Topics for discussion

> Project scope & goals

> Current state fact base

> Prioritization of levers for implementation

> Case for investment

2

Our goals for this effort

We've partnered with DDI to evaluate opportunities to improve overall public safety in Downtown Dallas

Specific goals include:

- Understand **current data and recent trends** on crime, quality of life violations, and overall public safety Downtown

- Understand **stakeholder perspectives** on impact of public safety challenges

- Identify **best practices** leveraged in urban cores of other major cities

- **Identify and prioritize levers** to maximize impact on public safety Downtown

- Synthesize findings in a **strategic action plan**, with defined **ROI for priority levers**

Our scope

The scope of this work was constrained to:

- **Downtown Dallas,** defined as the area within the freeway loop (also referred to as the Central Business District, or CBD)

- Data on **all types of crimes** (e.g., violent and non-violent) and **Quality of Life** violations, with focus on the period 2019-2024

Though public safety in areas outside of Downtown were not in scope, we will aim to understand the impact of recommended levers on nearby areas to avoid "squeezing of the balloon"

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Downtown Dallas at a glance

- Headquarters of **five** fortune 500 businesses

- Attracts **~27M visitors** each year, and **ranks #6** in America's top cities for business travel

- Home to over 14k Dallas residents and ~100k weekday workers, with another 80K living within a 2mi radius of downtown

- Contains ~87 acres of public park space, including the newly renovated Harwood Park

Source: 1. VisitDallas 2.On Call International, 2017

ez, Kimberly (Unverified)

Increasing public safety challenges threaten potential of Downtown Dallas

Over the last few years, growth in crime and disorder downtown has coincided with loss in value of Downtown properties and slowed residential growth

If this trend continues, cascading effects will further and rapidly erode value, impacting the City of Dallas far beyond its Downtown core

Improving public safety and quality of life is essential to our ability to incentivize residents and business Downtown

Continuing challenges threaten the potential of Downtown Dallas as a vibrant urban core

Potential for corporate relocation is real
- Law firms Fisher Phillips, Greenberg Traurig, and Gray Reed & McGraw LLP **relocating from Downtown to Uptown**
- **"AT&T would consider relocating** if public safety issue downtown is not addressed" – *Corporate stakeholder*

Losing development / business to neighboring areas
- Areas north of Downtown (Victory Park, Uptown, Turtle Creek) seeing unprecedented boom; **20+ projects and >$2B** of residential and corporate development planned or underway
- Loss of **airline contracts for Downtown hotels** due to homelessness concerns; airlines opting for Fort Worth ($4M+ annual loss)

Global spotlight on Dallas
- **2026 FIFA World Cup:** estimated to bring >$400M in economic impact and millions of tourists; **chosen as International Broadcast Center** bringing thousands of media representatives
- **Redesign of Convention Center:** 43+ conventions already booked for new center, totaling **economic impact of >$1B**

Source: 1. VisitDallas 2.On Call International, 2017

ez. Kimberly (Unverified)

There is an ecosystem of actors ensuring public safety Downtown, but coordination across all parties is necessary for maximum effectiveness

Dallas Police Department (DPD)

The primary law enforcement agency responsible for crime prevention, investigation, and emergency response across Dallas, including downtown.

91 officers | ~$7M[1]

County Officers

County officers ensure the safety and security of county employees, judicial staff, and the public visiting government buildings in downtown Dallas.

Min. 50 officers[8]

Right Care

Collaborative program between police, paramedics, and mental health professionals to respond to mental health crises and connect individuals with appropriate resources. DDI team routes relevant cases to team

~$4M[3] spend (2022)

Private Security Teams

Security personnel hired by private businesses (e. g. , AT&T) and property owners to patrol and protect private properties. Some coordination exists among private security Downtown and with DDI Security teams

~$12M+[2] spend (2022)

Downtown Safety

Requires coordination across stakeholders furthered by communication challenges

Community Members

Residents, workers, and visitors who contribute to downtown safety by reporting issues, participating in safety initiatives, and fostering a community presence

15,000+ residents

El Centro Campus Security

Campus Security Officers run regular campus patrols, provide immediate emergency response, and run parking enforcement efforts. They report incidents to and receive additional assistance from DPD.

~$700K[7] spend

DDI Field Operations

Teams providing safety and outreach services to support a secure, welcoming Downtown. Personnel patrol area, address Quality of Life issues, and assist unhoused individuals with essential resources

75 dedicated personnel | $4M+[4] spent on safety

DART Police Officers

The largest portion of the DART Police Department's budget is allocated to personnel. The department employs over 200 officers who provide security for the entire DART system, including downtown Dallas.

200 officers (citywide) | ~$35M[6]

1. Based on average officer salary of $70-90k 2. Includes private funding allocated for additional DPD resources in the downtown area. 2022 spend; 3. 2022 Spend; 4. 2022 personnel size and spend; 5. 2023 residents 6. Spend on law enforcement and public safety (personnel, technology & training) " 2023. 7. Assumes equal distribution across 7 Dallas Colleges Source: Downtown Dallas Inc. , Dallas Downtown Inc. 2022 Annual Report; Dallas Observer; DPD Official Website; City of Dallas Annual Budget 2021-2022, DART, "Fiscal Year 2023 Operating and Capital Budget, " 2023 8. Dallas County Sheriff's Department allocates a minimum of 50 officers to provide security to downtown buildings.

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Current state |
Key findings about public safety in Downtown Dallas

> From 2019-2023, Downtown has seen increasing crime (34% increase) and disorder, impacting quality of life for residents and business

> Downtown has seen higher growth in crime than neighboring areas, particularly in violent crime (42% increase) where other areas have seen decreases (citywide 14% decrease)

> Projected crime rates for Downtown in 2024 suggest a 10% decrease in overall crime, driven by decrease in non-violent crime, likely driven by initiatives from the DPD Downtown Task Force formed in early 2024

> Hotspots for crime and disorder are highly concentrated near parks, plazas, and public services, e.g., DART, bus station

> Crimes against property are most common, e.g., burglary, theft, vandalism, making up 79% of the reported crimes Downtown

> Vast majority of Quality of Life violations include sleeping in public and panhandling, suggesting that further efforts to address the unhoused population Downtown are needed

> Repeat offenders and a small population of individuals with violent prior records drive disproportionate impact to public safety Downtown

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imberly (Unverified)

Downtown public safety incidents examined using three main categories—violent, nonviolent, and quality of life violations

Incident type	Violent Crime	Nonviolent Crime	Quality of Life violation
Crimes included	• 11% of crime incidents in 2023 • **82% of violent crimes in 2023 were <u>against people</u>**, e.g., assault • 18% of violent crimes against property, e.g., robbery	• 89% of crime incidents in 2023 • **85% of nonviolent crimes were <u>against property</u>**, e.g., larceny, motor vehicle theft, vandalism • 15% of nonviolent crimes were against society, e.g., public intoxication, drug violations, disorderly conduct	• 4% of QoL violations were against property, e.g., littering/property damage, trespassing • **96% of violations were <u>against society</u>**, e.g., public sleeping, panhandling, open container • 80%+ self-initiated by DDI Security Teams during patrol
Responding party	DDI Security team responding ———————————————————————→ DPD responding as needed ——————————→		
# of incidents (2023)	406	3,195	30,018
YoY CAGR (Crime: '19-'23) (QoL: '23-'24)	+9%	+7%	+20%

1. Violent and nonviolent CAGR = 2019-2023, QoL CAGR = 2023-2024
Source: DPD incidents 2014-24; DDI QoL incidents 2023-24; BCG analysis

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Violent crime increased 42% in Downtown from 2019-2023, while simultaneously decreasing in comparable neighborhoods and city-wide

Violent crime incidents across Dallas neighborhoods (2019-2024)

Legend: 2019, 2020, 2021, 2022, 2023, Proj. 2024
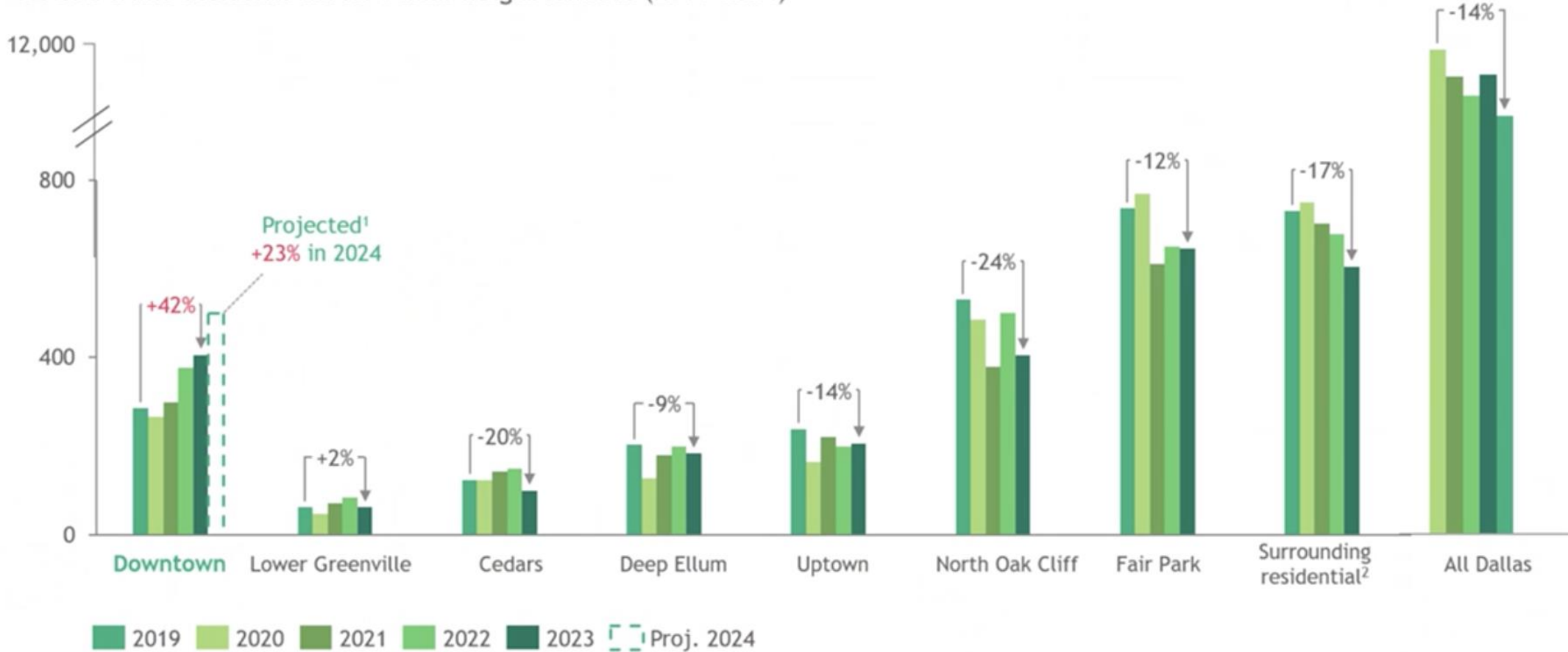
1. 2024 actuals based on available DPD crime data from January-July. Projection for Aug-Dec based on average crime rates from 2019-2023.
2. Surrounding residential = M Streets, Preston Hollow, Lakewood, and Lake Highlands
Source: DPD Lexis Nexis Community Crime map; DPD Incidents Records; BCG analysis

...dez, Kimberly (Unverified)

Though nonviolent crime has increased across Dallas, Downtown growth higher than most neighboring areas and broader Dallas

Growth in number of nonviolent crime incidents across Dallas neighborhoods (2019-2023)
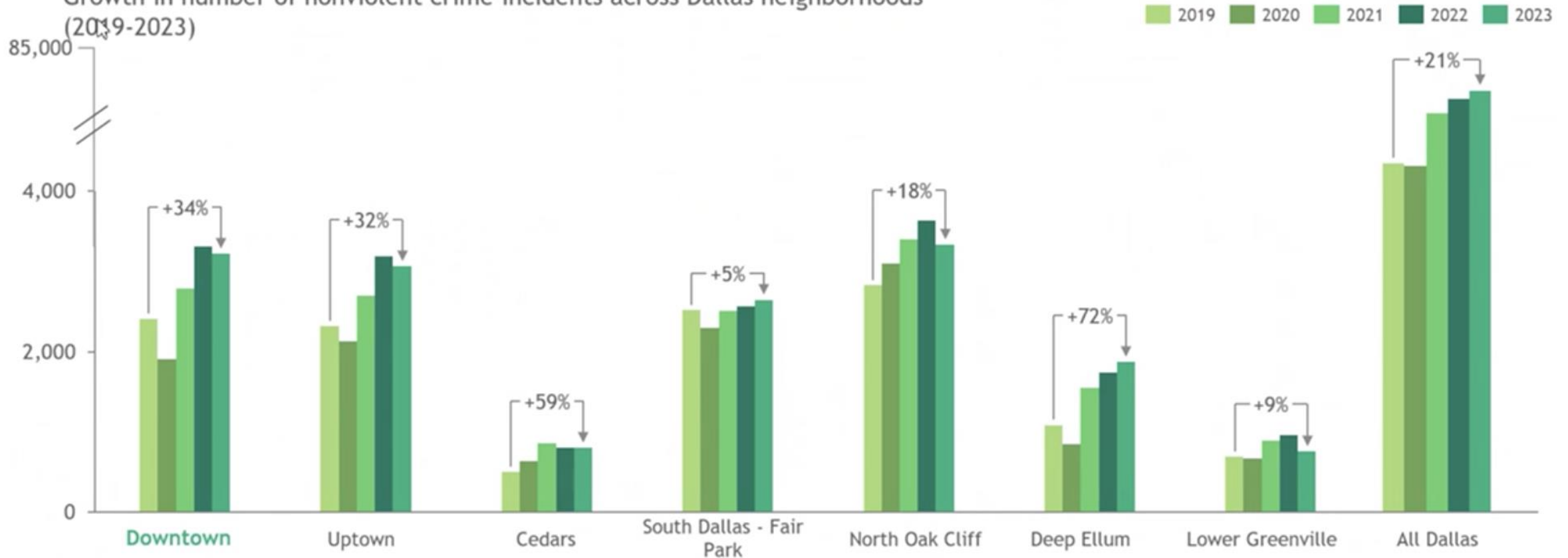
Note: DPD total violent police incidents 2019-2023; all percent change shown between 2019-2023
Source: DPD Lexis Nexis Community Crime map; DPD Police Incidents data; desktop research; BCG analysis

In Downtown Dallas, crime hotspots for violent and non-violent crime emerging near access points for public services, landmarks, and parks

Average home value :
$350 / sq ft

~17% of 2023 crimes occurred between 1100-1900 blocks of Elm St, Main St, and Commerce St where more central Downtown Parks are located

Dallas World Aquarium
- One of Dallas's largest and most well-known attractions
- Hosts joint initiatives with Dallas ISD
- Draws thousands of children and families every year

Pacific Plaza
- 3.74-acre park intended to be an oasis in the heart of downtown
- Equipped with swings for children
- Built as part of Downtown revitalization effort

Average home value:
$360 / sq ft

Civic Garden
- One of many parks created to beautify Downtown
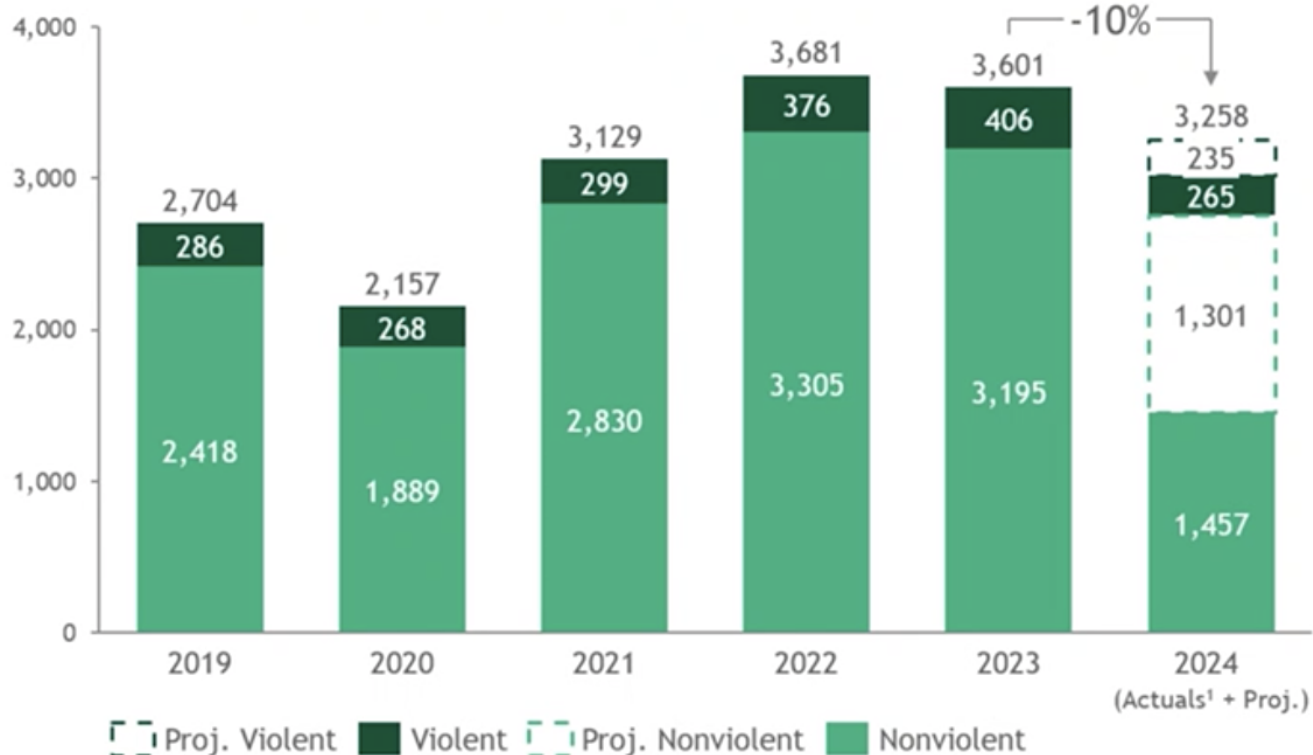- Key location for social cause demonstrations and holiday parade routes

Dallas Farmer's Market
- One of the foremost attractions in Dallas
- Home to local restaurants, artisans, and food vendors
- Attracts locals, field trips, and tourists

Map labels: Pearl/Arts District Station, Akard Station, West End Station, Greyhound Bus Station, The Stewpot, The Bridge

Map values: 57, 27, 96, 147, 88, 195, 150, 235, 155, 28, 88, 118, 5, 183, 25, 30, 258, 64, 161, 70, 0, 304, 35, 68, 183, 106, 185, 44, 59, 63, 8, 6

Total incidents

Fewer incidents — More incidents

Note: DPD total police incidents 2023; map categorized by DPD reporting areas; includes violent and nonviolent incidents
Source: Natural Earth States and Provinces boundaries without large lakes; DPD Lexis Nexus Community Crime map; DPD Incidents Records

Most frequent crimes growing significantly since 2019 with theft from motor vehicle more than doubling; this group made up 66% of total crime in 2023

Top five most frequent crimes (violent and non-violent) between 2019-2023
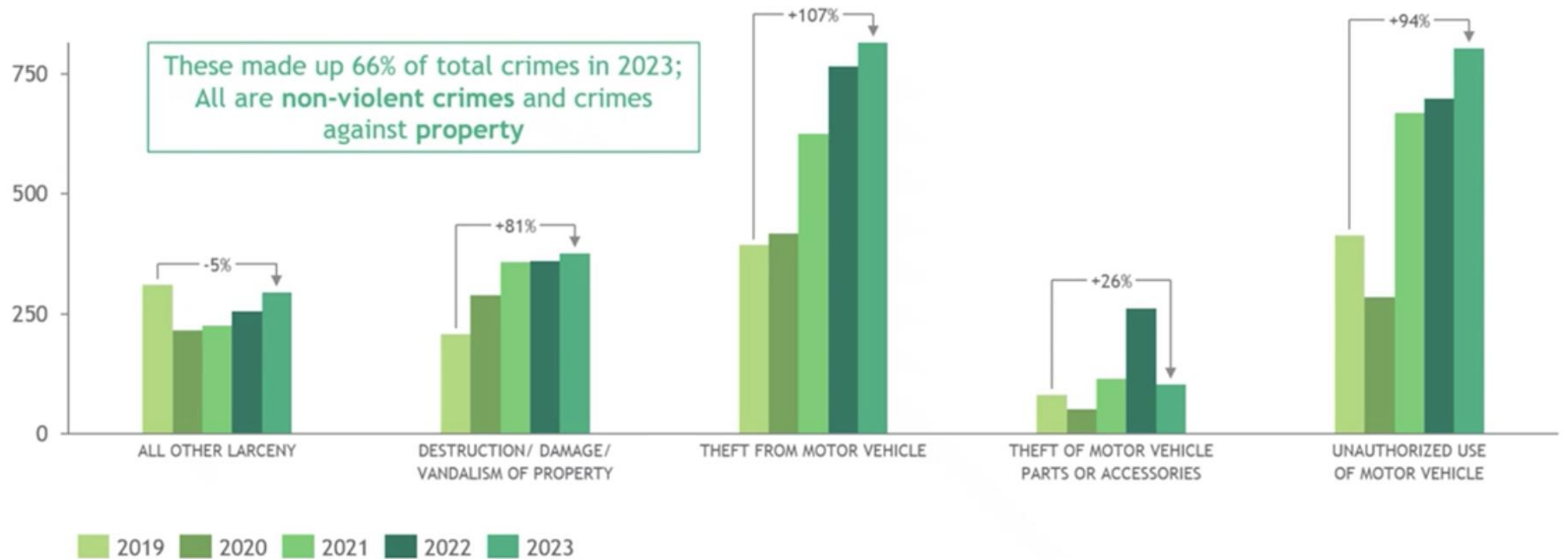
These made up 66% of total crimes in 2023;
All are **non-violent crimes** and crimes
against **property**

+107%

+94%

-5%

+81%

+26%

750

500

250

0

ALL OTHER LARCENY

DESTRUCTION/ DAMAGE/
VANDALISM OF PROPERTY

THEFT FROM MOTOR VEHICLE

THEFT OF MOTOR VEHICLE
PARTS OR ACCESSORIES

UNAUTHORIZED USE
OF MOTOR VEHICLE

■ 2019   ■ 2020   ■ 2021   ■ 2022   ■ 2023

Note: DPD total violent police incidents 2019-2023; all percent change shown between 2019-2023
Source: DPD Lexis Nexis Community Crime map; DPD Police Incidents data; BCG analysis

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Arrests in Downtown Dallas have declined amid increase in crime; repeat offenders make up disproportionate share of arrests Downtown vs. rest of city

Total crime incidents vs. total arrests, Downtown
2019-2024

Number of crime incidents

Number of arrests[1]

Year	Crime incidents	Arrests
2019	2,704	742
2020	2,157	408
2021	3,129	487
2022	3,681	523
2023	3,601	453
2024 projection	3,258	401

- Arrests
- Crime incidents
- Projected arrests
- Projected crime incidents

Crime Incidents: +7% CAGR ('19-'23)
Arrests: -12% CAGR ('19-'23)
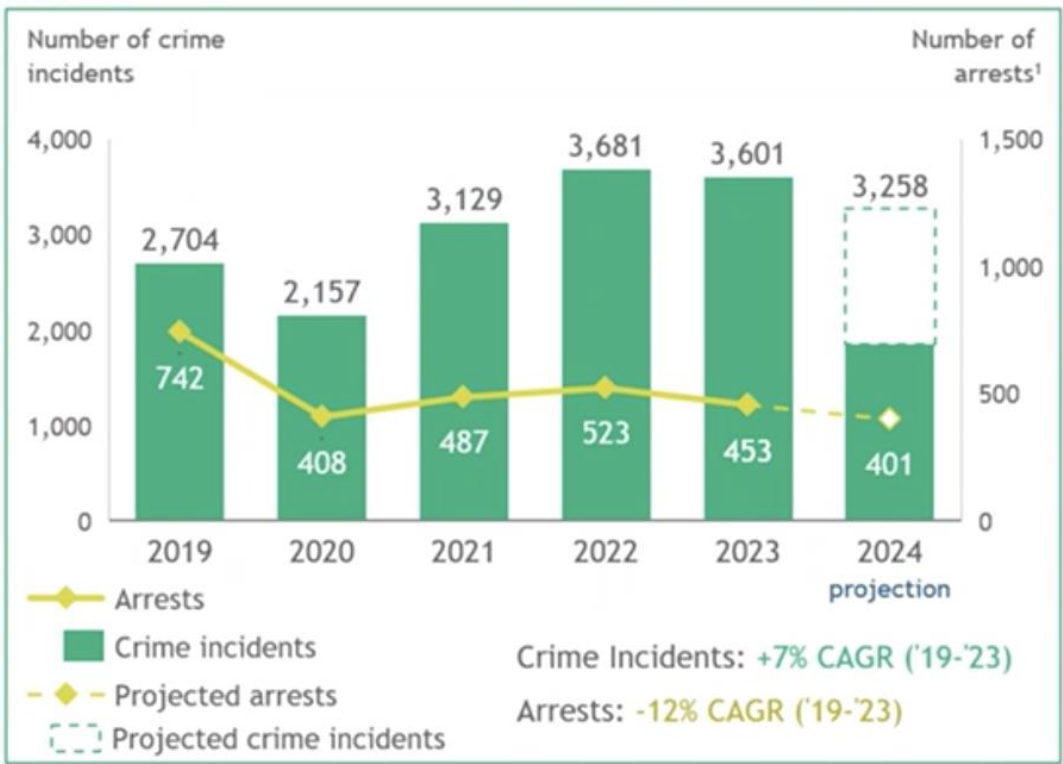
Proportion of arrests involving repeat offenders
2019-2024

% repeat arrests[2]

Year	Downtown	City of Dallas
2019	22%	7%
2020	21%	7%
2021	28%	6%
2022	20%	5%
2023	31%	5%
2024	35%	6%

— City of Dallas — Downtown
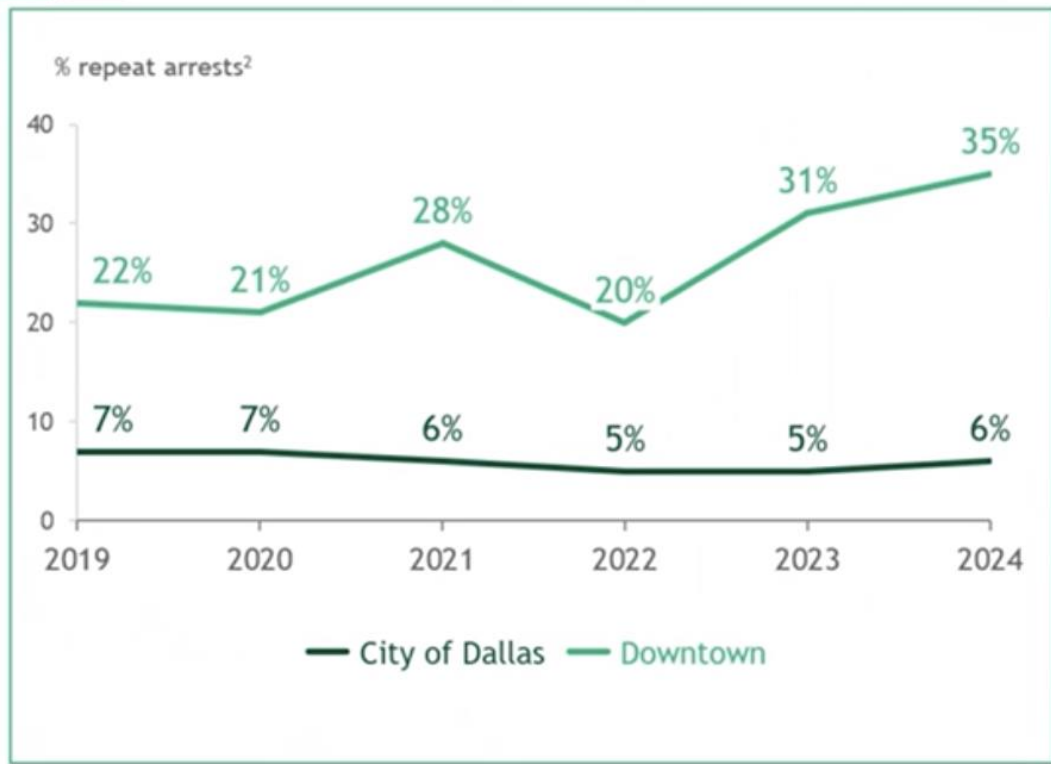
1. 2024 arrest data measures YTD with no projection 2. Only includes repeat arrests within the examined year
Note: DPD Downtown arrests as of 10/16; Data only measures arrests in Downtown Dallas; excludes miscellaneous incidents; 2024 projection for August-December
Source: DPD Arrest Records; DPD Incidents Records

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Small population of unhoused individuals driving majority of violent crime arrests in 2024, over 50% of whom have prior felony records

Downtown arrests by housing status, Violent Crime

% of violent crime arrests

Legend:
- Unhoused (green)
- Housed (grey)

Stacked bar chart values:
- 2019: Unhoused 37%, Housed 63%
- 2020: Unhoused 55%, Housed 45%
- 2021: Unhoused 46%, Housed 54%
- 2022: Unhoused 44%, Housed 56%
- 2023: Unhoused 49%, Housed 51%
- 2024YTD: Unhoused 69%, Housed 31%

# of arrests	2019	2020	2021	2022	2023	2024YTD
Unhoused	15	24	25	25	34	25
Housed	26	20	29	32	36	11
Total	41	44	54	57	70	36
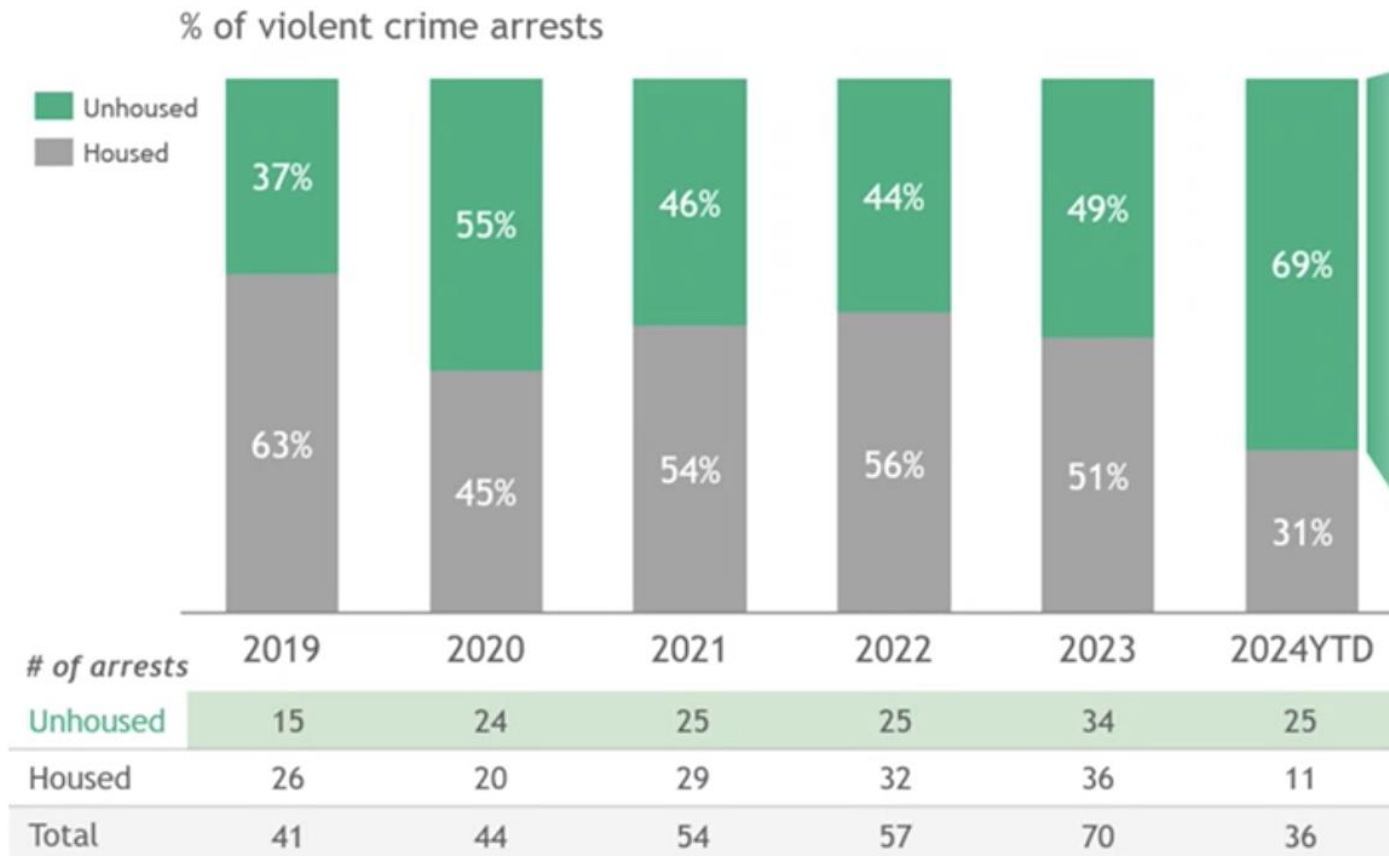
Of the 25 arrests[1] of unhoused persons for violent crime in 2024,

23 were unique offenders

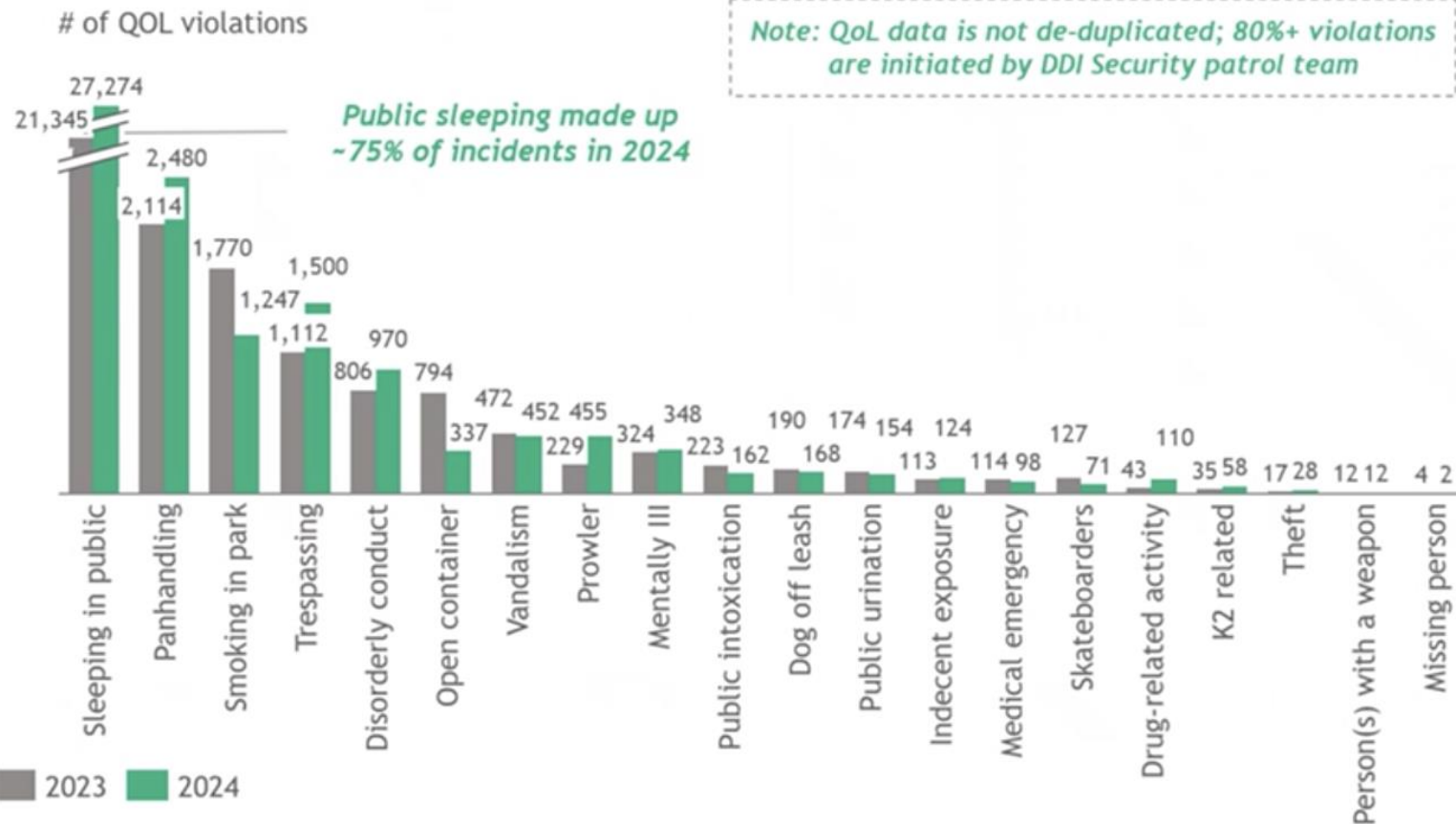**At least 13**[1] are convicted felons

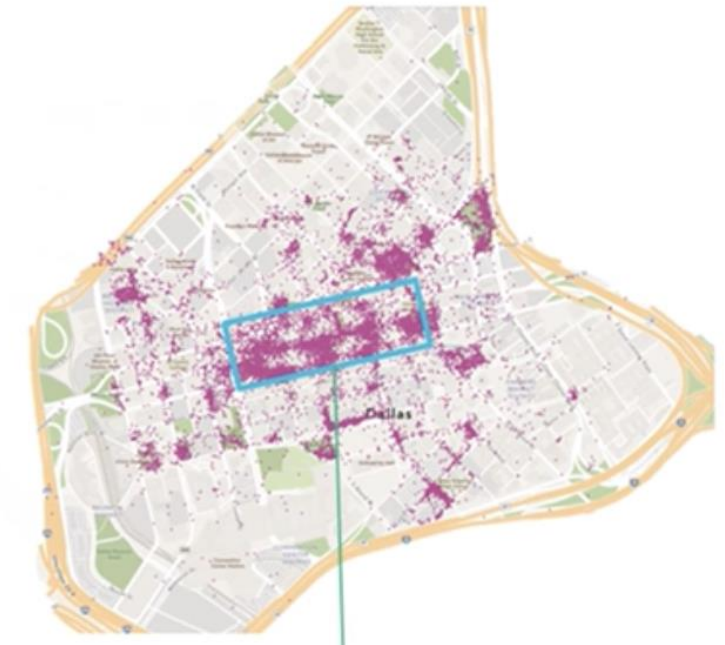**At least 10** have 5 or more prior arrests

1. Of the 25 individuals, we were able to validate prior records for 18 of the individuals; 7 individuals could not be verified.
Source: DPD Crime incidents data, 2024 YTD.

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Quality of life violations have increased by 20% over the last year; majority of violations are for public sleeping, likely attributed to unhoused individuals

Quality of Life violations (2024 YTD)

# of QOL violations

Note: QoL data is not de-duplicated; 80%+ violations are initiated by DDI Security patrol team

Public sleeping made up ~75% of incidents in 2024

Category	2023	2024
Sleeping in public	21,345	27,274
Panhandling	2,114	2,480
Smoking in park	1,770	1,247
Trespassing	1,112	1,500
Disorderly conduct	806	970
Open container	794	337
Vandalism	472	455
Prowler	229	324
Mentally Ill	348	223
Public intoxication	162	190
Dog off leash	174	168
Public urination	154	113
Indecent exposure	124	114
Medical emergency	98	127
Skateboarders	71	43
Drug-related activity	110	35
K2 related	58	17
Theft	28	12
Person(s) with a weapon	12	4
Missing person	2	

Legend: 2023 (gray), 2024 (green)

Note: DDI QoL violations between 1/1-10/25; does not include violations with DPD involvement
Source: DDI QoL Violations Data

Hot-spots for QoL violations (2024)

~33% of violations occurred on blocks between Civic Garden and Main Street Park

60 % of all incidents occurred in parks

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Kimberly (Unverified)

Fifty percent of the more severe QoL violations were concentrated within <500 yards between S. Griffin St and S. Ervay St; over 10% higher than 2023

~50 of more severe QoL violations occur within 350-yd stretch

In 2023...

~2840
Severe QoL violations

> **~38%**
Committed within 350-yard stretch

In 2024...

3490+
Severe QoL violations
Make up 12% of QoL violations

> **~50%**
Committed in same area

These QoL violations include: *disorderly conduct, trespassing, theft, public intoxication, mentally ill, drug-related activity, person(s) with a weapon, indecent exposure, K2 related, missing person*
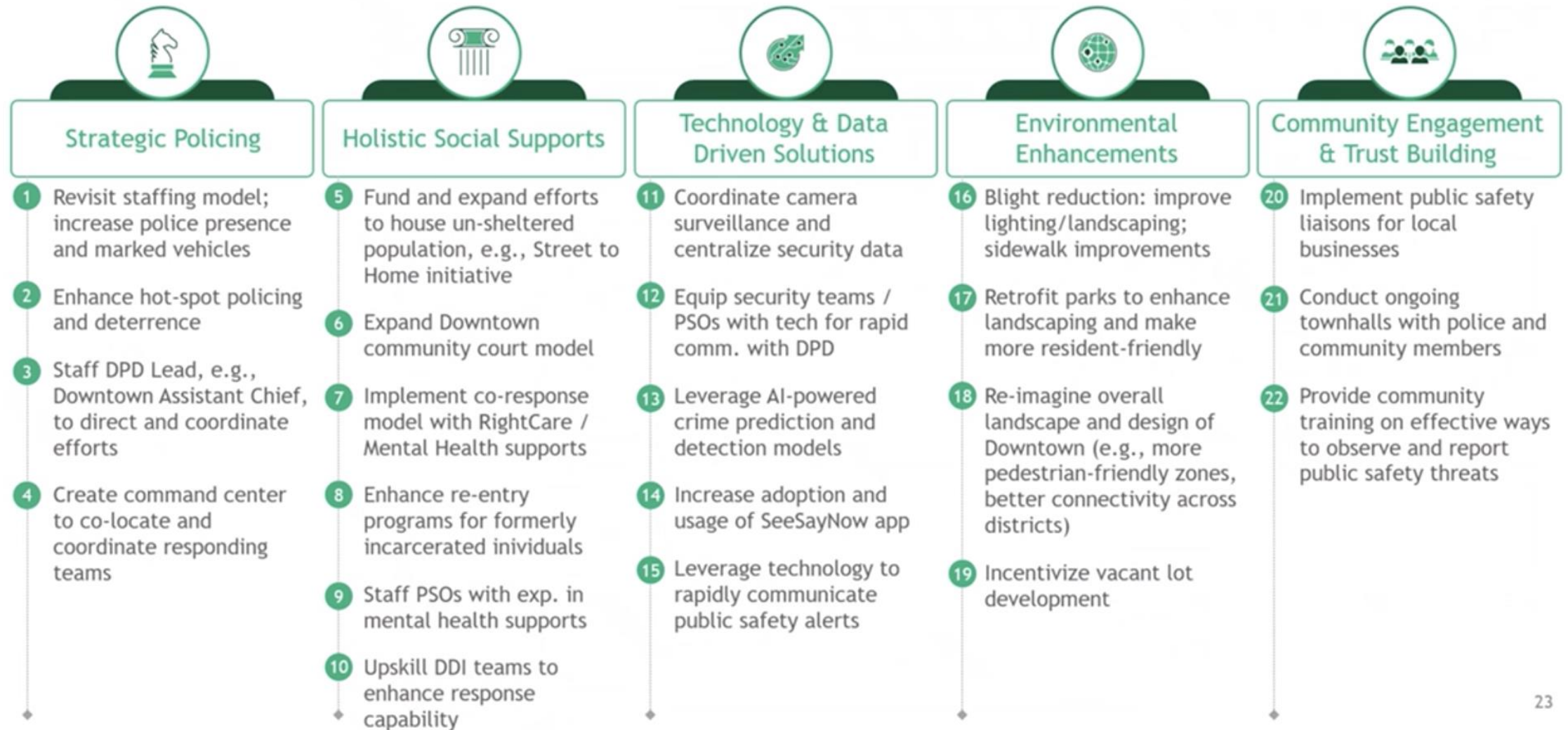
Note: DDI QoL violations FY 2023 and 1/1/24-10/25/24; does not include violations with DPD involvement
Source: DDI QoL Violations Data

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Prioritization of levers

A range of tactics across the stages of crime prevention are needed to address public safety challenges Downtown

Stages of Crime Prevention	Definition	Tools
Prevent *Address Root Causes*	Reduce public safety risks by **addressing underlying causes** of crime and social instability	• Public policy initiatives • Social services • Environmental design
Deter *Dissuade potential offenders*	**Discourage criminal activity** by enhancing **visibility** and creating a sense of surveillance to dissuade potential offenders	• Police patrols • Reporting apps and hotlines (e.g., Elert) • Surveillance systems
Observe & Intervene *Prevent Escalation*	**Respond promptly** to emerging incidents to **prevent escalation** and restore order	• Community response teams (e.g., DDI) • Trained crisis response officers
Enforce *Ensure safety & accountability*	**Enforce legal or regulatory action** to uphold safety and ensure **accountability**	• Law enforcement presence
Adjudicate *Support Long-term Change*	Utilize **judicial processes** to impose **consequences**, aiming for **long-term rehabilitation** or restitution when suitable	• Community Courts • Restorative Justice Programs • Case mgmt./ probation

Kimberly (Unverified)

We initially identified 20+ levers across five key categories to address public safety challenges Downtown

Strategic Policing

1. Revisit staffing model; increase police presence and marked vehicles

2. Enhance hot-spot policing and deterrence

3. Staff DPD Lead, e.g., Downtown Assistant Chief, to direct and coordinate efforts

4. Create command center to co-locate and coordinate responding teams

Holistic Social Supports

5. Fund and expand efforts to house un-sheltered population, e.g., Street to Home initiative

6. Expand Downtown community court model

7. Implement co-response model with RightCare / Mental Health supports

8. Enhance re-entry programs for formerly incarcerated inividuals

9. Staff PSOs with exp. in mental health supports

10. Upskill DDI teams to enhance response capability

Technology & Data Driven Solutions

11. Coordinate camera surveillance and centralize security data

12. Equip security teams / PSOs with tech for rapid comm. with DPD

13. Leverage AI-powered crime prediction and detection models

14. Increase adoption and usage of SeeSayNow app

15. Leverage technology to rapidly communicate public safety alerts

Environmental Enhancements

16. Blight reduction: improve lighting/landscaping; sidewalk improvements

17. Retrofit parks to enhance landscaping and make more resident-friendly

18. Re-imagine overall landscape and design of Downtown (e.g., more pedestrian-friendly zones, better connectivity across districts)

19. Incentivize vacant lot development

Community Engagement & Trust Building

20. Implement public safety liaisons for local businesses

21. Conduct ongoing townhalls with police and community members

22. Provide community training on effective ways to observe and report public safety threats

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We then prioritized six overall opportunities to address crime prevention at each stage

Stages of Crime Prevention

Prevent
Address Root Causes

Deter
Dissuade potential offenders

Observe & Intervene
Prevent Escalation

Enforce
Ensure safety & accountability

Adjudicate
Support Long-term Change

Opportunities to address

Continue Push for Re-Housing
Scale and enhance programs to transition homeless individuals into stable, service-rich environments

Address Needs Associated with Re-Entry from TDCJ
Establish coordinated public-private support for reintegrating formerly incarcerated individuals in Downtown Dallas

De-magnetize Hotspots in Downtown
Focus deterrence, enforcement and resources to mitigate criminal activity around key hubs (e.g., DART)

Increase Coordination Among Security Entities
Develop a unified command center to streamline safety and security coordination across entities

Increase Policing and Monitoring Presence
Deploy cost-effective Public Safety Officers and dedicated sworn officers to visibly and proactively address Downtown crime

Expand Downtown Community Court
Broaden community court services to efficiently address non-violent crimes with resource-oriented solutions

Kimberly (Unverified)

For each priority opportunity, we've identified key initiatives for implementation

Opportunities to address	Specific Initiatives
1 Increase Policing & Presence	**1a** Allocate DPD Chief to coordinate efforts across parties **1b** Dedicate unit of sworn officers Downtown **1c** Implement Public Safety Officers (PSOs) to increase presence **1d** Increase and coordinate surveillance cameras
2 Increase Coordination among Security Entities	**2a** Create central command to co-locate responding teams, e.g., DPD, DDI **2b** Share technology, radios for streamlined communication
3 Continue push for Rehousing	**3a** Expand Housing Forward's "Street-to-Home" Initiative to accelerate housing efforts **3b** Implement ongoing multi-disciplinary closure maintenance plan and identify solutions for most challenging individuals (e.g., refusing services)
4 Expand Community Court	**4a** Enhance framework and expand scope / hours of community court and crimes adjudicated
5 "De-magnetize" Hotspots	**5a** Increase police presence in hotspot locations, times, and days of week **5b** Provide clear guidelines for organizations providing meals to unhoused **5c** *(Longer-term)* Blight reduction, environmental design, retrofit parks
6 Address Needs Associated with Re-entry from TDCJ	**6a** Create private / public effort to improve and expand re-entry programs and services

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Kimberly (Unverified)

Case for investment

Improving public safety and quality of life in Downtown Dallas can result in a self-reinforcing, virtuous cycle

Improvements in public safety and quality of life drive...

Increase in residents and visitors
- Improvement in quality of life and public safety drives influx of residents, tourists, and commuters

Investment activity grows
- Greater investment in infrastructure, retail and other amenities

Ensuring an attractive ROI for business investors is critical; Failure to address public safety puts ROI at risk and jeopardizes the entire cycle

Core value drivers:

1 Growth in retail/activity
- Foot traffic and consumer spend increases with increase in residents/visitors

2 Growth in property value
- Building values increase as retail/consumer activity grows
- Landlord revenue increases as vacancies decrease and net effective rent increases

3 Increased city revenue
- City revenue increases with greater property tax
- More public funding available for value-add projects (e.g., infrastructure, DDI, DPD)

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In recent years, Downtown development has slowed and property values for landmark buildings have decreased while neighboring areas see ~200% increase

Property values and sales

Property values over time

Site	Downtown[1]			Uptown[2]			
	Comerica Tower	Dallas Arts Tower	BoA Plaza	Crescent Court	1845 Woodall	Chateau Plaza	Weitzman
Value[3]	$59	$110	$68	$182	$127	$150	$86
% inc since 1st decline[4]	Downtown Avg: +4%			Uptown Avg: +242%			
	-11%	24%	-1%	156%	204%	432%	176%

Sales volume over time[9]

	Downtown	Uptown
2017-2019	$1,354M	$322M
2021-2024	$850M	$1,670M
% change	-37%	+419%

Growth and occupancy

2017 - 2019

35K[5]
average net absorption

78.4%[5]
average office occupancy

+71%[6]
downtown residential population growth, since 2009

2022 - 2024

-124K[7]
average net absorption

-5%[7]
decrease in average office occupancy

+3.8%[8]
downtown residential population YoY increase

New developments in Downtown[9]

- 6 multi-family
- 6 hotel properties
- 4 office space projects
- 5 parking
- 1 storage facility, 1 museum
- 1 retail, 2.9k residential units

24 new developments in total

- 3 multi-family properties, with 1 abandoned
- 1 hotel property, 1 hotel property renovation
- 1 courthouse structure

6 new developments in total

1. Downtown properties build year in order - 1985, 1985, 1983 2. Uptown properties build year in order - 1983, 1984, 1985, 1985 3. Price per square foot 4. Percent increase / decrease since first substantial decrease in market value (2010) - metric used to normalize for any widespread economic pressures; first decrease occurred in 2010 for all. 5. CoStar data 6. CoStar data, Q1 2017 - Q3 2019 6. As of 2019, DDI 2019 State of Downtown, since 2009 7. CoStar data, Q1 2022 - Q3 2024, as compared to Q1 2017 - Q3 2019 8. The Value of U.S. Downtowns and Center Cities 9. DDI research

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Dallas is highly reliant on commercial property values and taxes

Sources of General Fund Revenue by City
2022

City		
Boston, MA		
Dallas, TX	26.2%	26.2%
Atlanta, GA		
Austin, TX		
Washington, DC		
Houston, TX		
New York City, NY		
Miami, FL		
San Antonio, TX		
Charlotte, NC		
Chicago, IL		
Phoenix, AZ		

Legend: ▇ Commercial property taxes ▇ Other property taxes ▇ Other sources
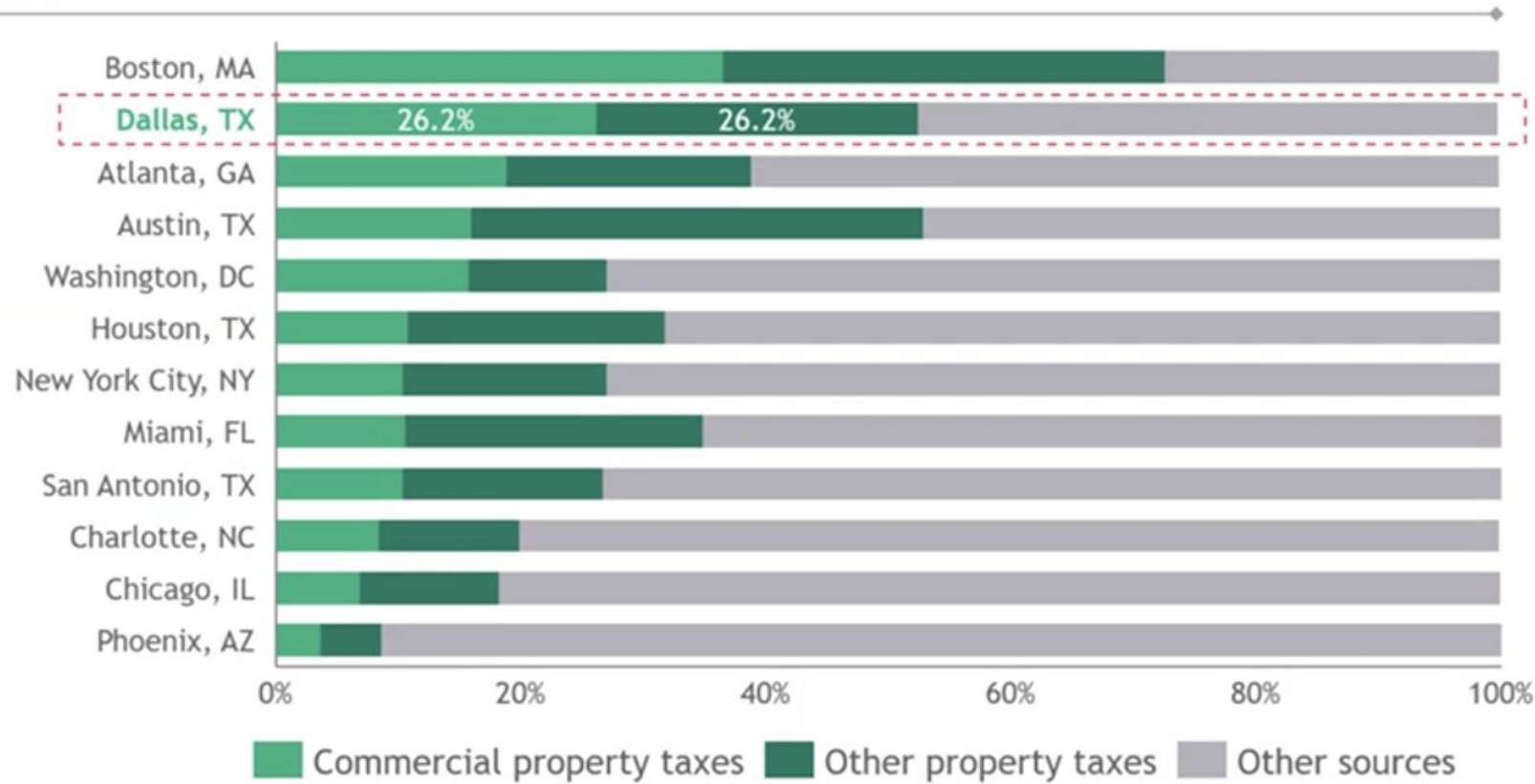
Downtown Dallas makes up **4.5%** of the city's total property value

35 properties make up 50% of total Downtown property value

Note: Chicago and Boston use 2021 rather than 2022
Source: Tax Policy Center, 2024. Author's calculations using Cities ACFR. Includes city-level government only

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Kimberly (Unverified)

If trend Downtown continues, cascading effects of decline will further erode value and incentives for residents and businesses rapidly

Unaddressed decline risks cascading effects on value Downtown:
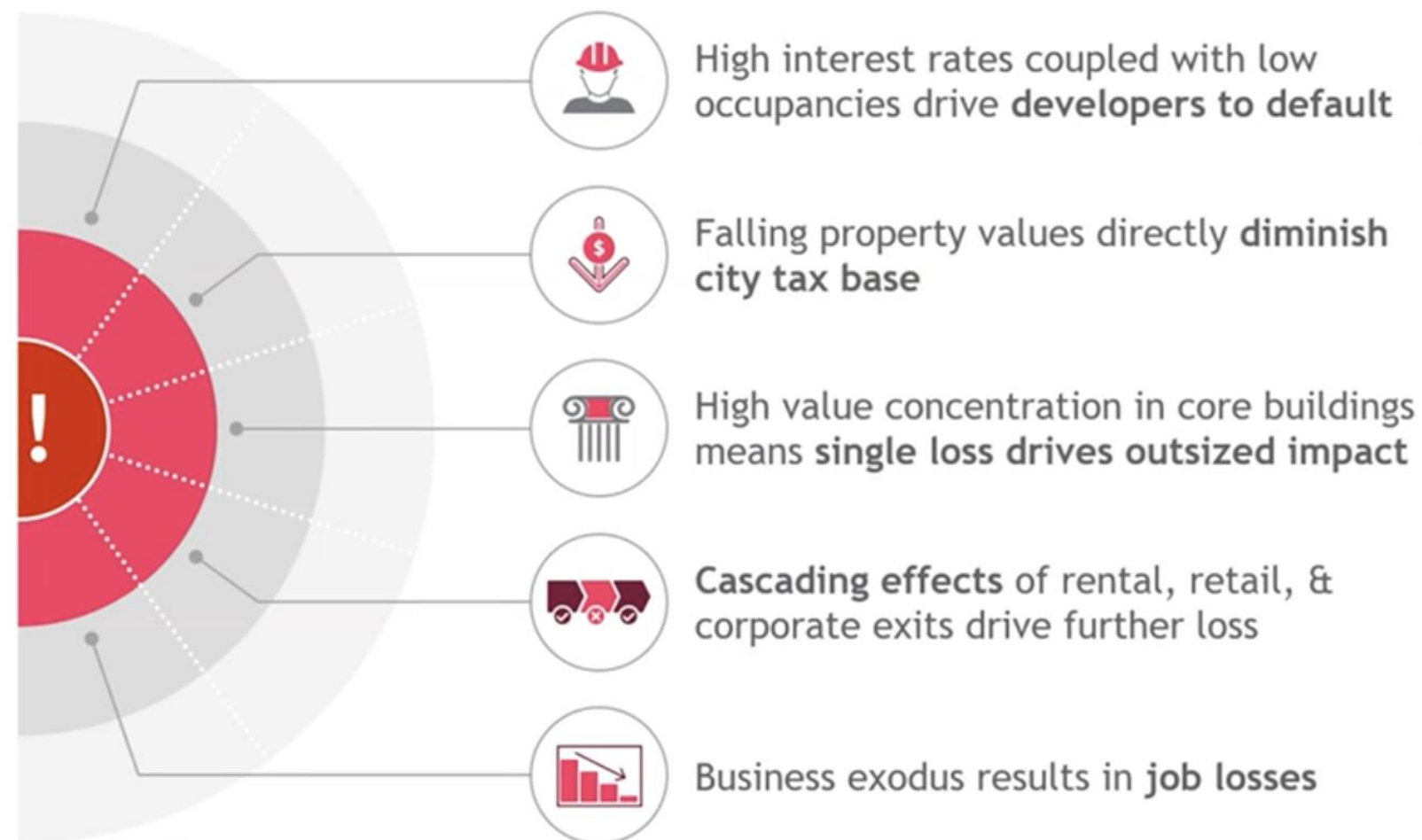
High interest rates coupled with low occupancies drive **developers to default**

Falling property values directly **diminish city tax base**

High value concentration in core buildings means **single loss drives outsized impact**

Cascading effects of rental, retail, & corporate exits drive further loss

Business exodus results in **job losses**

We estimate AT&T relocation could cause a **30% decrease** in property values, costing Downtown an **estimated \$2.7B in overall value**, including **\$62M loss in annual property tax revenue**[1]

1. \$62M property tax loss includes impact to city and non-city (County, DISD, Parkland, etc.) property tax revenue and sales tax. See detailed analysis in Appendix.

Investment also reduces substantial downside impact from potential anchor tenant departures, where comparable cities have experienced large downside

We estimate AT&T relocation could cause a 30% decrease in property values, costing Downtown an estimated $2.7B...

$2,704M

$2,430M

loss to property values[1]

$212M

Research indicates a 2-5% property value decline[5] per year for 2-3 years post-relocation due to ripple effect on surrounding businesses

Est. $62M in annual tax revenue

$40M

consumer spending decline[2]

$18M

$4M

Non-city property tax revenue[3]

city property tax revenue

sales tax revenue

Estimated annual loss to downtown is 2.7B
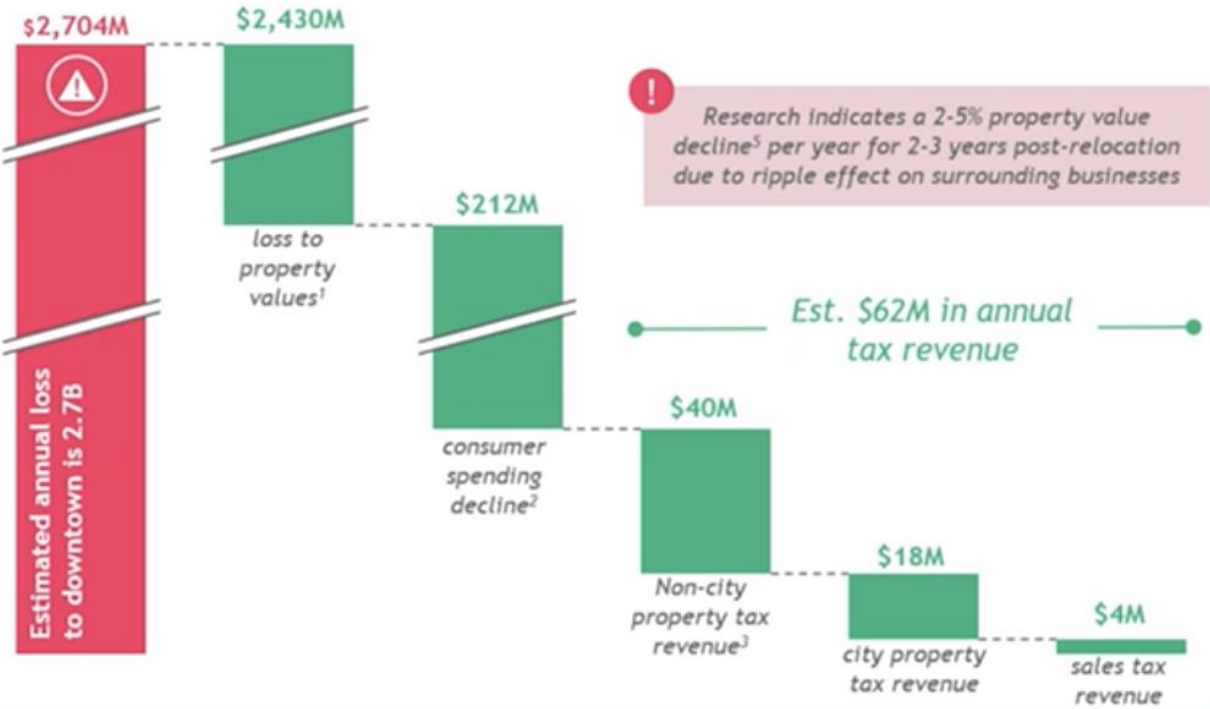
...driven by impact to property values similar to what other cities have seen

1. **Detroit:** GM and Chrysler departures led to **50% decline**[6]

2. **San Francisco:** Twitter relocation led to **15% decline**[7]

3. **St. Louis:** AT&T departure led to a **15% decline**[8]

Core value drivers made up of key revenue sources for Downtown and City of Dallas

$263M in value is generated annually Downtown via critical revenue sources...

National benchmarks[3] indicate property value and retail spend increase ~2-10% with 10% reduction in total crime

$8,100M

$2,000M

$125M

$60M

$40M

$38M

$263M

| Property Value[1] | Retail Spend[2] | Property Tax Non-City Revenue[4] | Property Tax City Revenue[5] | Hotel Tax[6] | Sales Tax[7] | Total |

Base value   **Direct revenue**

...with property values being the most significant value driver

Every $1B in property value Downtown drives ~$24M[8] in total property tax revenue

1. Downtown PID assessment 2. Experian 3. Urban Land Institute, Brookings Institution 4. Includes PID, Dallas County, Dallas Independent School District, Dallas Community College, Parkland Hospital 5. Assumes $0.735 per $100 contribution 6. CoStar estimation of annual hotel tax Downtown 7. Assumes 2% tax to include DART revenues 8. Assumes ($0.24) per $100 contribution

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Investment in Downtown safety and real estate attractiveness has potential yield of ~$4B+ in incremental property value over 5 years

Value gap between top ~35 Downtown sites vs. Arts District
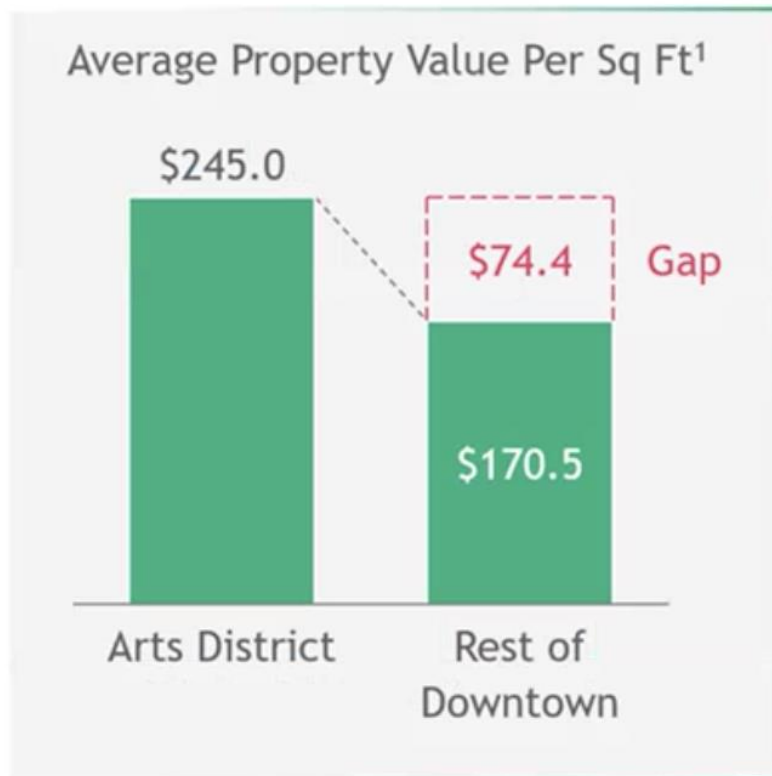
Bringing top sites to comparable value per sq ft of Arts District nets ~$4B+ increase to Downtown property values

Average Property Value Per Sq Ft[1]

$245.0 — Arts District
$74.4 — Gap
$170.5 — Rest of Downtown

Cumulative value of closing gap ($M)[2]

- ■ Projected (Incremental gap closure +5% YoY growth)
- ■ Baseline (assumes 5% YoY growth)

Incremental property tax revenue

Year 1	Year 2	Year 3	Year 4	Year 5
+$11.0M	+$19.9M	+$33.4M	+$56.0M	+$92.3M

Incremental property value

Year 1	Year 2	Year 3	Year 4	Year 5
+$0.5B	+$0.9B	+$1.5B	+$2.5B	+$4.1B
8,985	9,800	10,840	12,298	14,378

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Estimated cost to implement and expected ROI

🔑 Opportunities to address	⚙️ Estimated Incremental annual recurring cost ($M)[1]
01 Increase Policing & Presence	$3.0-$5.0[2]
02 Create a Central Command	$0.5
03 Continue push for Rehousing	$21.2[3]
04 Expand Community Court	$0.2
05 "De-magnetize" Hotspots	*Assume no incremental cost (only allocation of existing resources)*
06 Address Re-Entry Needs	$0.5-$1.0

Investments could yield ~125M+ annually in increased tax revenues[4]

Issues are solvable but will require community action

City of Dallas & DPD	• Prioritize resourcing to ensure adequate enforcement support equipped with coordination technologies • Support and fund expansion of programs providing holistic supports, i.e., Street to Home initiative, community courts, long-term case management capabilities • Incentivize development of underdeveloped / vacant downtown space
Corporate stakeholders	• Invest in landscaping and blight reduction to improve pedestrian living • Promote private security coordination among other businesses and downtown DPD • Engage and market downtown real estate to talent to grow residential population
Downtown Dallas, Inc.	• Upskill staff to generate robust response capabilities for mental health challenges • Drive increased coordination for a co-responding model with other support and security teams
Homeless outreach	• Continue and expand efforts to house unsheltered populations • Support coordination of longer-term mental health resources with housing efforts
Community residents	• Utilize SeeSayNow app to report crime • Engage with safety and security teams to better understand resources and reporting available • Invest in vibrancy of downtown by frequenting retail locations and parks

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