

CROW HOLDINGS

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February 14, 2008

VIA E-MAIL - Tom.Leppert@dallascityhall.com

The Honorable Tom Leppert
Dallas City Hall
1500 Marilla Street
Room 5EN
Dallas, Texas 75201-6390

Dear Mayor Leppert:

Today, you voted to spend one-half million dollars of money that the Convention Bureau has collected from people like us, hotel owners. We financed our hotels privately, took all the risks and have been paying the City's and the CVB taxes for thirty years.

Today, the decision you made was, in my judgment, morally wrong, and wrong as it relates to the fiduciary duty you have to the citizens of Dallas.

I know that you can say that the one-half million dollars you committed today was merely to buy an option, but that is a huge amount of money and is the first step toward buying the site and putting the city in the hotel business and in competition with the private hotel owners. I deeply regret the decision you made today.

Some time ago, others working on the council for the city made a big mistake. They made our Convention Center too big. Now today, the people at the CVB cannot fill it up because it is too big, so they want the city and the citizens to put up more good money, after bad, by building a hotel which I believe will cost at least one-half billion dollars before the huge loss which it will generate and which will cause the citizens to suffer further. It will also hurt the other hotels that are in the city.

I am sure you have been convinced by Philip Jones and others that this is the right thing to do. If you take the time to become knowledgeable about this subject, you will find that a number of other cities that have done this same thing have suffered greatly.

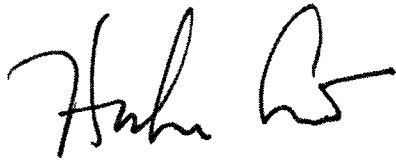
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Dallas is the second lowest hotel market in the country, which means there is not enough demand to fill the rooms we already have. If the city finances a new hotel by the Convention Center (which is the only way it will be built), it is the height of folly.

I am well aware that Philip Jones and others will say that because my family owns the Anatole, we are fighting this convention center hotel. That is true. It will hurt the Anatole and my family as a result. But, it is also true that we have a great deal of knowledge about hotels, convention centers, and what it takes to make them work. This one that you are planning to build, I expect using the faith and credit of the citizens to finance it, will be a huge loser.

By the time it is finished, you may have moved on to another time in your life and leave the problems you are creating to your successors, but just know that there are a lot of us in the city who are well aware of the mistakes that this council is making on this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Harlan Crow". The signature is stylized and cursive, with a large initial "H" and a long, sweeping underline.

Harlan Crow

HC:md

cc: Councilmember Mitchell Rasansky
Councilmember Angela Hunt
Councilmember Vonceil Hill