

State of Dallas City Hall

**Special Called Joint Meeting of the
Economic Development Committee
and Committee on Finance
November 3, 2025**

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City Manager's Office
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City of Dallas



Presentation Overview



- Purpose
- History and Origins
- Facility Features and Current Use
- Deferred Maintenance
 - Prior Bond Program Proposition(s) – City Facilities
- Operational Reality
- Consideration of Options
- Business Case and Economic Analysis
- Next Steps



Purpose



- Provide City Council with historical context of Dallas City Hall
- Review the facility's key design features, functions, and current uses
- Highlight deferred and major maintenance needs
- Convey the operational realities of the facility in its current condition, including future potential impacts of escalating deferred maintenance
- Discuss financial consideration of options to lease versus make repairs to City Hall
- Discuss feedback received from the Finance Committee
- Discuss business case and economic analysis considerations
- Receive feedback from City Council on next steps



History and Origins



- **June 24, 1964:** The Dallas City Council established a City Hall Committee
- **May 17, 1972:** Construction contract authorized
- **March 12, 1978:** Facility formally opened with dedication ceremony



Source: Dallas Municipal Archives



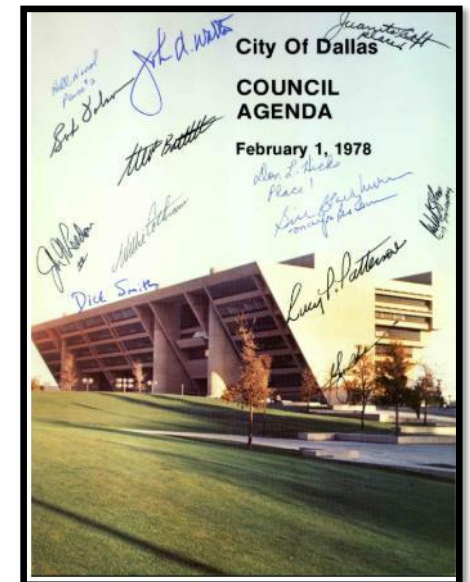
Dallas City Hall



- Dallas City Hall's first City Council meeting occurred on February 1, 1978
- Serves as the seat of municipal government and ceremonial events
- Location for City Council meetings, boards and commissions, and various other civic functions
- Location of Emergency Operations Center, when activated, for emergencies

By The Numbers:

47	Facility Age
1,000,000	Total Facility Square Feet
~411,000	Office Space Square Feet
26	City Department Operations
~2,200	City Employees Assigned
1,465	Garage Parking Spots
102	Surface Parking Spots





Why the Discussion on City Hall/Deferred Maintenance?

- In an August 29, 2025, memo, the Mayor laid out the City Council Committee assignments and gave each a “Policy Priority” for the 2025-27 City Council term
- For the Finance Committee, the Policy Priority is denoted below:

“Determine whether Dallas City Hall and other municipal facilities effectively support City operations and best serve the citizens of Dallas; Consider all potential options and identify the most fiscally responsible course to address the mounting deferred maintenance and carrying costs of Dallas City Hall”
- The Finance Committee was initially briefed on October 21, 2025, and the following presentation includes multiple slides previously provided
- Based on feedback and questions from the Finance Committee the initial briefing has been enhanced to provide additional information and analysis



Deferred Maintenance



- The City has historically underinvested in major maintenance, resulting in a growing backlog of deferred needs
- City Hall's needs have not been funded in recent bond programs due to limited capacity and competing priorities
- The following information reflects known issues and high-level estimates based on staff review and prior assessments, when available
- This list is not comprehensive
- Estimates shown are rough order-of-magnitude (ROM) figures only and are expected to change if detailed assessments are completed, and increase annually with inflation



Deferred Maintenance



Need	Range: Minimum	Range: High
HVAC Upgrades	\$24M	\$40M+
Roof Replacement	\$3M	\$4M
Water Infiltration	\$72M*	\$100M*
Garage Structural Repairs	\$25M*	\$145M*
Electrical Upgrades	\$2M	\$15M+
Freight Elevator Upgrades	\$217K	\$217K
Fire Suppression Upgrades	\$8.8M	\$14M
ADA Upgrades	\$860K*	\$10M+*
Emergency Generators	\$17M	\$17M
Estimate Totals**	\$152M	\$345M+

*Estimate is a ROM, intended to illustrate potential costs in the absence of an assessment.

**Estimate excludes financing costs and any expenses related to temporary closures, operational staging, or relocation required during major repairs.

- Estimates represent ranges to illustrate potential investment levels.
- Variances reflect the potential differences in scope, from limited repairs to full replacement.
- Additional expense is anticipated for work required to comply with current Code.





Deferred Maintenance – Estimates and Assumptions

The deferred maintenance estimates are provided in three (3) categories based on available supporting documentation and corresponding historical assumptions

1. Vendor Estimates and Recent Quotes from 2025
2. Previous Estimates (Adjusted for Inflation or Scope)
3. Estimates Based on Historical Experience at City Facilities





Vendor Estimates and Recent Quotes

HVAC Upgrades (\$24 million – \$40 million+)

- A sample scope of work includes replacement of three chillers, 25 air handling units, control systems, hot water reheat coils, piping (chilled water, condenser water, secondary hot water), pumps, cooling towers (4), and isolation valves. The lower estimate reflects a value-engineered approach focused on air handlers, controls, and major piping repairs. Earlier this year, a rough order of magnitude was requested, and a mechanical contractor provided an estimate exceeding \$40 million.

Roof Replacement (\$3 million – \$4 million)

- A 2024 assessment rated the City Hall roof as “C–,” recommending immediate emergency repairs in 2025 and full replacement by 2027. The vendor’s estimate for replacement was between \$3 million and \$3.5 million.



Vendor Estimates and Recent Quotes (continued)



Freight Elevator Modernization (\$217,000)

- Earlier this year, a vendor estimate was received for full modernization of the freight elevator. The work would include new controllers, machinery and ropes, car operating panels, doors and door equipment, governors, and associated hardware.

Emergency Generators (\$17 million)

- Earlier this year, the City's vendor provided a preliminary construction estimate of \$17 million.





Previous Estimates (Adjusted for Inflation or Scope)

Water Infiltration Repairs (\$72 million – \$100 million)

- A garage-focused water infiltration study completed around 2000 estimated \$40 million in repair costs. Funding was unavailable at that time, and an interior gutter system was installed instead to divert leaks. Segments of that system has since failed.
- As no updated assessment has been funded (estimated to cost over \$1 million), the prior estimate was adjusted for inflation to \$72 million. Given that water infiltration now affects interior spaces beyond the garage, the high estimate accounts for potential repairs to the entire building envelope.





Previous Estimates (Adjusted for Inflation or Scope)

ADA Accessibility Upgrades (\$834,000 – \$10 million+)

- A 2019 ADA assessment identified approximately \$834,000 in accessibility improvements. That figure reflects only surface-level fixes.
- Based on experience with similar projects, actual costs are expected to be higher because correcting one barrier often triggers related electrical, mechanical, and code upgrades not included in the original estimate.
- The upper range accounts for a more comprehensive compliance effort to bring the entire building into ADA Compliance.



Estimates Based on Historical Experience at City Facilities



Garage Structural Repairs (\$25 million – \$145 million)

- Although the City has not funded a full structural assessment of the parking garage, an initiative expected to cost more than \$1 million, staff consulted with two external structural experts on a pro bono basis, who confirmed that the staff-developed rough order of magnitude is reasonable.
- The lower estimate reflects limited-scope repair examples, such as an investigation, spalling repair, and repair of all observable damaged concrete, while the higher estimate assumes more extensive and disruptive work, including demolition, foundation repairs, or partial reconstruction. Further, during the onsite visual assessment, the experts communicated that the high-end estimate should include rebuilding a large portion of the fountain and courtyard, if garage repairs require excavation of the City Hall Plaza.
- Unknown conditions, such as the amount and thickness of the concrete plaza deck affected, erosion from continued water infiltration, and the surface architectural water feature, could significantly increase project costs.



Estimates Based on Historical Experience at City Facilities



Electrical Repairs and Upgrades (\$2 million – \$15 million+)

- Based on staff expertise, the lower estimate covers replacement of obsolete distribution panels, breaker and sub-panel maintenance, and substation preventive maintenance.
- The upper estimate includes replacement for substations (18), high voltage cabling, and potential infrastructure expansion, such as adding a new underground service from ONCOR to support increased electric vehicle charging capacity in alignment with CECAP goals.



Estimates Based on Historical Experience at City Facilities



Fire Suppression Upgrades (\$8.8 million – \$14 million)

- Based on staff discussions with former fire protection system vendors and recently confirmed by the current city fire protection vendor, the minimum cost to address existing deficiencies in the wet, dry, and halon (data center) systems is estimated at \$7 million to \$8.8 million.
- If repairs uncover additional issues requiring major rehabilitation, or if a full system upgrade/replacement is necessary, the system would need to be brought up to current Code. This includes replacing the existing stand-pipe system and installing automatic sprinklers on all occupied floors, increasing the total projected cost to approximately \$14 million.



Deferred Maintenance



The following images highlight examples of deferred maintenance, aging equipment, and Code compliance deficiencies.

Example: Garage Structural and Water Infiltration



L1 garage structural and water infiltration

Example: Interior Water Infiltration



Water infiltration in L1 Payroll offices

Example: Interior Water Infiltration



Collapsed ceiling in L1 Payroll
due to water infiltration



Deferred Maintenance



Example: Garage Water infiltration

Example: Interior Water Infiltration

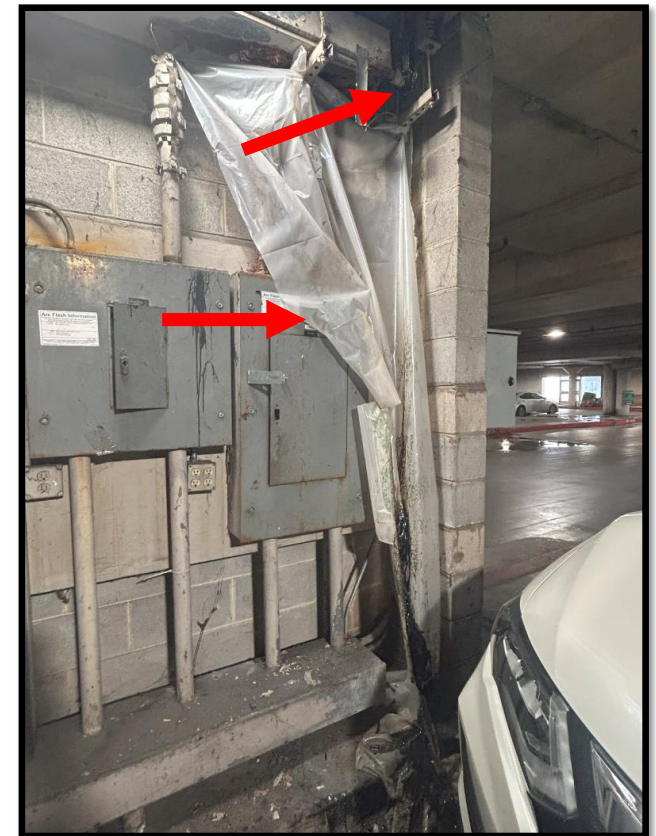


Active water infiltration over a telecommunications distribution center w/failed gutter system

Example: Interior Water Infiltration



Failed interior gutter system



L1 garage water infiltration over electrical subpanels



Deferred Maintenance

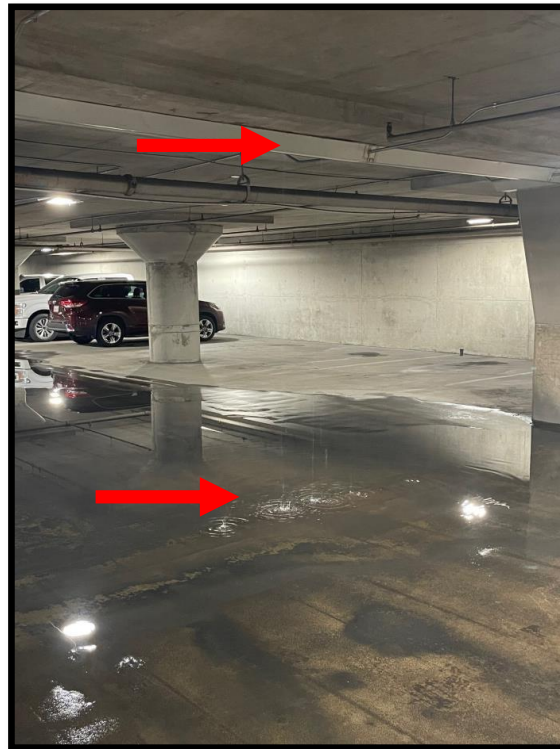


Example: Interior Water Infiltration/Roof Leaks



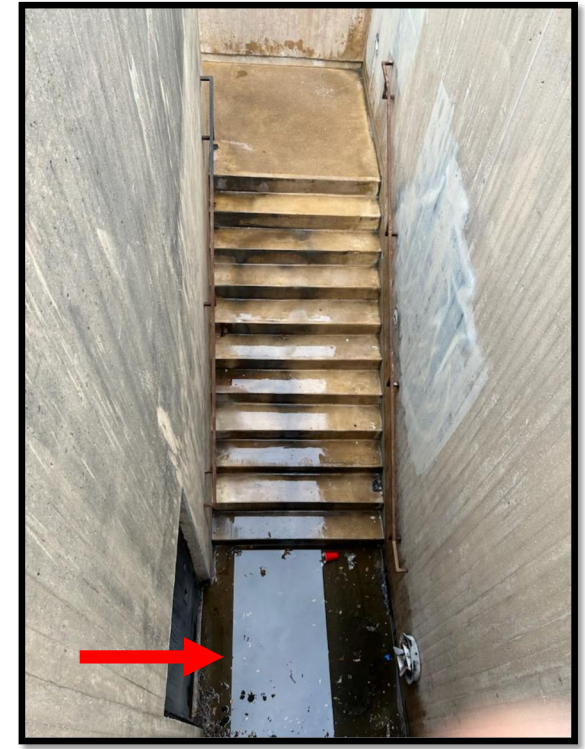
Stairwell roof skylight water infiltration

Example: Interior Water Infiltration



Garage water infiltration following a rain event
Failed gutter system

Example: Failed Plumbing Infrastructure



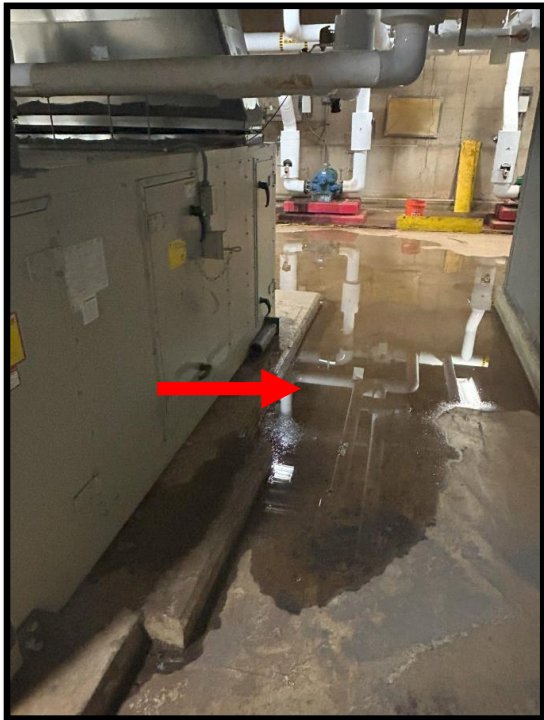
Failed plaza stairwell storm drains



Deferred Maintenance

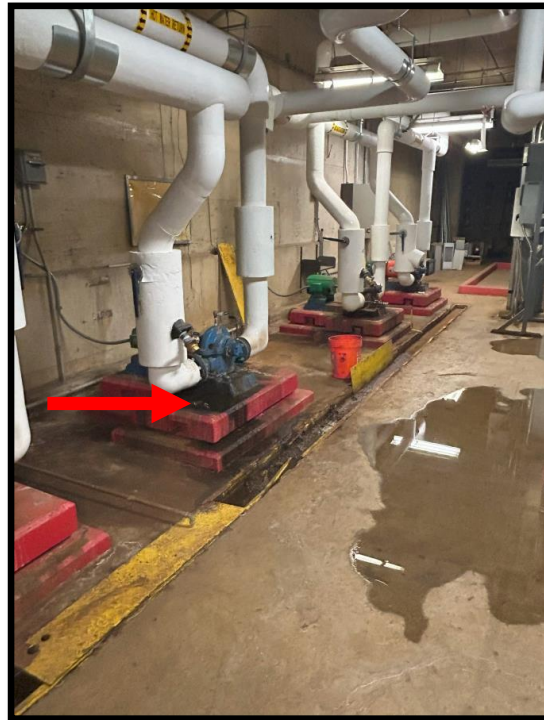


Example: Interior Water Infiltration



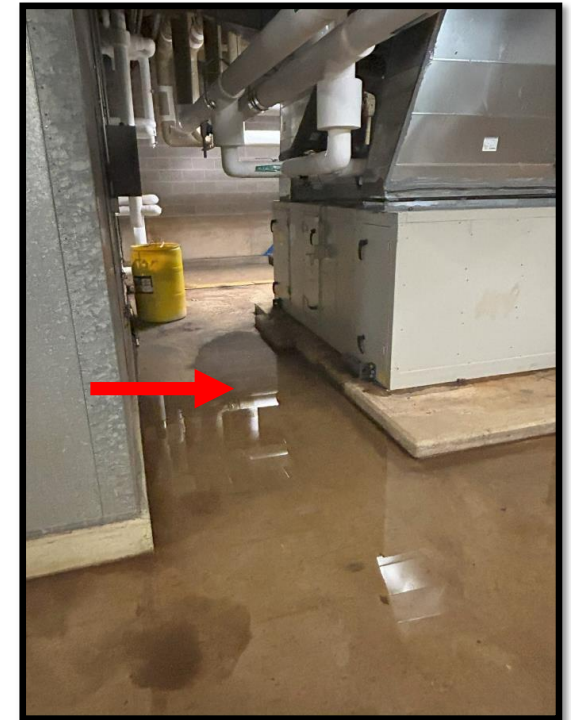
8th floor water infiltration

Example: Obsolete HVAC Infrastructure



Antiquated and leaking HVAC pumps

Example: Interior Water Infiltration



8th floor water infiltration



Deferred Maintenance



Example: Non-Compliant Code



Obsolete electrical subpanel

Example: Obsolete Equipment



Non-functional and obsolete emergency generator

Example: Deferred Maintenance



Restroom facilities beyond serviceable life



Previous Major Maintenance/Emergency Repairs



Example: Garage Structural Failures



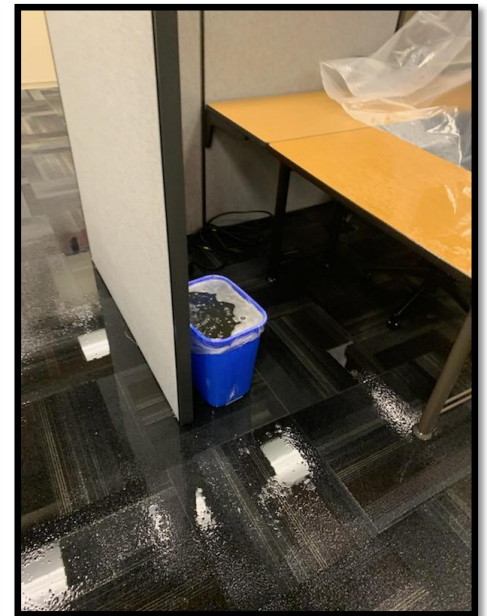
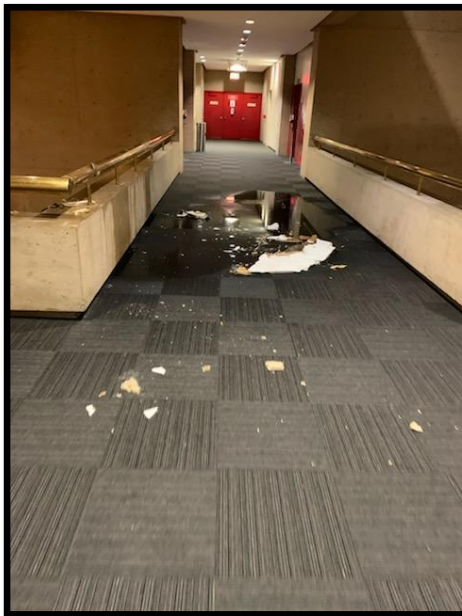
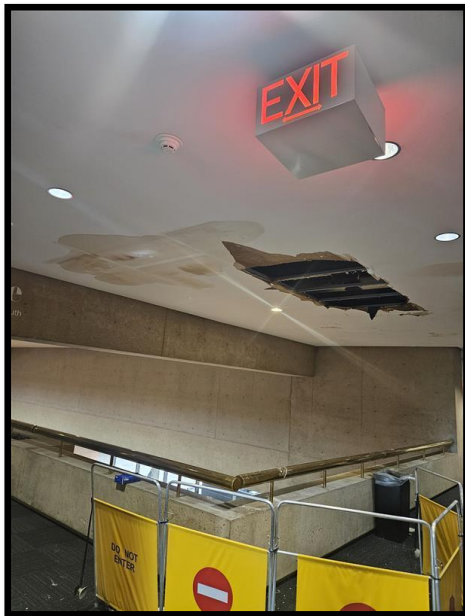
Structural failure: garage ceiling concrete spalling



Previous Major Maintenance/Emergency Repairs



Example: Plumbing Infrastructure Failure



Plumbing failure: collapsed ceiling, water damage, and multi-level water damage





Prior Bond Program Proposition(s) – City Facilities



Bond Propositions - City Facilities



2012 Bond Program

- January 4, 2012, presentation to City Council identified \$397M in city facilities needs inventory
- City Council determined the 2012 Bond program would only focus on flood control and drainage, economic development and street and roadway improvements
- No City Facility improvements were included in the 2012 Bond program



Bond Propositions - City Facilities



2017 Bond Program

- Staff submitted a total of \$9.1 million in facility needs to the Critical Facilities Community Bond Task Force (CBTF) for City Hall. The request included funding for HVAC cooling tower replacements, domestic water line repairs, ADA-compliant restroom renovations, roof and skylight replacements, and electrical and water infiltration repairs. Following its review and prioritization, the CBTF recommended \$7 million for advancement to City Council.
- The reduced scope focused on roof flashing, skylight and drain repairs, ADA restroom upgrades, and replacement of obsolete electrical panels. The City Council subsequently approved the CBTF's recommendation, allocating \$7 million for inclusion in the 2017 Bond Program proposition.



Bond Propositions - City Facilities

2024 Bond Program

- In July 2023, Building Services Department (now FRM) staff submitted a total of \$61 million in City Hall facility needs as part of the initial bond program needs inventory and scoring development process. The proposed needs included generator replacements, electrical and HVAC system repairs, roof replacement, water infiltration mitigation, and fire suppression system upgrades.
- On September 19, 2023, the CBTF Critical Facilities Subcommittee identified \$31 million of the original \$61 million to advance to the Community Bond Task Force (CBTF). This subset included electrical system repairs, HVAC retrofits, generator replacements, and fire suppression system upgrades.
- On January 31, 2024, during the Special Called Briefing to City Council, City Council was presented with \$28M in City Hall needs for inclusion in the 2024 Bond program, which was ultimately removed from the 2024 Bond program by Council amendment.



Previous Due Diligence



- Beginning in 2023, the Government Performance and Financial Management (GPFM) Committee began focusing on ways to improve building utilization and stewardship of assets
- In September 2024, GPFM tasked staff to conduct a space planning review of City Hall and Oak Cliff Municipal Center (OCMC) to identify underutilized areas that could potentially be repurposed
- A design and engineering firm was engaged to evaluate the feasibility of consolidating operations from OCMC to City Hall
- Following the assessment and high-level infrastructure review, staff discovered that City Hall's constraints included:
 - Insufficient square footage to house all requested functions
 - Inadequate restroom capacity and ADA compliance
 - Infrastructure limitations (electrical, HVAC, and plumbing)
 - Inadequate parking available for staff, visitors, customers, and fleet vehicles
 - Current ingress and egress locations are insufficient to support increased traffic



Operational Reality



- City Hall generates frequent maintenance requests from the Mayor and Council, employees, and visitors related to myriad issues
- Frequent complaint categories:

- Plumbing
- Electrical
- HVAC (hot/cold)
- Water Infiltration
- Elevator malfunctions

Frequent Requests by Type	FY2024	FY2025
Plumbing	683	833
Electrical	588	627
HVAC	285	267

- Major maintenance and emergency repair work often disturbs operations
- Noise, vibration, dust, odors, etc., present challenges to staff in daily responsibilities
- Large-scale, excessively noisy, or disruptive projects would likely require the temporary closure of the facility



Operational Reality



Deferred maintenance has created significant operational challenges that affect both the functionality of the facility and the people who work in it.

Current Impacts of Deferred Maintenance:

- Standing water and ongoing water infiltration in the parking garage
- Damage to facility contents; costly mold testing and abatement required
- Inefficient heating and cooling due to aging systems and outdated controls
- Portions of the facility are unusable and non-compliant with current Code (e.g., 7th Floor Cafeteria kitchen)
- Inadequate electrical capacity causing operational issues (e.g., Council Chambers breaker trips)
- No ability to expand EV charging infrastructure to support future fleet electrification
- Emergency repairs often disrupt City operations (e.g., 911 call center flooding)
- Major maintenance projects cause noise, vibration, and other impacts that interrupt daily work (e.g., Boiler replacement)



Operational Reality



Future Impacts of Continued Deferred Maintenance:

- Major capital investment is needed to address City Hall's aging systems and infrastructure, supported by an identified funding strategy
- Continued deferral of maintenance will drive recurring system failures, costly emergency repairs, and potential secondary damage to the building and its contents
- Failures in critical systems (HVAC, plumbing, electrical) create life-safety and operational risks, and could force temporary closure of City Hall, disrupting Council, administration, and critical emergency services
- **The City is at an inflection point: either begin addressing the significant investment needs or accept the potential risks, costs, and disruptions of deferred maintenance**



Consideration of Options



City Council feedback and direction is requested to guide which option, or combination of options, should be pursued moving forward.

Option One – Maintain Status Quo

- Continue operating City Hall as is, addressing issues as they occur.
- Deferred maintenance will grow, leading to more frequent and costly failures.
- Risks include property damage, service disruptions, and potential temporary closures.



Consideration of Options



Option One – Maintain Status Quo

- Continuing to operate “as-is” is likely the most expensive path over time.
- Emergency repairs cost significantly more than planned investments and often cause additional damage.
- Future system failures could disrupt critical operations and may even force the temporary closure of City Hall.
- Because repairs happen only after failures, total costs are unpredictable and can escalate quickly.



Consideration of Options



City Council feedback and direction is requested to guide which option, or combination of options, should be pursued moving forward.

Option Two – Plan and Fund Repairs

- Use Facility Condition Assessment (FCA) results to set priorities and guide future major maintenance investments.
- Develop a phased plan and funding strategy to address deferred maintenance.
- Fund through selling surplus assets, annual budgets, and/or future bond programs.



Consideration of Options



Option Two – Plan and Fund Repairs

- FRM is preparing to launch a formal procurement for a comprehensive FCA before the end of the year.
- Once awarded, the assessment is expected to take between 18-24 months to complete.
- An FCA will provide the data needed to plan repairs, but funding those repairs will be difficult.
- Estimated repair costs for known needs range from \$152M - \$345M and identifying available funding will be challenging.
- Additional bond funding/capacity may not be available for several years and proceeds from surplus sales are unlikely to fully cover costs.
- Consideration of best use for a large investment into 50-year old building or other alternative use of resources.



Consideration of Options



City Council feedback and direction is requested to guide which option, or combination of options, should be pursued moving forward.

Option Three – Explore Alternatives

- Evaluate other long-term options as directed by City Council.
- May include leasing, selling, redeveloping, or constructing a new City Hall.



Consideration of Options



Option Three – Explore Alternatives

- Exploring alternatives allows the City to evaluate what option best serves long-term operational and financial needs.
- Other comparable organizations have relocated after similar reviews and their case studies can inform the City's approach if Council explores that direction.
- Council direction is essential to define current priorities
 - Reinvest in City Hall
 - Lease space elsewhere
 - Replace City Hall
- Explore opportunities to consolidate or colocate departments, which is not feasible within the current City Hall



Feedback from Finance Committee



During the October 21, 2025 Finance Committee meeting, staff received feedback

- Staff was requested to provide:
 - Additional supporting documentation to support the cost estimates provided in the deferred maintenance chart
 - Details on Prior Bond Program Propositions for City Facilities
 - Additional analysis on Option Three of Considerations for Next Steps
- The Finance Committee expressed support for **Option Three** and requested additional analysis be provided in a subsequent meeting



Consideration of Options

Option Three – Explore Alternatives – Lease Option “A”

10-Year Outlook - 3 Repair vs Lease City Hall Cost Scenarios

Description	Scenario #1 (Low)	Scenario #2 (Mid)	Scenario #3 (High)
<i>Occupancy Costs</i>			
Security	\$ 48,148,293	\$ 48,148,293	\$ 48,148,293
O & M	\$ 61,904,948	\$ 61,904,948	\$ 61,904,948
Repair Move/Staging	\$ 35,000,000	\$ 35,000,000	\$ 35,000,000
Repair Estimate (Bond Program)	\$ 152,000,000	\$ 250,000,000	\$ 345,000,000
Cost of Capital (Bond Debt)	\$ 46,296,250	\$ 76,145,000	\$ 105,078,500
Subtotal "Stay"	\$ 343,349,491	\$ 471,198,241	\$ 595,131,741
<i>Lease Option – 405,000 sq ft. – 2,200 Employees (CBD - High End Amenities)</i>			
Cost to Lease	\$ (248,001,930)	\$ (248,001,930)	\$ (248,001,930)
Moving/Move In Costs	\$ (10,000,000)	\$ (10,000,000)	\$ (10,000,000)
Subtotal "Lease"	\$ (258,001,930)	\$ (258,001,930)	\$ (258,001,930)
Savings - Variance to "Stay" vs. "Lease"	\$ 85,347,561	\$ 213,196,311	\$ 337,129,811

Footnote:

The scenarios presented do not account for all economic considerations as noted on slide 41

Consideration of Options

Option Three – Explore Alternatives – Lease Option “B”

10-Year Outlook - 3 Repair vs Lease City Hall Cost Scenarios

Description	Scenario #1 (Low)	Scenario #2 (Mid)	Scenario #3 (High)
<i>Occupancy Costs</i>			
Security	\$ 48,148,293	\$ 48,148,293	\$ 48,148,293
O & M	\$ 61,904,948	\$ 61,904,948	\$ 61,904,948
Repair Move/Staging	\$ 35,000,000	\$ 35,000,000	\$ 35,000,000
Repair Estimate (Bond Program)	\$ 152,000,000	\$ 250,000,000	\$ 345,000,000
Cost of Capital (Bond Debt)	\$ 46,296,250	\$ 76,145,000	\$ 105,078,500
Subtotal "Stay"	\$ 343,349,491	\$ 471,198,241	\$ 595,131,741
<i>Lease Option – 405,000 sq ft. – 2,200 Employees (CBD - Low End Amenities)</i>			
Cost to Lease	\$ (195,744,605)	\$ (195,744,605)	\$ (195,744,605)
Moving/Move In Costs	\$ (10,000,000)	\$ (10,000,000)	\$ (10,000,000)
Subtotal "Lease"	\$ (205,744,605)	\$ (205,744,605)	\$ (205,744,605)
Savings - Variance to "Stay" vs. "Lease"	\$ 137,604,886	\$ 265,453,636	\$ 389,387,136

Footnote:

The scenarios presented do not account for all economic considerations as noted on slide 41

Option Three – *Footnotes to Chart(s)



Variance/Cost Savings **does not** account for:

- Proceeds from sale or lease of City Hall
- Potential sales tax, hotel tax, or property tax revenues as an economic benefit of developing the site for another use and its economic benefit to the adjacent tax base
- The on-going costs to maintain City Hall at industry standards should the City fix the facility deficiencies and continue use as City Hall
- Estimated security costs dependent on finish-out of leased space
- Potential savings from negotiated lease, and or option to lease-buy



Consideration of Options



City of Fort Worth
Old



New



Dallas Independent School District
Old



New



City of Tulsa
Old



New



City of San Jose
Old



New



Consideration of Options



Harwood Center



Ross Tower



Renaissance Tower



The Sinclair



717 N Harwood



Bank of America Plaza



Comerica Bank Tower



1700 Pacific



Dallas Arts Tower



One Main



Fountain Place





Business Case and Economic Analysis Considerations



Business Case



- The timing coordinates well with the redevelopment of the surplus land created by the relocation of the KBHCC. Action now would allow the City to redevelop the former convention center acreage in coordination with the city hall acreage to create a more catalytic impact.
- Regardless of the future usage of the city hall site, any non-government use will result in an increase in tax revenue
- A catalytic new development that builds on the momentum of the convention center redevelopment will attract additional new investment and spur additional tax base growth in the surrounding area
- The business community has expressed concerns about the future of downtown. The City's actions will set a tone for the future of the central business district.
- The large number of large downtown office vacancies creates an ideal market to search for a new government center location.



Kay Bailey Hutchison Convention Center Dallas Master Plan



City of Dallas

Rosa Fleming – Director
Convention and Event Services



Project Vision and Goals



The project vision calls for all components of the KBHCCD Master Plan to:



Catalyze Local
Economic Growth



Develop a Local
Workforce Program



Support Housing
Development



Grow local business
capacity-building
and mentorship



Align with the Comprehensive
Environmental and Climate
Action Plan (CECAP) and
other relevant initiatives



Continue to elevate Dallas as
a globally competitive city



Dallas is Competitive — but Facing Real Challenges



Chicago



New York



Las Vegas



Houston

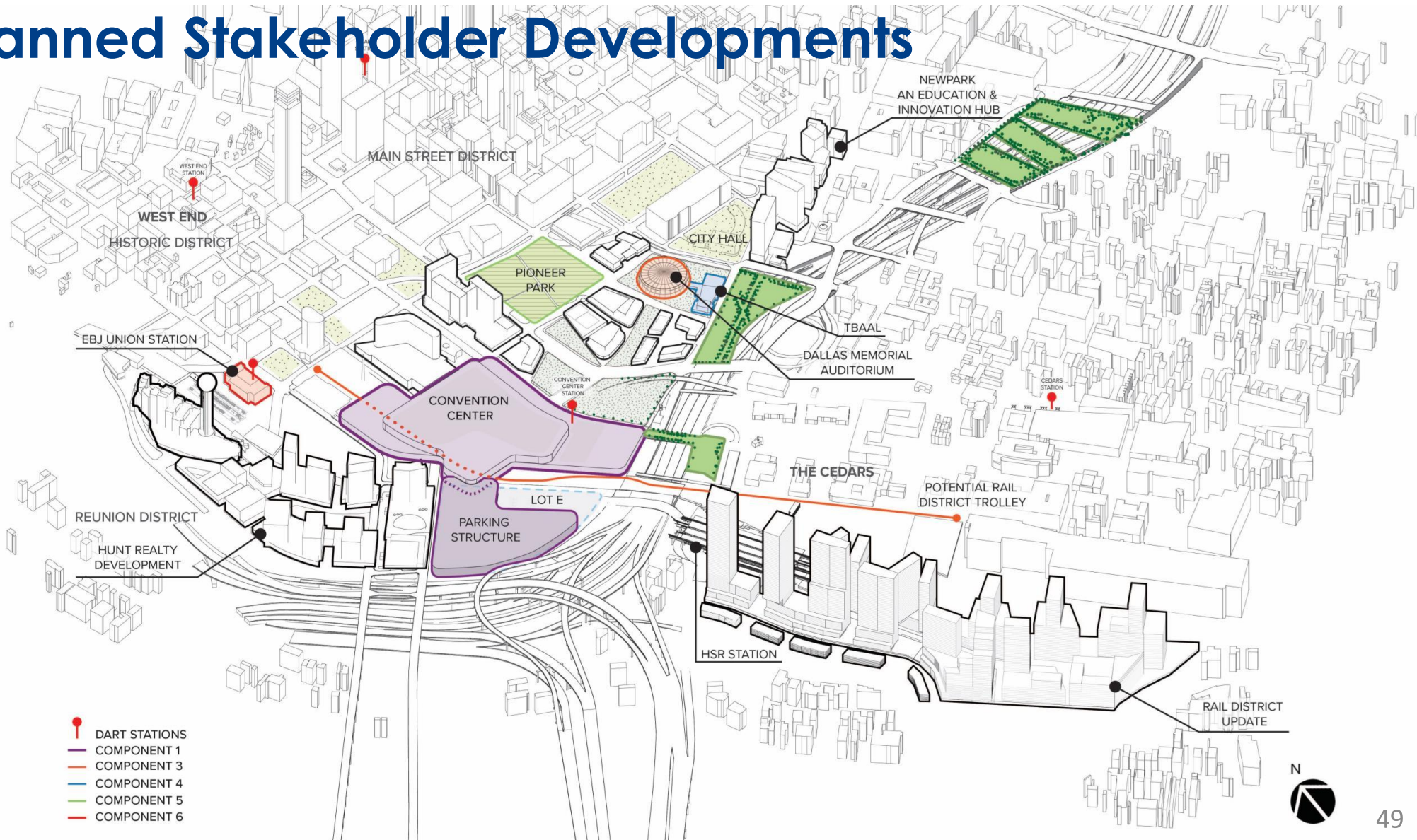
- Dallas competes with Chicago, Las Vegas, Houston, New York, and other major convention cities
- The goal: Remain ranked among the **Top 5 U.S. cities for meetings and conventions (Cvent)**

Dallas has lost ground due to:

- \$500–\$600 million in deferred maintenance at the current center
- Lack of walkable retail and dining around the convention area
- Underdeveloped transportation access to and around the center
- Poor connectivity between the district and South and Southern Dallas



Planned Stakeholder Developments



Economic Benefits



Pre-booked Business | 2029 Onwards

**75 major
conventions**

\$1.19 billion
direct spending

\$1.88 billion
total economic impact

Potential Opportunities | 2029 Onwards:

**112 new
opportunities**



Convention Center Districts: Proven Economic Impact



Metric	Nashville Music City Center	Denver Colorado Convention Center
Initial Investment	\$585 million (2013)	\$340 million (2004 expansion) \$233 million (2023 expansion) Total: \$573 million
Opening/Expansion	Opened May 2013	2004 (doubled size), 2023 (enhanced)
Total Economic Impact	\$4.4 billion over 12 years (2013-2025)	\$4.8 billion from 2004 expansion (2005-2014) \$980 million annually (2025 projection)
Annual Impact	\$366 million average annually	\$672 million from convention center (2025) \$308 million from hotel meetings (2025)
Return on Investment	7.5x ROI over 12 years	14x ROI on 2004 expansion over 10 years 2.7-year payback projected for 2023 expansion
Hotel Room Growth	+4,130 rooms (+57%) From 7,241 to 11,371 rooms in 5 years	13,000+ rooms within walking distance 55,000+ rooms metro-wide
Major Hotels Added	• 800-room Omni Nashville (\$250M) • 456-room Westin Nashville • 297-room Joseph Hotel • 255-room Hyatt Place	• 1,100-room Hyatt Regency (\$489M) • Renaissance Downtown • Crawford Hotel • Hampton Inn/Homewood Suites
Occupancy Performance	Increased from 78.3% to 81.4% (despite 57% supply increase)	Maintains strong occupancy Supporting 33,809 hotel jobs
Average Daily Rate	Increased \$79 (from \$142 to \$221)	Hotel sector generates \$7 billion in annual output
Annual Tax Revenue	\$25-28 million direct taxes Exceeded projections by 19-43% annually	\$1.1 billion annually from hotel sector 15.75% effective lodging tax rate
Jobs Created	• 7,000+ construction jobs • 225 permanent convention center • 300+ at anchor hotel	• 2,691 construction (2023 expansion) • 2,000+ permanent hospitality • 33,809 total hotel sector
Private Development	\$1+ billion catalyzed Zero public subsidies for private projects	Anchored Lower Downtown (LoDo) transformation 70+ restaurants and bars in district

Sources: TVS Architecture & Interior Design, Nashville Music City Center Reports FY2015-2024, LODGING Magazine, Visit Denver, Colorado Convention Center Reports, Denver.org, Tourism Improvement District Reports
Data compiled from convention center annual reports, tourism authority studies, and economic impact analyses (2013-2025)



Next Steps



- Receive feedback from City Council on Consideration of Options
- Staff to provide follow-up to questions via memorandum
- Staff to proceed as guided by the Finance Committee
- Next Finance Committee meeting is Tuesday, November 4, 2025, at 1pm



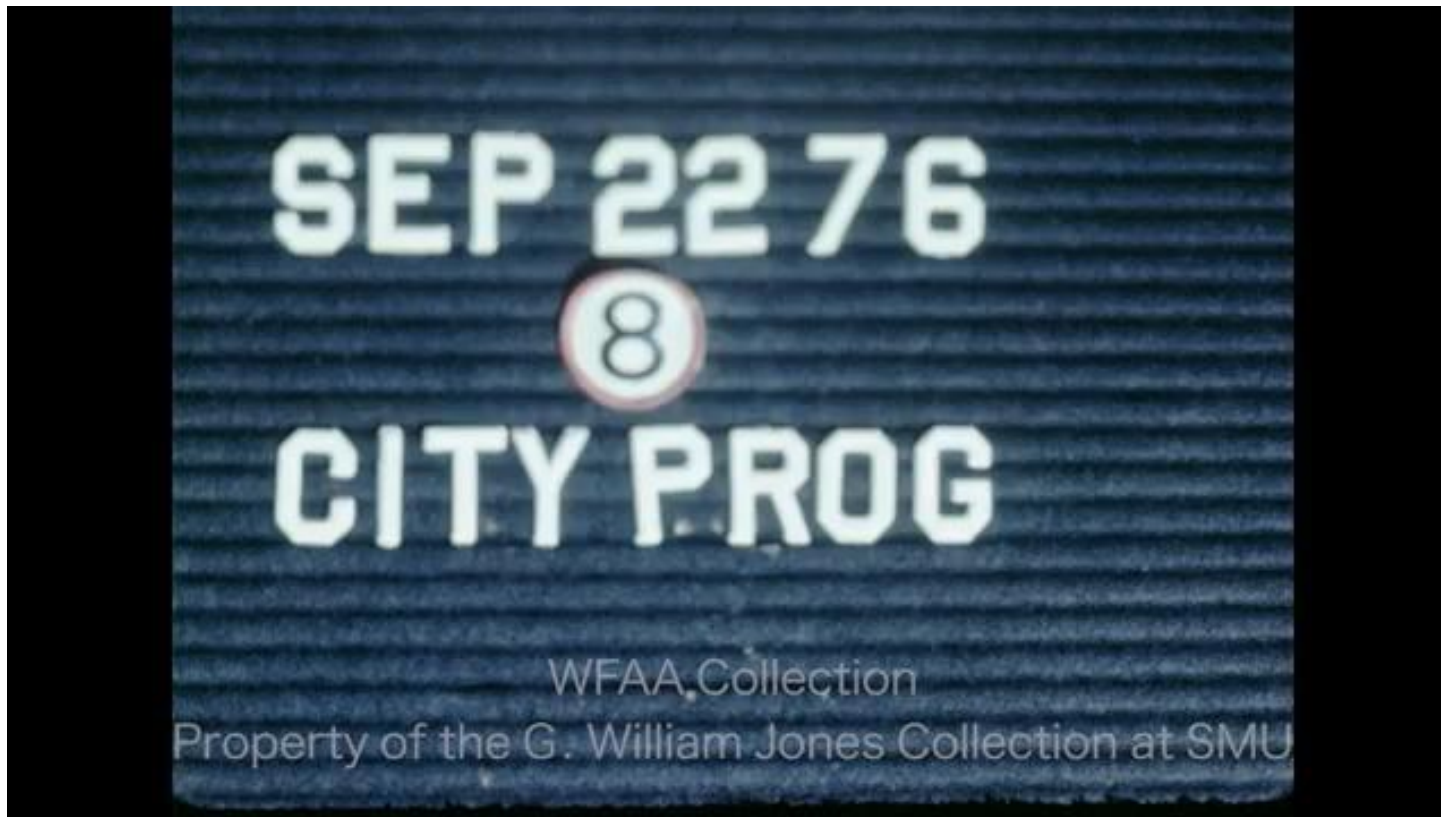
State of Dallas City Hall

Special Called Joint Meeting of the Economic Development Committee and Committee on Finance November 3, 2025

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Appendix



Link: <https://www.youtube.com/watch?v=H096PHtbz3g>

Source: G. William Jones Collection at SMU via YouTube

