonstrate buildable design intent and financial storytelling.

MCKINSEY & COMPANY-STYLE LENS

RESIDENTIAL STACK

## Resident experience protects long-term value



EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.040; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

## 041

BIM Model

Residential  
Floors,  
Elevations +  
Unit Experience

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

INTERIOR RENDERING - BEDROOMS

**LEVEL 3 - TWO BEDROOM MARKET RATE - BALCONY**

DESIGN PRESENTATION | November 22, 2025

PDF EVIDENCE p.041

**Resident experience protects long-term value**

How to read it: Underwriting lens: better resident experience can support retention, reputation, and lower operating friction.

MCKINSEY &amp; COMPANY—STYLE LENS

RESIDENTIAL STACK

**Resident experience protects long-term value**DECISION QUESTION  
what?

- How does the unit stack translate into affordability, underwriting strength, and resident dignity?

Unit and corridor renderings show that affordability can still deliver dignity, daylight, storage, materials, and controlled common space.

CAPITAL LOGIC

Underwriting lens: better resident experience can support retention, reputation, and lower operating friction.

RECOMMENDATION

Recommendation: frame design quality as stability strategy.

EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.041; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.



PDF EVIDENCE p.042

**Resident experience protects long-term value**

How to read it: Underwriting lens: better resident experience can support retention, reputation, and lower operating friction.

### Resident experience protects long-term value



<b>41</b> total units	<b>11,889 SF</b> typical floor	<b>16</b> affordable units
--------------------------	-----------------------------------	-------------------------------

Source: RSH PDF p.042; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

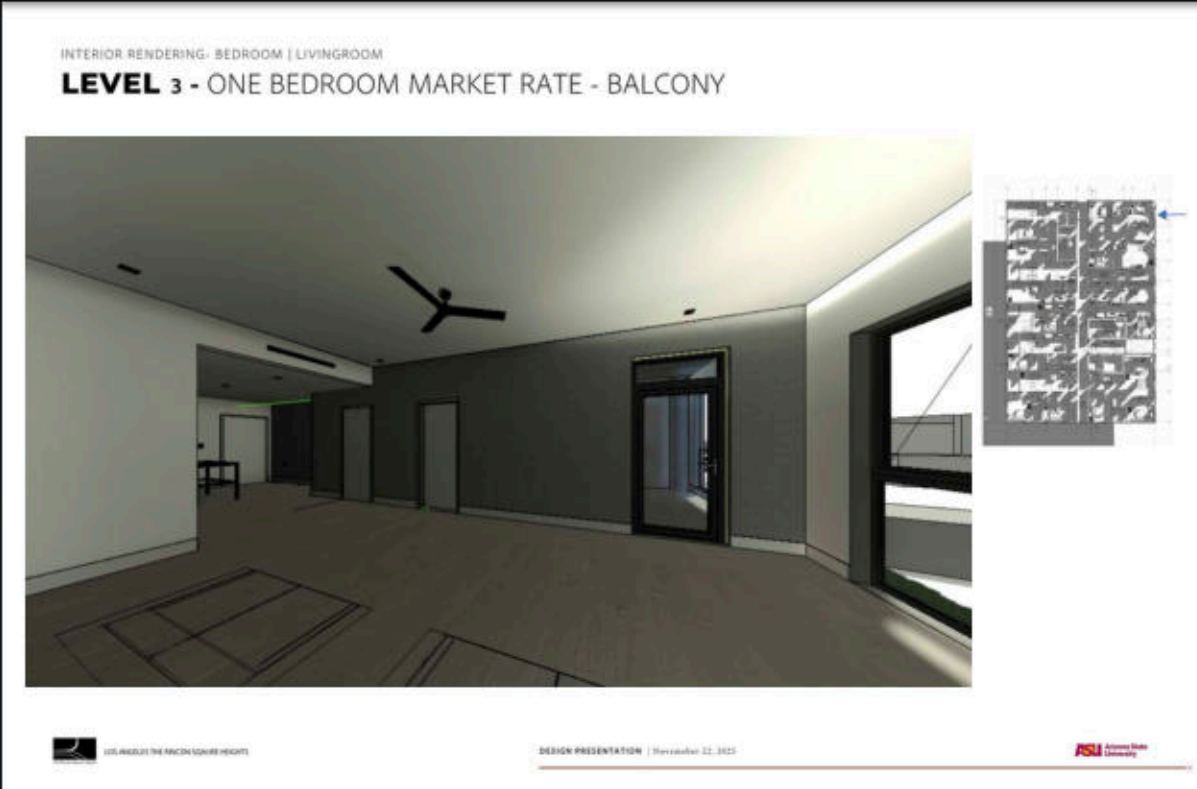
# 043

BIM Model

Residential Floors, Elevations + Unit Experience

SOURCE PAGE

20251911\_Rincon Square Heights Presentation Combined LA



PDF EVIDENCE p.043

### Resident experience protects long-term value

How to read it: Underwriting lens: better resident experience can support retention, reputation, and lower operating friction.

MCKINSEY & COMPANY-STYLE LENS

RESIDENTIAL STACK

## Resident experience protects long-term value



EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.043; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

# 044

BIM Model

Residential Floors, Elevations + Unit Experience

SOURCE PAGE

20251911\_Rincon Square Heights Presentation Combined LA

INTERIOR RENDERING

## LEVEL 3 - ONE BEDROOM MARKET RATE - BALCONY



**McKinsey Research Insights**  
A research-backed and data-driven approach to building value and performance.  
**Key Takeaways for Clear Quality and Value Proposition**  
The McKinsey research shows that high-quality residential units are more likely to be occupied and have lower operating costs. This is due to the higher quality of construction, materials, and finishes, which result in lower maintenance and repair costs over the life of the building.



DESIGN PRESENTATION | November 22, 2025



PDF EVIDENCE p.044

### Resident experience protects long-term value

How to read it: Underwriting lens: better resident experience can support retention, reputation, and lower operating friction.

MCKINSEY & COMPANY-STYLE LENS

RESIDENTIAL STACK

## Resident experience protects long-term value



EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.044; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

# 045

BIM Model

Residential Floors, Elevations + Unit Experience

SOURCE PAGE

20251911\_Rincon Square Heights Presentation Combined LA

INTERIOR RENDERING - BEDROOM | LIVINGROOM

## LEVEL 3 - ONE BEDROOM MARKET RATE - BALCONY



045 RENDERING THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.045

### Resident experience protects long-term value

How to read it: Underwriting lens: better resident experience can support retention, reputation, and lower operating friction.

MCKINSEY & COMPANY-STYLE LENS

RESIDENTIAL STACK

## Resident experience protects long-term value



EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.045; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

## 046

BIM Model

Residential  
Floors,  
Elevations +  
Unit Experience

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

EXTERIOR RENDERING

## LEVEL 3 - MAIN RESIDENTIAL ENTRANCE



DESIGN PRESENTATION | November 22, 2025

PDF EVIDENCE p.046

## Exterior identity supports capital confidence

How to read it: Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

MCKINSEY &amp; COMPANY—STYLE LENS

RESIDENTIAL STACK

## Exterior identity supports capital confidence

DECISION QUESTION

- How does the unit stack translate into affordability, underwriting strength, and resident dignity?

The envelope, signage, and street interface make the project legible as a serious civic asset rather than an isolated infill building.

CAPITAL LOGIC

Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

RECOMMENDATION

Recommendation: use exterior views to sell permanence and rollout potential.

EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.046; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

## 047

BIM Model

Residential  
Floors,  
Elevations +  
Unit Experience

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA



PDF EVIDENCE p.047

## Evidence must translate into a decision

How to read it: Connect the visual to the issue tree: what does it prove, who needs it, what capital source values it, and what decision should follow?

MCKINSEY &amp; COMPANY—STYLE LENS

RESIDENTIAL STACK

## Evidence must translate into a decision

DECISION QUESTION  
what?

- How does the unit stack translate into affordability, underwriting strength, and resident dignity?

This PDF page is treated as proof inside the business case, not as a separate appendix image.

CAPITAL LOGIC

Connect the visual to the issue tree: what does it prove, who needs it, what capital source values it, and what decision should follow?

RECOMMENDATION

Recommendation: every evidence slide should answer "so what?"

EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.047; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

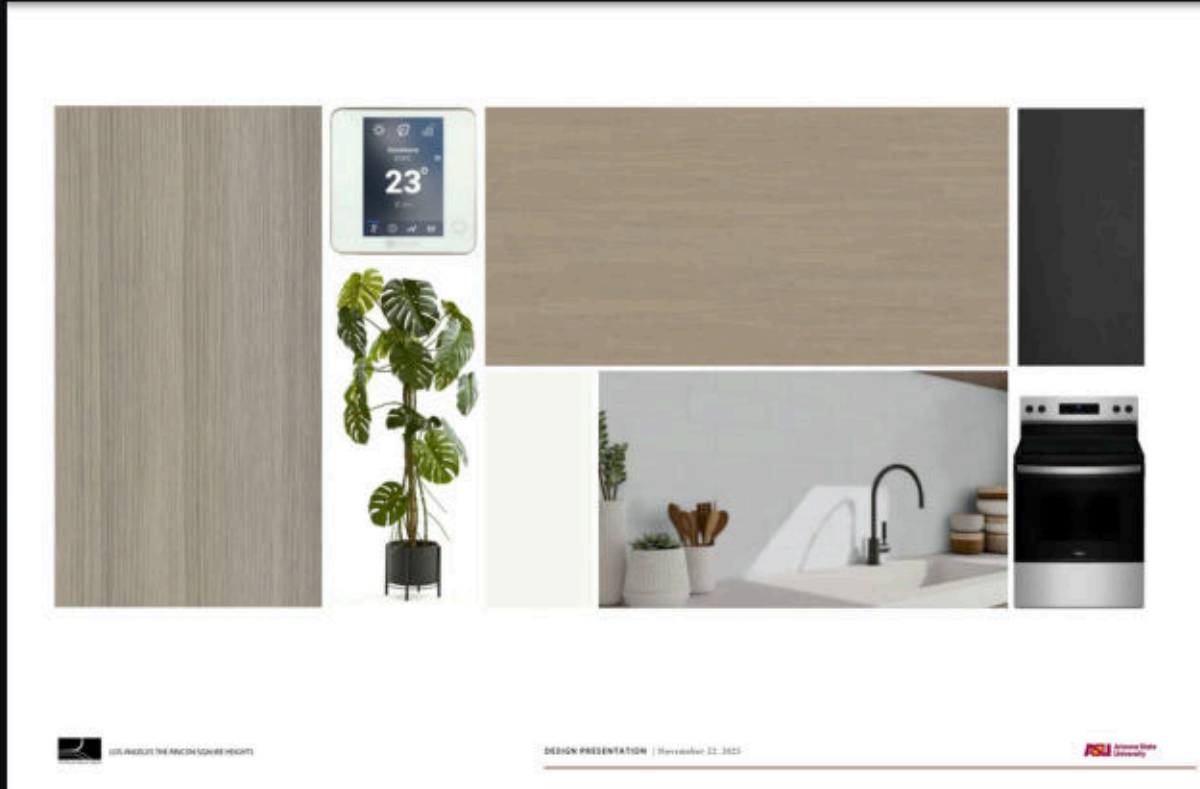
## 048

BIM Model

Residential  
Floors,  
Elevations +  
Unit Experience

## SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA



PDF EVIDENCE p.048

### Evidence must translate into a decision

How to read it: Connect the visual to the issue tree: what does it prove, who needs it, what capital source values it, and what decision should follow?

## MCKINSEY &amp; COMPANY—STYLE LENS

## RESIDENTIAL STACK

## Evidence must translate into a decision

## DECISION QUESTION

- How does the unit stack translate into affordability, underwriting strength, and resident dignity?

This PDF page is treated as proof inside the business case, not as a separate appendix image.

## CAPITAL LOGIC

Connect the visual to the issue tree: what does it prove, who needs it, what capital source values it, and what decision should follow?

## RECOMMENDATION

Recommendation: every evidence slide should answer "so what?"

## EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.048; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

## MCKINSEY THREAD

## Step 3: Prioritize

## Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

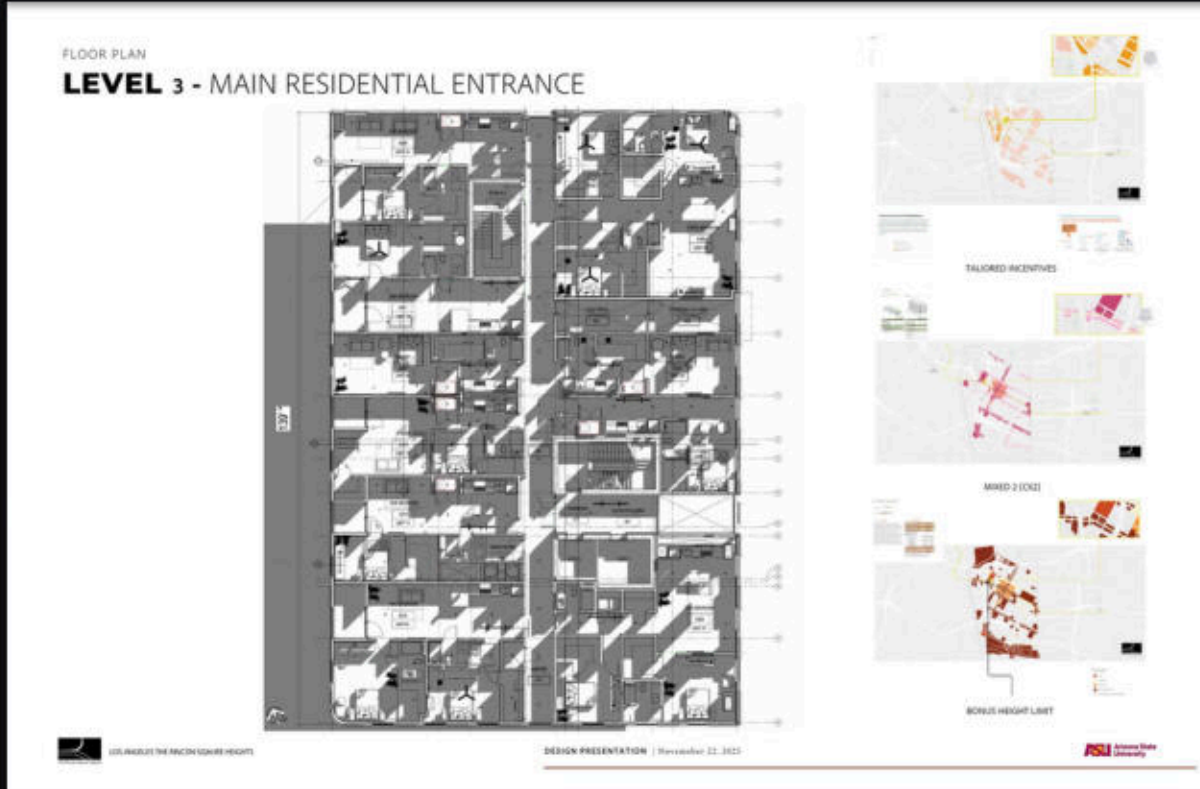
## 049

BIM Model

Residential  
Floors,  
Elevations +  
Unit Experience

## SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA



PDF EVIDENCE p.049

### Unit planning is underwriting logic

How to read it: Issue tree: unit mix → affordability band → rent limits → repayment capacity → long-term stability.

MCKINSEY &amp; COMPANY—STYLE LENS

RESIDENTIAL STACK

## Unit planning is underwriting logic

DECISION QUESTION

- How does the unit stack translate into affordability, underwriting strength, and resident dignity?

The residential plans convert social intent into measurable unit count, AMI logic, floor efficiency, and operating income.

CAPITAL LOGIC

Issue tree: unit mix → affordability band → rent limits → repayment capacity → long-term stability.

RECOMMENDATION

Recommendation: keep affordability and market-rate logic legible on every housing slide.

EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.049; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

# 050

BIM Model

Residential Floors, Elevations + Unit Experience

SOURCE PAGE

20251911\_Rincon Square Heights Presentation Combined LA



PDF EVIDENCE p.050

**Resident experience protects long-term value**

How to read it: Underwriting lens: better resident experience can support retention, reputation, and lower operating friction.



MCKINSEY & COMPANY—STYLE LENS

RESIDENTIAL STACK

## Resident experience protects long-term value



EVIDENCE METRICS

<b>41</b> total units	<b>11,889 SF</b> typical floor	<b>16</b> affordable units
--------------------------	-----------------------------------	-------------------------------

Source: RSH PDF p.060; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD    **Step 3: Prioritize**    Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

# 051

BIM Model

Residential Floors, Elevations + Unit Experience

SOURCE PAGE

20251911\_Rincon Square Heights Presentation Combined LA

INTERIOR RENDERING - BEDROOMS

## LEVEL 3 - THREE BEDROOM AFFORDABLE 60% AMI OR MRTK



FOR RENTAL THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.051

### Resident experience protects long-term value

How to read it: Underwriting lens: better resident experience can support retention, reputation, and lower operating friction.

MCKINSEY & COMPANY-STYLE LENS

RESIDENTIAL STACK

## Resident experience protects long-term value



EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

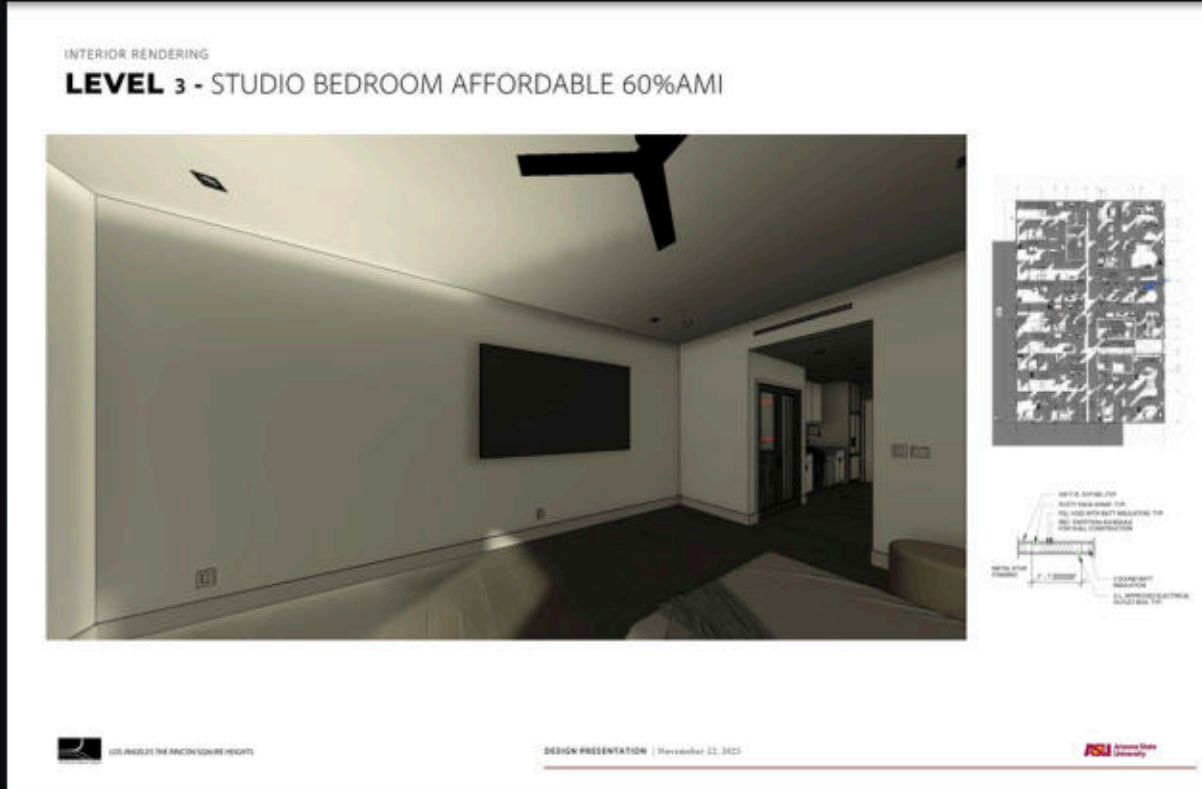
Source: RSH PDF p.051; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.



PDF EVIDENCE p.052

**Resident experience protects long-term value**

How to read it: Underwriting lens: better resident experience can support retention, reputation, and lower operating friction.

MCKINSEY & COMPANY-STYLE LENS

RESIDENTIAL STACK

**Resident experience protects long-term value**



EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.052; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

## 053

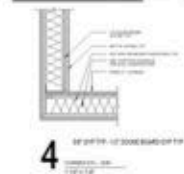
BIM Model

Residential  
Floors,  
Elevations +  
Unit Experience

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

INTERIOR RENDERING

**LEVEL 3 - STUDIO BEDROOM AFFORDABLE 60%AMI**

FOR ANALYSIS OF THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

PDF EVIDENCE p.053

**Resident experience protects long-term value**

How to read it: Underwriting lens: better resident experience can support retention, reputation, and lower operating friction.

MCKINSEY &amp; COMPANY—STYLE LENS

RESIDENTIAL STACK

**Resident experience protects long-term value**DECISION QUESTION  
what?

- How does the unit stack translate into affordability, underwriting strength, and resident dignity?

Unit and corridor renderings show that affordability can still deliver dignity, daylight, storage, materials, and controlled common space.

CAPITAL LOGIC

Underwriting lens: better resident experience can support retention, reputation, and lower operating friction.

RECOMMENDATION

Recommendation: frame design quality as stability strategy.

EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.053; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

054

BIM Model

Residential  
Floors,  
Elevations +  
Unit Experience

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

INTERIOR RENDERING

**LEVEL 3 - TWO BEDROOM AFFORDABLE 60%AMI**



**ARCHITECTURAL NOTES**  
 1. FINISHES TO BE DETERMINED BY ARCHITECTURAL CONSULTANT AT PRELIMINARY DESIGN PHASE.  
 2. ALL MATERIALS TO BE APPROVED BY ARCHITECTURAL CONSULTANT AT PRELIMINARY DESIGN PHASE.  
 3. ALL MATERIALS TO BE APPROVED BY ARCHITECTURAL CONSULTANT AT PRELIMINARY DESIGN PHASE.  
 4. ALL MATERIALS TO BE APPROVED BY ARCHITECTURAL CONSULTANT AT PRELIMINARY DESIGN PHASE.  
 5. ALL MATERIALS TO BE APPROVED BY ARCHITECTURAL CONSULTANT AT PRELIMINARY DESIGN PHASE.  
 6. ALL MATERIALS TO BE APPROVED BY ARCHITECTURAL CONSULTANT AT PRELIMINARY DESIGN PHASE.  
 7. ALL MATERIALS TO BE APPROVED BY ARCHITECTURAL CONSULTANT AT PRELIMINARY DESIGN PHASE.  
 8. ALL MATERIALS TO BE APPROVED BY ARCHITECTURAL CONSULTANT AT PRELIMINARY DESIGN PHASE.  
 9. ALL MATERIALS TO BE APPROVED BY ARCHITECTURAL CONSULTANT AT PRELIMINARY DESIGN PHASE.  
 10. ALL MATERIALS TO BE APPROVED BY ARCHITECTURAL CONSULTANT AT PRELIMINARY DESIGN PHASE.



DESIGN PRESENTATION | November 22, 2025



PDF EVIDENCE p.054

**Resident experience protects long-term value**

How to read it: Underwriting lens: better resident experience can support retention, reputation, and lower operating friction.

MCKINSEY & COMPANY—STYLE LENS

RESIDENTIAL STACK

**Resident experience protects long-term value**



EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.054; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

# 055

BIM Model

Residential Floors, Elevations + Unit Experience

SOURCE PAGE

20251911\_Rincon Square Heights Presentation Combined LA

INTERIOR RENDERING - BEDROOMS

## LEVEL 3 - TWO BEDROOM AFFORDABLE 60%AMI



FOR ANALYSIS THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.055

### Resident experience protects long-term value

How to read it: Underwriting lens: better resident experience can support retention, reputation, and lower operating friction.

MCKINSEY & COMPANY-STYLE LENS

RESIDENTIAL STACK

## Resident experience protects long-term value



EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.055; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

## 056

BIM Model

Residential  
Floors,  
Elevations +  
Unit Experience

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA



PDF EVIDENCE p.056

**Exterior identity supports capital confidence**

How to read it: Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

MCKINSEY &amp; COMPANY—STYLE LENS

RESIDENTIAL STACK

## Exterior identity supports capital confidence

DECISION QUESTION

- How does the unit stack translate into affordability, underwriting strength, and resident dignity?

The envelope, signage, and street interface make the project legible as a serious civic asset rather than an isolated infill building.

CAPITAL LOGIC

Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

RECOMMENDATION

Recommendation: use exterior views to sell permanence and rollout potential.

EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.066; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

## 057

BIM Model

Residential  
Floors,  
Elevations +  
Unit Experience

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA



PDF EVIDENCE p.057

Demand geography becomes capital geography

How to read it: Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

MCKINSEY &amp; COMPANY—STYLE LENS

RESIDENTIAL STACK

## Demand geography becomes capital geography

DECISION QUESTION

- How does the unit stack translate into affordability, underwriting strength, and resident dignity?

The map proves proximity, not decoration: transit, schools, medical anchors, and culture create a multi-outcome investment case.

CAPITAL LOGIC

Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

RECOMMENDATION

Recommendation: lead funder conversations with the site logic before individual renderings.

EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.057; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

## 058

BIM Model

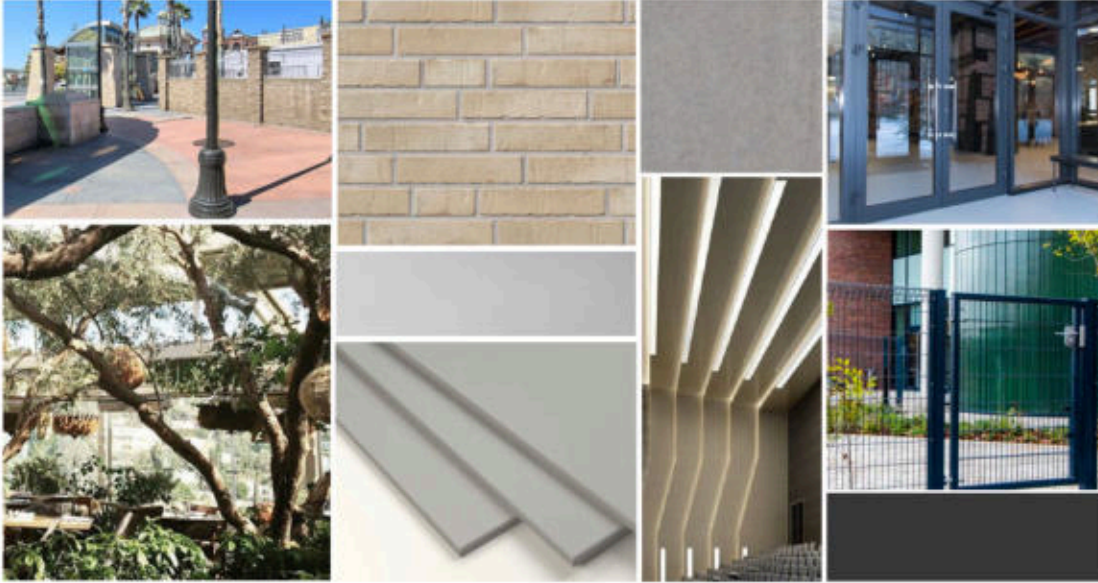
Residential  
Floors,  
Elevations +  
Unit Experience

## SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

MOOD BOARD - BUILDING INSPO

## LEVEL 3 - MARIACHI PLAZA INSPO



DESIGN PRESENTATION | November 22, 2025

PDF EVIDENCE p.058

## Material discipline builds institutional trust

How to read it: Treat finish strategy as risk control: durable surfaces, simple systems, repeatable procurement, and brand consistency.

MCKINSEY &amp; COMPANY—STYLE LENS

RESIDENTIAL STACK

Material discipline builds  
institutional trustDECISION QUESTION  
what?

- How does the unit stack translate into affordability, underwriting strength, and resident dignity?

The palette gives affordability a premium civic atmosphere without turning the project into luxury exclusion.

CAPITAL LOGIC

Treat finish strategy as risk control: durable surfaces, simple systems, repeatable procurement, and brand consistency.

RECOMMENDATION

Recommendation: show materials as credibility, not decoration.

EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.058; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

## 059

BIM Model

Residential  
Floors,  
Elevations +  
Unit Experience

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

PDF EVIDENCE p.059

**Exterior identity supports capital confidence**

How to read it: Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

MCKINSEY &amp; COMPANY-STYLE LENS

RESIDENTIAL STACK

**Exterior identity supports capital confidence**

DECISION QUESTION

- How does the unit stack translate into affordability, underwriting strength, and resident dignity?

The envelope, signage, and street interface make the project legible as a serious civic asset rather than an isolated infill building.

CAPITAL LOGIC

Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

RECOMMENDATION

Recommendation: use exterior views to sell permanence and rollout potential.

EVIDENCE METRICS

41

total units

11,889 SF

typical floor

16

affordable units

Source: RSH PDF p.069; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 3: Prioritize

Housing Stack

Residential evidence validates AMI mix, unit quality, corridor logic, and stackability.

# 09D

PDF SOURCE PAGES 060-085

## FOOD HALL + BASEMENT

Cafe entry, public elevator, cloud kitchen, vendor stalls, stakeholder lounge, food hall floor plans and mood boards.

- 060 FOOD HALL ENTRY & CAFE
- 061 INTERIOR RENDERING
- 062 MOOD BOARD - OPTIONAL STARBUCKS
- 063 FLOOR PLAN - OPTIONAL STARBUCKS
- 064 INTERIOR RENDERING
- 065 INTERIOR RENDERING
- 066 INTERIOR RENDERING - APPLY FOR STARBUCKS TO TARGET ADVENTIST HEALTH WHITE MEMORIAL
- 067 INTERIOR RENDERING

### EVIDENCE SECTION REFRAMED

**How does the basement become food infrastructure, cultural platform, jobs engine, and revenue support?**

### MCKINSEY & COMPANY-STYLE LENS

#### FOOD HALL + BASEMENT

## Demand geography becomes capital geography

#### DECISION QUESTION

How does the basement become food infrastructure, cultural platform, jobs engine, and revenue support?

The map proves proximity, not decoration: transit, schools, medical anchors, and culture create a multi-outcome investment case.

#### CAPITAL LENS

Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

#### RECOMMENDATION

Recommendation: lead funder conversations with the site logic before individual renderings.

#### EVIDENCE METRICS

18,056 SF

food hall platform

2,145 SF

cloud kitchen

5+

vendor lanes

Source: RSH PDF p.00; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

PDF EVIDENCE

# 060

BIM Model

Food Hall Entry, Basement + Stakeholder Lounge

SOURCE PAGE

20251911\_Rincon Square Heights Presentation Combined LA



PDF EVIDENCE p.060

### Food infrastructure is the second economy

How to read it: Capital logic: food access + small-business incubation + cultural identity + operating revenue can attract more than one funding family.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

## Food infrastructure is the second economy



EVIDENCE METRICS

18,056 SF

food hall platform

2,145 SF

cloud kitchen

5+

vendor lanes

Source: RSH PDF p.000; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 4-5: Analyze

Hypothesis C

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

061

BIM Model

Food Hall Entry,  
Basement +  
Stakeholder  
Lounge

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA



PDF EVIDENCE p.061

**Experience design is operating infrastructure**

How to read it: McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence. Please take a moment to understand the public and private spaces of the development as one opens from mariachi plaza and the other from the street.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

**Experience design is operating infrastructure**

DECISION QUESTION

- How does the basement become food infrastructure, cultural platform, jobs engine, and revenue support?

The interior evidence shows how lighting, visibility, circulation, materials, and seating shape daily behavior and perceived safety between the public side and private residence.

CONCLUSION

McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

RECOMMENDATION

Recommendation: describe experience as an asset-management tool. Take an affordable housing problem and offer a thoughtful and vibrant design solution that not only uplifts its community and perceived value but creates moments in the exterior that lead to change and engagement moments in the interiors that inside-out thoughtful design can achieve.

EVIDENCE METRICS

**18,056 SF**

food hall platform

**2,145 SF**

cloud kitchen

**5+**

vendor lanes

Source: RSH PDF p.061; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 4-5: Analyze

Hypothesis C

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

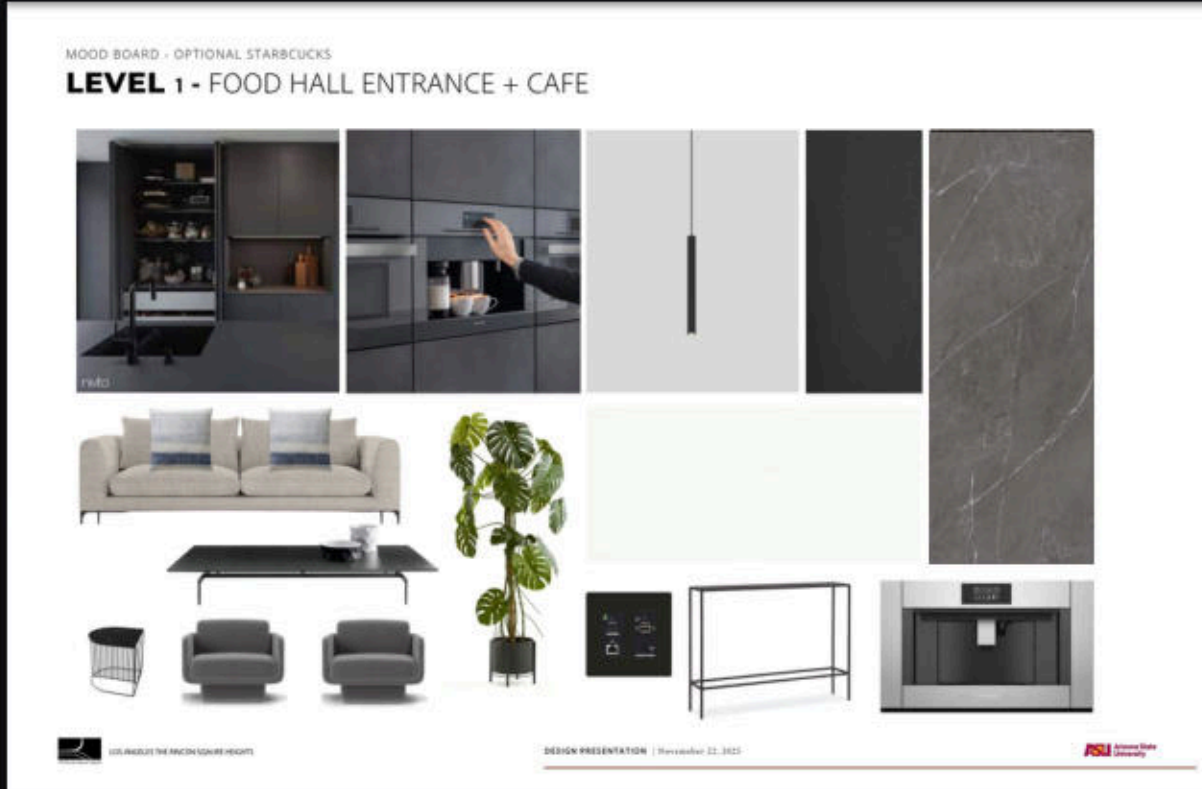
062

BIM Model

Food Hall Entry,  
Basement +  
Stakeholder  
Lounge

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA



PDF EVIDENCE p.062

**Material discipline builds institutional trust**

How to read it: Treat finish strategy as risk control: durable surfaces, simple systems, repeatable procurement, and brand consistency.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

**Material discipline builds institutional trust**

DECISION QUESTION

- How does the basement become food infrastructure, cultural platform, jobs engine, and revenue support?  
The palette gives affordability a premium civic atmosphere without turning the project into luxury exclusion.

CONCLUSION

Treat finish strategy as risk control: durable surfaces, simple systems, repeatable procurement, and brand consistency.

RECOMMENDATION

Recommendation: show materials as credibility, not decoration.

EVIDENCE METRICS

18,056 SF

food hall platform

2,145 SF

cloud kitchen

5+

vendor lanes

Source: RSH PDF p.062; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

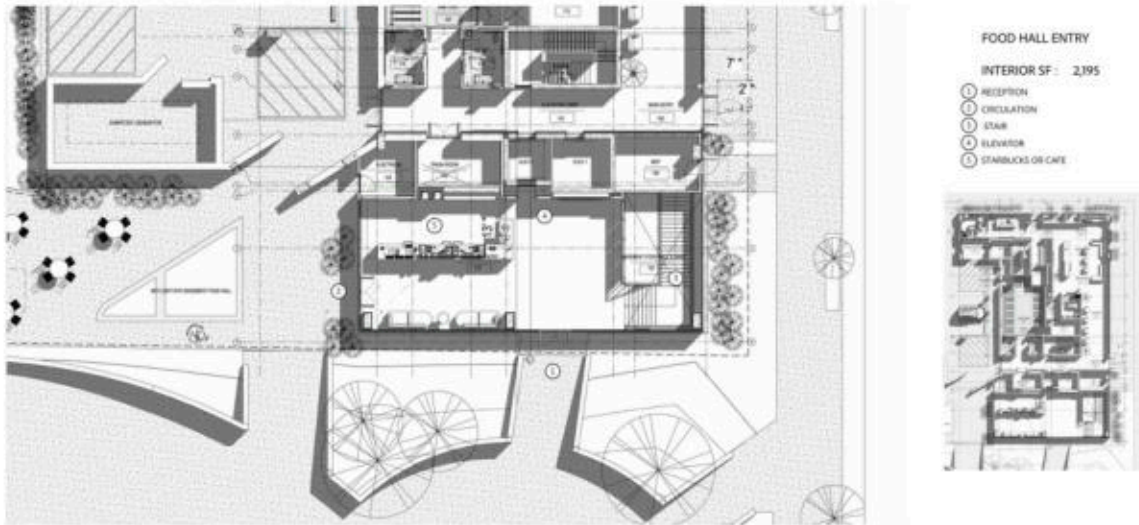
MCKINSEY THREAD

Step 4-5: Analyze

Hypothesis C

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

FLOOR PLAN - OPTIONAL STARBUCKS

**LEVEL 1 - FOOD HALL ENTRANCE + CAFE**

CITY OF AUSTIN THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.063

**Food hall planning defines the operating engine**

How to read it: Decompose operations into demand, vendor throughput, shared infrastructure, storage, safety, and event conversion.

MCKINSEY &amp; COMPANY-STYLE LENS

FOOD HALL + BASEMENT

**Food hall planning defines the operating engine**

DECISION QUESTION

- How does the basement become food infrastructure, cultural platform, jobs engine, and revenue support?

The basement plan organizes public seating, vendors, BOH, cloud kitchen, delivery, and event support into a revenue-capable system.

CONSIDER

Decompose operations into demand, vendor throughput, shared infrastructure, storage, safety, and event conversion.

RECOMMENDATION

Recommendation: present basement cost as infrastructure investment, not extra square footage.

EVIDENCE METRICS

**18,056 SF**

food hall platform

**2,145 SF**

cloud kitchen

**5+**

vendor lanes

Source: RSH PDF p.063; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 4-5: Analyze

Hypothesis C

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

INTERIOR RENDERING

**LEVEL 1 - PUBLIC FOOD HALL ELEVATOR**



FOR ANALYSIS OF THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.064

**Experience design is operating infrastructure**

How to read it: McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

**Experience design is  
operating infrastructure**



EVIDENCE METRICS

**18,056 SF**

food hall platform

**2,145 SF**

cloud kitchen

**5+**

vendor lanes

Source: RSH PDF p.064; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

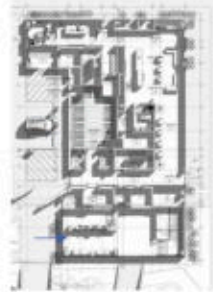
**Step 4-5: Analyze**

**Hypothesis C**

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

INTERIOR RENDERING

**LEVEL 1 - RINCON SQAURE HEIGHTS CAFE OR STARBUCKS**



FOR ANALYSIS OF THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.065

**Experience design is operating infrastructure**

How to read it: McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

**Experience design is  
operating infrastructure**



EVIDENCE METRICS

**18,056 SF**

food hall platform

**2,145 SF**

cloud kitchen

**5+**

vendor lanes

Source: RSH PDF p.065; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

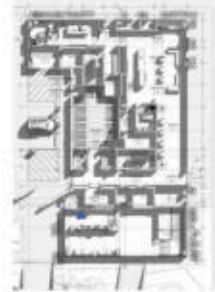
Step 4-5: Analyze

Hypothesis C

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

INTERIOR RENDERING - APPLY FOR STARBUCKS TO TARGET ADVENTIST HEALTH WHITE MEMORIAL

**LEVEL 1 - RINCON SQAURE HEIGHTS CAFE OR STARBUCKS**



FOR ANALYSIS THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.066

**Food infrastructure is the second economy**

How to read it: Capital logic: food access + small-business incubation + cultural identity + operating revenue can attract more than one funding family.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

**Food infrastructure is the second economy**



EVIDENCE METRICS

**18,056 SF**

food hall platform

**2,145 SF**

cloud kitchen

**5+**

vendor lanes

Source: RSH PDF p.066; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

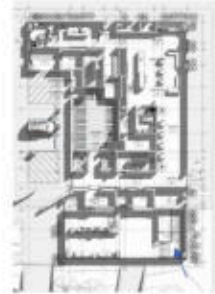
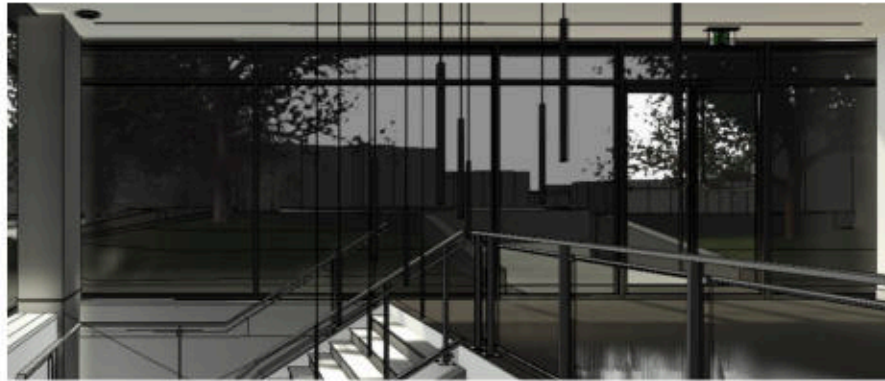
Step 4-5: Analyze

Hypothesis C

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

INTERIOR RENDERING

**LEVEL 1 - MAIN FOOD HALL STAIR + ELEVATOR**



PDF EVIDENCE p.067

**Experience design is operating infrastructure**

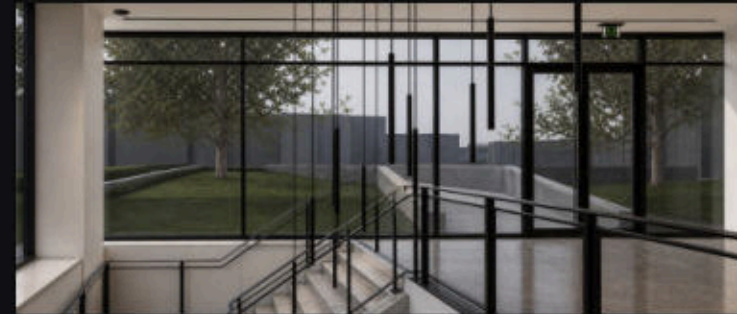
How to read it: McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

**Experience design is  
operating infrastructure**

**View of Mariachi Plaza**



EVIDENCE METRICS

**18,056 SF**

food hall platform

**2,145 SF**

cloud kitchen

**5+**

vendor lanes

Source: RSH PDF p.067; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

**Step 4-5: Analyze**

**Hypothesis C**

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.



PDF EVIDENCE p.068

### Food infrastructure is the second economy

How to read it: Capital logic: food access + small-business incubation + cultural identity + operating revenue can attract more than one funding family.

#### MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

## Food infrastructure is the second economy

#### DECISION QUESTION

- How does the basement become food infrastructure, cultural platform, jobs engine, and revenue support?  
The visuals support a hybrid food hall, cafe, cloud kitchen, cold market, and event-catering model.

#### CONCLUSION

Capital logic: food access + small-business incubation + cultural identity + operating revenue can attract more than one funding family.

#### RECOMMENDATION

Recommendation: use the food hall as a capital magnet, not a retail afterthought.

#### EVIDENCE METRICS

18,056 SF

food hall platform

2,145 SF

cloud kitchen

5+

vendor lanes

Source: RSH PDF p.068; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

#### MCKINSEY THREAD

#### Step 4-5: Analyze

#### Hypothesis C

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

PDF EVIDENCE

# 069

BIM Model

Food Hall Entry,  
Basement +  
Stakeholder  
Lounge

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

EXTERIOR RENDERING

## LEVEL 1 - FOOD HALL SKY LIGHT + CAFE ENTRY



108 ANALYSIS THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.069

### Exterior identity supports capital confidence

How to read it: Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

## Exterior identity supports capital confidence



EVIDENCE METRICS

18,056 SF

food hall platform

2,145 SF

cloud kitchen

5+

vendor lanes

Source: RSH PDF p.069; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 4-5: Analyze

Hypothesis C

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.



PDF EVIDENCE p.070

**Material discipline builds institutional trust**

How to read it: Treat finish strategy as risk control: durable surfaces, simple systems, repeatable procurement, and brand consistency.

## MCKINSEY &amp; COMPANY—STYLE LENS

FOOD HALL + BASEMENT

**Material discipline builds institutional trust**

## DECISION QUESTION

- How does the basement become food infrastructure, cultural platform, jobs engine, and revenue support?

The palette gives affordability a premium civic atmosphere without turning the project into luxury exclusion.

## CONCLUSION

Treat finish strategy as risk control: durable surfaces, simple systems, repeatable procurement, and brand consistency.

## RECOMMENDATION

Recommendation: show materials as credibility, not decoration.

## EVIDENCE METRICS

**18,056 SF**

food hall platform

**2,145 SF**

cloud kitchen

**5+**

vendor lanes

Source: RSH PDF p.070; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 4–5: Analyze

Hypothesis C

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.



PDF EVIDENCE p.071

Food hall planning defines the operating engine

How to read it: Decompose operations into demand, vendor throughput, shared infrastructure, storage, safety, and event conversion.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

## Food hall planning defines the operating engine

DECISION QUESTION

- How does the basement become food infrastructure, cultural platform, jobs engine, and revenue support?  
The basement plan organizes public seating, vendors, BOH, cloud kitchen, delivery, and event support into a revenue-capable system.

CONCLUSION

Decompose operations into demand, vendor throughput, shared infrastructure, storage, safety, and event conversion.

RECOMMENDATION

Recommendation: present basement cost as infrastructure investment, not extra square footage.

EVIDENCE METRICS

18,056 SF

food hall platform

2,145 SF

cloud kitchen

5+

vendor lanes

Source: RSH PDF p.071; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 4-5: Analyze

Hypothesis C

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

INTERIOR RENDERING - VENDOR 4 + STAIRS

LEVEL B - MAIN FOOD HALL ENTRANCE



INCUBATOR SPACE AVAILABILITY  
DEVELOPMENT PARTNER COMMUNITY BOARD  
OPERATING REVENUE TO 2026 (2025-2026)  
OPERATING REVENUE TO 2026 (2025-2026)  
OPERATING REVENUE TO 2026 (2025-2026)  
OPERATING REVENUE TO 2026 (2025-2026)  
OPERATING REVENUE TO 2026 (2025-2026)  
OPERATING REVENUE TO 2026 (2025-2026)  
OPERATING REVENUE TO 2026 (2025-2026)

PDF EVIDENCE p.072

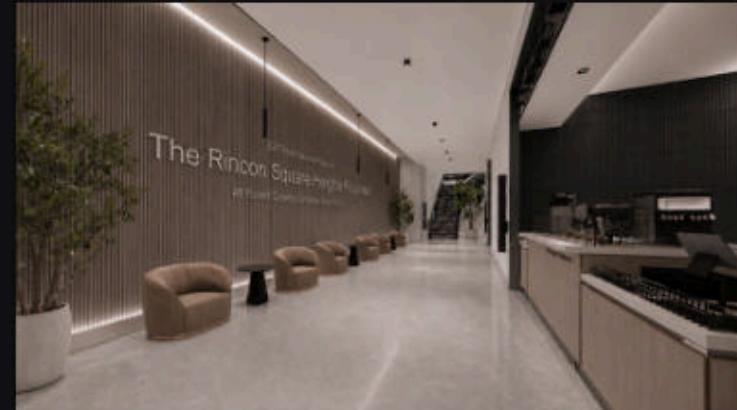
Food infrastructure is the second economy

How to read it: Capital logic: food access + small-business incubation + cultural identity + operating revenue can attract more than one funding family.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

Food infrastructure is the second economy



EVIDENCE METRICS

18,056 SF

food hall platform

2,145 SF

cloud kitchen

5+

vendor lanes

Source: RSH PDF p.072; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 4-5: Analyze

Hypothesis C

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

# 073

BIM Model

Food Hall Entry, Basement + Stakeholder Lounge

SOURCE PAGE

20251911\_Rincon Square Heights Presentation Combined LA

INTERIOR RENDERING - VENDOR 4 + STAKEHOLDERS LOUNGE ENTRY + STAIRS  
**LEVEL B - MAIN FOOD HALL ENTRANCE**



DESIGN PRESENTATION | November 22, 2025



PDF EVIDENCE p.073

## Food infrastructure is the second economy

How to read it: Capital logic: food access + small-business incubation + cultural identity + operating revenue can attract more than one funding family.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

## Food infrastructure is the second economy



EVIDENCE METRICS

**18,056 SF**

food hall platform

**2,145 SF**

cloud kitchen

**5+**

vendor lanes

Source: RSH PDF p.073; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 4-5: Analyze

Hypothesis C

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.



PDF EVIDENCE p.074

**Experience design is operating infrastructure**

How to read it: McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

**Experience design is  
operating infrastructure**



**18,056 SF**

food hall platform

**2,145 SF**

cloud kitchen

**5+**

vendor lanes

Source: RSH PDF p.074; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

PDF EVIDENCE

# 075

BIM Model

Food Hall Entry,  
Basement +  
Stakeholder  
Lounge

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

INTERIOR RENDERING - GAME DAY LOUNGE

## LEVEL B - EVENT LOUNGE + STAKE HOLDERS



B1 Stakeholder Lounge			
Room	Area (SF)	Count	Notes
Stakeholder Lounge	18,056	1	
Cloud Kitchen	2,145	1	
Vendor Lanes	5+	1	



DESIGN PRESENTATION | November 22, 2025



PDF EVIDENCE p.075

### Experience design is operating infrastructure

How to read it: McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

## Experience design is operating infrastructure



EVIDENCE METRICS

18,056 SF

food hall platform

2,145 SF

cloud kitchen

5+

vendor lanes

Source: RSH PDF p.075; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 4-5: Analyze

Hypothesis C

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

PDF EVIDENCE

# 076

BIM Model

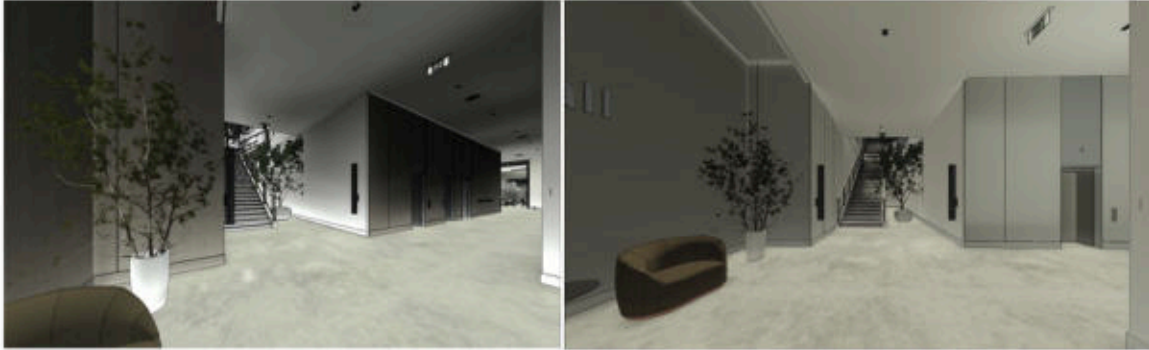
Food Hall Entry,  
Basement +  
Stakeholder  
Lounge

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

INTERIOR RENDERING - MAIN STAIRS + MAIN ELEVATORS

## LEVEL B - MAIN FOOD HALL ENTRANCE



FOR ANALYSIS THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.076

### Experience design is operating infrastructure

How to read it: McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

## Experience design is operating infrastructure



EVIDENCE METRICS

18,056 SF

food hall platform

2,145 SF

cloud kitchen

5+

vendor lanes

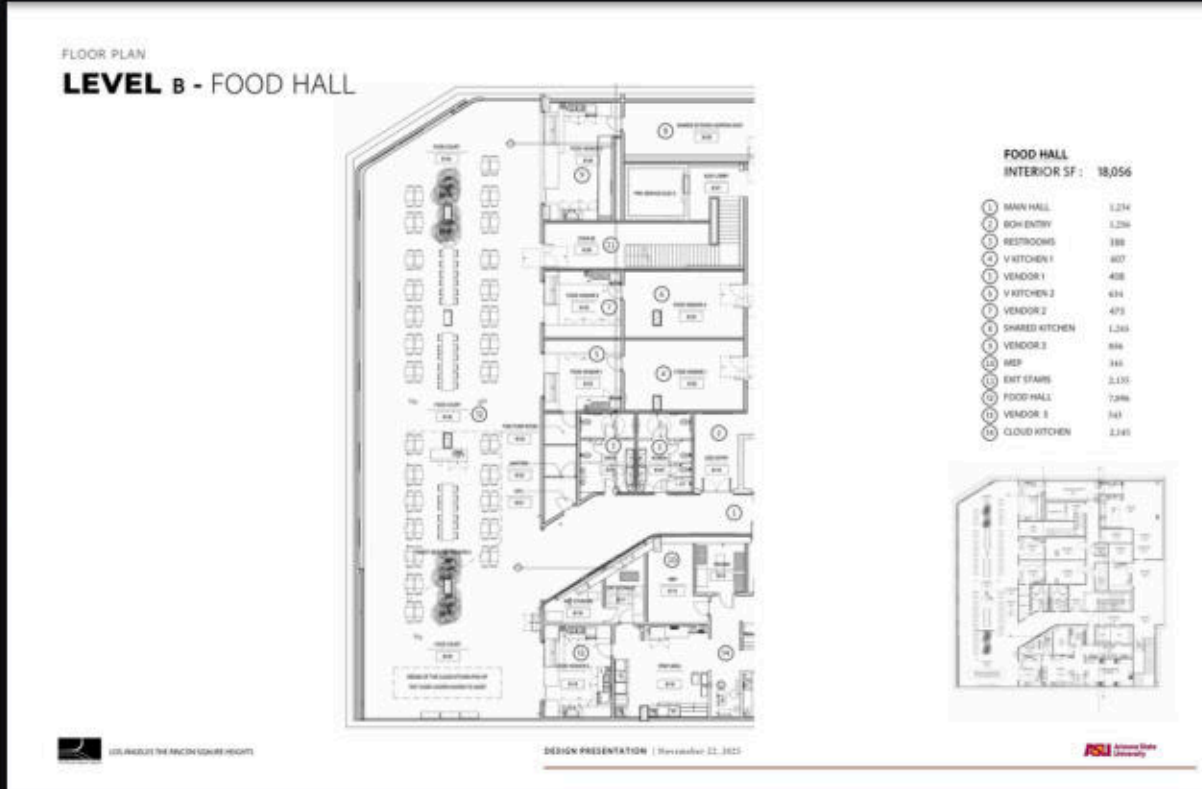
Source: RSH PDF p.076; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 4-5: Analyze

Hypothesis C

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.



PDF EVIDENCE p.077

**Food hall planning defines the operating engine**

How to read it: Decompose operations into demand, vendor throughput, shared infrastructure, storage, safety, and event conversion.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

# Food hall planning defines the operating engine

DECISION QUESTION

How does the basement become food infrastructure, cultural platform, jobs engine, and revenue support?

The basement plan organizes public seating, vendors, BOH, cloud kitchen, delivery, and event support into a revenue-capable system.

OPERATIONAL

Decompose operations into demand, vendor throughput, shared infrastructure, storage, safety, and event conversion.

RECOMMENDATION

Recommendation: present basement cost as infrastructure investment, not extra square footage.

EVIDENCE METRICS

**18,056 SF**

food hall platform

**2,145 SF**

cloud kitchen

**5+**

vendor lanes

Source: RSH PDF p.077; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 4-5: Analyze

Hypothesis C

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

INTERIOR RENDERING - RAPID PICK UP FOR DOORDASH UBER EATS +  
**LEVEL B - MAIN HALL + CLOUD KITCHEN VENDOR BOOTH**



**47,000 sq ft Cloud Kitchen**  
The cloud kitchen is a state-of-the-art facility designed for high-volume food service. It features a large open-plan layout with a central service area, multiple food preparation stations, and a dedicated delivery zone. The kitchen is equipped with commercial-grade appliances and infrastructure to support a variety of food service models, including takeout, delivery, and catering. The design emphasizes efficiency, hygiene, and scalability to accommodate future growth and changing market demands.

PDF EVIDENCE p.078

**Experience design is operating infrastructure**

How to read it: McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

**Experience design is operating infrastructure**



EVIDENCE METRICS

**18,056 SF**

food hall platform

**2,145 SF**

cloud kitchen

**5+**

vendor lanes

Source: RSH PDF p.078; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

**Step 4-5: Analyze**

**Hypothesis C**

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

# 079

BIM Model

Food Hall Entry,  
Basement +  
Stakeholder  
Lounge

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

INTERIOR RENDERING - FOOD HALL INCUBATOR MODEL  
**LEVEL B - FOOD HALL + VENDORS**



20251911 THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.079

### Food infrastructure is the second economy

How to read it: Capital logic: food access + small-business incubation + cultural identity + operating revenue can attract more than one funding family.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

## Food infrastructure is the second economy



EVIDENCE METRICS

**18,056 SF**

food hall platform

**2,145 SF**

cloud kitchen

**5+**

vendor lanes

Source: RSH PDF p.079; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 4-5: Analyze

Hypothesis C

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

INTERIOR RENDERING - FOOD HALL INCUBATOR MODEL  
**LEVEL B - FOOD HALL + VENDORS**



**68** **Support to Business Development Plans**

**Support to Business Development**  
The design team has provided a detailed plan for the food hall incubator, which includes a service counter, seating, and a dedicated space for vendors. This plan is designed to support the business development goals of the project and to provide a high-quality experience for both vendors and customers.



DESIGN PRESENTATION | November 22, 2025



PDF EVIDENCE p.080

**Food infrastructure is the second economy**

How to read it: Capital logic: food access + small-business incubation + cultural identity + operating revenue can attract more than one funding family.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

**Food infrastructure is the second economy**



EVIDENCE METRICS

**18,056 SF**

food hall platform

**2,145 SF**

cloud kitchen

**5+**

vendor lanes

Source: RSH PDF p.080; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 4-5: Analyze

Hypothesis C

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

INTERIOR RENDERING - FOOD HALL INCUBATOR MODEL  
**LEVEL B - FOOD HALL + VENDORS**



all dimensions in metric units

Area	18,056 SF	2,145 SF	5+
Height	12m	12m	12m
Length	120m	120m	120m
Width	15m	15m	15m
Volume	216,672 m <sup>3</sup>	25,740 m <sup>3</sup>	180 m <sup>3</sup>
Perimeter	300m	300m	300m
Surface Area	2,250 m <sup>2</sup>	2,250 m <sup>2</sup>	2,250 m <sup>2</sup>
Weight	21,667.2 tons	2,574 tons	180 tons
Mass	21,667.2 tons	2,574 tons	180 tons
Energy	21,667.2 kWh	2,574 kWh	180 kWh
Power	21,667.2 kW	2,574 kW	180 kW
Temperature	21.6672 °C	2.574 °C	0.18 °C
Humidity	21.6672 %	2.574 %	0.18 %
Pressure	21.6672 kPa	2.574 kPa	0.18 kPa
Speed	21.6672 m/s	2.574 m/s	0.18 m/s
Acceleration	21.6672 m/s <sup>2</sup>	2.574 m/s <sup>2</sup>	0.18 m/s <sup>2</sup>
Frequency	21.6672 Hz	2.574 Hz	0.18 Hz
Wavelength	21.6672 m	2.574 m	0.18 m
Wave Number	21.6672 1/m	2.574 1/m	0.18 1/m
Angular Velocity	21.6672 rad/s	2.574 rad/s	0.18 rad/s
Angular Acceleration	21.6672 rad/s <sup>2</sup>	2.574 rad/s <sup>2</sup>	0.18 rad/s <sup>2</sup>
Force	21,667.2 N	2,574 N	180 N
Energy	21,667.2 J	2,574 J	180 J
Power	21,667.2 W	2,574 W	180 W
Pressure	21,667.2 Pa	2,574 Pa	180 Pa
Stress	21,667.2 Pa	2,574 Pa	180 Pa
Force per Unit Area	21,667.2 N/m <sup>2</sup>	2,574 N/m <sup>2</sup>	180 N/m <sup>2</sup>
Energy per Unit Volume	21,667.2 J/m <sup>3</sup>	2,574 J/m <sup>3</sup>	180 J/m <sup>3</sup>
Power per Unit Volume	21,667.2 W/m <sup>3</sup>	2,574 W/m <sup>3</sup>	180 W/m <sup>3</sup>
Pressure per Unit Area	21,667.2 Pa/m <sup>2</sup>	2,574 Pa/m <sup>2</sup>	180 Pa/m <sup>2</sup>
Stress per Unit Area	21,667.2 Pa/m <sup>2</sup>	2,574 Pa/m <sup>2</sup>	180 Pa/m <sup>2</sup>
Force per Unit Length	21,667.2 N/m	2,574 N/m	180 N/m
Energy per Unit Length	21,667.2 J/m	2,574 J/m	180 J/m
Power per Unit Length	21,667.2 W/m	2,574 W/m	180 W/m
Pressure per Unit Length	21,667.2 Pa/m	2,574 Pa/m	180 Pa/m
Stress per Unit Length	21,667.2 Pa/m	2,574 Pa/m	180 Pa/m
Force per Unit Volume	21,667.2 N/m <sup>3</sup>	2,574 N/m <sup>3</sup>	180 N/m <sup>3</sup>
Energy per Unit Volume	21,667.2 J/m <sup>3</sup>	2,574 J/m <sup>3</sup>	180 J/m <sup>3</sup>
Power per Unit Volume	21,667.2 W/m <sup>3</sup>	2,574 W/m <sup>3</sup>	180 W/m <sup>3</sup>
Pressure per Unit Volume	21,667.2 Pa/m <sup>3</sup>	2,574 Pa/m <sup>3</sup>	180 Pa/m <sup>3</sup>
Stress per Unit Volume	21,667.2 Pa/m <sup>3</sup>	2,574 Pa/m <sup>3</sup>	180 Pa/m <sup>3</sup>
Force per Unit Area	21,667.2 N/m <sup>2</sup>	2,574 N/m <sup>2</sup>	180 N/m <sup>2</sup>
Energy per Unit Area	21,667.2 J/m <sup>2</sup>	2,574 J/m <sup>2</sup>	180 J/m <sup>2</sup>
Power per Unit Area	21,667.2 W/m <sup>2</sup>	2,574 W/m <sup>2</sup>	180 W/m <sup>2</sup>
Pressure per Unit Area	21,667.2 Pa/m <sup>2</sup>	2,574 Pa/m <sup>2</sup>	180 Pa/m <sup>2</sup>
Stress per Unit Area	21,667.2 Pa/m <sup>2</sup>	2,574 Pa/m <sup>2</sup>	180 Pa/m <sup>2</sup>
Force per Unit Length	21,667.2 N/m	2,574 N/m	180 N/m
Energy per Unit Length	21,667.2 J/m	2,574 J/m	180 J/m
Power per Unit Length	21,667.2 W/m	2,574 W/m	180 W/m
Pressure per Unit Length	21,667.2 Pa/m	2,574 Pa/m	180 Pa/m
Stress per Unit Length	21,667.2 Pa/m	2,574 Pa/m	180 Pa/m
Force per Unit Volume	21,667.2 N/m <sup>3</sup>	2,574 N/m <sup>3</sup>	180 N/m <sup>3</sup>
Energy per Unit Volume	21,667.2 J/m <sup>3</sup>	2,574 J/m <sup>3</sup>	180 J/m <sup>3</sup>
Power per Unit Volume	21,667.2 W/m <sup>3</sup>	2,574 W/m <sup>3</sup>	180 W/m <sup>3</sup>
Pressure per Unit Volume	21,667.2 Pa/m <sup>3</sup>	2,574 Pa/m <sup>3</sup>	180 Pa/m <sup>3</sup>
Stress per Unit Volume	21,667.2 Pa/m <sup>3</sup>	2,574 Pa/m <sup>3</sup>	180 Pa/m <sup>3</sup>



DESIGN PRESENTATION | November 22, 2025



PDF EVIDENCE p.081

**Food infrastructure is the second economy**

How to read it: Capital logic: food access + small-business incubation + cultural identity + operating revenue can attract more than one funding family.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

**Food infrastructure is the second economy**

DECISION QUESTION

- How does the basement become food infrastructure, cultural platform, jobs engine, and revenue support?

The visuals support a hybrid food hall, cafe, cloud kitchen, cold market, and event-catering model.

CAPITAL LOGIC

Capital logic: food access + small-business incubation + cultural identity + operating revenue can attract more than one funding family.

RECOMMENDATION

Recommendation: use the food hall as a capital magnet, not a retail afterthought.

EVIDENCE METRICS

**18,056 SF**

food hall platform

**2,145 SF**

cloud kitchen

**5+**

vendor lanes

Source: RSH PDF p.081; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

**Step 4-5: Analyze**

**Hypothesis C**

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

INTERIOR RENDERING - FOOD HALL INCUBATOR MODEL  
**LEVEL B - FOOD HALL VENDORS BOOTHS**



20251911 RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.082

**Food infrastructure is the second economy**

How to read it: Capital logic: food access + small-business incubation + cultural identity + operating revenue can attract more than one funding family.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

**Food infrastructure is the second economy**



EVIDENCE METRICS

**18,056 SF**

food hall platform

**2,145 SF**

cloud kitchen

**5+**

vendor lanes

Source: RSH PDF p.082; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 4-5: Analyze

Hypothesis C

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

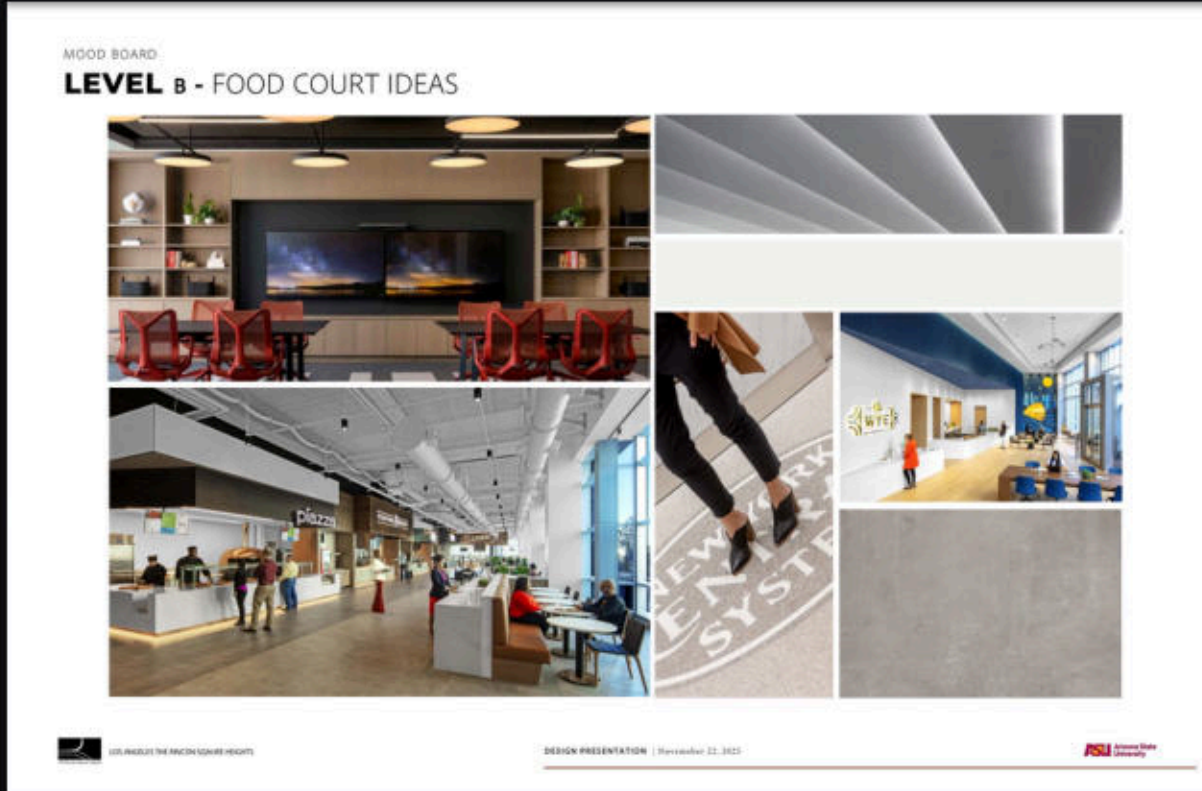
083

BIM Model

Food Hall Entry, Basement + Stakeholder Lounge

SOURCE PAGE

20251911\_Rincon Square Heights Presentation Combined LA



MOOD BOARD  
**LEVEL B - FOOD COURT IDEAS**

FOR ANALYSIS THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.083

**Material discipline builds institutional trust**

How to read it: Treat finish strategy as risk control: durable surfaces, simple systems, repeatable procurement, and brand consistency.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

**Material discipline builds institutional trust**

DECISION QUESTION

- How does the basement become food infrastructure, cultural platform, jobs engine, and revenue support?  
The palette gives affordability a premium civic atmosphere without turning the project into luxury exclusion.

CONCLUSION

Treat finish strategy as risk control: durable surfaces, simple systems, repeatable procurement, and brand consistency.

RECOMMENDATION

Recommendation: show materials as credibility, not decoration.

EVIDENCE METRICS

**18,056 SF**

food hall platform

**2,145 SF**

cloud kitchen

**5+**

vendor lanes

Source: RSH PDF p.083; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

**Step 4-5: Analyze**

**Hypothesis C**

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.



PDF EVIDENCE p.084

Food hall planning defines the operating engine

How to read it: Decompose operations into demand, vendor throughput, shared infrastructure, storage, safety, and event conversion.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

## Food hall planning defines the operating engine

DECISION QUESTION

- How does the basement become food infrastructure, cultural platform, jobs engine, and revenue support?

The basement plan organizes public seating, vendors, BOH, cloud kitchen, delivery, and event support into a revenue-capable system. Decompose operations into demand, vendor throughput, shared infrastructure, storage, safety, and event conversion. 10-15 businesses Incubated kitchen + ghost kitchen space

Decompose operations into demand, vendor throughput, shared infrastructure, storage, safety, and event conversion. Sponsorship, naming, ESG, CRA

RECOMMENDATION

Recommendation: present basement cost as infrastructure investment, not extra square footage.

EVIDENCE METRICS

18,056 SF

food hall platform

2,145 SF

cloud kitchen

5+

vendor lanes

Source: RSH PDF p.084; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

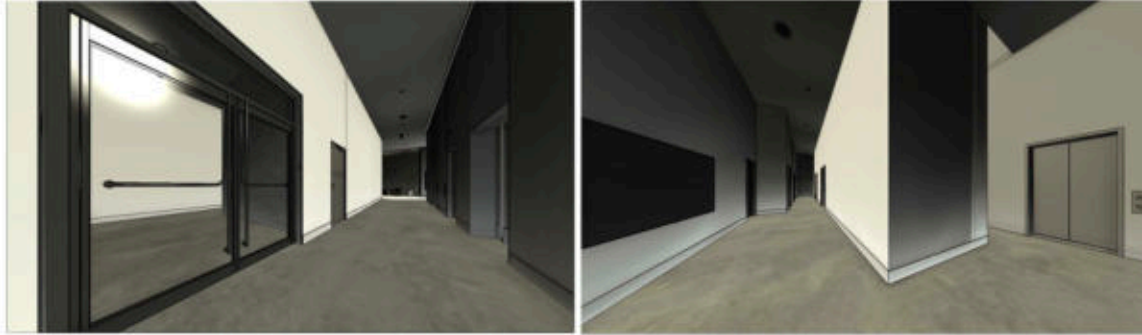
Step 4-5: Analyze

Hypothesis C

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

INTERIOR RENDERING

**LEVEL B - MAIN HALL TO BOH CORRIDOR - ELEVATOR/DELIVERY**



PDF EVIDENCE p.085

**Experience design is operating infrastructure**

How to read it: McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

MCKINSEY & COMPANY-STYLE LENS

FOOD HALL + BASEMENT

**Experience design is operating infrastructure**

DECISION QUESTION

- How does the basement become food infrastructure, cultural platform, jobs engine, and revenue support?

The interior evidence shows how lighting, visibility, circulation, materials, and seating shape daily behavior and perceived safety.

CONCLUSION

McKinsey-style lens: connect customer journey to operating model, staffing, maintenance, and stakeholder confidence.

RECOMMENDATION

Recommendation: describe experience as an asset-management tool.

EVIDENCE METRICS

**18,056 SF**

food hall platform

**2,145 SF**

cloud kitchen

**5+**

vendor lanes

Source: RSH PDF p.085; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

**Step 4-5: Analyze**

**Hypothesis C**

Basement evidence supports NMTC/CDFI, food access, workforce, events, sponsorship.

# 09E

PDF SOURCE PAGES 086-104

## AMENITY + WELLNESS DECK

Gym, sauna, lounge, amenity kitchen, roof deck, exterior views and level 6 planning.



EVIDENCE SECTION REFRAMED

MCKINSEY & COMPANY-STYLE LENS

AMENITY + WELLNESS DECK

### Demand geography becomes capital geography

DECISION QUESTION

Which programs convert amenity cost into retention, wellness, events, and sponsor value?

The map proves proximity, not decoration: transit, schools, medical anchors, and culture create a multi-outcome investment case.

CAPITAL CASE

Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

RECOMMENDATION

Recommendation: lead funder conversations with the site logic before individual renderings.

EVIDENCE METRICS

6,003 SF

interior amenity

5,886 SF

exterior deck

90 / 175

in/out capacity

Source: RSH PDF p.086; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

Which programs convert amenity cost into retention, wellness, events, and sponsor value?

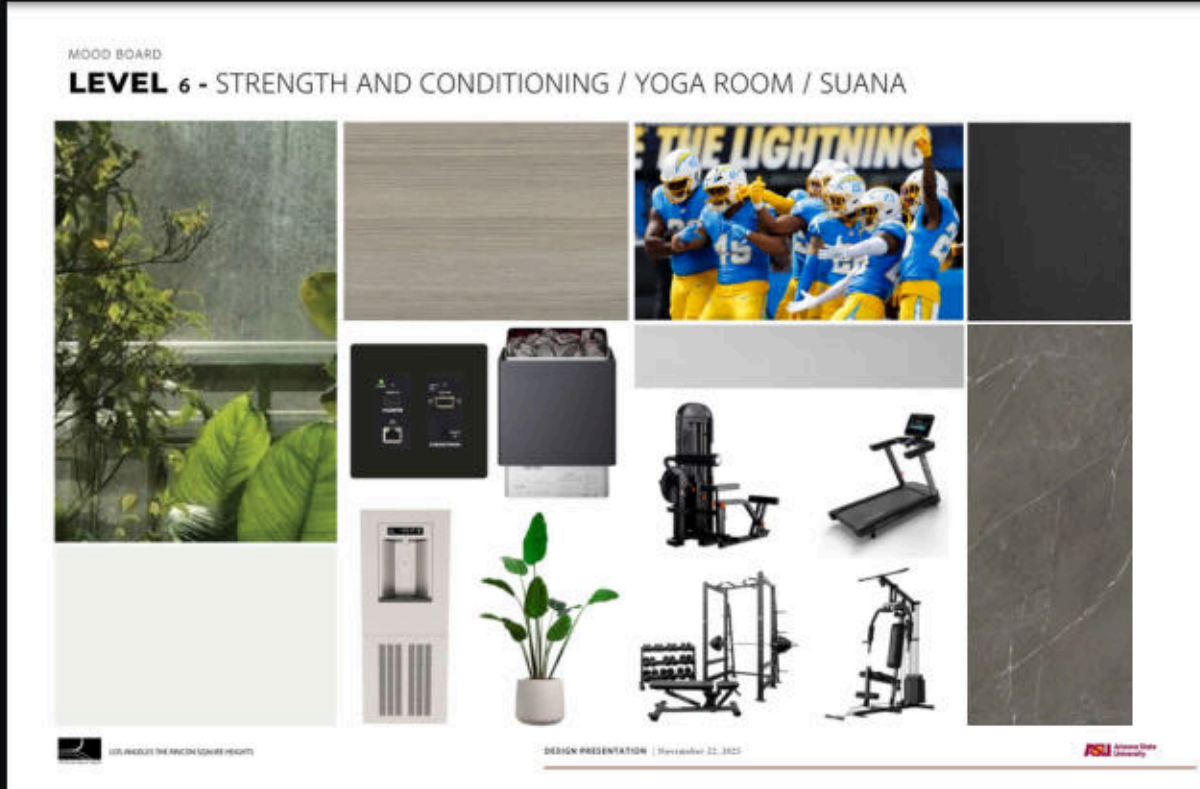
## 086

BIM Model

Level 6  
Amenity,  
Wellness +  
Roof Deck

## SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA



PDF EVIDENCE p.086

**Material discipline builds institutional trust**

How to read it: Treat finish strategy as risk control: durable surfaces, simple systems, repeatable procurement, and brand consistency.

MCKINSEY &amp; COMPANY--STYLE LENS

AMENITY + WELLNESS DECK

## Material discipline builds institutional trust

## DECISION QUESTION

REBERT

- Which programs convert amenity cost into retention, wellness, events, and sponsor value?

The palette gives affordability a premium civic atmosphere without turning the project into luxury exclusion.

## CAPITAL LOGIC

Treat finish strategy as risk control: durable surfaces, simple systems, repeatable procurement, and brand consistency.

## RECOMMENDATION

Recommendation: show materials as credibility, not decoration.

## EVIDENCE METRICS

6,003 SF

interior amenity

5,886 SF

exterior deck

90 / 175

in/out capacity

Source: RSH PDF p.086; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 5-6: Synthesize

Civic Platform

Amenity evidence converts wellness into retention, events, sponsor value, and quality of life.

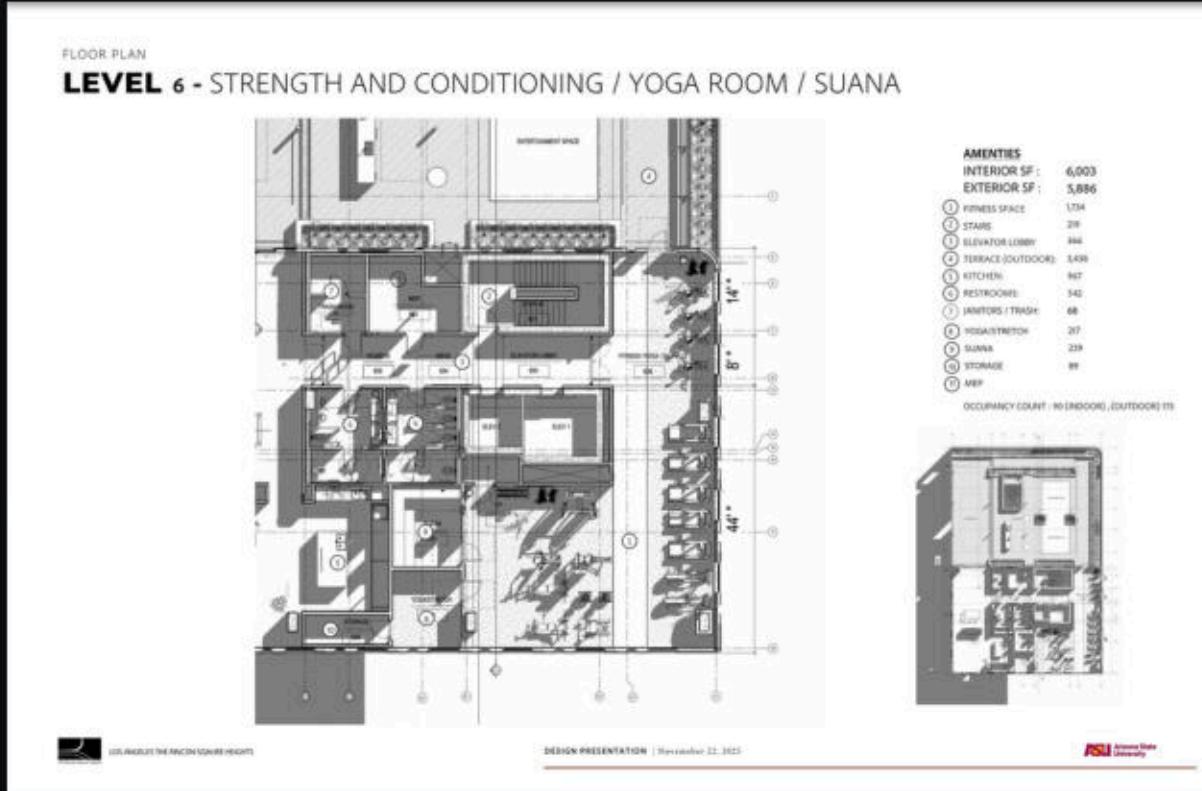
087

BIM Model

Level 6  
Amenity,  
Wellness +  
Roof Deck

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA



PDF EVIDENCE p.087

**Amenity planning creates retention and event value**

How to read it: Track capacity, event calendar, sponsor activation, resident retention, and community use to prove return potential.

MCKINSEY & COMPANY—STYLE LENS

AMENITY + WELLNESS DECK

## Amenity planning creates retention and event value

DECISION QUESTION

- Which programs convert amenity cost into retention, wellness, events, and sponsor value?

The Level 6 plan turns wellness, outdoor fitness, kitchen, terrace, and lounge into a measurable utilization platform.

CAPITAL LOGIC

Track capacity, event calendar, sponsor activation, resident retention, and community use to prove return potential.

RECOMMENDATION

Recommendation: justify the roof as programming infrastructure.

EVIDENCE METRICS

6,003 SF

interior amenity

5,886 SF

exterior deck

90 / 175

in/out capacity

Source: RSH PDF p.087; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 5-6: Synthesize

Civic Platform

Amenity evidence converts wellness into retention, events, sponsor value, and quality of life.

INTERIOR RENDERING

**LEVEL 6 - MAIN AMENITIES ENTRANCE**



DESIGN PRESENTATION | November 22, 2025



PDF EVIDENCE p.088

**Amenity interiors turn wellness into programming**

How to read it: Measure utilization: classes, events, sponsor activations, resident retention, and service partnerships.

MCKINSEY & COMPANY—STYLE LENS

AMENITY + WELLNESS DECK

**Amenity interiors turn wellness into programming**



EVIDENCE METRICS

**6,003 SF**

interior amenity

**5,886 SF**

exterior deck

**90 / 175**

in/out capacity

Source: RSH PDF p.088; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

**Step 5-6: Synthesize**

**Civic Platform**

Amenity evidence converts wellness into retention, events, sponsor value, and quality of life.

# 089

BIM Model

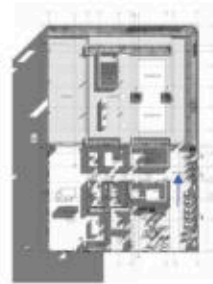
Level 6  
Amenity,  
Wellness +  
Roof Deck

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

INTERIOR RENDERING

## LEVEL 6 - MAIN AMENITIES ENTRANCE



20251911 RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.089

### Amenity interiors turn wellness into programming

How to read it: Measure utilization: classes, events, sponsor activations, resident retention, and service partnerships.

MCKINSEY & COMPANY—STYLE LENS

AMENITY + WELLNESS DECK

## Amenity interiors turn wellness into programming



EVIDENCE METRICS

6,003 SF

interior amenity

5,886 SF

exterior deck

90 / 175

in/out capacity

Source: RSH PDF p.089; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 5-6: Synthesize

Civic Platform

Amenity evidence converts wellness into retention, events, sponsor value, and quality of life.

# 090

BIM Model

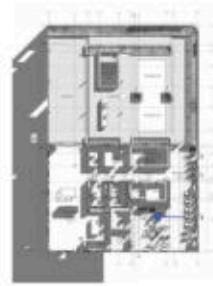
Level 6  
Amenity,  
Wellness +  
Roof Deck

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

INTERIOR RENDERING

## LEVEL 6 - MAIN AMENITIES ENTRANCE



FOR ANALYSIS OF THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.090

### Amenity interiors turn wellness into programming

How to read it: Measure utilization: classes, events, sponsor activations, resident retention, and service partnerships.

MCKINSEY & COMPANY—STYLE LENS

AMENITY + WELLNESS DECK

## Amenity interiors turn wellness into programming



EVIDENCE METRICS

6,003 SF

interior amenity

5,886 SF

exterior deck

90 / 175

in/out capacity

Source: RSH PDF p.090; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 5-6: Synthesize

Civic Platform

Amenity evidence converts wellness into retention, events, sponsor value, and quality of life.

# 091

BIM Model

Level 6  
Amenity,  
Wellness +  
Roof Deck

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

INTERIOR RENDERING

## LEVEL 6 - STRENGTH AND CONDITIONING / YOGA ROOM / SUANA



091 ANALYSIS OF RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.091

### Amenity interiors turn wellness into programming

How to read it: Measure utilization: classes, events, sponsor activations, resident retention, and service partnerships.

MCKINSEY & COMPANY—STYLE LENS

AMENITY + WELLNESS DECK

## Amenity interiors turn wellness into programming



EVIDENCE METRICS

6,003 SF

interior amenity

5,886 SF

exterior deck

90 / 175

in/out capacity

Source: RSH PDF p.091; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

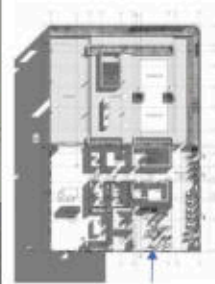
Step 5-6: Synthesize

Civic Platform

Amenity evidence converts wellness into retention, events, sponsor value, and quality of life.

INTERIOR RENDERING

**LEVEL 6 - STRENGTH AND CONDITIONING / YOGA ROOM / SUANA**



09E RENDERING THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.092

**Amenity interiors turn wellness into programming**

How to read it: Measure utilization: classes, events, sponsor activations, resident retention, and service partnerships.

MCKINSEY & COMPANY--STYLE LENS

AMENITY + WELLNESS DECK

**Amenity interiors turn wellness into programming**

DECISION QUESTION

QUESTION

- Which programs convert amenity cost into retention, wellness, events, and sponsor value?

Fitness, sauna, lounge, and event rooms create a wellness platform that can serve residents, partners, and private programming.

CAPITAL LOGIC

Measure utilization: classes, events, sponsor activations, resident retention, and service partnerships.

RECOMMENDATION

Recommendation: quantify use cases instead of calling it an amenity.

EVIDENCE METRICS

6,003 SF

interior amenity

5,886 SF

exterior deck

90 / 175

in/out capacity

Source: RSH PDF p.092; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 5-6: Synthesize

Civic Platform

Amenity evidence converts wellness into retention, events, sponsor value, and quality of life.

093

BIM Model

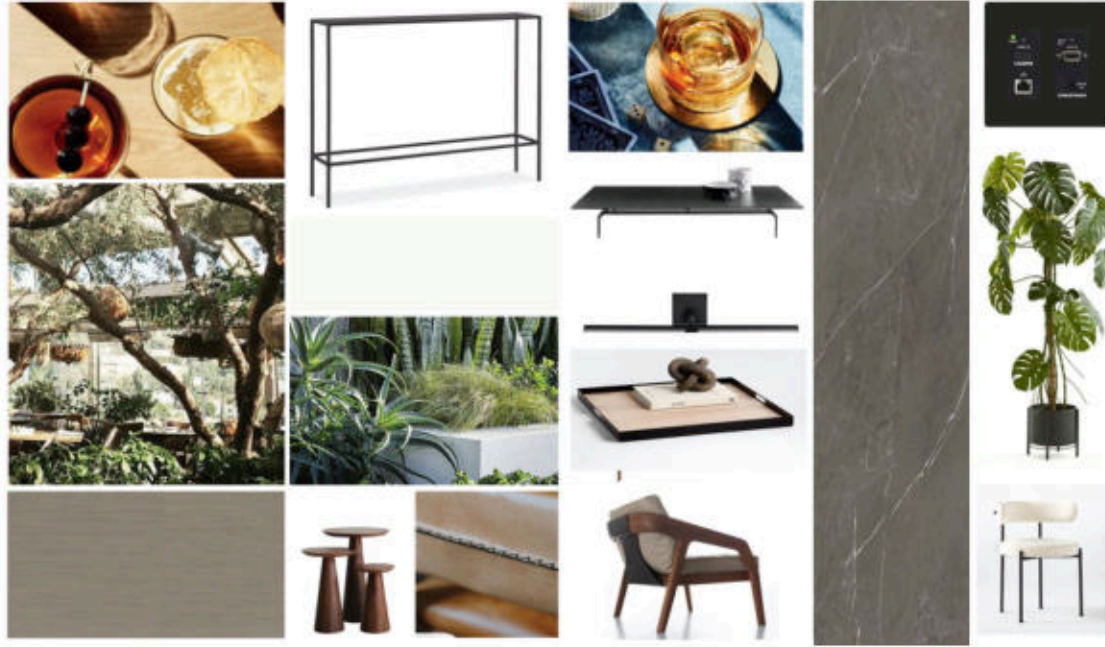
Level 6  
Amenity,  
Wellness +  
Roof Deck

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

MOOD BOARD

LEVEL 6 - INDOOR AMENITIES



PDF EVIDENCE p.093

Material discipline builds institutional trust

How to read it: Treat finish strategy as risk control: durable surfaces, simple systems, repeatable procurement, and brand consistency.

MCKINSEY & COMPANY--STYLE LENS

AMENITY + WELLNESS DECK

Material discipline builds institutional trust

DECISION QUESTION

- Which programs convert amenity cost into retention, wellness, events, and sponsor value?

The palette gives affordability a premium civic atmosphere without turning the project into luxury exclusion.

CAPITAL LOGIC

Treat finish strategy as risk control: durable surfaces, simple systems, repeatable procurement, and brand consistency.

RECOMMENDATION

Recommendation: show materials as credibility, not decoration.

EVIDENCE METRICS

6,003 SF

interior amenity

5,886 SF

exterior deck

90 / 175

in/out capacity

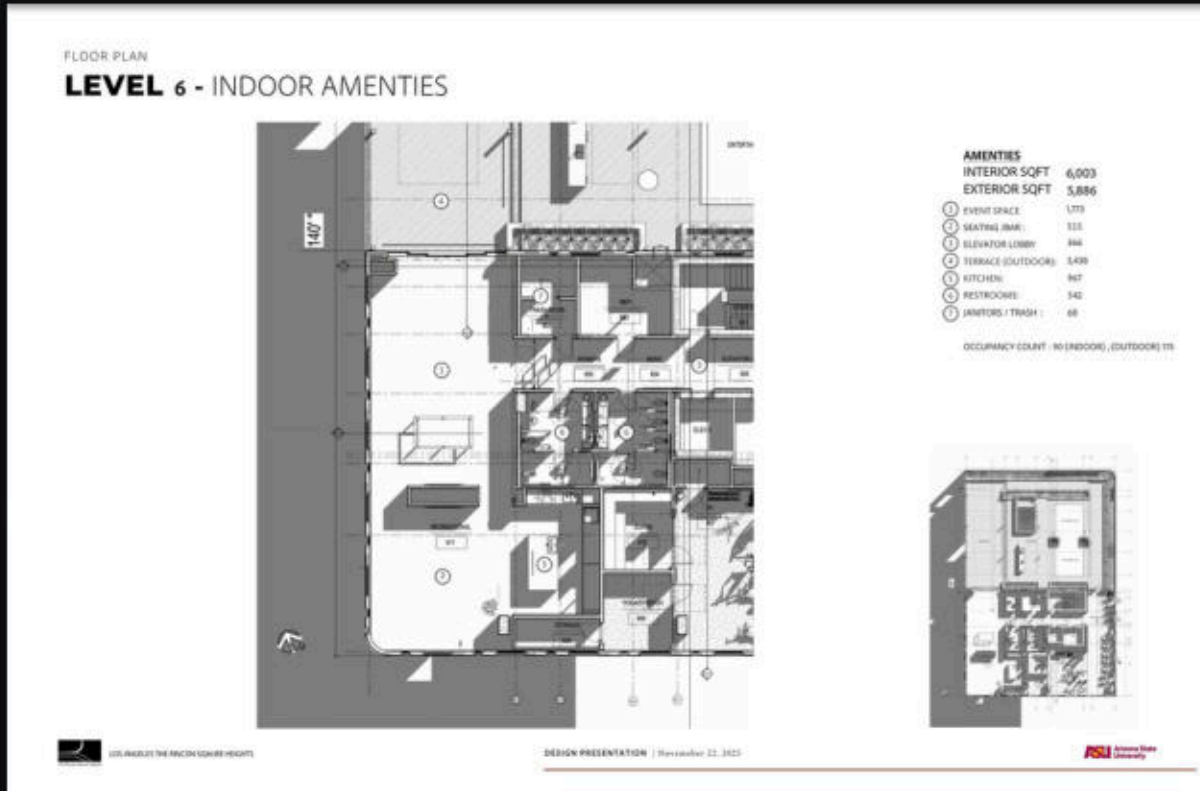
Source: RSH PDF p.093; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 5-6: Synthesize

Civic Platform

Amenity evidence converts wellness into retention, events, sponsor value, and quality of life.



PDF EVIDENCE p.094

Amenity planning creates retention and event value

How to read it: Track capacity, event calendar, sponsor activation, resident retention, and community use to prove return potential.

MCKINSEY &amp; COMPANY—STYLE LENS

AMENITY + WELLNESS DECK

## Amenity planning creates retention and event value

## DECISION QUESTION

- Which programs convert amenity cost into retention, wellness, events, and sponsor value?

The Level 6 plan turns wellness, outdoor fitness, kitchen, terrace, and lounge into a measurable utilization platform.

## CAPITAL LOGIC

Track capacity, event calendar, sponsor activation, resident retention, and community use to prove return potential.

## RECOMMENDATION

Recommendation: justify the roof as programming infrastructure.

## EVIDENCE METRICS

6,003 SF

interior amenity

5,886 SF

exterior deck

90 / 175

in/out capacity

Source: RSH PDF p.094; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 5–6: Synthesize

Civic Platform

Amenity evidence converts wellness into retention, events, sponsor value, and quality of life.

INTERIOR RENDERING

**LEVEL 6 - AMENITIES KITCHEN - SEATING ROOM**



DESIGN PRESENTATION | November 22, 2025



PDF EVIDENCE p.095

**Amenity interiors turn wellness into programming**

How to read it: Measure utilization: classes, events, sponsor activations, resident retention, and service partnerships.

MCKINSEY & COMPANY—STYLE LENS

AMENITY + WELLNESS DECK

**Amenity interiors turn wellness into programming**



EVIDENCE METRICS

**6,003 SF**

interior amenity

**5,886 SF**

exterior deck

**90 / 175**

in/out capacity

Source: RSH PDF p.085; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

**Step 5-6: Synthesize**

**Civic Platform**

Amenity evidence converts wellness into retention, events, sponsor value, and quality of life.

# 096

BIM Model

Level 6  
Amenity,  
Wellness +  
Roof Deck

SOURCE PAGE

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Heights Presentation  
Combined LA

INTERIOR RENDERING

## LEVEL 6 - AMENITIES KITCHEN - SEATING ROOM



FOR RENTAL THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.096

### Amenity interiors turn wellness into programming

How to read it: Measure utilization: classes, events, sponsor activations, resident retention, and service partnerships.

MCKINSEY & COMPANY--STYLE LENS

AMENITY + WELLNESS DECK

## Amenity interiors turn wellness into programming



EVIDENCE METRICS

6,003 SF

interior amenity

5,886 SF

exterior deck

90 / 175

in/out capacity

Source: RSH PDF p.096; McKinsey-style funding strategy; McKinsey housing/optimized-use research lens.

MCKINSEY THREAD

Step 5-6: Synthesize

Civic Platform

Amenity evidence converts wellness into retention, events, sponsor value, and quality of life.

# 097

BIM Model

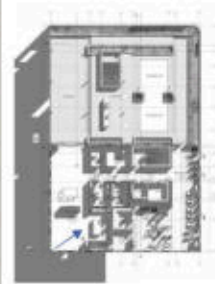
Level 6  
Amenity,  
Wellness +  
Roof Deck

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

INTERIOR RENDERING

## LEVEL 6 - AMENITIES KITCHEN - SEATING ROOM



20251911\_RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.097

### Amenity interiors turn wellness into programming

How to read it: Measure utilization: classes, events, sponsor activations, resident retention, and service partnerships.

MCKINSEY & COMPANY—STYLE LENS

AMENITY + WELLNESS DECK

## Amenity interiors turn wellness into programming



EVIDENCE METRICS

6,003 SF

interior amenity

5,886 SF

exterior deck

90 / 175

in/out capacity

Source: RSH PDF p.097; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 5-6: Synthesize

Civic Platform

Amenity evidence converts wellness into retention, events, sponsor value, and quality of life.

# 098

BIM Model

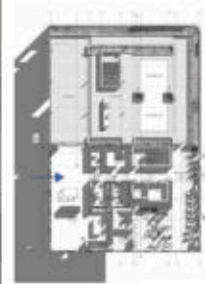
Level 6  
Amenity,  
Wellness +  
Roof Deck

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

INTERIOR RENDERING

## LEVEL 6 - POOL TABLE AND TV LOUNGE



DESIGN PRESENTATION | November 22, 2025



PDF EVIDENCE p.098

### Amenity interiors turn wellness into programming

How to read it: Measure utilization: classes, events, sponsor activations, resident retention, and service partnerships.

MCKINSEY & COMPANY--STYLE LENS

AMENITY + WELLNESS DECK

## Amenity interiors turn wellness into programming



EVIDENCE METRICS

6,003 SF

interior amenity

5,886 SF

exterior deck

90 / 175

in/out capacity

Source: RSH PDF p.098; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 5-6: Synthesize

Civic Platform

Amenity evidence converts wellness into retention, events, sponsor value, and quality of life.

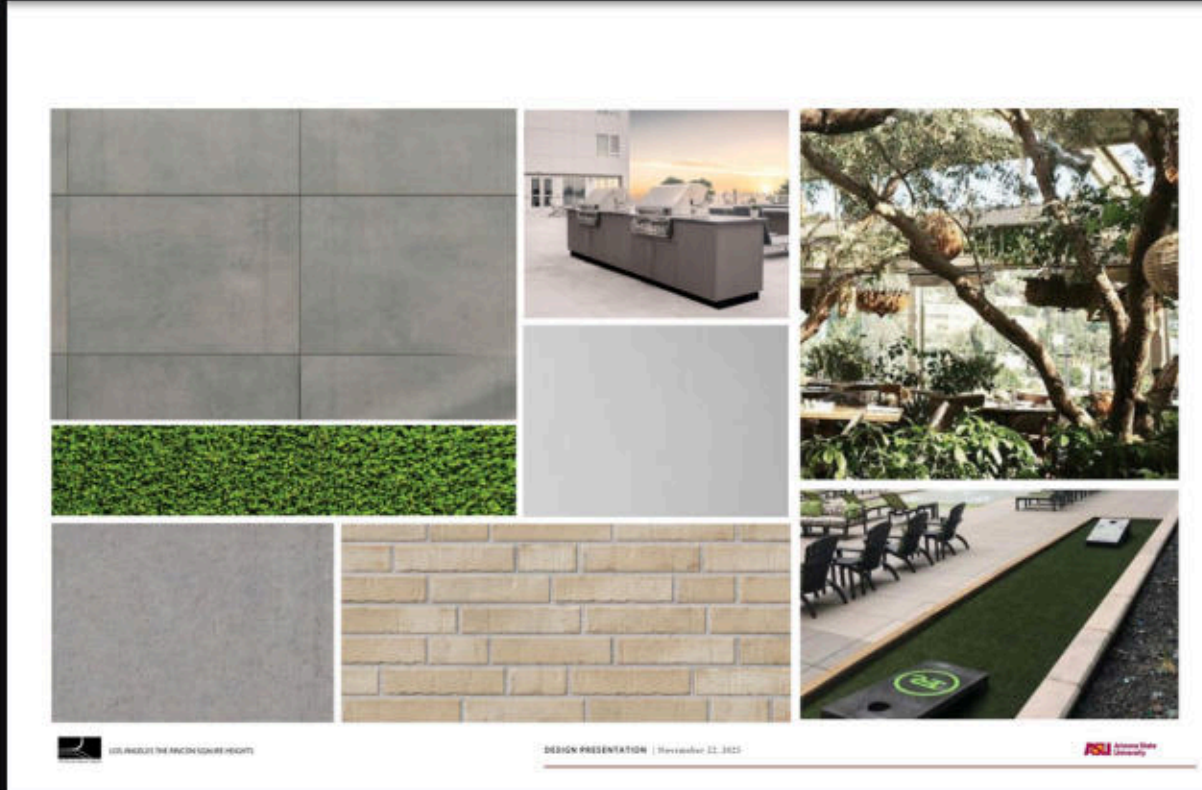
099

BIM Model

Level 6  
Amenity,  
Wellness +  
Roof Deck

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA



PDF EVIDENCE p.099

**Evidence must translate into a decision**

How to read it: Connect the visual to the issue tree: what does it prove, who needs it, what capital source values it, and what decision should follow?

MCKINSEY & COMPANY--STYLE LENS

AMENITY + WELLNESS DECK

**Evidence must translate into a decision**

DECISION QUESTION

- Which programs convert amenity cost into retention, wellness, events, and sponsor value?

This PDF page is treated as proof inside the business case, not as a separate appendix image.

CAPITAL LOGIC

Connect the visual to the issue tree: what does it prove, who needs it, what capital source values it, and what decision should follow?

RECOMMENDATION

Recommendation: every evidence slide should answer "so what?"

EVIDENCE METRICS

6,003 SF

interior amenity

5,886 SF

exterior deck

90 / 175

in/out capacity

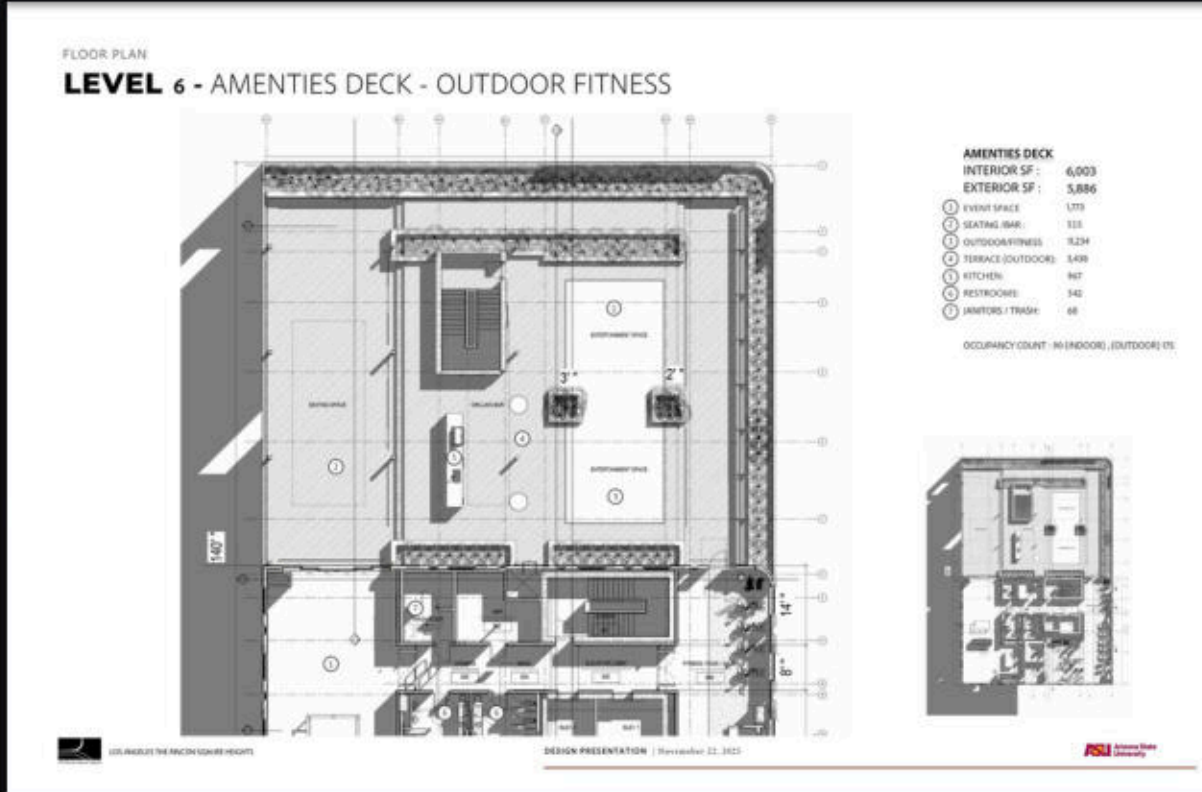
Source: RSH PDF p.099; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 5-6: Synthesize

Civic Platform

Amenity evidence converts wellness into retention, events, sponsor value, and quality of life.



PDF EVIDENCE p.100

**Amenity planning creates retention and event value**

How to read it: Track capacity, event calendar, sponsor activation, resident retention, and community use to prove return potential.

MCKINSEY & COMPANY—STYLE LENS

AMENITY + WELLNESS DECK

## Amenity planning creates retention and event value

DECISION QUESTION

- Which programs convert amenity cost into retention, wellness, events, and sponsor value?

The Level 6 plan turns wellness, outdoor fitness, kitchen, terrace, and lounge into a measurable utilization platform.

CAPITAL LOGIC

Track capacity, event calendar, sponsor activation, resident retention, and community use to prove return potential.

RECOMMENDATION

Recommendation: justify the roof as programming infrastructure.

EVIDENCE METRICS

6,003 SF

interior amenity

5,886 SF

exterior deck

90 / 175

in/out capacity

Source: RSH PDF p.100; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 5-6: Synthesize

Civic Platform

Amenity evidence converts wellness into retention, events, sponsor value, and quality of life.

# 101

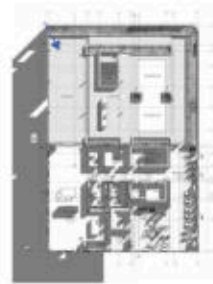
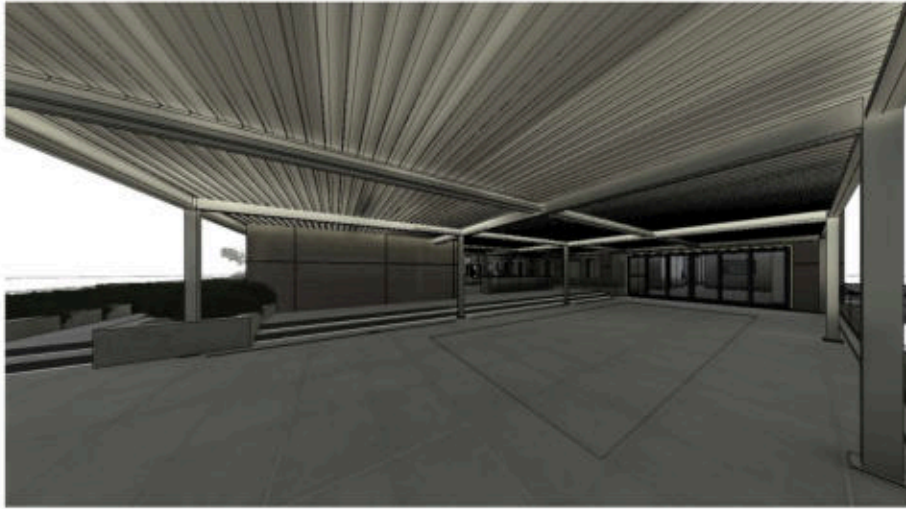
BIM Model

Level 6  
Amenity,  
Wellness +  
Roof Deck

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

EXTERIOR RENDERING  
**LEVEL 6 - AMENITY DECK**



20251911\_RINCON SQUARE HEIGHTS

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ASU Arizona State University

PDF EVIDENCE p.101

### Exterior identity supports capital confidence

How to read it: Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

MCKINSEY & COMPANY--STYLE LENS

AMENITY + WELLNESS DECK

## Exterior identity supports capital confidence



EVIDENCE METRICS

**6,003 SF**

interior amenity

**5,886 SF**

exterior deck

**90 / 175**

in/out capacity

Source: RSH PDF p.101; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 5-6: Synthesize

Civic Platform

Amenity evidence converts wellness into retention, events, sponsor value, and quality of life.

PDF EVIDENCE

# 102

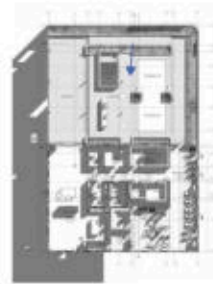
BIM Model

Level 6  
Amenity,  
Wellness +  
Roof Deck

SOURCE PAGE

20251911\_Rincon Square  
Heights Presentation  
Combined LA

EXTERIOR RENDERING  
**LEVEL 6 - AMENITY DECK**



20251911\_RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.102

### Exterior identity supports capital confidence

How to read it: Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

MCKINSEY & COMPANY—STYLE LENS

AMENITY + WELLNESS DECK

## Exterior identity supports capital confidence



EVIDENCE METRICS

**6,003 SF**

interior amenity

**5,886 SF**

exterior deck

**90 / 175**

in/out capacity

Source: RSH PDF p.102; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Step 5–6: Synthesize

Civic Platform

Amenity evidence converts wellness into retention, events, sponsor value, and quality of life.



PDF EVIDENCE p.103

**Exterior identity supports capital confidence**

How to read it: Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

MCKINSEY &amp; COMPANY—STYLE LENS

AMENITY + WELLNESS DECK

**Exterior identity supports capital confidence**

DECISION QUESTION

QUESTION

- Which programs convert amenity cost into retention, wellness, events, and sponsor value?

The envelope, signage, and street interface make the project legible as a serious civic asset rather than an isolated infill building.

CAPITAL LOGIC

Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

RECOMMENDATION

Recommendation: use exterior views to sell permanence and rollout potential.

EVIDENCE METRICS

**6,003 SF**

interior amenity

**5,886 SF**

exterior deck

**90 / 175**

in/out capacity

Source: RSH PDF p.103; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

**Step 5–6: Synthesize****Civic Platform**

Amenity evidence converts wellness into retention, events, sponsor value, and quality of life.

EXTERIOR RENDERING

**LEVEL 6 - THE RINCON SQUARE HEIGHTS**

20251911 THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

ASU Arizona State University

PDF EVIDENCE p.104

**Exterior identity supports capital confidence**

How to read it: Value driver: visibility improves sponsor fit, wayfinding, institutional credibility, and district-scale recognition.

MCKINSEY &amp; COMPANY—STYLE LENS

AMENITY + WELLNESS DECK

**Exterior identity supports capital confidence**

DECISION QUESTION

QUESTION

- Which programs convert amenity cost into retention, wellness, events, and sponsor value?

The envelope, signage, and street interface make the project legible as a serious civic asset rather than an isolated infill building.

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RECOMMENDATION

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EVIDENCE METRICS

**6,003 SF**

interior amenity

**5,886 SF**

exterior deck

**90 / 175**

in/out capacity

Source: RSH PDF p.104; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

**Step 5-6: Synthesize****Civic Platform**

Amenity evidence converts wellness into retention, events, sponsor value, and quality of life.

09F

# INNOVATION + CLOSE

ASU innovation frame, closing statements, brand/legal pages, and final project voice.

## PDF SOURCE PAGES 105-108

- 105 ASU Architecture — Shaping Global Futures Through Innovation..
- 106 DESIGN PRESENTATION | Novemeber 22, 2025
- 107 DESIGN PRESENTATION | Novemeber 22, 2025
- 108 © 2025 DeVont'e Collins (THE RINCON SQAURE HEIGHTS). All rights reserved. Unauthorized use, rep

## EVIDENCE SECTION REFRAMED

### MCKINSEY & COMPANY-STYLE LENS

#### INNOVATION + CLOSE

## Demand geography becomes capital geography

#### DECISION QUESTION

PROBET

How does the ASU innovation thesis become a replicable capital and delivery model?

The map proves proximity, not decoration: transit, schools, medical anchors, and culture create a multi-outcome investment case.

#### CAPITAL LOGIC

Decompose the site into funding lanes: mobility, housing, education access, public realm, and cultural preservation.

#### RECOMMENDATION

Recommendation: lead funder conversations with the site logic before individual renderings.

#### EVIDENCE METRICS

#1

innovation anchor

7-step

problem-solving path

1 model

scalable prototype

Source: RSH PDF p.105, McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

ASU Architecture — Shaping Global Futures Through Innovation.

**INNOVATION IS OUR FOUNDATION****Repeatedly  
ranked****#1****30+ lists**  
in the last 3 years**innovation**

ASU ahead of MIT and Stanford

— U.S. News &amp; World Report, 2019, 2020, 2021

**sustainability**

ASU ahead of Stanford and UC Berkeley

— Environmental Design Research Council, 2019, 2020, 2021

**global impact**

ASU ahead of MIT and Penn State

— Times Higher Education World University Rankings, 2019, 2020, 2021

**“It makes us a  
better university  
because our other  
70,000 that are  
from the United  
States compete  
against the best  
talent from the  
entire planet.”**— Michael M. Crow  
President, Arizona State University**“We are an institution  
committed to broad access.  
... We are producing  
research that matters  
and record numbers of  
graduates that employers  
clamor to hire. Our design  
makes us elite in every  
possible way — except  
in access.”**— Michael M. Crow  
President, Arizona State University

ASU ANALYZES THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025



PDF EVIDENCE p.105

**Innovation must become a delivery method**

How to read it: McKinsey-style move: define the problem, structure the issues, prioritize analyses, synthesize findings, and recommend action.

**MCKINSEY & COMPANY—STYLE LENS**

INNOVATION + CLOSE

**Innovation must become a  
delivery method****DECISION QUESTION**

INSIGHT

- How does the ASU innovation thesis become a replicable capital and delivery model?

The ASU innovation framing gives the project a leadership thesis: turn constraints into a repeatable urban-development model.

**CAPITAL LOGIC**

McKinsey-style move: define the problem, structure the issues, prioritize analyses, synthesize findings, and recommend action.

**RECOMMENDATION**

Recommendation: close with implementation discipline, not only inspiration.

**EVIDENCE METRICS****#1**

innovation anchor

**7-step**

problem-solving path

**1 model**

scalable prototype

Source: RSH PDF p.105; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

**MCKINSEY THREAD****Recommend****Step 7**

innovation and close: translate proof into the capital campaign ask.



PDF EVIDENCE p.106

**Evidence must translate into a decision**

How to read it: Connect the visual to the issue tree: what does it prove, who makes the decisions, what capital source values it, and what decision should follow?

**MCKINSEY & COMPANY-STYLE LENS**

INNOVATION + CLOSE

**Evidence must translate into a decision****DECISION QUESTION**  
INSIGHT

- How does the ASU innovation thesis become a replicable capital and delivery model?

This PDF page is treated as proof inside the business case, not as a separate appendix image.

**CAPITAL LOGIC**

Connect the visual to the issue tree: what does it prove, who makes the decisions, what capital source values it, and what decision should follow?

**RECOMMENDATION**

Recommendation: every evidence slide should answer "so what?"

**EVIDENCE METRICS**

#1

innovation anchor

7-step

problem-solving path

1 model

scalable prototype

Source: RSH PDF p.106; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

**MCKINSEY THREAD****Recommend****Step 7**

innovation and close: translate proof into the capital campaign ask.

**FINDING THREE**  
**Social change relies on building reciprocal, trusting relationships.**

Equitable development is built on the foundations of mutual trust relationships between developers and the community. Trust of communities impacted by new development is hard won, and trust is the first step to reaching tactical outcomes often associated with equitable development.

We found a common disconnect between the intention of building equitable developments and the reality of implementing equity. To bridge this gap, it is critical that there are continuous, interpersonal interactions between communities and public decision makers. These interactions should be based on clear, honest, and respectful conversations. We developed an iterative framework for proactively approaching community engagement for equitable developments: Learn, Acknowledge, Repair, and Weave.

The Gender team had the opportunity to build on the work done in this grant through a further collaboration with AIA on the development of a resource, the "Architect's Role in Creating Equitable Communities" exploring how architects can better incorporate equitable outcomes through their practice and within projects. The chapter outline shown to the right reflects a series of topical resources that provide case studies, best practices, and other learning materials.

**What steps might developers take?**

LEARN	ACKNOWLEDGE	REPAIR	WEAVE
Identify resources, grants, and funding for the project and set up co-created sessions with the community to discuss intentions and outcomes.	Co-design a clear process and defined roles with the community.	Build relationships between the developer and community outside the project.	Make participation enjoyable and meaningful for both the developer and the community.
<b>LEARNING THE PROJECT</b> Engage early and invest in small wins with the community. Build relationships and become a familiar face with local residents, businesses, and community groups. Understand the history and the unique experience of the community through active listening and participation engagement support long-term construction workforce needs.	<b>LEARNING THE PROJECT</b> In partnership with a local CDC or community group, engage in co-design workshops to align needs and opportunities with the development. Dedicate project staff on the development team for workforce training engagement, resource building and partnership development.	<b>LEARNING THE PROJECT</b> Build the relationship between community and developer outside of the project with interim activations. Showcase projects that benefit community work best to demonstrate commitment and follow through. Make participation meaningful not transactional. Respectfully is key to it not being extractive.	<b>LEARNING THE PROJECT</b> Identify and connect with potential partners, institutions, and funders to create a resource network. Communicate transparently about the project timelines and process. Build time into the process to allow engagement.
<b>WEAVING THE PROJECT</b> Residents hold the answers to improving their communities. Developers benefit from listening and providing clear entry points for community members to inform the project and process. Invest in the jobs pipeline. Host events to build awareness of job availability and training, and recruit diverse local talent into programs to support long-term construction workforce needs.	<b>WEAVING THE PROJECT</b> Work with partners to build & maintain an MWBE database to support all phases of the project from predevelopment to potential tenants. Lean into complexity. Acknowledge communities are not monolithic, and these interconnected systems require significant partnership and engagement to recruit generations of under-invested community needs through inclusive, market-driven solutions.	<b>WEAVING THE PROJECT</b> Do the upfront work, come informed to meetings, and make the effort first. Have an answer before asking the question—but let the response shape your preconceived notion.	<b>WEAVING THE PROJECT</b> Continue total development that builds on the relationships and resources established in previous efforts. Respond to evolving community needs through inclusive, market-driven solutions.

**What steps might architects take?**

The outline below reflects the opportunities within practice and within projects as identified through the engagement and research.

LOS ANGELES THE RINCON SQUARE HEIGHTS

DESIGN PRESENTATION | November 22, 2025

Gender RESEARCH INSTITUTE

PDF EVIDENCE p.107

**Evidence must translate into a decision**

How to read it: Connect the visual to the issue tree: what does it prove, who makes the decisions, what capital source values it, and what decision should follow?

## MCKINSEY &amp; COMPANY-STYLE LENS

INNOVATION + CLOSE

**Evidence must translate into a decision**DECISION QUESTION  
HOW?

- How does the ASU innovation thesis become a replicable capital and delivery model?

This PDF page is treated as proof inside the business case, not as a separate appendix image.

## CAPITAL SOURCE

Connect the visual to the issue tree: what does it prove, who makes the decisions, what capital source values it, and what decision should follow?

## RECOMMENDATION

Recommendation: every evidence slide should answer "so what?"

## EVIDENCE METRICS

#1

Innovation anchor

7-step

problem-solving path

1 model

scalable prototype

Source: RSH PDF p.107; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Recommend

Step 7

Innovation and close: translate proof into the capital campaign ask.

## THE RINCÓN SQUARE HEIGHTS®

"WE HAVE THE AGENCY TO MAKE DECISIONS ABOUT HOW WE APPLY OUR EXPERIENCE, HOW WE BRING OTHERS INTO THE DESIGN PROCESS, AND HOW WE CHOOSE TO CHALLENGE OURSELVES, AND OUR INDUSTRY." - Google Research Institute



LA ANALYZE THE RINCÓN SQUARE HEIGHTS

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PDF EVIDENCE p.108

### Evidence must translate into a decision

How to read it: Connect the visual to the issue tree: what does it prove, who makes the decisions, what capital source values it, and what decision should follow?

#### MCKINSEY & COMPANY-STYLE LENS

INNOVATION + CLOSE

## Evidence must translate into a decision

#### DECISION QUESTION

INSIGHT

- How does the ASU innovation thesis become a replicable capital and delivery model?

This PDF page is treated as proof inside the business case, not as a separate appendix image.

#### CAPITAL LOGIC

Connect the visual to the issue tree: what does it prove, who makes the decisions, what capital source values it, and what decision should follow?

#### RECOMMENDATION

Recommendation: every evidence slide should answer "so what?"

#### EVIDENCE METRICS

#1

innovation anchor

7-step

problem-solving path

1 model

scalable prototype

Source: RSH PDF p.108; McKinsey-style funding strategy; McKinsey housing/mixed-use research lens.

MCKINSEY THREAD

Recommend

Step 7

innovation and close: translate proof into the capital campaign ask.

# Cost + delivery logic

The spreadsheets are not pasted into the deck. They are translated into graphic dashboards, cost bars, package maps, and source references. Ask for official Excel files.



## Six stories above a cultural basement

The project's size is intentionally explained as an integrated stack: affordable/workforce living above, public benefit below, wellness and gathering at the top.

The vertical strategy explains why the project is more than a unit count.

ROOF DECK	5,886 SF
L6 WELLNESS + AMENITY	6,003 SF
L5 RESIDENTIAL	11 units
L4 RESIDENTIAL	10 units
L3 RESIDENTIAL	10 units
L2 RESIDENTIAL	10 units
L1 LOBBY / OFFICE / PUBLIC	support
B1 FOOD HALL / COMMONS	18,056 SF

±73 FT above grade

±93 FT full vertical stack

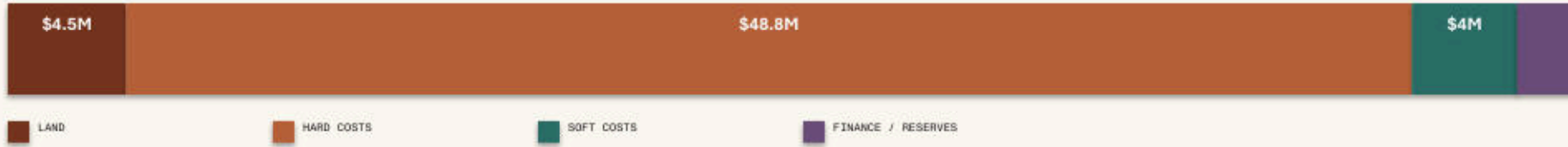
20 FT basement depth

16 FT basement clear height



# \$59.75M working scenario C

The funding ask begins with a clean source-and-use story, not a spreadsheet screenshot.



## \$4.5M

LAND ACQUISITION / 7.5%

## \$48.79M

HARD COSTS / 81.7%

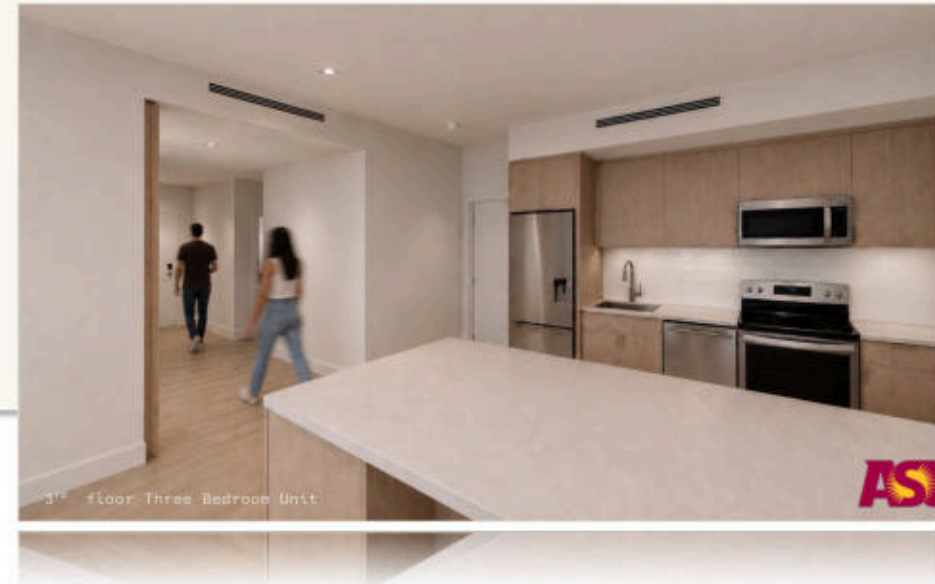
## \$4.0M

SOFT COSTS / 6.7%

## \$2.46M

FINANCING / RESERVES / 4.1%

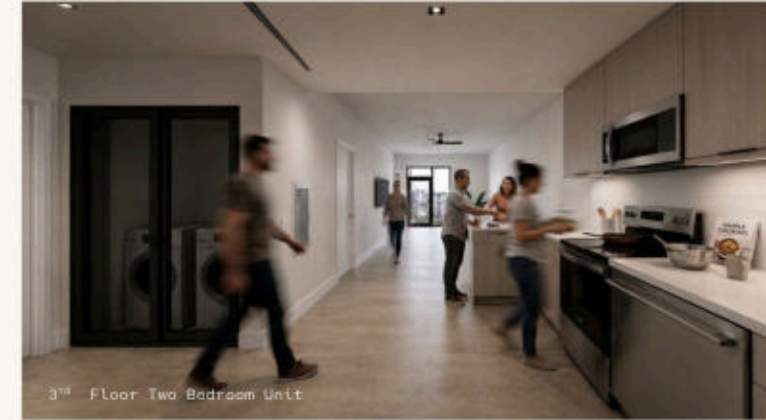
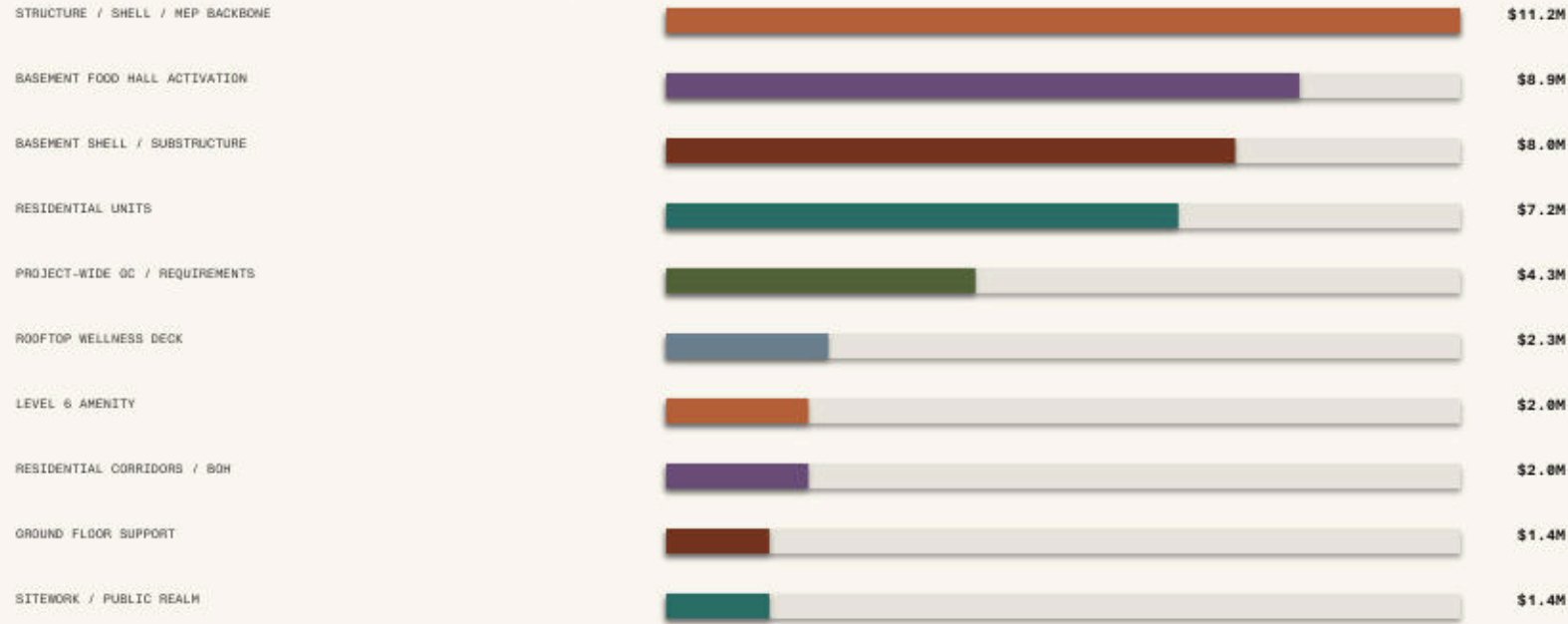
Scenario C includes floors 1-6 + basement shell + finished/finished basement food hall. The \$1.35M increase is directed to builder / GC management protection.



3<sup>rd</sup> floor Three Bedroom Unit

# The construction budget is a program logic map

Each cost area preserves a part of the civic platform.



**The largest packages are not isolated costs — they are the systems that make the building fundable: structure, basement, residential units, envelope, MEP, food hall, and public/amenity layers.**

# CSI logic without spreadsheet clutter

The estimator sections remain traceable while the slide shows the cost hierarchy visually.



**Controls: visible finishes are separated from hidden infrastructure so plumbing, fire protection, electrical, HVAC, food hall exhaust, and vendor tie-ins are not forgotten.**

Protected scopes are intentionally carried as allowances until estimator takeoff and contractor pricing validate or refine each line.



# Residential units remain visible, not buried

The \$7.20M unit package carries visible finishes and hidden rough-in systems for 41 units.



**\$175,610**

COST / UNIT

**\$189/SF**

COST / UNIT NSF

**\$7.20M**

RESIDENTIAL UNIT PACKAGE

The deck keeps the unit cost logic visible while the detailed workbook remains the source of line-by-line estimator detail.

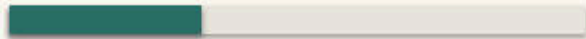
# Wet, power, and air are the hidden funding risks

These systems must be protected because the food hall, basement, life safety, units, and amenity spaces all depend on them.

## PLUMBING / WET / FIRE

# \$7.60M

Grease waste, sump/ejector, roof drainage, fire protection, unit rough plumbing.



## ELECTRICAL / LOW VOLTAGE

# \$3.40M

Switchgear, branch power, controls, life safety, access control, vendor tie-ins.



## HVAC / MECHANICAL

# \$3.00M

Unit HVAC, corridor ventilation, amenity air, food hall exhaust, MAU, controls.



**Estimator message: separate decorative fixtures from infrastructure; food hall exhaust, grease, wet systems, fire/life safety, controls, and access/security need dedicated coordination.**

# Exterior, roof, elevators, and structure remain protected

The model keeps the envelope and major infrastructure visible because they define durability, brand, and cost confidence.

**\$2.75M**

EXTERIOR BACKUP WALL

**\$5.08M**

CLADDING / GLAZING / FAÇADE

**\$1.05M**

ROOF / PARAPET / EPDM

**\$8.88M**

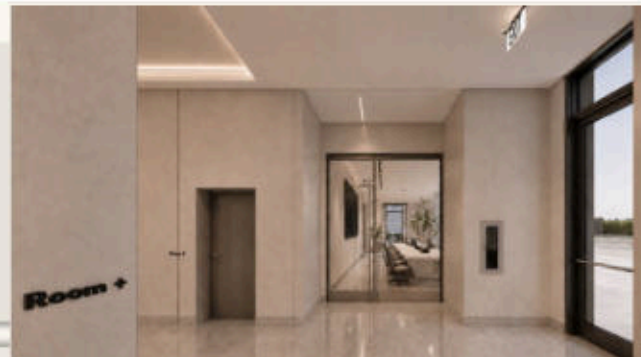
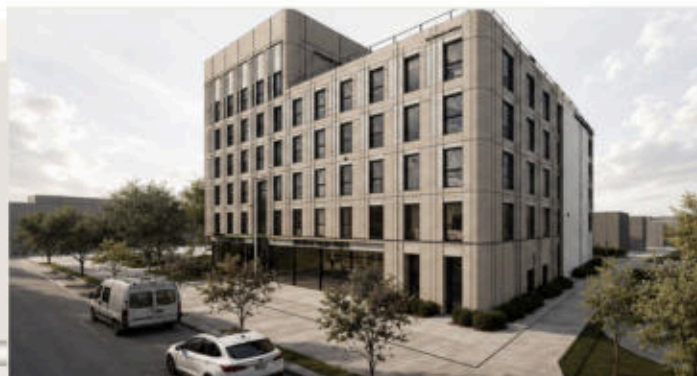
TOTAL EXTERIOR + ROOF

**\$11.16M**

STRUCTURE / SHELL / ELEVATORS / ROOF

**\$3.85M**

BUILDER / GC MANAGEMENT



# Amenity and food hall costs are fundable, not decorative

The project's public-facing components are where cultural, corporate, philanthropic, and CDFI capital can participate.



## CAPITAL-STACK BENEFIT LOGIC

### Public-facing costs become fundable operating assets.

#### Naming + recognition

Partner dollars are tied to visible food access, entrepreneurship, wellness, resilience, and public-realm packages.

#### Prepaid demand

Corporate meal credits, catering accounts, and hosted events convert sponsors into recurring food hall customers.

#### Impact reporting

Funders receive evidence: meals, jobs, businesses launched, events hosted, and community access delivered.

**These packages turn the building into a sponsorable civic experience: food, gathering, wellness, events, employment, and community resilience.**

**Strategic rule: amenity funding should either reduce recoverable capital or create prepaid / recurring demand.**

# What must be checked before commitments harden

The risk register and model-check sheets are summarized as decision gates, not pasted cells.

01

## Geotech + shoring

basement risk

02

## MEP coordination

food hall + units

03

## Grease / exhaust

health dept / code

04

## Envelope takeoff

façade accuracy

05

## GC staffing

delivery protection

06

## Capital eligibility

funding fit

07

## Rent compliance

LIHTC / AMI

08

## Operating revenue

debt support

**Model-check objective: keep the budget aligned to the design, protect unknowns, and convert every assumption into an estimator question or funding source decision.**



# \$16.9M priority package

The basement is the strongest sponsorship and community-development asset in the project.

## \$8.0M

47.3% OF BASEMENT PACKAGE

Excavation / shell / substructure / waterproofing

## \$3.0M

17.8% OF BASEMENT PACKAGE

Basement MEP / utilities / life safety

## \$5.9M

34.9% OF BASEMENT PACKAGE

Food hall finishes / equipment / activation

**Basement / SF: ±\$936/SF • Food hall + commons: 18,056 SF • Clear height: 16 FT • Depth: 20 FT below grade.**



## A / B / C delivery ladder

Scenario C is selected because it preserves the finished/designed basement food hall.

**A**

No basement

**\$42.85M**

Floors 1–6, enhanced 6th floor, protected exterior.

**B**

Basement shell

**\$50.85M**

Scenario A + 22–24 FT excavation and basement shell.

**C**

Finished food hall

**\$59.75M**

Scenario B + designed food hall and cultural commons.  
Selected model.

**Decision: do not value-engineer away the components that make the project sponsorable, grantable, community-serving, and financially differentiated.**

# The \$1.35M increase is not hidden

It is intentionally carried as delivery protection: staffing, logistics, QA/QC, insurance/bonds, temp utilities, coordination, and reserve.

**\$3.85M**

DIRECT BUILDER / GC MANAGEMENT PACKAGE

**\$1.35M**

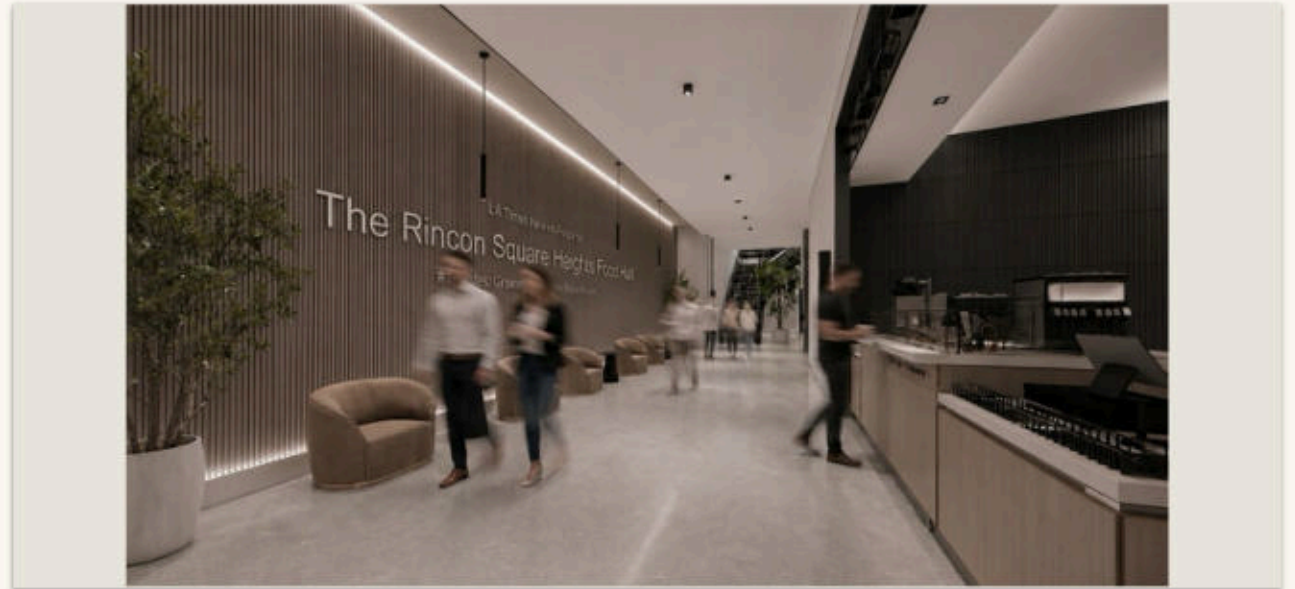
ADDED BUILDER PROTECTION INCREASE

**7.9%**

OF HARD COST POOL

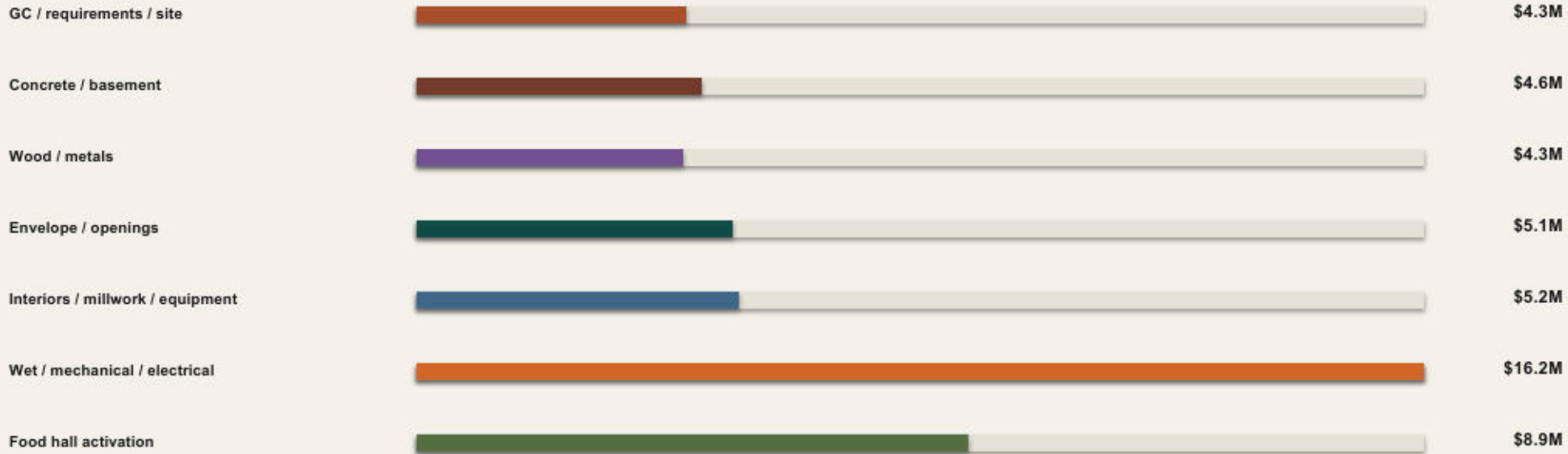
## Why it matters

- Protects construction-management capacity.
- Separates builder fee from trade costs.
- Reduces the risk of underestimating logistics, staffing, sequencing, and QA/QC.
- Gives funders a clearer delivery protection story.



# Detailed estimate ingredients: proof behind \$48.8M hard cost

Line items are translated into a cost-ingredient matrix. The goal is to show scope, budget protection, and project area without pasting the estimator spreadsheet.



**\$48.8M**

detailed hard cost

**10**

ingredient slides

**±\$543/SF**

hard cost basis

**\$16.9M**

basement priority

# Detailed estimate ingredients 1

General conditions + site/public realm protection

## GC project staff / field supervision — \$700K

01 General Conditions - Project-wide  
Scenario C GC/general requirements protection

## Site logistics / temp facilities / safety — \$450K

01 General Conditions - Project-wide  
Site controls, staging, temporary facilities

## Insurance / bonding / builder risk — \$350K

01 General Conditions - Project-wide  
Risk protection and builder security

## QA/QC / mockups / testing coordination — \$250K

01 General Conditions - Project-wide  
Quality assurance and coordination

## Project cleanup / closeout / punch support — \$200K

01 General Conditions - Project-wide  
Closeout and turnover control

## OH&P / builder management / estimator — \$1.9M

01 General Conditions - Project-wide  
Builder management and estimator protection

## Survey / layout / existing field verification — \$80K

02 Existing Conditions - Project-wide  
Field verification and survey

## Temporary protection / utility locate — \$120K

02 Existing Conditions - Project-wide  
Temporary condition protection

## Sidewalk / curb / at-grade paving — \$320K

31 Sitework / Civil / Public realm  
At-grade/public realm allowance

## Grading / hardscape / exterior paving — \$260K

31 Sitework / Civil / Public realm  
Exterior paving and hardscape

## Public realm / landscape / site furniture — \$300K

31 Sitework / Civil / Public realm  
Landscape and civic frontage

## Stormwater surface controls / site drainage — \$200K

31 Sitework / Civil / Public realm  
Site drainage protection

# Detailed estimate ingredients 2

Utility tie-ins + basement concrete/substructure

**Sitework contingency — \$120K**

31 Sitework / Civil / Public realm  
At-grade/public realm allowance

**Water service / meter / backflow coordination — \$175K**

33 Utility Connections - Site utilities  
Utility tie-in protection

**Sewer lateral / tap / cleanouts — \$180K**

33 Utility Connections - Site utilities  
Waste/service tie-in allowance

**Storm tie-in / dry utility coordination — \$95K**

33 Utility Connections - Site utilities  
Field coordination reserve

**Utility permits / field unknown reserve — \$50K**

33 Utility Connections - Site utilities  
Utility uncertainty protection

**Basement excavation / shell structural — \$1.8M**

03 Concrete / Podium / Basement  
Concrete, podium, pits, waterproofing interfaces

**Podium / Level 1 slab / structural deck — \$950K**

03 Concrete / Podium / Basement  
Podium and ground transfer structure

**Foundations / grade beams / footings — \$725K**

03 Concrete / Podium / Basement  
Deep support and footing logic

**Elevator pits / cores / stair foundations — \$525K**

03 Concrete / Podium / Basement  
Vertical transportation foundations

**Form / rebar / embeds / waterstops — \$700K**

03 Concrete / Podium / Basement  
Concrete installation protections

**Concrete testing / patching / reserve — \$300K**

03 Concrete / Podium / Basement  
Testing and corrective work allowance

**Basement shell contingency — \$600K**

03 Concrete / Podium / Basement  
Substructure risk reserve

Source: Budget workbook Sheet 05 Detailed Estimate. Matrix translates line items into decision-readable cost ingredients.

# Detailed estimate ingredients 3

Wood framing, stairs, metals, rated assemblies

## Wood framing floors / walls / roof — \$1.3M

06 Wood Framing / Rated Assemblies · Residential levels  
5-over-1 wood framing and rated assembly protection

## Roof / amenity pavilion framing — \$275K

06 Wood Framing / Rated Assemblies · Amenity roof  
Roof pavilion framing

## Exterior code stair steel / supports — \$300K

05 Metals / Stairs / Railings  
Code stair support

## Misc embeds / lintels / angle supports — \$145K

05 Metals / Stairs / Railings  
Embedded metal support

## Shear walls / lateral hold-downs / connectors — \$650K

06 Wood Framing / Rated Assemblies · Residential levels  
Lateral force-resisting system

## Blocking / backing / rough carpentry — \$250K

06 Wood Framing / Rated Assemblies · Residential levels  
Backing for millwork and equipment

## Interior stair rails / guardrails — \$175K

05 Metals / Stairs / Railings  
Interior circulation protection

## Access ladders / hatches / bollards — \$85K

05 Metals / Stairs / Railings  
Maintenance and access protection

## Fire-rated assemblies / acoustic separation — \$375K

06 Wood Framing / Rated Assemblies · Residential levels  
Unit-to-unit protection and code compliance

## Framing contingency / field changes — \$400K

06 Wood Framing / Rated Assemblies · Residential levels  
Framing risk allowance

## Roof deck guardrails / privacy screens — \$200K

05 Metals / Stairs / Railings  
Amenity roof safety and privacy

## Metals contingency — \$145K

05 Metals / Stairs / Railings  
Field coordination reserve

# Detailed estimate ingredients 4

Waterproofing, envelope, glazing, doors

## Below-grade waterproofing / waterstop — \$700K

07 Thermal + Moisture - Envelope + roof  
Basement water control

## Roof membranes / EPDM / tapered insulation — \$600K

07 Thermal + Moisture - Envelope + roof  
Roof protection

## Podium waterproofing / deck membranes — \$250K

07 Thermal + Moisture - Envelope + roof  
Podium deck protection

## Air/water barrier / flashing / sealants — \$600K

07 Thermal + Moisture - Envelope + roof  
Exterior envelope continuity

## Planter root barrier / protection mats — \$225K

07 Thermal + Moisture - Envelope + roof  
Amenity landscape protection

## Testing / mockups / envelope reserve — \$455K

07 Thermal + Moisture - Envelope + roof  
Envelope performance protection

## Residential window package — \$1.2M

08 Openings / Storefront / Glazing  
Unit daylight and exterior performance

## Ground-level storefront glass and entries — \$1.1M

08 Openings / Storefront / Glazing  
Public interface and visibility

## Amenity / roof pavilion glazing — \$300K

08 Openings / Storefront / Glazing  
Level 6 amenity transparency

## Exterior doors / hardware — \$225K

08 Openings / Storefront / Glazing  
Exterior access control

## Interior unit doors / hardware — \$200K

08 Openings / Storefront / Glazing  
Residential unit turnover

## Corridor / fire / life-safety doors — \$220K

08 Openings / Storefront / Glazing  
Life safety and egress

Source: Budget workbook Sheet 05 Detailed Estimate. Matrix translates line items into decision-readable cost ingredients.

# Detailed estimate ingredients 5

Exterior finishes + interior partitions/finishes

## Loading / service / access doors — \$105K

08 Openings / Storefront / Glazing  
Service and BOH access

## Exterior backup wall: metal studs / sheathing — \$1.1M

09 Exterior Finishes / Accessory · Envelope  
Protected exterior allowance; no elevation takeoff

## Primary cladding / thin brick / SVW — \$900K

09 Exterior Finishes / Accessory · Envelope  
Building face and civic identity

## Exterior stair wrap / cladding — \$250K

09 Exterior Finishes / Accessory · Envelope  
Visible stair enclosure

## Architectural accents / bands / screens — \$175K

09 Exterior Finishes / Accessory · Envelope  
Facade articulation

## Soffits / parapets / copings / trim — \$200K

09 Exterior Finishes / Accessory · Envelope  
Edge protection and detail completion

## Façade coordination / contingency — \$125K

09 Exterior Finishes / Accessory · Envelope  
Interface coordination

## Unit drywall / finish / paint — \$1.0M

09/10 Interior Finishes · Units + public  
Unit finish baseline

## Unit flooring / base / transitions — \$750K

09/10 Interior Finishes · Units + public  
Durability and turnover protection

## Unit ceilings / soffits / access panels — \$300K

09/10 Interior Finishes · Units + public  
MEP access and finish coordination

## Corridor partitions / ceilings / paint — \$400K

09/10 Interior Finishes · Units + public  
Common corridor durability

## Lobby / amenity partitions / ceilings — \$350K

09/10 Interior Finishes · Units + public  
Public/amenity space finish protection

Source: Budget workbook Sheet 05 Detailed Estimate. Matrix translates line items into decision-readable cost ingredients.

# Detailed estimate ingredients 6

Interior finishes, millwork, equipment, FF&E

**Public flooring / base / wall protection — \$250K**

09/10 Interior Finishes · Units + public  
Interior finishes and partitions

**Public bathrooms wet wall finishes — \$100K**

09/10 Interior Finishes · Units + public  
Public restroom durability

**Interior contingency — \$50K**

09/10 Interior Finishes · Units + public  
Interior finish reserve

**Type-based unit kitchen packages — \$992K**

06/12 Millwork + Cabinets · Units/public  
Cabinetry, counters, closets

**Closets / shelving / pantries — \$140K**

06/12 Millwork + Cabinets · Units/public  
Storage and unit function

**Lobby / mail / office / bike millwork — \$90K**

06/12 Millwork + Cabinets · Units/public  
Public millwork and operations

**Amenity bar / storage / millwork — \$90K**

06/12 Millwork + Cabinets · Units/public  
Level 6 amenity functionality

**Millwork reserve — \$138K**

06/12 Millwork + Cabinets · Units/public  
Procurement reserve

**Unit laundry / appliance upgrade — \$250K**

11/12 Equipment + Specialties · Units/public  
Equipment, specialties, fixed FF&E

**Mail / package systems — \$110K**

11/12 Equipment + Specialties · Units/public  
Resident operations

**Bike storage racks — \$70K**

11/12 Equipment + Specialties · Units/public  
Mobility infrastructure

**Trash / recycling / compactors — \$140K**

11/12 Equipment + Specialties · Units/public  
Building operations

Source: Budget workbook Sheet 05 Detailed Estimate. Matrix translates line items into decision-readable cost ingredients.

# Detailed estimate ingredients 7

Equipment, elevators, wet-system distribution

**Restroom accessories / partitions — \$100K**

11/12 Equipment + Specialties · Units/public  
Equipment, specialties, fixed FF&E

**Signage / wayfinding / interior accessories — \$90K**

11/12 Equipment + Specialties · Units/public  
Orientation and access

**Security / access-control hardware — \$150K**

11/12 Equipment + Specialties · Units/public  
Safety and access control

**Fitness fixed equipment base — \$150K**

11/12 Equipment + Specialties · Units/public  
Amenity programming

**Equipment contingency — \$40K**

11/12 Equipment + Specialties · Units/public  
Procurement reserve

**Two larger passenger/fire-service elevators — \$1.4M**

14 Elevators / Vertical Transport  
Primary vertical transport

**Service elevator 1st floor-to-basement — \$350K**

14 Elevators / Vertical Transport  
Basement service and BOH

**Elevator pits / waterproofing interface — \$120K**

14 Elevators / Vertical Transport  
Waterproofing and pit protection

**Controls / fire recall / electrical coordination — \$155K**

14 Elevators / Vertical Transport  
Life safety coordination

**Testing / inspection / reserve — \$75K**

14 Elevators / Vertical Transport  
Inspection and testing

**Site utility connections: water / sewer — \$550K**

22/21 Plumbing + Fire Protection  
Wet infrastructure

**Domestic water distribution: risers — \$650K**

22/21 Plumbing + Fire Protection  
Building water distribution

# Detailed estimate ingredients 8

Plumbing, fire protection, first mechanical layer

**Residential in-unit rough plumbing — \$1.1M**

22/21 Plumbing + Fire Protection · Wet systems  
Protected plumbing/wet infrastructure

**Sanitary waste and vent stacks — \$475K**

22/21 Plumbing + Fire Protection · Wet systems  
Stacked unit infrastructure

**Central hot water / recirculation — \$475K**

22/21 Plumbing + Fire Protection · Wet systems  
Domestic hot water

**Lobby, café, amenity, public restroom plumbing — \$350K**

22/21 Plumbing + Fire Protection · Wet systems  
Public plumbing scope

**Basement drainage: floor drains / sump — \$650K**

22/21 Plumbing + Fire Protection · Wet systems  
Below-grade drainage

**Food hall wet infrastructure: grease — \$1.1M**

22/21 Plumbing + Fire Protection · Wet systems  
Food-service wet infrastructure

**Roof, planter, exterior stair, overflow drains — \$500K**

22/21 Plumbing + Fire Protection · Wet systems  
Roof and landscape drainage

**Sleeves / penetrations / firestopping — \$300K**

22/21 Plumbing + Fire Protection · Wet systems  
Coordination and firestopping

**Plumbing contingency / unknown utilities — \$850K**

22/21 Plumbing + Fire Protection · Wet systems  
Unknown utilities and reserve

**Fire sprinkler / standpipe / FDC wet — \$600K**

22/21 Plumbing + Fire Protection · Wet systems  
Life safety wet systems

**Residential unit HVAC / heat pumps — \$750K**

23 HVAC / Mechanical  
Unit comfort systems

**Corridor ventilation / exhaust / pressure — \$275K**

23 HVAC / Mechanical  
Common area ventilation

Source: Budget workbook Sheet 05 Detailed Estimate. Matrix translates line items into decision-readable cost ingredients.

# Detailed estimate ingredients 9

Mechanical + electrical backbone

## Ground floor lobby / café HVAC — \$300K

23 HVAC / Mechanical  
Mechanical and ventilation protection

## Amenity / gym / sauna ventilation — \$325K

23 HVAC / Mechanical  
Amenity-specific ventilation

## Food hall hood exhaust / make-up air — \$850K

23 HVAC / Mechanical  
Food hall exhaust and makeup air

## Roof equipment curbs / supports / access — \$180K

23 HVAC / Mechanical  
Roof mechanical coordination

## Controls / TAB / commissioning — \$170K

23 HVAC / Mechanical  
Testing and balancing

## Mechanical contingency — \$150K

23 HVAC / Mechanical  
Mechanical reserve

## Utility service / switchgear / transformer — \$700K

26/27/28 Electrical + Low Voltage  
Electrical infrastructure

## Unit branch power / panels / devices — \$650K

26/27/28 Electrical + Low Voltage  
Unit electrical service

## Public area power / corridor / amenity — \$350K

26/27/28 Electrical + Low Voltage  
Common-area power

## Lighting infrastructure / controls — \$350K

26/27/28 Electrical + Low Voltage  
Lighting and controls

## Low voltage / data / security / cameras — \$310K

26/27/28 Electrical + Low Voltage  
Security and low-voltage systems

## Fire alarm / emergency power / egress — \$390K

26/27/28 Electrical + Low Voltage  
Life-safety electrical

# Detailed estimate ingredients 10

Food hall specialty fit-out + final hard-cost total

**Elevator power / controls support — \$150K**

26/27/28 Electrical + Low Voltage  
Elevator electrical integration

**Food hall power distribution / vendor panels — \$350K**

26/27/28 Electrical + Low Voltage  
Vendor electrical infrastructure

**Electrical testing / commissioning / reserve — \$150K**

26/27/28 Electrical + Low Voltage  
Testing and commissioning

**Vendor stall millwork / service counters — \$500K**

11/12/13 Food Hall Remainder  
Food hall specialty fit-out

**Commercial kitchen equipment not in MEP — \$750K**

11/12/13 Food Hall Remainder  
Kitchen equipment allowance

**FF&E / fixed seating / tables — \$425K**

11/12/13 Food Hall Remainder  
Dining and seating infrastructure

**Food hall signage / menu boards / POS — \$150K**

11/12/13 Food Hall Remainder  
Tenant identity and operations

**BOH storage / refrigeration equipment — \$275K**

11/12/13 Food Hall Remainder  
Food hall operational support

**Grease / health department finishes — \$160K**

11/12/13 Food Hall Remainder  
Code and health protection

**Food hall specialty contingency — \$150K**

11/12/13 Food Hall Remainder  
Fit-out reserve

**Total detailed hard cost — \$48.8M**

Total Detailed Hard Cost  
Source summary and hard-cost proof

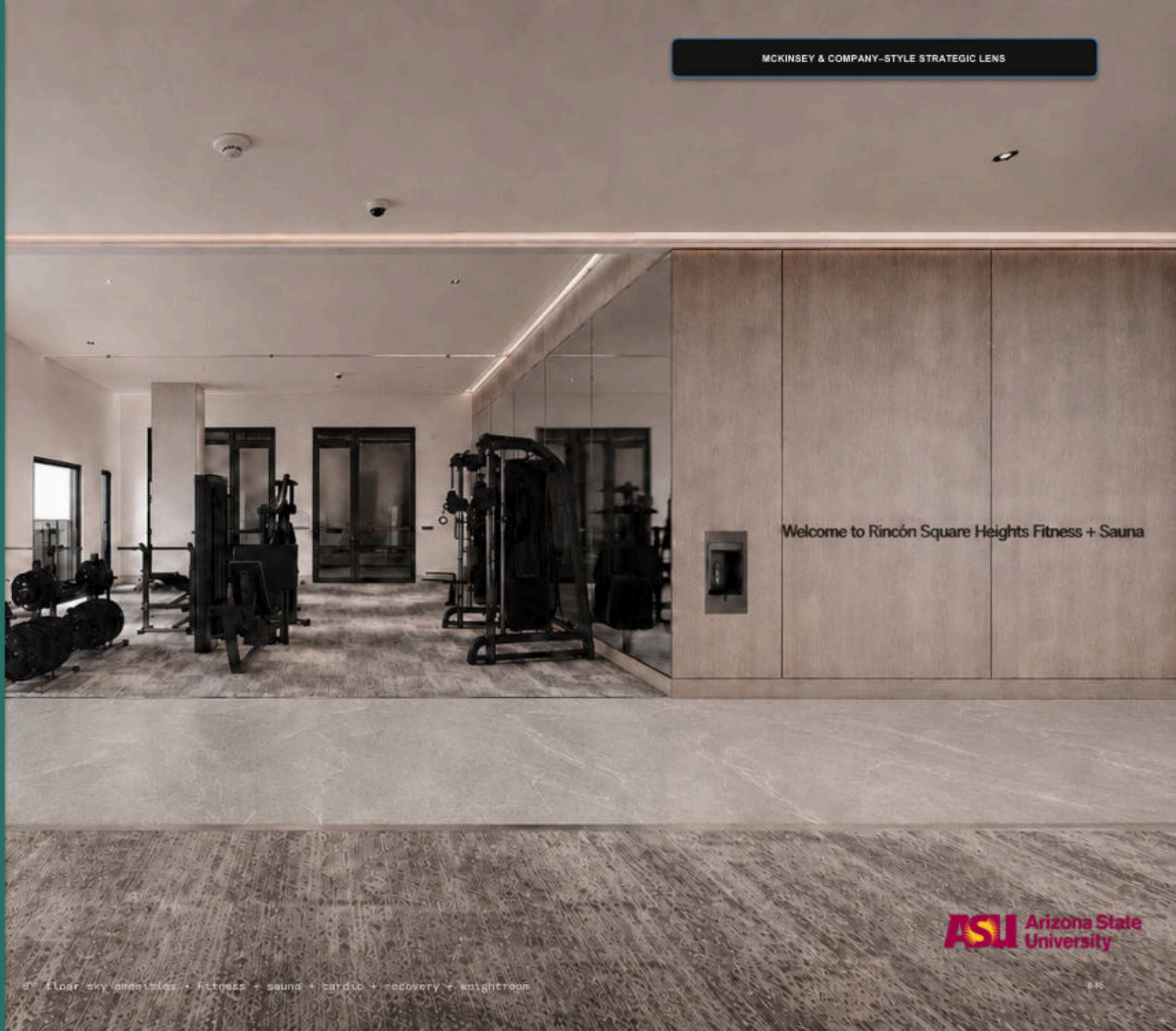
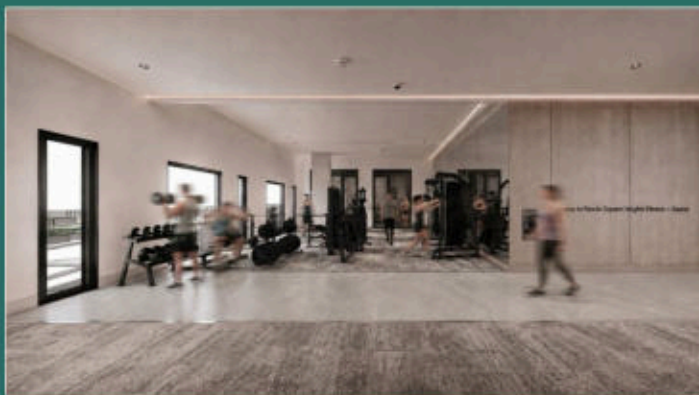


Source: Budget workbook Sheet 05 Detailed Estimate. Matrix translates line items into decision-readable cost ingredients.

05

## Rent + affordability

The detailed rent workbook is reinterpreted as a clear AMI ladder, unit-mix graphic, rent-limit matrix, and affordability investment logic.



Welcome to Rincón Square Heights Fitness + Sauna

# 100% restricted affordable/workforce model

The 80% AMI layer acts as the workforce / market-like revenue layer while the project retains funding strength.

## 41

TOTAL RESIDENTIAL UNITS

## 60%

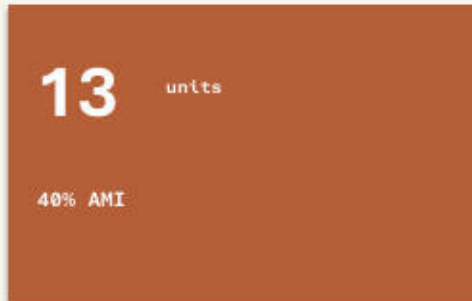
TARGET AVERAGE AMI

## \$69,658

MONTHLY TENANT RENT

## \$835,896

ANNUAL TENANT RENT

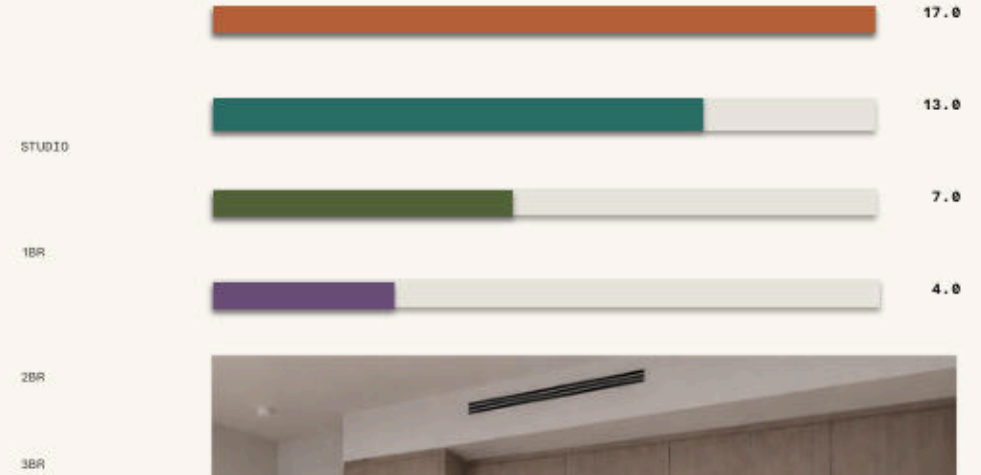


**Compliance note: the 40% / 50% / 60% / 80% AMI mix averages exactly 60% AMI across 41 units.**

# Affordability is organized by unit type, not only by percentage

The rent summary sheet breaks the units into studios, 1BR, 2BR, and 3BR by AMI layer.

AMI	Studio	1BR	2BR	3BR	Total
40%	10	3	0	0	13
50%	0	4	2	0	6
60%	0	0	3	3	6
80%	7	6	2	1	16
TOTAL	17	13	7	4	41



**Unit-mix takeaway: 30 of the 41 units are studio or 1BR, supporting affordability and efficient residential planning while keeping family-sized units in the mix.**

**Unit-mix kitchen program uses 12 feet long pre built kitchens to place in all studio, one bedroom, two bedroom, and three bedroom units supporting affordability and efficient residential planning while keeping budget conscious planning. All except the One bedroom plus units**



## Tenant rent after utility allowance

Gross rent limits are reduced by project utility allowances to produce tenant rent targets.

AMI	Studio	1BR	2BR	3BR
40%	\$965	\$1,026	\$1,228	\$1,415
50%	\$1,230	\$1,405	\$1,568	\$1,733
60%	\$1,495	\$1,708	\$1,909	\$2,112
80%	\$2,025	\$2,314	\$2,591	\$2,870

Utility allowances applied: Studio \$95 • 1BR \$110 • 2BR \$135 • 3BR \$160.

### SOURCE LOGIC

The rent limit slide references the workbook tabs "Rent\_Limits\_2025" and "Rent\_Strategy\_Summary." Detailed unit rows remain in "Sheet1 A1:AR69."

### FUNDING ROLE

The 80% AMI units strengthen repayment while the 40%–60% layers support deeper public-benefit positioning.

# The rent gap becomes a public-benefit value

The updated rent strategy estimates the difference between restricted tenant rent and prior market/comp reference.

**\$139,010**

PRIOR MONTHLY MARKET/COMP REFERENCE

**\$69,658**

UPDATED MONTHLY TENANT RENT

**\$69,352**

MONTHLY AFFORDABILITY INVESTMENT



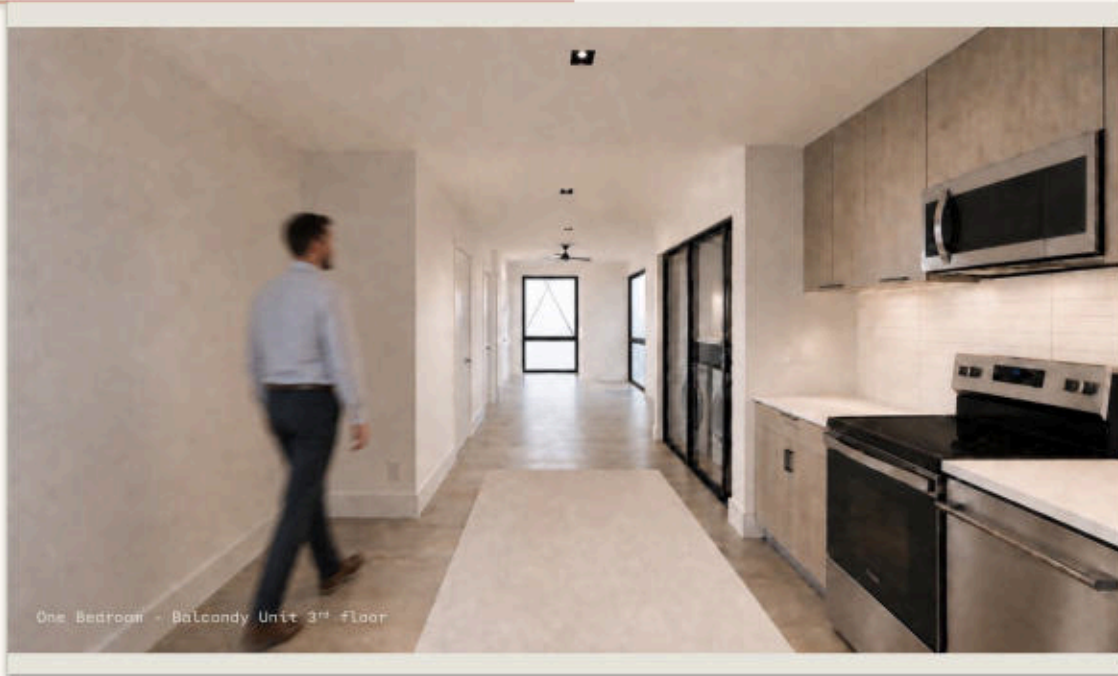
**\$832,224**

ANNUAL AFFORDABILITY INVESTMENT VS COMP

**Strategy: treat the affordability gap as a fundable public benefit that city, state, tax-credit, corporate, and philanthropic partners can help carry.**

# The detailed A-AR / 1-69 matrix remains traceable

The presentation shows the strategy and summary; the workbook remains the full unit-by-unit and egress source.



Sheet1	A1:AR69	Full occupancy + egress + unit matrix
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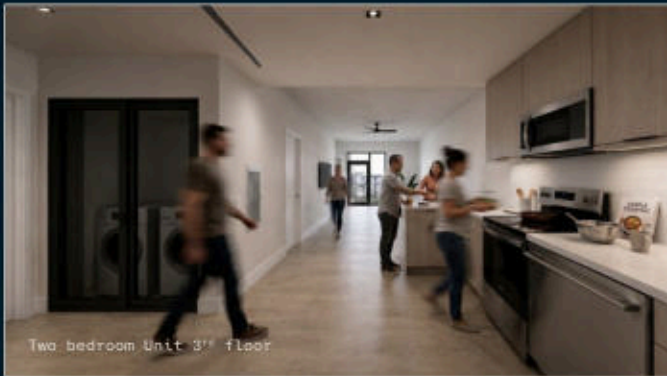
Rent_Limits_2025	A1:J17	AMI rent and income limits + utility allowances
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Rent_Strategy_Summary	A1:J36	AMI mix, revenue, rent schedule, and notes
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**This prevents the deck from becoming an Excel printout while preserving the data trail for review. Please visit or ask for Excel Files of the Project Cost Breakdown and Rent and sqft Breakdown. Everything is built from Data.**

# Capital strategy

The funding strategy expands the capital universe: housing capital, community development capital, corporate sponsorship, philanthropy, operating revenue, and disciplined debt.



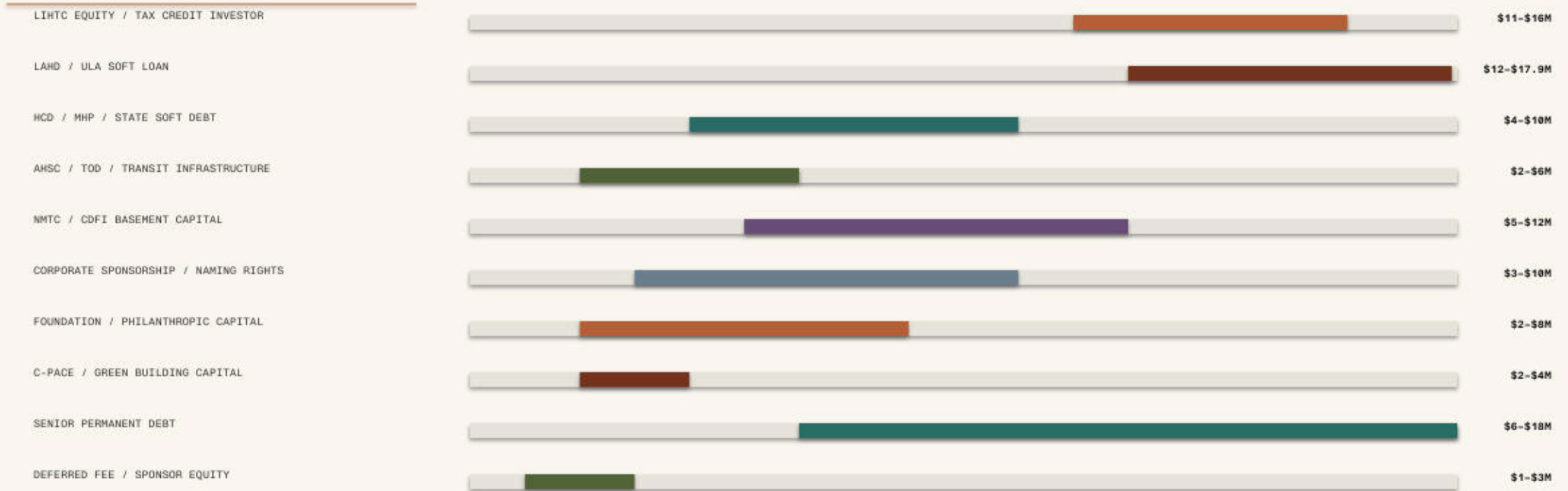
Two bedroom Unit 3<sup>rd</sup> floor



Studio Unit 3<sup>rd</sup> floor

# Oversource the pipeline, then close the stack

The \$59.75M project should pursue a \$70M-\$85M active capital pipeline to absorb timing gaps and award-size changes.



**Final project need: \$59.75M • Active pipeline goal: \$70M-\$85M • Broad opportunity set: \$49M-\$107.9M.**

Why oversource: awards close in different cycles and rarely land at the top of range. The campaign therefore needs more commitments than the final stack: soft capital lowers recoverable cost; naming/sponsorship creates visibility capital; prepaid meal, catering and event LOIs convert funders into demand partners; corporate and civic use cases make the \$70M-\$85M pipeline credible before closing.

SOFT CAPITAL REDUCES REPAYMENT

SPONSORSHIP BUYS VISIBILITY

MEAL / CATERING LOIs CREATE DEMAND

EVENT HOSTING PROVES USE

# Every dollar is matched to the benefit it creates

The stack is strongest when each source pays for what it understands.

**HOUSING CAPITAL**

LIHTC, ULA, HCD, AHSC/TOD, senior debt

Residential tower

**CORPORATE CAPITAL**

Sponsorship, naming, ESG, CRA

Food hall + public benefit

**OPERATING CAPITAL**

Rent, events, vendors, sponsorship renewals

Debt service + reserves

**COMMUNITY DEVELOPMENT**

NMTC, CDFI, CRA, mission lenders

Basement + jobs

**PHILANTHROPIC CAPITAL**

Foundations, donor funds, nonprofit sponsor

Culture + food access

**Funding philosophy: maximize non-repayable and soft capital first; size repayable financing only to durable income; use the basement as a revenue-producing community asset.**



# Convert the capital stack into a demand stack

Both routes preserve design quality, but the stronger story maps every funder to either capital relief, food hall demand, or public-benefit proof.

## PATH A

### Sponsor-Control Balanced Funding

Best when sponsor leadership, design control and delivery speed matter. Use LIHTC / ULA / HCD / AHSC / TOD for housing, NMTC / CDFI for the basement, and corporate / philanthropic partners for the food hall and public-benefit programs.

Demand conversion: sponsor meal credits, corporate lunch accounts, hosted funder events, anchor-vendor visibility, and prepaid catering commitments create recurring food hall use without turning partner benefits into giveaways.

## PATH B

### Maximum Public-Private Civic Capital

Best when the project is sold as housing + food access + cultural commons + workforce + resilience infrastructure. Larger public, philanthropic and mission-capital participation reduces the private repayment burden.

Demand conversion: meal bank, public-health meals, workforce hiring events, resilience programming, university / hospital / city catering, chef residencies, and community event calendars become operating proof.

CAPITAL STACK + DEMAND STACK + FOOD HALL RELIEF + LOWER REPAYMENT PRESSURE

**Decision lens:** choose the path that raises the highest probability capital while converting funders into measurable users of the food hall ecosystem.

# A second repayment engine beyond apartments

The food hall can support operating revenue, sponsorship renewals, and community-benefit programs.



UNDERWRITING CASES

**\$1.25M**

CONSERVATIVE ANNUAL

**\$2.25M**

BASE ANNUAL

**\$3.50M+**

UPSIDE ANNUAL

**Do not underwrite only to the upside. Present the upside as sponsorship and operating potential.**

## Debt is sized after soft capital and prepaid demand

The strongest repayment story does not rely only on apartment rent; it layers food hall NOI, sponsorship, prepaid meal demand, catering commitments and event use before sizing debt.

RELIEF / DEMAND DRIVER	WHAT TO SECURE	WHY IT PROTECTS PAYBACK
Sponsor / naming capital	\$250K–\$10M+ tiers	Reduces recoverable capital before debt is sized.
Corporate meal credits	\$50K–\$250K+/yr per partner	Creates prepaid demand for vendors and predictable sales.
Catering accounts	\$10K–\$100K/mo targets	Stabilizes weekday volume from hospitals, offices, schools and agencies.
Event hosting	Ticketed / sponsored calendar	Turns the basement into an evening and weekend revenue venue.
Vendor + percentage rent	Base rent + upside share	Creates recurring operating income and captures performance upside.

Supportable loan amount = stabilized NOI + DSCR + mortgage constant. Debt follows proven revenue; it does not create the mission.

Guardrail: discounts must be prepaid, capped, sponsored, or tied to minimum purchase commitments so benefits do not erode NOI.

# A measurable invitation for corporate and civic partners

The ask is structured as public-benefit recognition, not generic fundraising.

FOUNDING CIVIC PARTNER \$10M+

FOOD ACCESS + ENTREPRENEURSHIP \$2.5M+

WORKFORCE + JOBS PARTNER \$500K+

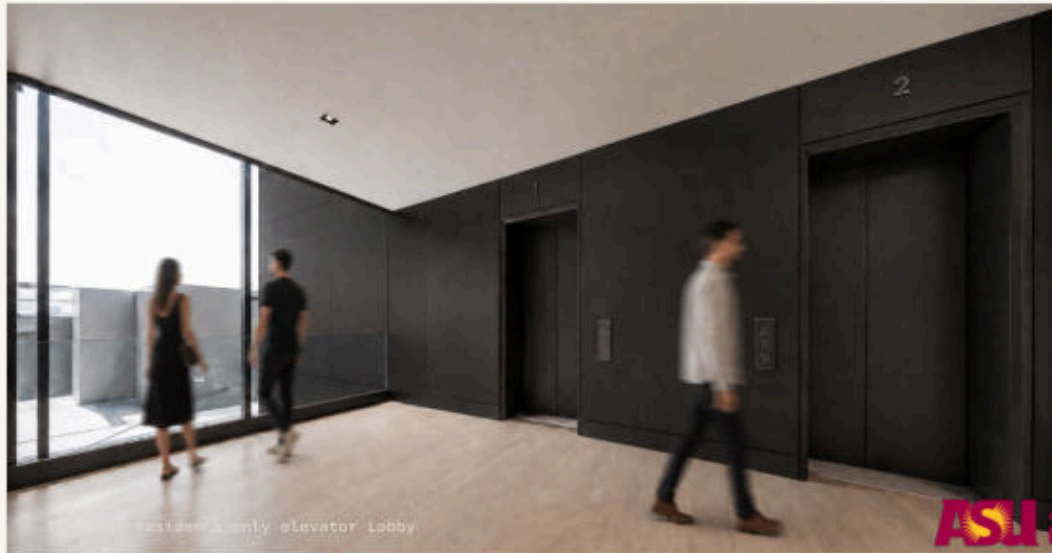
FRIENDS OF MARIACHI PLAZA \$10K-\$100K

CULTURAL INFRASTRUCTURE PARTNER \$5M+

EMERGENCY RESILIENCE PARTNER \$1M+

COMMUNITY EVENT PARTNER \$250K+

**Core pitch: invest visibly in housing, food access, workforce development, cultural preservation, small-business growth, and community resilience at Mariachi Plaza.**



## Individual funding terms — housing, city/state subsidy, transit, NMTC + CDFI

### LIHTC

Definition: Low-Income Housing Tax Credit; federal affordable-housing credit used to attract private investment into affordable rental housing.  
RSH: Helps fund the 41 affordable apartments by turning tax credits into real project cash.

### EQUITY

Definition: Money invested into the project that is not a regular loan; usually repaid after debt.  
RSH: Risk money that helps close the project budget.

### TAX CREDIT INVESTOR

Definition: A bank, corporation, or investor that puts money into the project in exchange for receiving tax credits.  
RSH: They invest for federal tax benefits, not only because they like the building.

### TAX CREDIT EQUITY

Definition: The actual cash created when the tax credit investor buys the LIHTC credits.  
RSH: One of the biggest funding layers in the affordable housing side of the deal.

### LAHD

Definition: Los Angeles Housing Department; the city agency managing housing programs, affordable-housing funding, and housing policy.  
RSH: Because Rincón is in Los Angeles, LAHD is a main local public-funding agency.

### ULA

Definition: United to House LA; a Los Angeles funding stream dedicated to affordable housing production and homelessness prevention.  
RSH: Can support Rincón's affordable housing through city-controlled housing funds.

### SOFT LOAN

Definition: Flexible loan with easier terms than a bank loan: low interest, deferred payments, or repayment only when cash flow is available.  
RSH: Gap-closing loan that supports the project without crushing it with high monthly debt payments.

### LAHD / ULA SOFT LOAN

Definition: City-controlled affordable-housing loan using LAHD and/or ULA housing funds.  
RSH: Los Angeles public subsidy layer for the affordable units.

### HCD

Definition: California Department of Housing and Community Development; the state housing agency funding and regulating many California housing programs.  
RSH: State-level housing funder above the city level.

### MHP

Definition: Multifamily Housing Program; California HCD program providing deferred-payment loans for affordable multifamily rental housing.  
RSH: Can finance the affordable residential portion of Rincón Square Heights.

### STATE SOFT DEBT

Definition: Flexible loan from a state housing agency; still debt, but with patient repayment terms.  
RSH: Subsidy layer that reduces how much expensive private debt the project needs.

### HCD / MHP / STATE SOFT DEBT

Definition: California state affordable-housing loan money, usually long-term and flexible.  
RSH: Makes affordable units financially possible when rents are restricted below market rate.

### AHSC

Definition: Affordable Housing and Sustainable Communities; California program funding housing, transportation, and infrastructure projects that cut emissions.  
RSH: Fits Rincón because it is transit-oriented, walkable, Metro-linked, public-realm focused, and less car-dependent.

### TOD

Definition: Transit-Oriented Development; development planned around rail, bus, or major mobility corridors.  
RSH: Rincón is TOD because it is positioned around Mariachi Plaza and transit access instead of being car-first.

### TRANSIT INFRASTRUCTURE

Definition: Physical improvements that support transit, walking, biking, and mobility.  
RSH: Sidewalks, bike facilities, transit-adjacent public space, pedestrian safety, lighting, wayfinding, or mobility upgrades.

### AHSC / TOD / TRANSIT INFRASTRUCTURE

Definition: Funding connected to affordable housing plus transit, sustainability, and public-realm improvements.  
RSH: Proves Rincón is not just a building; it is a transit-connected community development project.

### NMTC

Definition: New Markets Tax Credit; federal tax credit program attracting private investment into distressed or low-income communities.  
RSH: Best for the basement food hall, culinary incubator, small-business space, cultural marketplace, and community economic-development program—not standard apartment units.

### CDFI

Definition: Community Development Financial Institution; mission-driven lender certified to serve low-income or underserved communities.  
RSH: Can lend to Rincón, structure community-development financing, or connect the project to NMTC-style capital.

**City message: one development can deliver housing, food access, small-business growth, culture, mobility, resilience, and public realm impact.**

Capital-stack reading: housing credits and soft debt support affordable units; community-development, sponsorship, and philanthropy support the food hall/civic platform; debt and sponsor equity close the stack.

## Basement, sponsorship, philanthropy, green capital, debt + sponsor terms

### BASEMENT CAPITAL

Definition: Money specifically assigned to build, finish, and activate the basement level.  
RSH: Funds the food hall, commercial kitchens, vendor spaces, life-safety systems, cultural areas, and basement infrastructure.

### NMTC / CDFI BASEMENT CAPITAL

Definition: Community-development money for the non-residential basement program.  
RSH: Capital bucket for the food hall and local-business engine, separate from affordable apartment funding.

### CORPORATE SPONSORSHIP

Definition: Money from a company supporting a project, space, event, or program in exchange for visibility, branding, or community-impact alignment.  
RSH: Can sponsor the food hall, rooftop wellness deck, culinary launchpad, workforce kitchen, event series, or community room.

### NAMING RIGHTS

Definition: Sponsorship where a company, donor, or institution pays to attach its name to a building, room, program, or event.  
RSH: Sponsor could name the food hall, culinary incubator, rooftop deck, or community kitchen.

### CORPORATE SPONSORSHIP / NAMING RIGHTS

Definition: Private brand money used to support specific visible parts of the project.  
RSH: Not the main building loan; extra money tied to identity, programming, marketing, and community visibility.

### FOUNDATION

Definition: Nonprofit or charitable organization that gives grants to support public-good missions.  
RSH: May support affordable housing, Latino cultural preservation, food entrepreneurship, anti-displacement, workforce training, or community development.

### PHILANTHROPIC CAPITAL

Definition: Grant or donation money that usually does not need to be repaid.  
RSH: Supports the cultural, social, educational, and community-impact pieces of Rincón.

### FOUNDATION / PHILANTHROPIC CAPITAL

Definition: Mission-driven grant money from foundations, donors, nonprofits, or charitable partners.  
RSH: Best for parts of Rincón that serve the community but may not generate enough direct rent to pay for themselves.

### C-PACE

Definition: Commercial Property Assessed Clean Energy; financing for energy, water, resilience, or public-benefit improvements through a voluntary property-tax assessment.  
RSH: Can pay for efficient HVAC, solar, water systems, insulation, glazing, lighting, resilience, or sustainability upgrades.

### GREEN BUILDING CAPITAL

Definition: Money used for sustainable building improvements.  
RSH: Funds items that make the building more efficient, healthier, lower-carbon, or cheaper to operate long-term.

### C-PACE / GREEN BUILDING CAPITAL

Definition: Long-term sustainability financing tied to the property.  
RSH: Not for every design feature; mainly for qualified improvements that reduce energy, water, emissions, or resilience risk.

### SENIOR DEBT

Definition: Highest-priority loan in the project; paid before junior lenders, investors, deferred fees, or sponsor equity.  
RSH: The main lender's protected position, usually with stricter underwriting because it is first in line.

### PERMANENT DEBT

Definition: Long-term mortgage debt placed on the building after construction or once the project is stabilized.  
RSH: The long-term loan Rincón would carry after construction, once the project is operating.

### SENIOR PERMANENT DEBT

Definition: Main long-term mortgage on the completed building, with first repayment priority.  
RSH: Traditional real estate loan layer, sized carefully because affordable rents limit cash flow.

### DEFERRED FEE

Definition: Developer fee that the developer earns but agrees not to take immediately.  
RSH: Closes the funding gap by leaving money inside the project instead of pulling it out at closing.

### SPONSOR

Definition: Project owner, developer, or development entity responsible for making the project happen.  
RSH: The development team/entity behind Rincón Square Heights.

### SPONSOR EQUITY

Definition: Cash or value contributed by the sponsor/developer.  
RSH: Shows skin in the game and makes lenders/funders more comfortable.

### DEFERRED FEE / SPONSOR EQUITY

Definition: Developer's own contribution, either direct cash or delaying payment of their fee.  
RSH: Final gap-closing layer after public funds, credits, grants, and debt are counted.

**Executive ask: commitment, letter of support, foundation introduction, CDFI/NMTC introduction, public-agency introduction, or in-kind equipment/materials.**

Capital-stack reading: housing credits and soft debt support affordable units; community-development, sponsorship, and philanthropy support the food hall/civic platform; debt and sponsor equity close the stack.

# Capital partners become demand partners

The campaign should sell use, not only recognition: each funder receives a structured way to host, feed employees, support vendors, and create measurable activity in the basement.

PARTNER	CAPITAL ROLE	FOOD HALL USE CASE	PAYBACK EFFECT
Corporate sponsors	Naming / annual support	Employee meal credits, branded lunch days, annual impact dinners	Prepaid demand + sponsor capital
Hospitals / employers	Workforce + health lane	Staff meals, late-shift meal plan, recurring catering	Weekday volume + public-health story
Banks / CDFIs	CRA / NMTC / small business	Named kitchen, pitch nights, vendor loan pipeline	Capital relief + vendor growth proof
Foundations	Grant / mission funding	Vendor scholarships, community meal bank, youth culinary training	Impact metrics + lower entry barriers
Food brands / equipment	Activation + in-kind support	Demo kitchen, chef competitions, sponsored pop-ups	Operating support + marketing revenue
City / civic agencies	Public benefit / resilience	Community meals, hiring fairs, public meetings, cooling support	Civic eligibility + utilization proof

**BOARDROOM LINE:** convert the capital stack into a demand stack — every funder should either lower the repayment burden or become a recurring user of the food hall.

# Benefits are structured as demand, not giveaways

Partner benefits should be capped, prepaid, sponsored, or tied to minimum purchase commitments so the food hall protects—not weakens—the break-even story.

## RINCON MEAL CREDIT BANK

**\$50K–\$250K+/YR**

Sponsor prepays meal credits for employees, residents, or community access. Unused credits can roll into a community meal pool.

## CORPORATE CATERING DESK

**\$10K–\$100K/MO TARGET**

Centralized bulk ordering for hospitals, offices, schools, public agencies, events, and sponsor meetings.

## HOSTED EVENT CALENDAR

**\$25K–\$250K+/YR**

Funder dinners, pitch nights, chef battles, watch parties, cultural nights, and annual impact showcases.

## VENDOR SCHOLARSHIP FUND

**\$25K–\$75K/VENDOR**

Covers licensing, deposits, equipment, training, rent relief, or shared-kitchen access for emerging food talent.

## NAMED KITCHEN / CHEF RESIDENCY

**\$250K–\$2.5M+**

Named culinary lab, competition kitchen, youth culinary program, or sponsor-backed rotating residency.

## SPONSOR IMPACT REPORTING

**ANNUAL DASHBOARD**

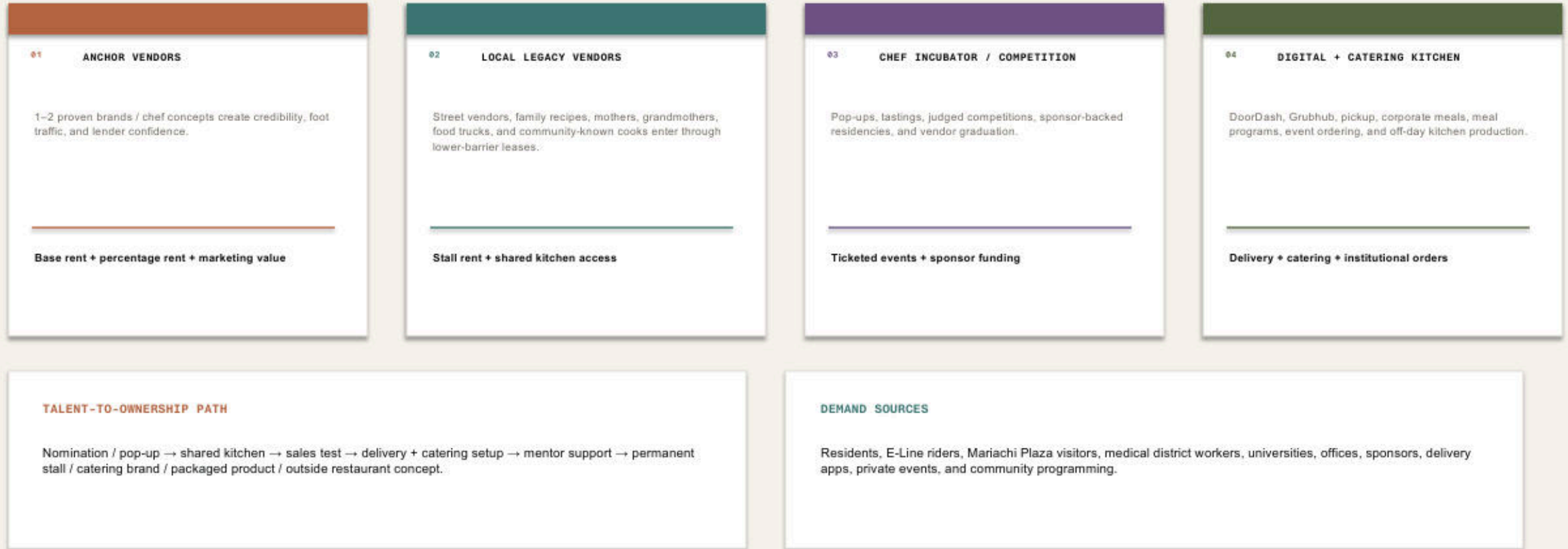
Track meals, jobs, vendors launched, catering orders, events hosted, community access, and dollar flow to local operators.

**FOOD HALL RELIEF = sponsor capital + prepaid meal demand + catering contracts + event revenue + vendor rent + percentage rent + shared-kitchen fees**

Guardrail: benefits are not free food; they are prepaid commitments or sponsor-funded programs that create predictable vendor demand.

# Four lanes turn food talent into a scalable operating business

The basement is a food hall, ghost-kitchen, catering, event, and chef-incubator platform inside Rincon Square Heights.



**RECOMMENDATION:** underwrite the food hall as a multi-channel operating platform, not a set of passive stalls.

# A clean structure makes donations, grants, tax credits, and operations possible

Each entity has a distinct role so funders know where their capital goes.

## DEVELOPMENT ENTITY

vision / design / development / capital coordination

## COMMUNITY BENEFIT NONPROFIT / FISCAL SPONSOR

donations / grants / cultural funds

## ADVISORY COUNCIL

credibility / community benefit / funder confidence

## HOUSING BORROWER / LIHTC ENTITY

housing finance / tax credits / senior debt

## FOOD HALL OPERATING ENTITY

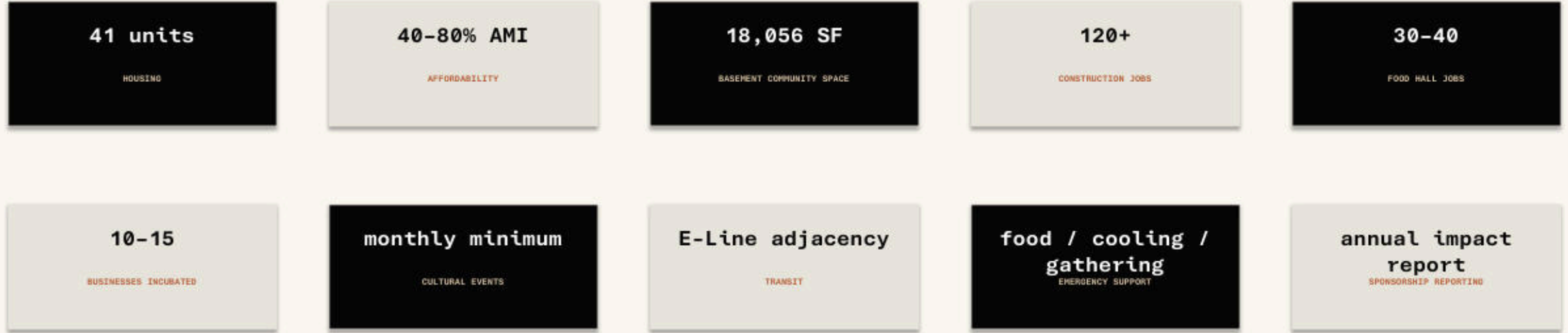
vendors / events / sponsorships / operations

**Purpose: attract deductible donations and philanthropic capital while preserving the development entity's leadership role and the project's design intent.**



# What funders and sponsors can measure

The capital campaign should lead with clear public-benefit metrics.



These metrics turn the project into a measurable investment in housing, culture, food access, jobs, transit, public realm, sustainability, and resilience.

## Problem-solving framework

The seven-step method turns an ambitious civic development into fundable decisions, analyses, findings, and recommendations.

### A Tailored TOC Program

The Community Benefits Program expands areas where affordable housing production is incentivized beyond the Citywide TOC Tiers - including major corridors such as Whittier Boulevard.

To utilize the Community Benefits Program, a project must set aside the following percentage of units as affordable:



For more information, please see "[Affordable Housing Incentive Program](#)" info sheet.

Existing TOC

## McKinsey & Company–incorporated recommendation layer

The design evidence is now translated into a capital-to-demand playbook: fund the building, activate the food hall, and convert partners into recurring users.



Strategic purpose: make every slide argue the same case — Rincon Square Heights is a financeable civic platform where the food hall, sponsor commitments, meal credits, catering, events, and vendor incubation improve the funding story beyond conventional apartment revenue.

**RECOMMENDATION:** every capital source should map to one of three outcomes - lower recoverable capital, create prepaid food hall demand, or produce measurable public benefit.

07A

# McKinsey & Company

McKinsey & Company

McKinsey & Company

A dedicated section showing how global consulting logic becomes an architecture, planning, capital, and stakeholder-delivery methodology.

# Why clients pay for this layer

Business innovation + management consulting embedded directly into architecture design and planning.

**Core thesis: clients are not only paying for drawings. They pay for a confidential, boardroom-ready decision system that converts design evidence into strategy, operations, technology, organizational design, capital logic, approval confidence, and scalable built-environment execution.**

## Business strategy

Advises developers, institutions, governments, and corporations on expansion logic, long-term planning, capital readiness, market positioning, sponsor narratives, and public-private value creation.

## Operations + technology

Embeds staffing, vendor systems, food hall workflows, access control, security, digital job boards, stakeholder reporting, data capture, and repeatable operating processes.

## Organizational design

Defines governance, ownership lanes, decision rights, fiscal sponsor / nonprofit structures, food hall operating entities, advisory councils, and interdisciplinary delivery roles.

## Prestige + secrecy

Creates a private, high-trust client process where strategy, funding, design intent, and partner conversations are protected before public exposure or formal approvals.

## Capital + approvals

Turns plans, renderings, estimates, rent logic, and program evidence into lender-ready, sponsor-ready, agency-ready, and boardroom-ready business cases.

## Scale engine

Connects architecture to products and services: housing, food access, events, vendor incubation, workforce programs, emergency support, cultural programming, and repeatable district growth.

**Premium positioning: architecture becomes a management-consulting product when it advises the client on what to build, why it matters, how it is funded, who must align, how it operates, and how the platform grows after opening.**

strategy

operations + tech

organizational design

confidentiality

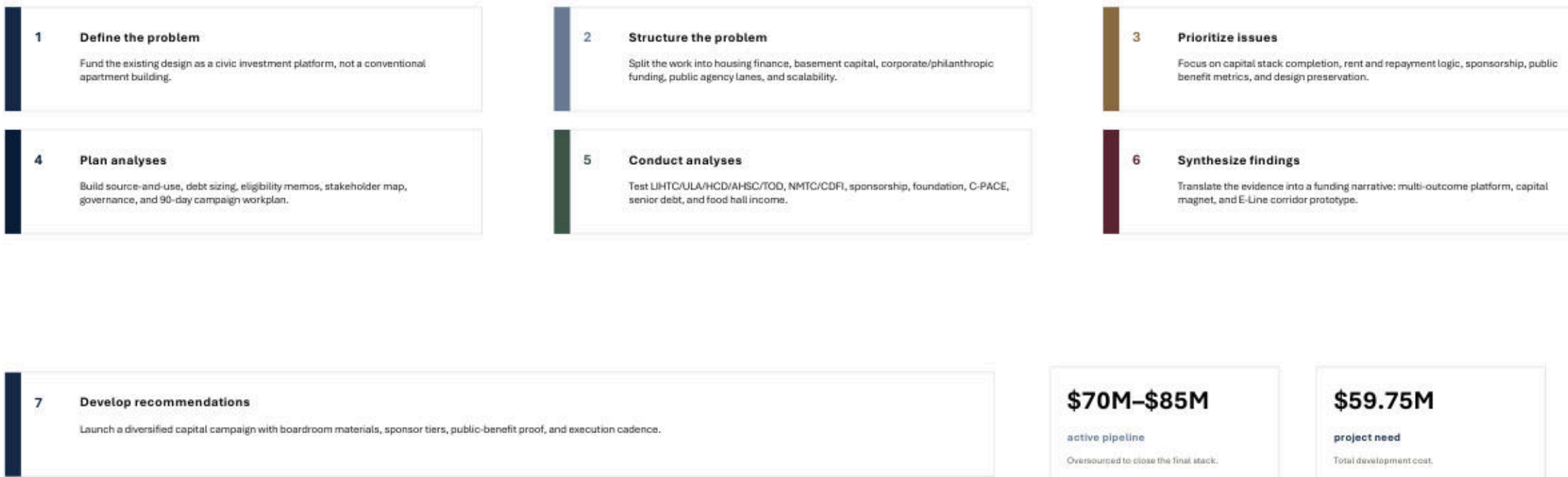
capital logic

built-environment scale

# Funding the \$59.75M civic development platform

The Rincon Square Heights problem-solving strategy for Mariachi Plaza housing, cultural infrastructure, and community investment.

**Strategic problem statement: How can Rincon Square Heights secure and structure the full capital stack required to fund its \$59.75M development budget while preserving the existing design, delivering 41 affordable/workforce units, activating an 18,056 SF basement food hall, and creating a scalable E-Line development model?**



**Recommended method: maximize non-repayable and soft capital first; size repayable financing only to durable income streams; use the food hall and cultural commons as a revenue-producing community asset that strengthens the housing mission.**

# Owners pay when the work helps them win

Design evidence becomes business questions, funding lanes, decision outputs, and value-based advisory pricing.

<b>Design evidence</b>	Floor plans, sections, elevations, renderings, mood boards, site maps, cost estimates, rent schedules, operating diagrams, and public-benefit metrics.
<b>Business questions</b>	What is fundable? What is risky? What can be sponsored? What should remain protected? Who decides? What evidence proves readiness?
<b>Decision outputs</b>	Source-and-use budget, capital stack, issue tree, stakeholder map, sponsor menu, 30/60/90-day campaign, debt-sizing cases, and boardroom narrative.

<b>Funding lanes</b>	LIHTC, ULA/LAHD, HCD/MHP, AHSC/TOD, NMTC/CDFI, corporate sponsorship, foundation grants, C-PACE, senior debt, deferred developer fee.
<b>Why clients pay</b>	Capital, approvals, partners, program clarity, operating confidence, public agency credibility, and disciplined execution.
<b>Industry value</b>	Architecture design and planning provide the proof. The advisory layer turns that proof into the business case.

**Fixed-fee / project-based**

A defined advisory package that converts a design package into strategy, funding logic, decision materials, and partner-facing narrative. Useful when scope is clear.

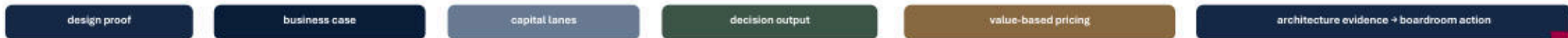
**Performance-based**

Fees tied to tangible outcomes: partner commitments, letters of support, funding applications, sponsorship conversations, operator validation, or implementation milestones.

**Value-based**

Prices the work against what solving the problem is worth. A common consulting logic is to capture a small percentage of the expected business impact, often framed around roughly 10% of created value.

**Boardroom transition: the work moves from project presentation to business case implementation. The owner sees what to fund, who to call, what story to tell, what risk to manage, what evidence to show, and why the building is a platform for products, services, public value, and long-term growth.**



# A premium advisory layer inside Architecture Design + Planning

Structuring the problem for funding, construction delivery, supply chain strategy, food hall growth, and Mariachi Plaza district impact.

**Core issue tree question: How can Rincon Square Heights fund, deliver, operate, and scale a \$59.75M civic development platform while protecting design intent and proving measurable public-private value?**



**Strategic output: a clear consulting work product that shows what must be funded, who should fund it, why the design matters, where risk sits, what the owner decides next, and how the project moves from architectural evidence to executable capital campaign.**

# Storytelling reframed as consulting-grade project logic

The advisory product sequences proof systems, funding engagements, capital, delivery, public value, and long-term growth.

The project is not sold as isolated renderings. It is framed as an ecosystem: research + data analysis → proof systems → capital strategy → delivery logic → public value → long-term growth of public and private development.

## Frame the north star

Honor the client vision, Mariachi Plaza context, affordability mission, cultural identity, and enterprise growth ambition before choosing charts or images.

## Prove the case

Use plans, sections, elevations, estimates, rent logic, renderings, site evidence, public-benefit metrics, and operating assumptions as traceable proof.

## Translate data into impact

Turn enterprise data into decisions: funding lanes, sponsor asks, approvals, operating roles, partner responsibilities, and measurable outcomes.

## Align interdisciplinary teams

Translate between design, development, finance, public agencies, operators, consultants, community partners, and client leadership.

## Execute through governance

Define delegation, decision rights, reporting cadence, advisory councils, fiscal sponsor structure, food hall operations, and implementation handoffs.

## THE BOARDROOM-READY PRODUCT

### Executive strategy brief

Problem statement, hypotheses, issue tree, stakeholder map, and the "so what" behind the design.

### Capital architecture

Source-and-use, capital stack, sponsor menu, agency asks, debt sizing, grants, and support-letter logic.

### Operating model

Ownership lanes, nonprofit/fiscal sponsor, food hall entity, vendor system, decision rights, and reporting cadence.

### Evidence portfolio

Plans, renderings, sections, mood boards, cost ingredients, rent schedules, site maps, and impact metrics.

### Execution cadence

30 / 60 / 90-day campaign, outreach, eligibility validation, operator feedback, budget refinement, and pipeline tracking.

### Scale case

E-Line corridor housing, cultural infrastructure, food access, public-private development, and long-term district growth.

Consulting value: budget delegation, operating clarity, growth planning, capital engagement, and the ability to build not only a project — but a repeatable development model.

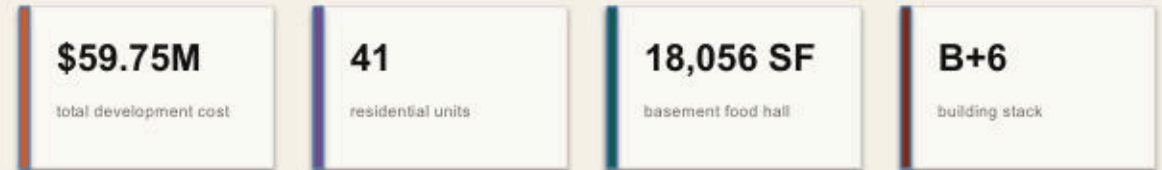
Storyline principle: lead with the client's strategic problem, then use architecture as proof — not decoration.

# The core problem is funding a civic development model, not only a building

Define the problem so the capital stack can protect the design and deliver public value.

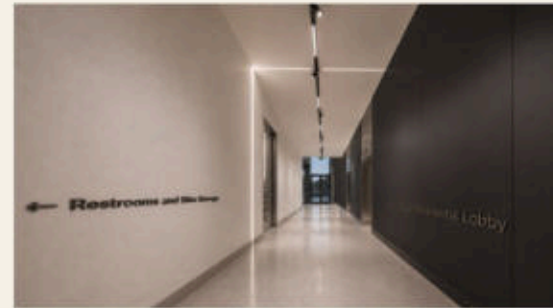
CORE QUESTION

**How can Rincon Square Heights secure the full \$59.75M stack while preserving the existing design, delivering 41 affordable/workforce units, activating 18,056 SF of basement food/culture infrastructure, and scaling the E-Line model?**



SMART TRANSLATION

Specific	Fund the existing Mariachi Plaza design.
Measurable	Close \$59.75M; build \$70M–\$85M pipeline.
Action-oriented	Pursue LIHTC, ULA, HCD, AHSC/TOD, NMTC/CDFI, sponsorship, philanthropy, debt.
Relevant	Housing + culture + food access + jobs + transit + emergency support.
Time-bound	Create a 90-day capital campaign package and secure early alignment.



# Three financial principles control the strategy

The project should be over-sourced before it is closed, then debt should be sized only to durable income.

01

## Maximize non-repayable and soft capital first

Public grants, LIHTC equity, soft loans, foundation capital, corporate gifts, in-kind equipment, and program funding reduce leverage pressure.

02

## Size repayable financing only to durable income

Debt is not the main story. It is the last disciplined layer after housing subsidy, sponsorship, food hall capital, and operating partnerships.

03

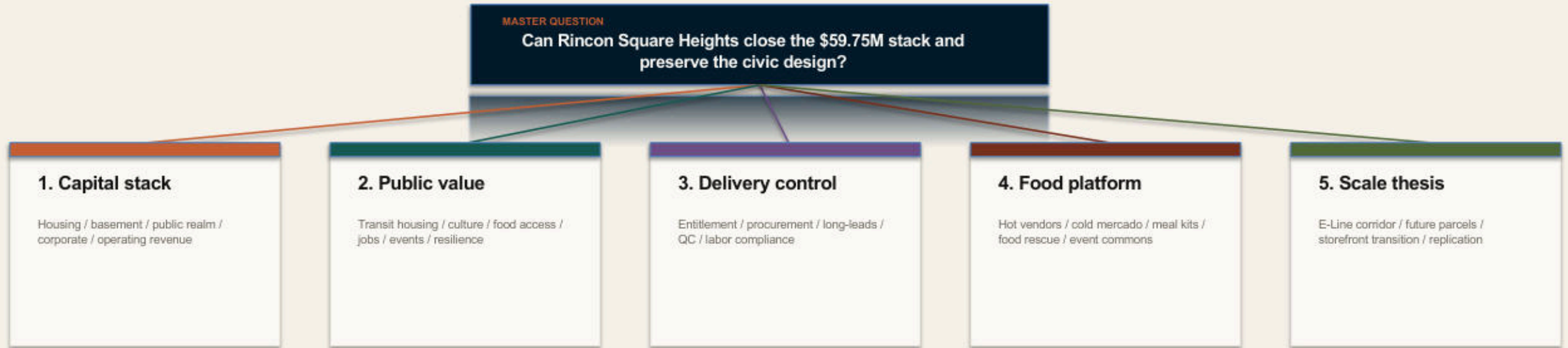
## Use the basement as a revenue-producing civic asset

The 18,056 SF food hall/cultural commons strengthens the housing mission by adding jobs, events, food access, and sponsorship renewal capacity.

**McKinsey logic: every capital source is matched to the outcome it naturally values — housing dollars for housing, food-system dollars for food infrastructure, cultural dollars for Mariachi Plaza, and carefully sized debt for NOI.**

# MECE issue tree: can the project be built, funded, operated, and scaled as designed?

The issue tree turns ambition into workstreams that can be owned, analyzed, and funded.



**Priority branches: capital stack fit → hybrid food hall / mercado → corporate pipeline → procurement playbook → Mariachi Plaza / E-Line district thesis.**

# Test four competing hypotheses before locking the capital strategy

The point is not to pick one too early; the strongest final stack likely combines all four.

**A**

## Housing-led capital stack

LIHTC, ULA, HCD, AHSC/TOD, senior debt carry the project; basement is secondary.

Evidence: tax-credit estimate, LAHD review, HCD/AHSC scoring, eligible basis, debt model.

**B**

## Civic platform capital stack

Housing, culture, food access, workforce, emergency support, and public realm attract a wider capital universe.

Evidence: sponsor outreach, foundation alignment, public health funding, cultural funding, event modeling.

**C**

## Basement-led community development stack

Food hall + cultural commons unlock NMTC/CDFI, corporate, and philanthropic capital that lowers owner burden.

Evidence: NMTC/CDE screen, CDFI meetings, job creation, vendor pipeline, impact dashboard.

**D**

## E-Line corridor prototype strategy

Funders support the project more strongly when it becomes proof-of-concept for future corridor development.

Evidence: parcel scan, city/Metro alignment, storefront/vendor outreach, scalability memo.

**Decision logic: housing-led finance funds the tower; civic-platform capital funds public benefit; basement-led capital funds food/culture/jobs; E-Line prototype narrative strengthens long-term funder interest.**

# Four operating hypotheses sharpen the design, funding, and execution story

These hypotheses convert the project into testable investment logic.

01

## Two interlocking platforms

Residential tower + basement cultural food platform should be funded separately but coordinated.

02

## Hybrid food hall + cold mercado

Hot-food-only is strong visually; hybrid food access is stronger for grants, SNAP-aligned programs, grocery partners, and public health.

03

## Procurement by landed cost

Factory price is not the decision metric; use landed cost, compliance, replacement speed, quality, and schedule certainty.

04

## Compliant community participation

Community ownership is strongest through murals, artists, vendors, workforce pathways, apprenticeships, and local emerging contractor packages.

**How to use this slide: every design choice and every budget line should either support a hypothesis or be challenged as non-essential.**

# Structure the capital work into five fundable lanes

The workstreams make the project easier for CEOs, lenders, public agencies, CDFIs, and foundations to understand.



Each lane receives its own evidence package, target list, eligibility memo, ask amount, and outreach owner.

# Oversource a \$70M–\$85M pipeline to close the \$59.75M stack

The pipeline should be larger than the final need because awards, underwriting, timing, and eligibility can shift.



PIPELINE LOGIC

Final project need

**\$59.75M**

Active target pipeline

**\$70M–\$85M**

Closing strategy

Match every dollar to eligible cost: housing stack, basement/community stack, public realm/culture stack, and debt/green capital stack.

**McKinsey recommendation: fund the project in layers, not with one grand ask.**

# The work plan turns the story into funder-ready evidence

Each analysis answers one underwriting or sponsor-confidence question.

Analysis 1	<b>Capital sources + uses</b>	Separate housing-eligible, basement/community, public realm, green, and debt-funded costs.
Analysis 2	<b>Revenue + debt capacity</b>	AMI rent schedule, food hall revenue, sponsorship renewals, event income, OPEX, NOI, DSCR.
Analysis 3	<b>Program eligibility</b>	LIHTC, ULA, HCD, AHSC/TOD, NMTC, CDFI, corporate, foundation, city/county.
Analysis 4	<b>Stakeholder map</b>	Public officials, agencies, banks, CDFIs, CDEs, CEOs, foundations, hospitals, universities, operators.
Analysis 5	<b>Scalability thesis</b>	Nearby parcels, storefront reinvestment, E-Line corridor model, food hall replication.

**Evidence standard: every claim in the pitch deck should have a source, a metric, an owner, and a decision implication.**

# Bias controls make the capital strategy more credible

The project is strong, but funders need to see assumptions tested, not just celebrated.

## Confirmation bias

Risk: collecting only evidence that supports the preferred strategy.

**Control: test competing hypotheses and seek contrary evidence.**

## Confidence bias

Risk: assuming capital aligns quickly because the project is meaningful.

**Control: premortem, fallback sources, funder validation, conservative NOI.**

## Stability bias

Risk: forcing a civic platform into a conventional real estate financing model.

**Control: release constraints; match each program to its best capital source.**

## Groupthink + anchoring

Risk: following the loudest voice or first budget number.

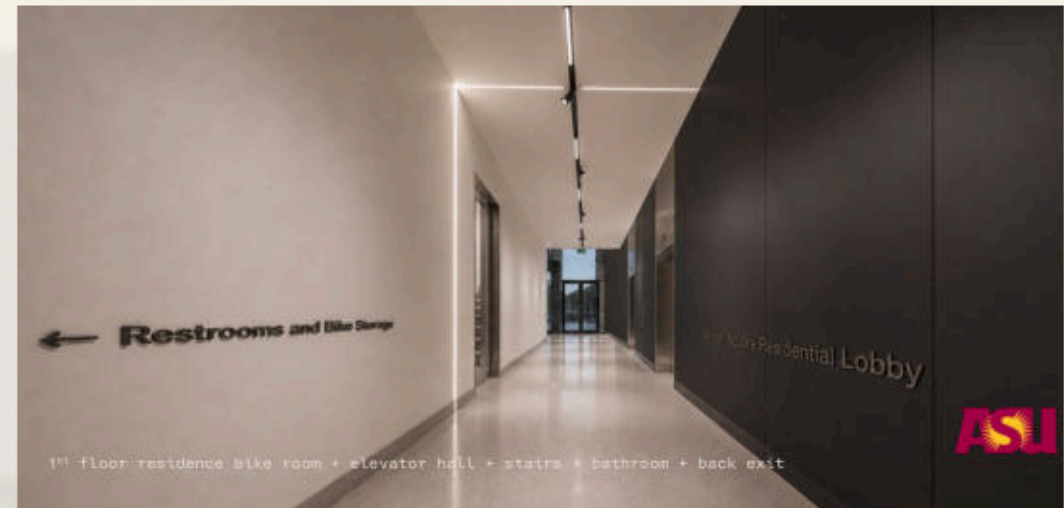
**Control: challenger sessions, role reversal, assumption register, updated evidence board.**

Corporations can reduce taxable income through qualified charitable deductions or structure sponsorship/community-benefit investments, not that they can directly "pay donations instead of taxes." The IRS says charitable contributions must go to qualified organizations to be deductible, and IRS corporate rules generally limit corporate charitable deductions to a percentage of taxable income.

For the hotel-tax part, the concept is valid as a **policy/funding argument**. Los Angeles currently has a **14% Transient Occupancy Tax** on transient stays of 30 days or less, and California cities/counties can levy these kinds of lodging taxes; however, the money usually flows through public budgeting unless legally earmarked or programmed for a specific purpose.



**Leadership question: what evidence would prove the preferred strategy is correct, and what evidence would tell us to refine it?**



# A challenger session prevents the pitch from becoming one-sided

Every funder viewpoint gets tested before the capital campaign goes public.

## Design vision lead

What design elements must be protected because they create funding value?

## Housing finance lead

Does the AMI mix maximize funding eligibility and repayment?

## Lender / underwriter

What is conservative NOI and supportable debt at 1.25x DSCR?

## Corporate sponsor advisor

What visibility and annual impact does each sponsor receive?

## CDFI / NMTC advisor

Can the basement qualify as community-serving infrastructure?

## Public agency advisor

Which city/county/transit/cultural goals are directly served?

## Community advocate

How does the project strengthen Mariachi Plaza and local benefit?

## Food hall operator

What vendor mix, event calendar, staffing, and revenue are realistic?

**Output: revised source-and-use, risk register, sponsor package, eligibility memos, letters-of-support list, and clear “go / refine / stop” decisions.**



# The basement should be a hybrid food hall + mercado + resilience commons

This structure is stronger for revenue, food access, grants, sponsorship, SNAP-aligned staple access, and community programming.



**Revenue logic: vendor rent + percentage rent + events + sponsorship renewals + meal contracts + training partnerships + pop-ups + advertising.**



# Procurement savings should be judged by true landed value

The design can stay premium only if cost savings are tested against schedule, compliance, warranty, and replacement risk.



**TRUE PROCUREMENT VALUE = landed cost + compliance + replacement speed + quality consistency + schedule certainty**

**Public-facing lobby**  
High-control domestic or prequalified overseas with mockups

**Millwork + floors**  
Hybrid overseas pricing test + domestic backup

**Kitchen equipment**  
Domestic serviceability preferred; in-kind donations only if maintainable

**Public art / murals**  
Local community and artist participation

# The governance structure makes grants, gifts, tax credits, and operations legible

Each entity has a specific function so funders know where their capital goes.



## Sponsor menu



# Launch a 90-day capital campaign with workstreams, owners, and evidence

The next move is a disciplined campaign package, not a generic design presentation.

## Days 1–30

Finalize source/use, AMI rent schedule, sponsorship menu, foundation asks, NMTC/CDFI memo, city memo, CEO one-pager, E-Line one-pager.

Output package

## Days 31–60

Begin CEO outreach, CDFI/NMTC screening, city/county meetings, nonprofit/fiscal sponsor, foundation research, housing finance validation, operator feedback.

Output package

## Days 61–90

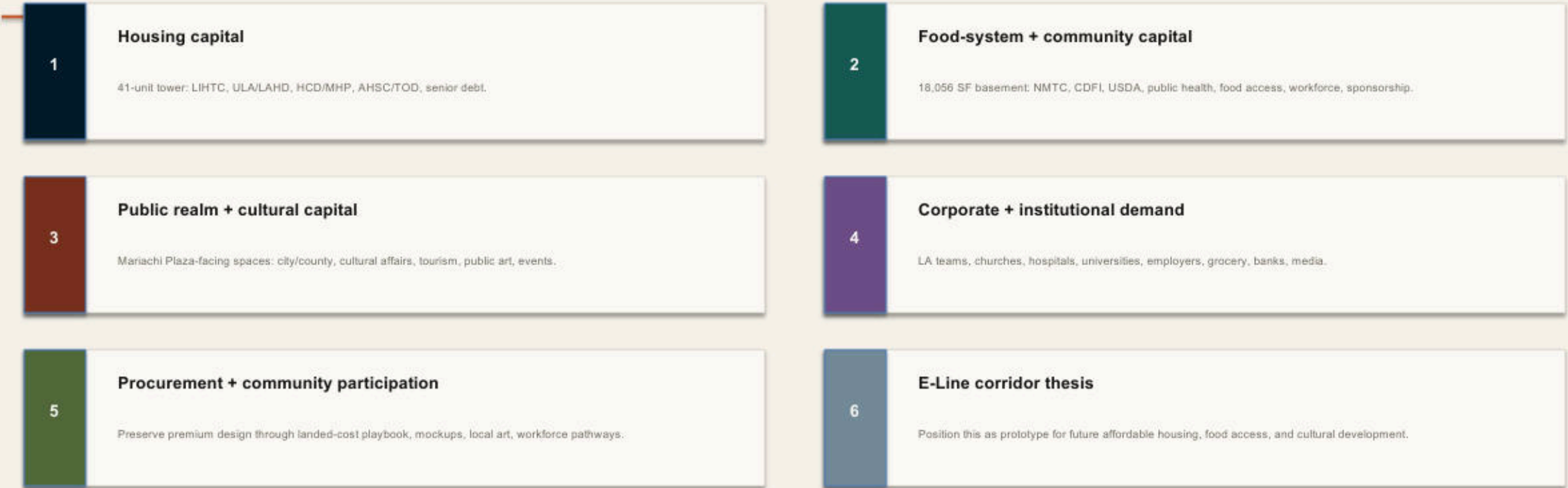
Secure LOIs, letters of support, likely funding sources, updated source/use, full pitch deck, grant narratives, donor campaign, development timeline.

Output package

**Capital success definition: build a \$70M–\$85M active pipeline, close \$59.75M, protect the design, limit debt to supportable NOI, and convert corporate / philanthropic / public interest into signed commitments.**

# Final recommendation: match every project layer to the capital source that values it most

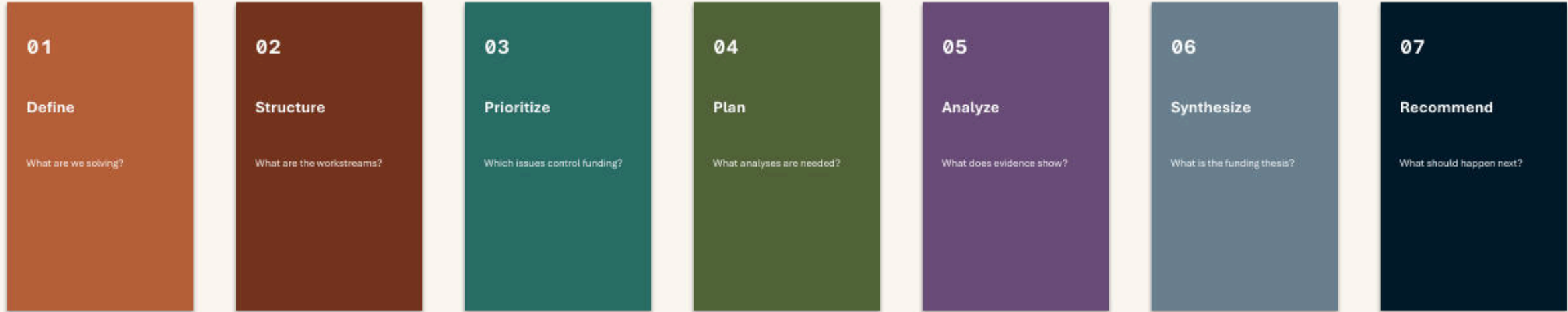
The clean McKinsey-style conclusion is that the strongest strategy is not one source; it is a disciplined capital architecture.



**Rincon Square Heights becomes most fundable when the design is treated as the business case, the cultural case, the civic case, and the funding case.**

# From problem definition to capital campaign launch

The strategy is presented as structured problem solving, not a loose funding wish list.



**Output: a 90-day capital campaign that aligns design preservation, rent compliance, public benefit, sponsorship, CDFI/NMTC screening, and city/funder outreach.**

Seven-step throughline: define the \$59.75M problem → structure the issue tree → prioritize high-impact workstreams → plan analyses → test evidence → synthesize findings → launch the capital campaign.

# Define the problem, then structure the capital workstreams

PROBLEM STATEMENT + WORKSTREAM LOGIC

The project's problem is bigger than funding a building; it is funding a complete civic development model.

01

## Define the problem

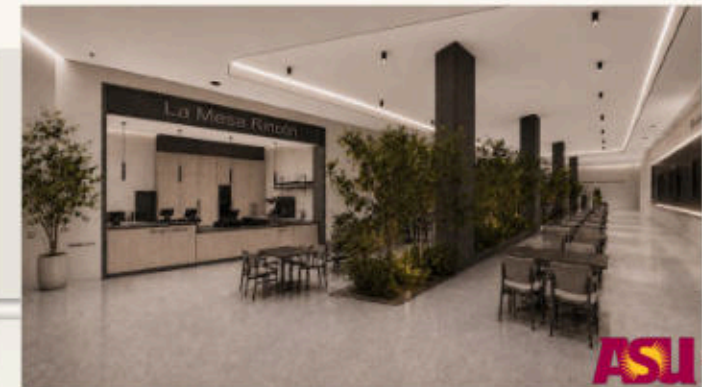
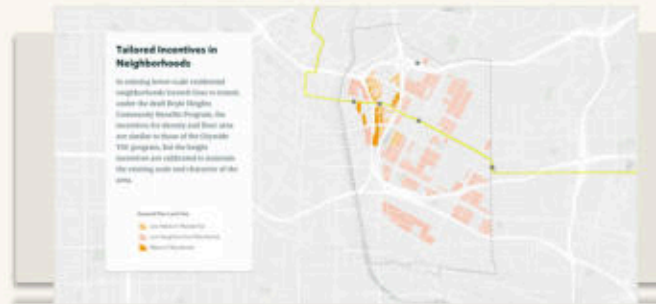
How can the project secure and structure the full \$59.75M stack while preserving design, delivering affordable/workforce housing, activating the basement, and scaling the E-Line model?

02

## Structure the problem

Break the challenge into housing finance, basement/cultural commons finance, corporate/philanthropic capital, public-agency capital, and corridor scalability.

**Core problem statement: capitalize the existing design without removing the program elements that make the project fundable, meaningful, and community-serving.**



# Prioritize issues and plan the analyses

Priorities are selected based on impact, feasibility, and direct control over capital confidence.

## PRIORITY MATRIX + ANALYSIS PLAN

### CAPITAL STACK COMPLETION

source-and-use clarity

### RENT + REPAYMENT STRATEGY

AMI mix + NOI logic

### BASEMENT REVENUE + SPONSORSHIP

community asset engine

### PUBLIC-BENEFIT NARRATIVE

measurable outcomes

### DESIGN PRESERVATION

architecture as funding value

## Planned analyses

### CAPITAL SOURCES + USES

component eligibility

### REVENUE + DEBT CAPACITY

residential + food hall

### PROGRAM ELIGIBILITY

LHFC / ULA / AHSC / NMTC

### STAKEHOLDER MAP

public / corporate / philanthropic

### SCALABILITY

future E-Line parcels

## Conduct analyses and synthesize the funding thesis

The finding: Rincon Square Heights is most fundable as a multi-outcome development platform.

EVIDENCE TESTING + SYNTHESIS

01

### Multiple fundable identities

housing, transit, culture, food, jobs, events, resilience

03

### Do not depend on one source

pipeline across housing + community + debt/sponsor

05

### Project can scale

proof-of-concept for E-Line corridor development

02

### Design strengthens funding

basement, plaza relationship, rooftop, public interface

04

### Basement expands capital universe

corporate, CDFI, NMTC, food access, public health

**Synthesis: one building becomes a saleable repeatable framework for affordable, transit-oriented, culturally grounded development along the E-Line in Los Angeles, CA.**



# Recommendations that move the project from vision to commitments

The final recommendation is a launch plan: capital stack, sponsor menu, city memo, CDFI/NMTC memo, AMI schedule, and design-preservation message.

## RECOMMENDATION + 90-DAY LAUNCH

1 Position as civic investment platform

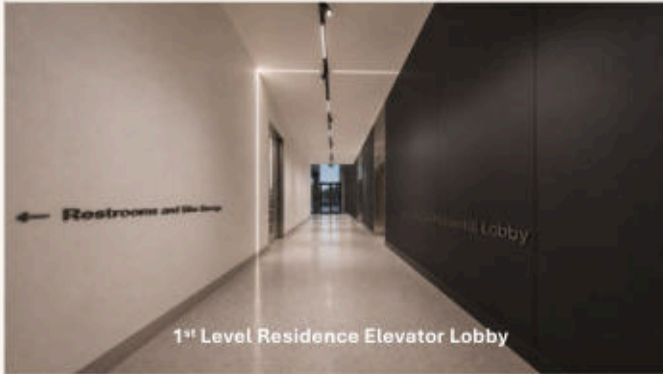
2 Build three-part capital stack

3 Create corporate sponsorship campaign

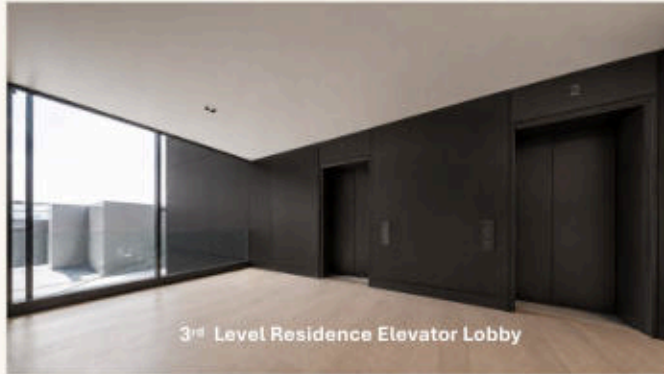
4 Use nonprofit / fiscal sponsor structure

5 Create CEO + city official package

6 Launch 90-day capital campaign



1<sup>st</sup> Level Residence Elevator Lobby



3<sup>rd</sup> Level Residence Elevator Lobby



6<sup>th</sup> Level Amenities Elevator Lobby

Executive pitch: a \$59.75M civic development opportunity delivering housing units, local businesses, jobs, meals, events, transit access, cultural preservation, and long-term community value.

# The strategy stays strong by asking the right questions

This slide captures the missing "problem-solving" content without overloading the deck.

Q1

What sources pay for each part of the project?

Q3

How can public value offset private capital burden?

Q5

What assumptions could cause underpricing, over-debt, or scope loss?

Q2

Which funders benefit from the public impact?

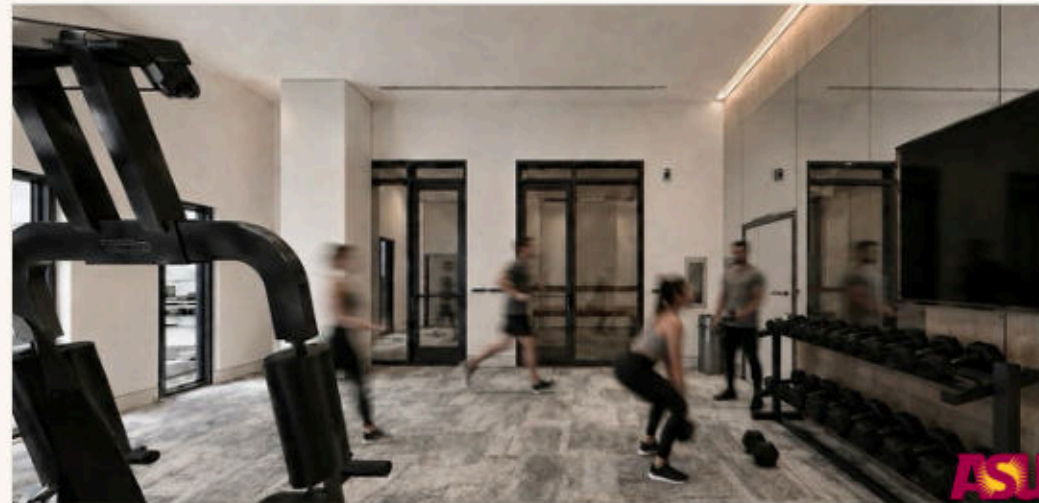
Q4

How does Mariachi Plaza's cultural value become part of the investment thesis?

Q6

What evidence is needed before city, sponsor, and lender meetings?

**Debiasing lens: test optimism bias, cost anchoring, scope creep, sponsor-fit assumptions, grant eligibility, rent compliance, and repayment capacity before commitments harden.**

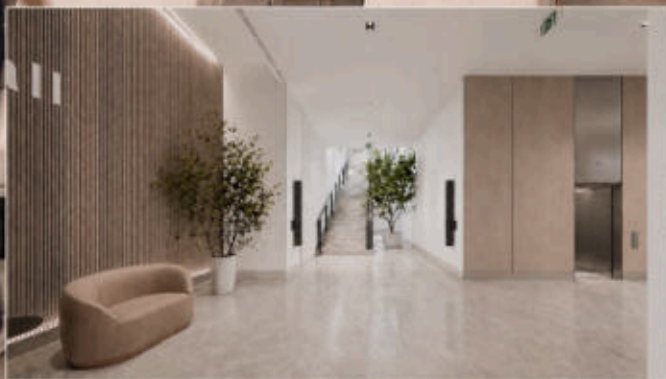
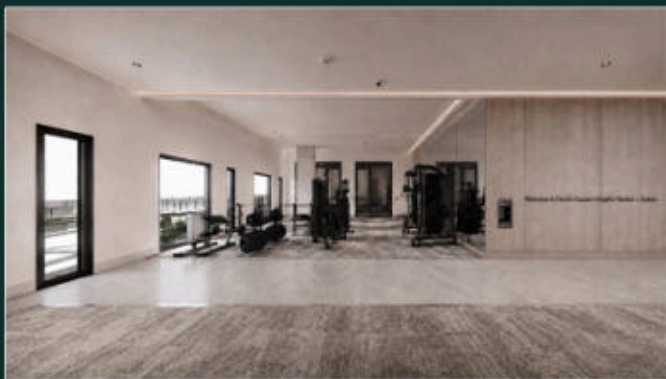


08

# Launch package

“Good Design is Good Business”

The final section converts the narrative into immediate next steps for CEOs, chairmen, city officials, CDFIs, foundations, and public agencies.



# Final Strategic Recommendation

## A sequenced sprint toward funder-ready materials

The next move is not more generic design. It is a coordinated funding package.

### First 30 Days

- Finalize \$59.75M source-and-use
- Finalize AML/rent strategy
- CEO/chairman project brief
- Sponsorship + naming menu
- NMTC/CDFI + city memos

- Utilize housing capital for the 41-unit residential tower.

- Utilize food-system, NMTC, CDFI, sponsorship, and philanthropic capital for the 18,056 SF basement platform.

- Utilize corporate, sports, church, university, hospital, and employer partnerships to create recurring food hall demand, social impact, and sponsorship donations-funding.

### Days 31–60

- Begin corporate outreach
- CDFI / NMTC screening
- Meet city/county offices
- Identify nonprofit/fiscal sponsor
- Validate housing finance path

- Utilize public realm, culture, tourism, and city/county funds to support the Mariachi Plaza-facing components.

- Utilize a hybrid hot food hall + cold mercado model to support dining, SNAP-aligned grocery access, meal kits, subscriptions, and food rescue.

- Utilize a procurement playbook to preserve premium design while managing cost, compliance, and schedule risk.

### Days 61–90

- Secure sponsor LOIs
- Secure letters of support
- Confirm likely sources
- Finalize capital stack scenario
- Prepare investor/city package

- Utilize community participation through murals, vendor incubation, cultural programming, workforce pathways, and local emerging contractor opportunities.

- Utilize the E-Line corridor thesis to position Rincon Square Heights as the first prototype in a larger cultural housing and community investment strategy.

- The goal is to move from concept to committed attention: sponsor conversations, agency alignment, CDFI/NMTC feedback, grant narratives, and formal project packages.

**Rincon Square Heights should be structured as a financeable civic development platform with a clear issue tree, not as a single-purpose real estate project.**

**Rincon Square Heights becomes most fundable when every piece of the project is matched to the capital source that values it most: housing dollars for housing, food-system dollars for food infrastructure, cultural dollars for Mariachi Plaza identity, sponsorship dollars for visibility and programming, mission capital for community development, and carefully sized debt for durable operating income.**

CAPITAL SUCCESS DEFINITION

Build a \$70M–\$85M active pipeline, close \$59.75M, protect the design, and bring the civic platform to life.

- Secure housing and community-development capital.
- Limit repayable debt to supportable NOI.
- Convert corporate, philanthropic, and civic interest into committed funding.
- Position Rincon Square Heights as a scalable Boyle Heights / E-Line model.

"To help create positive, enduring change in the world"

Rincon Square Heights



\$70M–\$85M

ACTIVE PIPELINE GOAL

\$59.75M

FINAL PROJECT NEED

# Where the detail lives

The presentation uses graphic summaries; the full detailed data remains traceable to the source files and worksheets.

## PROJECT STRATEGY TEXT

Capital strategy, sponsorship campaign, public-private funding narrative, 7-step problem-solving framework, powerful questions, debiasing, public-benefit metrics.

## BUDGET WORKBOOK

00 Inputs through 17 Builder GC Mgmt: uses of funds, area allocation, CSI summary, detailed estimate, unit costs, wet/electrical/HVAC, envelope, risk, basement, scenarios, GC management.

## RENT WORKBOOK

Sheet1 A1:AR69 unit/egress matrix, Rent\_Limits\_2025, Rent\_Strategy\_Summary; AMI mix, rent limits, utility allowances, affordability gap.

## PROJECT IMAGE SET

Food hall, La Mesa Rincón, The Base/RIN, signage wall, gym, rooftop, amenity, kitchen, exterior, lobby/elevator, planning maps.

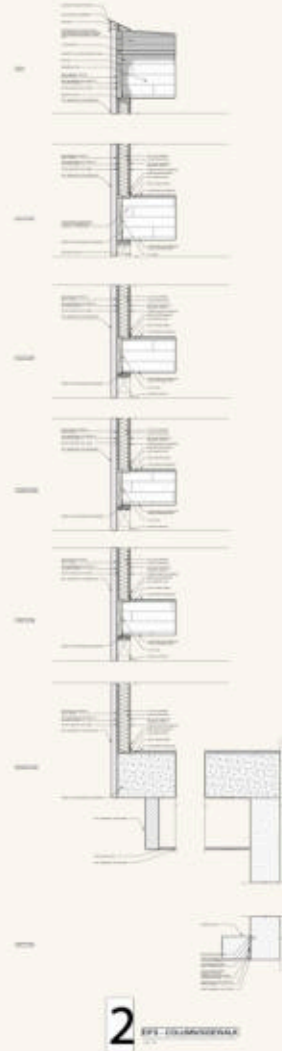
## PUBLIC PLANNING MAP REFERENCES

Boyle Heights Community Plan / StoryMap screenshots supplied by the project team for context and layout integration.

**Presentation applied: Excel data; data is translated into investor-facing visuals while preserving worksheet names for detailed review.**

**Additional source: uploaded McKinsey-style Rincon Square Heights capital strategy, including hypotheses, issue trees, seven-step method, bias controls, food hall growth model, and 90-day campaign recommendations.**

ADDED FULL PDF EVIDENCE SET: pages 001-108 inserted as a design-evidence portfolio chapter, preserving floor plans, elevations, section cuts, mood boards, renderings and closing pages.



# THE RINCÓN SQUARE

A financeable civic platform for housing, food, long-term community value at Mariachi Plaza.

Prepared for project storytelling, project story-lining, design academic research and implementation, innovation and conversations.



# HEIGHTS

culture, jobs, transit, and

review, capital strategy, sponsor outreach, entrepreneurship and public-private funding

