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DESIGN PROPOSAL

PHASE 1 – SHORT TERM STRATEGY

Residential (condo)

- 106k SF / 100 units

Residential (rental)

- 99k SF / 140 units (20% affordable)

Student Housing

- The UMass Boston Master Plan is recommending up to 2,000 new student dormitory beds.
- UMass to open a 1,000-student dormitory complex on campus in September 2018.
- We plan to add 1,000 beds based on built in demand:

Retail:

- Basic support levels of incidental retail

DESIGN PROPOSAL

PHASE 2 – MID-TERM STRATEGY

Phase 2 Strategy:

- Introduce big idea – The CUBE.
- Project really starts to take shape.
- Start to centralize parking to activate retail and increase capture rates.

Infrastructure improvements:

- Reconfigure T-Station, Morrissey Blvd. and Kosciuszko Circle.

Public Parks/Green Spaces:

- Add over 20 acres of connecting active green ways.
- Improved streetscape.
- Expanded and well-defined walking and biking paths that link to the HarborWalk and Moakley Park.

DESIGN PROPOSAL

PHASE 2 – MID-TERM STRATEGY

Residential (condo):

- 311k SF total/ 300 units

Residential (rental):

- 468k SF total/ 650 units (20% affordable)

Retail:

- 612k SF
- High adventure/destination retail
- Anchor grocery store
- Ultra Sport Fitness Center
- Restaurants, bars & shops

Hotel

- 150 Rooms
- Boutique branding

Cultural, Arts & Education:

- 40k SF
- Innovation labs

DESIGN PROPOSAL

PHASE 3 – LONG TERM VISION

Phase 3 Strategy:

- Realize full vision over 20+ years.
- Destination "moved" to the point we can achieve market rents in order to develop towers.

Infrastructure:

- Develop "people-mover" from T-Station to Boston Globe – all the way to UMass and JKF library.

Public Parks/Green Spaces:

- "Web" hi-line promenades connecting the two main parcels.
- Improved streetscape.

DESIGN PROPOSAL

PHASE 3 – LONG TERM VISION

Residential (condo):

- +400k SF total/ 300 units

Residential (rental):

- Estimated +1Mk SF total/ 1000 units (20% affordable)

Hotel

- Limited service operator

Retail:

- 160k SF + 180k SF (Medical Community Health)
- Centralized at the T-Station pavilion.
- Quick stop shopping; quick serve commuter restaurants.

Cultural, Arts & Education:

- 100k SF
- Charter school


Google

ANALYSIS

BOSTON & COLUMBIA POINT

COLUMBIA POINT

Boston:

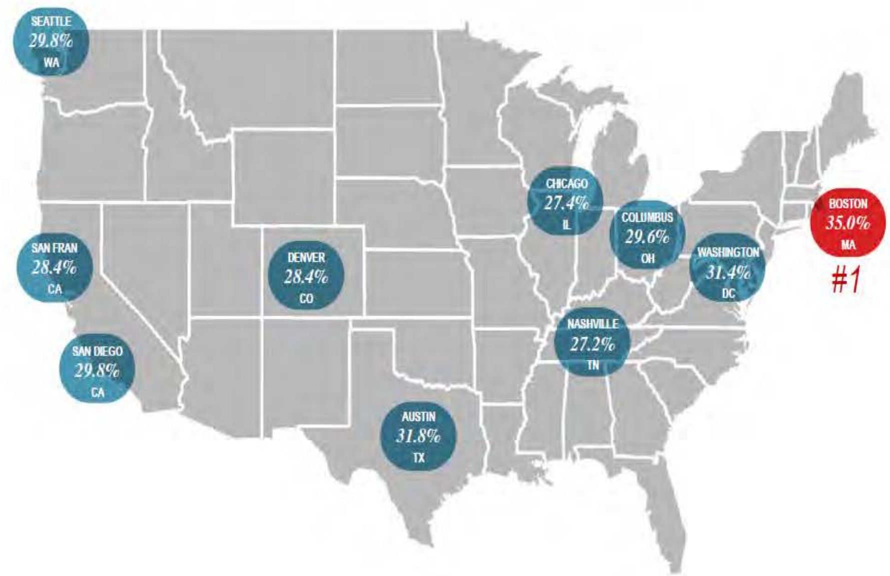
- Since 2000, Boston has the second fastest overall population growth in the U.S., only behind Washington D.C.
- The highest percentage of young adults ages from 20-34 in the US.
- Boston employment levels achieve new highs (unemployment rate 3.7% vs. 5.5% US)
- Outperformed the state and nation in annual job growth since the recession in 2009
- Home to 53 higher educational Institutes with 152,000 students attending Universities or Colleges in the city.

Columbia Point:

- Located two miles from downtown Boston and home to some of the City's most important landmark institutions.
- +200,000 average daily traffic
- +8,000 daily passengers at JFK/UMass Station
- Additional 40,000 cars on Morrissey Blvd.
- UMass +17,000 students with a FY Capital Plan (2014-2018) of $1.3B. Strategic plan to grow to over 25,000 students by 2025
- Boston College High School 1,500 students; 15,000 worldwide alumni.
- JFK Presidential Library & Museum averages more than 200,000 visitors each year. (7M since opening).

Boston has the highest percentage of young professionals in the country…

	CITY	TOTAL POPULATION	20 TO 34-YR-OLDS	% OF TOTAL POPULATION
1.	Boston	617,594	216,213	35.0%
2.	Austin	790,390	251,064	31.8%
3.	Washington	601,723	188,855	31.4%
4.	Seattle	608,660	181,501	29.8%
5.	Columbus	787,033	233,163	29.6%
6.	San Francisco	805,235	228,738	28.4%
7.	Denver	600,158	170,518	28.4%
8.	Chicago	2,695,598	738,578	27.4%
9.	San Diego	1,307,402	358,234	27.4%
10.	Nashville	601,222	163,793	27.2%



ANALYSIS

ASSET CLASSES

COLUMBIA POINT

Residential: Rental

- Outer-Urban Rents draft off of Downtown pricing as urbanization continues throughout Metro Boston.
- Rental occupancies expected to remain strong at 95%+.
- Mayor wants 53,000 new rental units by 2030.

Residential: Condo

- Boston condo market – *not enough units!*
- *Only 1 month of Inventory - Lowest since 2000.*
- Strong pricing due to tight inventory, increased urbanization, and a strong local economy.

Retail

- Demand is high and availability is low for retailers looking to expand.
- Strong employment growth + boosting population = increased consumer spending
- Only a 3.8% vacancy = increased rents
- Over $2.8B in retail expenditures within a 5 mile radius is "leaking" outside the area.

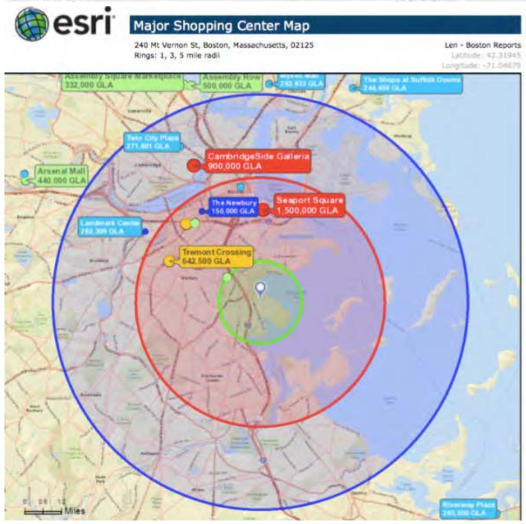
Commercial Office

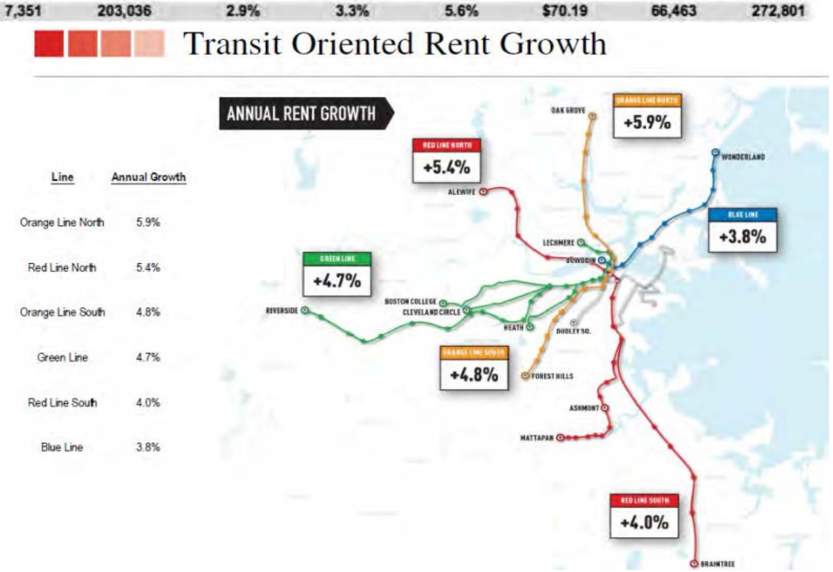
- Amenities are critical, including access to the MBTA Red Line and bicycle accommodations.
- Office market in the City core had 3rd consecutive year of 1M/SF absorption.

Hotel

- Boston hotels avg occupancy uptick to 73.2%
- Avg rate 6.8% YOY increase; RevPar rising 7.6%.

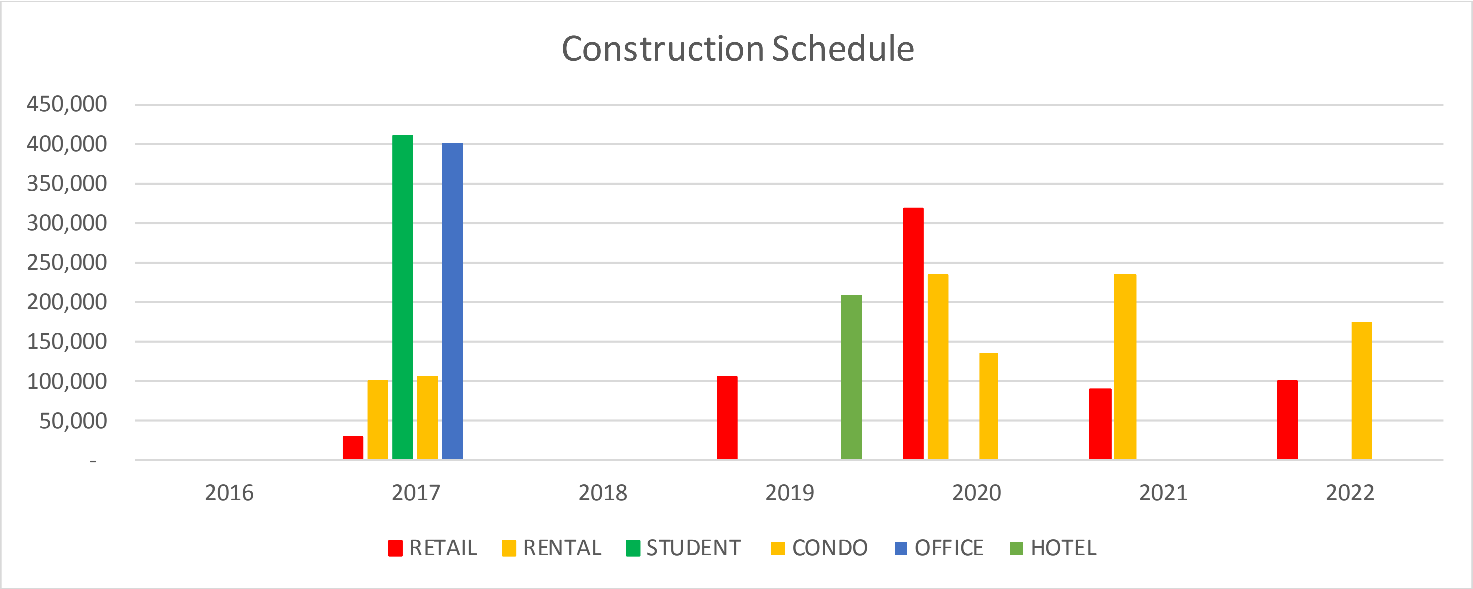
	Class	Inventory (s.f.)	Total net absorption (s.f.)	YTD total net absorption (s.f.)	YTD total net absorption (% of stock)	Direct vacancy (%)	Total vacancy (%)	Average direct asking rent ($ p.s.f.)	YTD completions (s.f.)	Under construction (s.f.)
Back Bay	Totals	12,318,643	15,277	-279,899	-2.3%	9.9%	12.6%	$60.26	0	425,000
Charlestown	Totals	1,917,261	-5,470	31,726	1.7%	11.7%	12.3%	$37.01	0	0
Fenway	Totals	2,252,257	-6,315	-11,464	-0.5%	13.4%	13.4%	$58.68	237,379	0
Financial District	Totals	34,855,352	96,381	672,202	1.9%	8.7%	9.9%	$56.02	0	250,000
North Station	Totals	2,793,972	-12,892	231,786	8.3%	2.3%	3.6%	$42.54	464,000	0
Seaport District	Totals	8,978,548	414,171	439,573	4.9%	7.3%	9.8%	$49.83	440,000	1,103,160
South Station	Totals	2,349,929	-9,193	-13,732	-0.6%	1.8%	2.6%	$41.02	0	0
Boston	**Totals**	**65,465,962**	**491,959**	**1,070,192**	**1.6%**	**8.5%**	**10.0%**	**$53.23**	**1,141,379**	**1,778,160**
East Cambridge	Totals	6,448,822	8,641	139,484	2.2%	3.8%	5.2%	$69.71	0	0
Mid-Cambridge	Totals	1,956,264	686	41,509	2.1%	3.0%	3.5%	$46.97	66,463	507,801
West Cambridge	Totals	1,998,198	-425	-3,241	-0.2%	10.1%	14.0%	$39.89	0	0
Cambridge	**Totals**	**10,403,284**	**8,902**	**177,752**	**1.7%**	**4.9%**	**6.6%**	**$62.24**	**66,463**	**507,801**
128/Mass Pike	Totals	20,615,058	37,203	221,586	1.1%	8.1%	11.3%	$34.17	669,067	1,736,954
495/Mass Pike	Totals	12,058,792	88,683	416,139	3.5%	16.9%	19.5%	$19.80	0	626,256
495/North	Totals	15,462,260	208,662	393,167	2.5%	22.3%	25.4%	$18.69	0	0
495/South	Totals	2,250,903	37,245	-144,525	-6.4%	19.9%	20.9%	$20.66	0	0
North	Totals	10,998,916	85,082	-17,621	-0.2%	11.9%	15.5%	$22.92	0	924,000
Northwest	Totals	15,161,421	-24,213	79,683	0.5%	15.1%	19.2%	$26.97	138,000	0
South	Totals	12,944,499	146,613	849,348	6.6%	13.3%	14.5%	$21.99	40,000	0
Suburbs	**Totals**	**89,491,849**	**579,275**	**1,797,777**	**2.0%**	**14.4%**	**17.4%**	**$23.16**	**847,067**	**3,287,210**
Boston	**Totals**	**165,361,095**	**1,080,136**	**3,045,721**	**1.8%**	**11.5%**	**13.8%**	**$34.04**	**2,054,909**	**5,573,171**
Back Bay	A	9,181,727	29,907	-269,585	-2.9%	8.6%	11.7%	$66.14	0	425,000
Fenway	A	334,379	-323	44,546	13.3%	57.7%	57.7%	$69.00	237,379	0
Financial District	A	25,110,982	138,470	629,933	2.5%	9.5%	10.6%	$58.06	0	0
Seaport District	A	2,508,418	405,000	502,841	20.0%	2.7%	4.4%	$61.50	440,000	915,000
South Station	A	0	0	0	0.0%	0.0%	0.0%	$0.00	0	0
Boston	**A**	**37,135,506**	**573,054**	**907,735**	**2.4%**	**9.2%**	**10.8%**	**$60.89**	**677,379**	**1,340,000**
East Cambridge	A	5,074,239	6,530	112,822	2.2%	4.1%	5.7%	$70.73	0	0
Mid-Cambridge	A	1,016,206	1,686	74,329	7.3%	0.0%	0.9%	$0.00	66,463	272,801
West Cambridge	A	991,983	-865	15,885	1.6%	2.9%	9.7%	$46.00	0	0
Cambridge	**A**	**7,082,428**	**7,351**	**203,036**	**2.9%**	**3.3%**	**5.6%**	**$70.19**	**66,463**	**272,801**

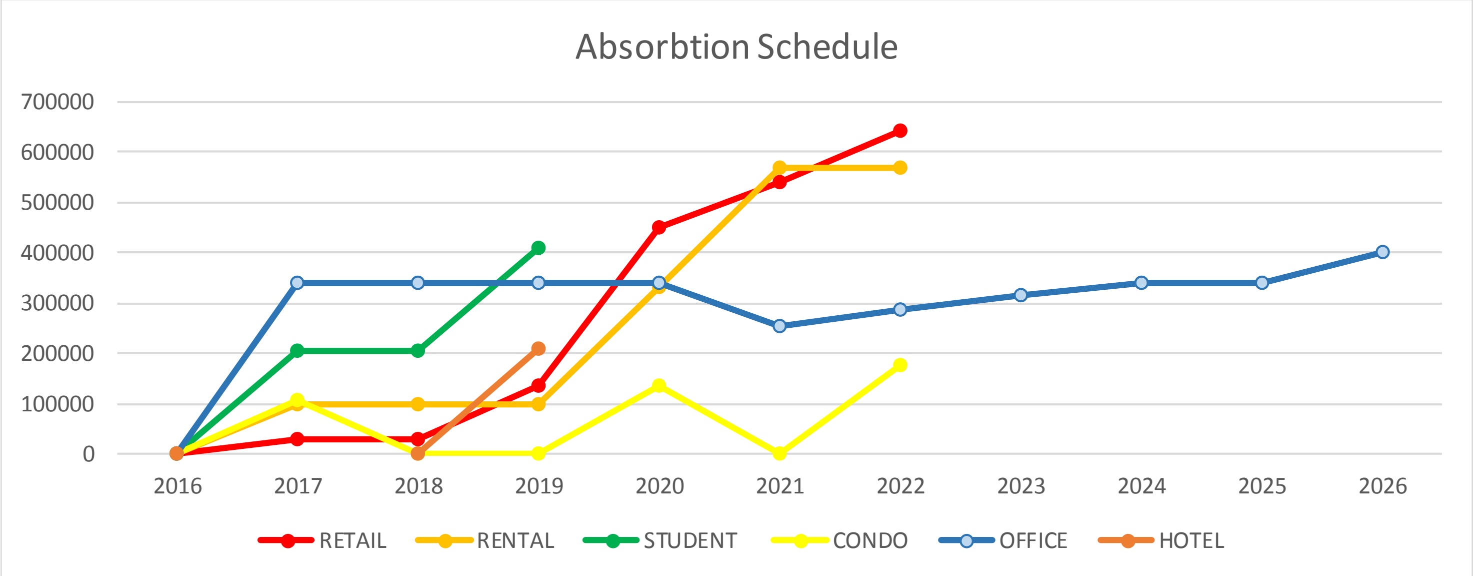




CONSTRUCTION SCHEDULE & ABSORPTION

MARKET CAPTURE BY PRODUCT TYPE





FINANCIAL SUMMARY

Project Summary

Project Area Allocation	Total	% of total
Rental Housing	567,000	21%
Condos for Sale	417,000	15%
Student Housing	410,000	15%
Commercial Offices	400,000	15%
Retail	662,000	24%
Hotel	208,000	8%
Culture + Environment	40,000	1%
Total	**2,704,000**	

10 yrs Returns Summary	
Unlevered IRR	13%
Levered IRR	19%
Cash on Cash	3.2
LTV	55%
Cap Rates	6%
Current Site Value	$ 81,108,958
Projected Site Value	$ 1,764,137,406
WACC	8.3%

Timing Assumption	Start	Duration	End
Architecture & Design	2016	12 months	2016
Vertical Construction			
Phase 1	2017	24 months	2018
Phase 2	2019	84 months	2025
Phase 3	2026	120 months	2036

Asset Class Assumptions, per sq.ft

	Income	Expense	Dev Cost
Rental Housing	$3	$4	$300
Condos for Sale	$750		$400
Student Housing	$4	$1	$275
Commercial Offices	$3	$1	$125
Retail	$3	$3	$225
Hotel	$150	$0	$425
Culture + Environment	$0	$2	$175

Cost Allocation	Total	$ / Unit	% Total
Rental Housing	$ (170,100,000)	$ 49,069	17%
Condos for Sale	$ (196,308,637)	$ 580,428	20%
Student Housing	$ (112,750,000)	$ 1,060	11%
Commercial Offices	$ (50,000,000)	$ 146	5%
Retail	$ (148,950,000)	$ 225	15%
Hotel	$ (88,400,000)	$ 31,280	9%
Parking + Infrastructre	$ (208,552,344)		21%
Culture + Environment	$ (7,000,000)		1%
Total Project Costs	**$ (982,060,981)**		100%

Public Infrastrucutre Cost Assumptions	
T Station / K Circle	$ 59,510,325
Streets, Utilities, Sidewalks	$ 36,000,000
Total	**$ 95,510,325**

Summary of Sources & Uses

Uses	**Total**	**$ / GSF**
Land	$ 100,000,000	$ 37
Hard Cost	$ 982,060,981	$ 363
Soft Cost	$ 377,857,505	$ 140
Total Uses	**$ 1,459,918,486**	**$ 540**

Sources	**Total**	**$ / GSF**
Equity	$ 559,550,171	$ 207
Construction Financing	$ 804,857,990	$ 298
Public Infra Funding	$ 95,510,325	$ 35
Total Sources	**1,459,918,486**	**$ 540**

TEAM X

TEAM X:

- James Benton
- Cliff Rogers
- Len Shannon
- Tanvir Shah
- Panos Petratos
- Paul White

- Joel Dixon (PDA)
- Ni Jenny Zhan (SDA)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