

Appendix I. Summary of Pre-Plan & Phase 1 Improvements (Through 2015)

	Map ID	Project Name	Cost
PARKS	1	Gateway Park	\$5,995,000
	3	23rd St Market Plaza	\$1,950,000
	4	Park 16	**
	2	Plaza 19	**
	Total		\$7,945,000

	Map ID	Project Name	Cost
ROADS	1	Crystal Drive: 12th Street to 15th Street Street reconfiguration to two-way with streetscape enhancements	\$4,900,000
	2	Crystal Drive: 23rd Street to 27th Street Street reconfiguration to two-way with streetscape enhancements	\$6,200,000
	3	Crystal Drive: 27th to US 1 Major street reconstruction	\$400,000
	4	12th Street: Eads Street to Fern Street Extension	\$2,100,000
	5	12th Street: Clark-Bell to Crystal Drive Reconfiguration/reconstruction	\$1,900,000
	6	Clark-Bell Street: Vicinity of 15th Street Extension	\$1,200,000
	7	Clark-Bell Street: 12th Street to 18th Street Street reconfiguration/reconstruction and streetscape enhancements	\$5,600,000
	8	27th Street: US 1 to Crystal Drive New street/major street reconstruction	\$1,600,000
	9	23rd Street: US 1 to Crystal Drive Major street reconstruction	\$3,000,000
	10	18th Street: US 1 to Crystal Drive Major street reconstruction	\$3,700,000
	11	Crystal Drive: Ramp Removal Route 233 Viaduct Demolition	\$2,000,000
	Total		\$32,600,000

	Project Name	Cost
TRANSIT	Crystal City Metrorail station area amenities - Public areas at 18th Street and Clark/Bell St. - Covered waiting areas, sidewalk and streetscape.	\$1,000,000
	Crystal City Metrorail station area amenities - Expanded bus transfer facility at 18th Street and Clark-Bell St. - On-street transit facility with curb bus bays.	\$1,000,000
	Streetcar Planning & Design	\$7,000,000
	Partial Streetcar Construction - Streetcar or LRT service operating as a one-way pair along Crystal Drive and realigned Clark-Bell St.	\$30,000,000
	Total	\$39,000,000

Appendix II. Revenues

A. Background: Pre- Planning Process Findings

Following the Base Realignment and Closure (BRAC) action of 2005, the County examined the fiscal implications of job losses, vacant space and older buildings left behind. In 2006, the County commissioned an analysis of the projected differential in tax revenue between maintaining the status quo – allowing existing buildings to empty and attempting to refill them – and a redevelopment scenario, envisioning a high-profile office location better able to attract premium users.

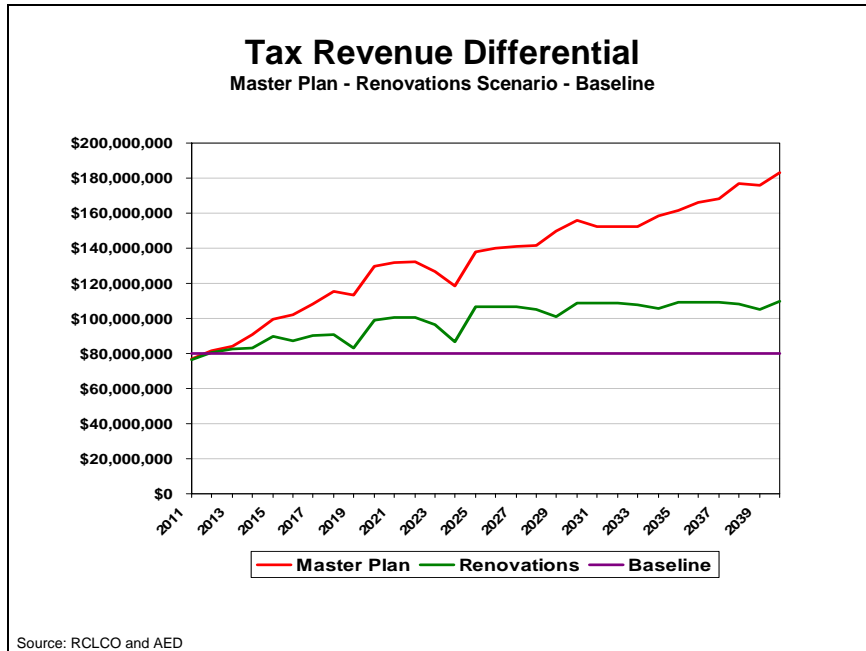
Over a fifteen-year period, the status quo scenario resulted in five years of tax revenue declines, followed by stabilization of the tax revenue at a reduced level for the remaining ten years. The redevelopment scenario resulted in significant increases in assessed value once new buildings had been built, generating sustained increases in revenue through the final ten years.

The study demonstrated a substantial opportunity cost associated with maintaining the status quo in Crystal City. Avoiding these fiscal and economic declines, and turning them into gains, became primary drivers for the Crystal City plan.

B. Planning Process Findings

In forming the Crystal City Plan, the County commissioned a tax benefit analysis to determine how much county tax revenue implementation of the master plan would generate. The tax benefit analysis is linked to the estimated phasing of development, with new buildings added, and demolished buildings removed.

Illustrated below, the master plan (top line) represents tax benefits accrued from redevelopment (demolition-and-replacement), new development on in-fill sites, and projected renovations to retained buildings. In a hypothetical renovation scenario (middle line), property owners would make physical improvements to the existing building envelopes, without tearing down any buildings or adding any new ones. The existing base (flat line) is the current level of tax revenue held steady.



Tax Revenue Generated Above Baseline (2010)

Scenario	By 2030		By 2040	
	Annual	Cumulative	Annual	Cumulative
Master Plan	+\$75.7M (+94%)	+\$772.9M	+\$102.6M (+128%)	+\$1.6B
Renovation	+\$31.6M (+41%)	+\$340.0M	+\$32.9M (+43%)	+\$651.0M
Baseline	--		--	

The table above shows the net new annual county tax revenues generated by Crystal City in 2030 and 2040, and it shows the cumulative net new county tax revenue from 2011-to-2030 and from 2011-to-2040. The period to 2040 is the extent of revenue projections.

Master Plan vs. Baseline: By 2030 the master plan would result in \$772.9 million in cumulative net new tax revenue, and Crystal City would generate an additional \$75.7 million in tax revenue annually. By 2040 the master plan would result in \$1.6 billion in cumulative net new tax revenue, and Crystal City would generate an additional \$102.6 million in tax revenue annually.

Master Plan vs. Renovation: By 2030 the master plan would generate \$432.9 million more in cumulative net new tax revenue than renovation, and \$44.1 million more annually. By 2040 the master plan would generate about \$950 million more in cumulative net new tax revenue than renovation, and \$69.7 million more annually.

Renovation vs. Baseline: By 2030 renovation would generate \$340.0 million above the existing base, and \$31.6 million more annually. By 2040 renovation (middle line) would generate \$651.0 million above the existing base (bottom line), and \$32.9 million more annually.

¹Revenue declines around 2025 are caused by renovations to existing buildings to be retained. The model assumes temporary reductions in value during those improvements.

Appendix III. Crystal City Development and Revenues Model - Assumptions

A. Development phasing

- Market demand analyses for office, residential and retail uses;
- Property owner input;
- Building age/condition/tenanting;
- Physical planning opportunities and constraints;
- Infrastructure sequencing; and
- Site-specific conditions.

B. Revenues.

Tax types: personal property, business professional occupational license (BPOL), local sales, utility, meals, indirect, and property. Collection levels vary by property type. The following tables show assumptions for residential, office, retail, and hotel properties. A separate table is provided for property tax assumptions.

Residential– per 1,000 SF	As is	Repositioned	New
Personal Property	\$284	\$316	\$348
BPOL	\$63	\$70	\$77
Local Sales	\$0	\$0	\$0
Utility	\$0	\$0	\$0
Meals	\$0	\$0	\$0
Indirect	\$357	\$396	\$436
Total	\$704	\$782	\$860

Office – per 1,000 SF	As is	Repositioned	New
Personal Property	\$105	\$117	\$129
BPOL	\$1,700	\$1,889	\$2,078
Local Sales	\$0	\$0	\$0
Utility	\$65	\$72	\$79
Meals	\$0	\$0	\$0
Indirect	\$785	\$872	\$959
Total	\$2,655	\$2,950	\$3,245

Hotel – per 750 SF (1 room)	As is	Repositioned	New
Personal Property	\$37	\$44	\$51
BPOL	\$153	\$180	\$207
Local Sales	\$450	\$529	\$608
Utility	\$612	\$720	\$828
Meals	\$547	\$644	\$741

Indirect	\$0	\$0	\$0
Total	\$1,799	\$2,117	\$2,435

Retail – per 1,000 SF	As is	Repos.	New
Personal Property	\$634	\$718	\$845
BPOL	\$602	\$682	\$802
Local Sales	\$3,375	\$3,825	\$4,500
Utility	\$67	\$75	\$89
Meals	\$9,000	\$10,200	\$12,000
Indirect	\$0	\$0	\$0
Total	\$13,677	\$15,500	\$18,236
*Assumes 65 percent retail and 35 percent restaurant uses			

Retail Plinth – per 1,000 SF	As is	--	New
Personal Property	\$368	--	\$490
BPOL	\$630	--	\$840
Local Sales	\$3094	--	\$4,125
Utility	\$60	--	\$80
Meals	\$4,500	--	\$6,000
Indirect	0	--	0
Total	\$8,652	--	\$11,535
*Assumes 65 percent retail and 35 percent restaurant uses			

Property Taxes	
New Construction and Repositioned Property Values	
New Office Value per GSF	\$375
Repositioned Office Value per GSF	\$325
Residential Value per GSF	\$400
Repositioned Residential Value per GSF	\$350
Retail Value per GSF	\$500
Repositioned Retail Value per GSF	\$400
Hotel Value per GSF	\$450
Repositioned Hotel Value per GSF	\$350
Existing Property Values = 2007 Arlington County Real Estate Assessments	
*Tax rate for existing and future development = \$0.818 cents per \$100 assessed value	
*Escalation for existing and future development = None (0.0%)	
*Using a Repositioned Value = Applied at estimated time of renovation, e.g. building reaches 50-70 years old.	

Appendix IV
Key Building Characteristics of Revised Plan - DRAFT
Crystal City Concept Plan

	<u>2010</u>	<u>2015</u>	<u>2020</u>	<u>2030</u>	<u>2040</u>	<u>2050</u>	<u>Net New</u> <u>2050</u>	<u>Buildout</u>	<u>Net New</u> <u>Buildout</u>	<u>Not Built</u> <u>by 2050</u>
Built Environment										
Total SF	24,737,098	26,224,953	29,852,329	32,205,917	35,519,984	38,297,193	13,560,095	39,792,177	15,055,079	1,494,984
Residential SF	9,339,021	10,114,721	12,205,927	13,432,027	14,613,927	16,134,327	6,795,306	16,890,502	7,551,481	756,175
Residential Units	9,339	10,115	12,206	13,432	14,614	16,134	6,795	16,891	7,551	756
Residential Units Occupied	8,405	9,103	10,985	12,089	13,153	14,521	6,116	15,201	7,551	
Office SF	10,797,705	11,376,760	12,921,145	12,556,974	14,066,531	15,254,908	4,457,203	16,073,254	5,275,549	818,346
Hotel SF	3,525,184	3,525,184	3,525,184	4,820,056	5,293,651	5,293,651	1,768,467	5,141,080	1,615,896	-152,571
Hotel Rooms	4,657	4,657	4,657	6,367	6,993	6,993	2,336	6,791	2,135	-201
Retail SF	847,823	980,923	980,923	1,207,850	1,371,845	1,440,277	592,454	1,513,311	665,488	73,034
Plinth Circulation SF	140,300	140,300	140,300	118,430	104,590	104,590	-35,710	104,590	-35,710	0
Service SF	87,065	87,065	78,850	70,580	69,440	69,440	-17,625	69,440	-17,625	0
Total Office & Residential SF	20,136,726	21,491,481	25,127,072	25,989,001	28,680,458	31,389,235	11,252,509	32,963,756	12,827,030	1,574,521
%Residential	0.46	0.47	0.49	0.52	0.51	0.51	0.05	0.51	0.05	
%Office	0.54	0.53	0.51	0.48	0.49	0.49	-0.05	0.49	-0.05	

*1000 sf = 1 Residential Unit

**757 sf = 1 Hotel Room

Appendix V. Open Space Costs

#	Phase 1 Projects (2011-'15)	Cost
2	Gateway Park	\$5,995,000
11	23rd St Market Plaza	\$1,950,000
16	Park 16	(paid)
19	Plaza 19	(paid)
	Total	\$7,945,000

Phase 2 Projects (2016-'20)		
8	Plaza 8	\$679,000
9	Plaza 9	\$924,000
11	Plaza 11	\$363,000
13	25th St. Park	\$4,180,000
20	Park 20	\$1,358,000
	Total	\$7,504,000

Phase 3 Projects (2021-'30)		
4	Water Park (upgrades)	\$6,600,000
7	Center Park	\$11,130,000
15	Park 15	\$1,958,000
	Total	\$19,688,000

<i>Total 2011-'30</i>	<i>\$35,137,000</i>
-----------------------	---------------------

Appendix VI. Roadway Costs

Pre-Plan & Phase 1 Projects (2009-'15)	Cost
Crystal Drive: 12th Street to 15th Street Street reconfiguration to two-way with streetscape	\$4,900,000
Crystal Drive: 23rd Street to 27th Street Street reconfiguration to two-way with streetscape	\$6,200,000
Crystal Drive: 27th to US 1 Major street reconstruction	\$400,000
12th Street: Eads Street to Fern Street Extension	\$2,100,000
12th Street: Clark-Bell to Crystal Drive Reconfiguration/reconstruction	\$1,900,000
Clark-Bell Street: Vicinity of 15th Street Extension to 15th Street	\$1,200,000
Clark-Bell Street: 12th Street to 18th Street Street reconfiguration/reconstruction and streetscape	\$5,600,000
27th Street: US 1 to Crystal Drive New street/major street reconstruction	\$1,600,000
23rd Street: US 1 to Crystal Drive Major street reconstruction	\$3,000,000
18th Street: US 1 to Crystal Drive Major street reconstruction	\$3,700,000
Crystal Drive: Ramp Removal Route 233 Viaduct Demolition	\$2,000,000
Total Pre-Plan & Phase 1	\$32,600,000
Phase 2 Projects (2016-'20)	
Clark-Bell Street: 18th Street to 23rd Street Major street reconstruction	\$4,900,000
Clark-Bell Street: 23rd Street to 27th Street Major street reconstruction	\$5,700,000
26th Street: Clark-Bell to Crystal Drive Street reconstruction	\$3,200,000
20th Street: US 1 to Crystal Drive Major street reconstruction	\$4,400,000
10th Street: Crystal Drive to Old JDH Street extension	\$800,000
Total Phase 2	\$19,000,000
Phase 3A and 3B Projects (2021-'30)	
24th Street: Clark-Bell Street to Crystal Drive New street	\$1,000,000
Total Phase 3	\$1,000,000
Total Pre-plan to Phase 3	\$52,600,000

Appendix VII. Transit Costs

<u>Pre-Plan & Phase 1 Projects (2009-'15)</u>	Cost
Crystal City Metrorail station area amenities - Public areas at 18th Street and Clark/Bell St. - Covered waiting areas, sidewalk and streetscape.	\$1,000,000
Crystal City Metrorail station area amenities - Expanded bus transfer facility at 18th Street and Clark-Bell St. - On-street transit facility with curb bus bays.	\$1,000,000
Streetcar Planning & Design	\$7,000,000
Partial Streetcar Construction - Streetcar or LRT service operating as a one-way pair along Crystal Drive and realigned Clark-Bell St.	\$30,000,000
<hr/> Total Phase 1	<hr/> \$39,000,000
<u>Phase 2 Projects (2016-'20)</u>	
Remaining Streetcar Construction - Streetcar or LRT service operating as a one-way pair along Crystal Drive and realigned Clark-Bell St.	\$64,000,000
<hr/> Total Phase 2	<hr/> \$64,000,000
<u>Phase 3 Projects (2021-'30)</u>	
Second entrance at Crystal City Metrorail station - Crystal Drive near 18th Street - Construct entrance from street level to existing mezzanine.	\$50,000,000
<hr/> Total Phase 3	<hr/> \$50,000,000
<hr/> <i>Total Pre-Plan to Phase 3</i>	<hr/> <i>\$153,000,000</i>