Global Dubai, Particular Challenges Ahead

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Abstract

Dubai, the city-state has developed dramatically over the last three decades, becoming a major business and tourism centre and with a more dynamic and diversified economy. It is now the largest re-exporting centre in the Middle East and a regional hub for a wide range of businesses and industries. The developments the city witnessing could be of the most aggressive types including a number of artificial islands on which to locate tourist resorts and luxury housing, the world’s tallest building, an indoor refrigerated ski slope, and a number of multi-billion dollars master-planned mixed-use and specialized developments. Eventually, the openness policy supporting these developments has made it possible for Dubai to appear in the map of the global cities with regional and global influence achieving considerable rankings for a city with relatively young urban experience and in such a conservative region. As there is no single path a city should tread to become global, the state-led nature of the emerging Dubai has been challenged by a number of issues that cities in competition may take advantage of.

The paper has identified the most special characteristics pertaining to Dubai model that could have substantial influence on the city future as the unique urban governance style and the demographic nature of the city population. There are several possible reasons as to why these two elements were selected when understanding the urban development pattern being undertaken. The paper is trying to put focus on the how the current leadership style could sustain in future if the city is thought to continue the regional or global journey amid the coming competition around from cities in neighbouring countries like Doha and Manama. An emphasis is brought on the regional differences in city governance style that is needed to support cities with global/regional vision and how this would relate to the approach adopted when envisioning cities. Dubai may present a strong case for such notion. The second feature investigated is related to the complex nature of Dubai population which is more than 80% foreigners and as temporary residents and working expatriates bound by current immigration laws. Attempts were made to explore the implications of this situation in a long term perspective as people element would need to remain in supporting and interacting with city physical and economical structures. Questions related to target population size and mix were discussed and as to how this is conceived to support city functions.

Assessment of the current policies in relation to these two issues were included in an urban open city concept as well and if they are sufficient to support the envisioned “global” Dubai. It is on how far the city can be global now and would particularly be needed to achieve this.
The paper is partially exposing these elements and is trying recognizes the importance of a deliberate strategy to deal with these critical urban concerns if Dubai is to sustain its phenomenal growth and remain competitive in the long term urban global process. Dubai appeared to be in the middle of the transitional stage as an emerging open city that trying hard to shift from the mainly oil-driven gulf economy which is characterized by huge influx of foreign work force of temporary settlement and would take its time to re-adapt to the conditions of being and open city in its community context.

As diverse as they are, the most successful global cities are those that excel across multiple dimensions and with broader spectrum of offerings, however, city governance could be singled out in this case for Dubai as it presenting as a significant political issue and could really manifest the regional differentiations in how the cities can be managed from place to place over the globe. Dubai is demonstrating significant levels of flexibility, market-orientation and innovation which may promise for a hybrid style of urban management capable to transitionally support the city nearest future. The paper is an attempt to bring forward the potentially critical issues that may be featuring our Middle East cities in their course for global presence and advocate further urban management research to help understand those particular characteristics better.

Global Dubai: Particular Urban Challenges Ahead

The magnificent developments happening in Dubai, within just a single generation span of time, driven by its liberal investment policies, several world-marketed urban mega projects and tremendous extensions of services and infrastructures, has made it now not only a favourable destination for businesses and tourism in region, but a host for a rapidly growing population and a catalyst for more than two hundred nationalities working and making living in the city. The city growing population that almost doubled in fifteen years has been accompanied by a significant change in structure, composition and settlement trends.

Yet its city named corporate – Dubai Ports world, the fifth largest port operator, has been expanding allover the globe and are literally inheriting the previous British Empire slogan – sun never sets off DP World - but this time in terms of business reach and not in colonial presence. The city is having a real courage to bring the world in and as well keeps growing across the world. Dubai has been committed to continuously improve its physical and legal infrastructures, and at the same time is continuously surprising its residents and the world with a series on launches of projects of unparalleled scale: the tallest building in the world, the largest man-made off shore settlements, the longest single-phase driverless metro system, beside the ridiculously huge multi-billion dollar Dubailand and Waterfront in the aftermath of the success of Internet City, Media City and a number of specialized free zones popping up around the city. The way the city-state has been governed has developed in parallel and the shift in city management to the current setup can not be ignored.

Whereas the city did and continues doing exceptionally well, in modern development and economic terms, in such a troubled and politically exploding region encircled by Iran, Iraq, Pakistan, Yemen and not far from the occupied Palestinian land, and a midst a chain of turbulent events of invasion and conflict around; Dubai has emerged to the world with a controversial model that quoted growing admiration but yet criticized by many as well.

Despite the success that has been celebrated by the city, growth of this scale brings a host of challenges and worries. Whereas the city would unavoidably be challenged by the typical worries associated with sustained economic growth and political stability; this can not be separated from the pressing challenge of developing the maturing urban identity for Dubai as
Global Dubai, Particular Challenges Ahead

The Demographic Issue

Along the transformation journey from the early traditional trade connection point through the oil boom in the sixties to the currently diversified economic policies, Dubai has attracted a continuous flow of expatriate population from almost the entire world. After modest gains in population from 1975 to 1995, Dubai population to 2008 is reaching 1,646,000 and is a “home” for more than 200 nationalities leaping from around 100 nationalities in 1995 in just less than two decades. The total population count has almost doubled in this period from the estimated 800,000 to above 1.5 million. Rates of population increase of the nationals (2.9 per cent over 2006) remain far below those of non-nationals (6.9 per cent) over the same year, if we conservatively apply figures of (MoE) at country level. Thus leading to a huge disparity in ratios where currently the non-nationals account for more than 80 per cent of the total population, and effectively around 95 per cent of the work force in Dubai. At UAE level, the statistics revealed by authorities which are also representative to Dubai show that expatriates currently hold 99 per cent of jobs in the private sector and 91 per cent of positions in the government.

The increasing majority of expatriate population evolved in the last three decades from the rapid developments in Dubai has created a distinct demographic pattern being bearing further characteristics related to gender and age group ratios. It is critical to Dubai to understand how the immigration patterns are influencing Dubai demography and contribute to its transformation to a global city. Yet the movement of these individual migrants results in a complex cultural consequences at the urban scale. The linking of immigration and cities is a view of globalization from below (Benton-Short, Price & Freidman, 2005).

♦ Minority Nationals, Majority Expatriates: The demographic gap between the local population and the quantity of foreign labour needed to pursue the economic ambitions of the city-state has made it a challenge to the Authorities to keep appropriate policies protecting city from a feared dominance of foreigners. Some estimates observed that by 2025, native Emirati citizens will constitute less than 1 per cent of Dubai and UAE residents if the immigrants flow continues at the same current rate and may evolve Dubai and UAE toward a model of a state with almost no citizens. However, it relatively maintained a strict control of the inflow and stay of manpower. Coupled with the tribal nature of the government, this is justifying to a larger extent the denial of any form of citizenship or a guaranteed status of longer or permanent residence in city. Any relaxation in this policy as perceived by Authorities may lead to foreigners being granted more power over the minority nationals and given extended political rights that would inevitably endanger the Sheikhdom – tribal nature of government if they dominate. This protectionist policy is seen by many as well causing the other civil rights including association rights and participation in social life been limited to a certain level.

♦ National Identity Debate: Upon the growing number of expatriates living in the country, today Emiratis began to concern about their national identity as they are now a minority in their own country. Elements of Emirati identity that are considered by many in government and locals lobbies are social values, culture and tradition. Nationals are recalling “the frej” a traditional neighbourhood typology they grew up in where everyone knew one other and felt socially secure. Protection of national identity, culture and way of life is now becoming social development priorities as appeared in city future plans – Dubai Strategic Plan 2015. Just at the time of writing this paper, Authorities are officially requesting the
national anthem be played every morning and country flag to fly in all schools, government and private ones alike.

♦ **The language:** When the government came in 2007 to stress the importance of using Arabic as the official language in government offices and formal correspondences, it is aiming as well to safeguard the local culture. Worries are there amid the growing use of English in public life and in businesses around the city. Despite in some occasions the extreme local voices are rising calling for enforcing the Arabic language and that employers must ensure that employees are learning Arabic, and those calling to adopt strict rules to limit the open immigration policy and that the percentage of foreigners be decreased to ensure an Arab majority, this would definitely not be in line with current needs to expand economy and diversify its sectors; the Authorities appear to prioritize the economic and developmental over the social concerns.

♦ **Population Economic Stratification:** With the prevailing tendency of both the already built and currently announced developments toward housing and facilitating for luxury and high income people, the city policies are clearly indicating a move towards concentration of niche communities. The types of businesses growing in global trade, finance and tourism are pushing to this direction too. As been cited by city officials frequently in media, Dubai the growing cosmopolitan city is targeting a certain up market lifestyle as the city has espoused a free market policy with regard to its investment choices and real estate sector. Half a million of the city population now are construction workers and Asian labourers, as estimates say, are the largest group of expatriates characterized by modest income levels, but the most excluded from the city cosmopolitan experience in terms of residence and social life living in more than 1000 compounds in city outskirts or isolated pockets. They are only brought to push the current boom and will definitely be the first to decline when growth pace slow back to normal. Dubai Strategic Plan 2015 has made it clear in employment pattern plans to increase the medium and high skill groups by 3 per cent and 5 per cent respectively while bringing down the low skilled by 8 per cent.

♦ **The guest population - transient nature of expatriate community:** Bound by the strict immigration laws that tie the legal stay of immigrants by the being continuously on a permanent employment, the population size, which is predominantly working community, is highly susceptible to the emirates economic performance and its ability to sustain jobs. When Authorities declared that around 500,000 visas being cancelled last year only but stated that just little more than that number are issued new visas, this indicates the possible rate of population replenishment. Residence visas are strictly tied to employment status and according to immigration and labour laws, expatriate is allowed only one month to leave country when contract is interrupted or ended. It is also common that deportation is often accompanying most of court verdicts when sentences are against foreigners who brought on criminal cases. These limited residency rights have eventually lead to a prevailing state of temporariness among expatriates and contributed a lot to a lack of settlement feeling.

♦ **Males to Females Ratio:** Dubai being an attractive employment destination for workforce seeking to seize the opportunities provided by a booming economy, the majority of thousands of immigrants that Dubai welcomes each year being men has lead to the males continue to outnumber females quite sharply. Latest figures are showing males reaching 1,263,000 against only 383,000 females by end of year 2008. Where a significant proportion of this labour force are either singles or those leaving families behind due to a combination of work type and income conditions, the resulted disproportioned composition of city community has raised serious questions about the morally acceptable standards of a fair living. Many are claiming that this would potentially be one of the reasons behind the spread of prostitution and human trafficking industry thought to be continuously growing in Dubai.

The Dubai typology however is demonstrating a unique form of co-existence among a spectrum of world nationalities other than the integration model that advocates a melting-pot where new comers are adopting the dominant local culture. This would particularly be attributed to the nature of immigration trend that is driven by calls to work for the development movement and contribute to the new services, knowledge and technologies; and
not fundamentally benefiting from the state local culture; and would particularly be induced further by the numerical dominance of those foreigners over the locals. However, Dubai to some cannot be considered a cosmopolitan city as most ethnic groups prefer to remain distinct, each within their own social networks. The emirate would seem unlikely to become a melting pot comparable with other international cities (Davidson, 2009). The transient nature of the expatriate population may be itself contributing to a larger extent in not giving the sufficient reasons and periods to absorb the local culture.

The controversy can be seen when protectionist voices are there in tandem with current openness policies calling to attract people and businesses from all over the world. It may be a question of how a balance between local values and incoming foreign values can be established. There is also debate about whether the Emiratis’ heritage and traditions are endangered as the city becomes increasingly multicultural, or if being a minority helps reinforce Emiratis’ sense of identity; many display their roots, wearing national dress such as hijabs and abayas with pride.

As Mohammad Masad cited the three urgent elements lacking Dubai to be a truly modern “cosmopolitan” city that cares for all are the severe segregation of its communities, the sub-human conditions of Asian labourers, and the lack of civil society (Masad, 2008).

Historically Dubai like the other Gulf States would not be in support of granting citizenship freely because sharing wealth with overwhelming majority of the recent comers will be on the account of the relatively few locals and will significantly reduce their welfare quota now generously offered by government. The society structure itself is hugely influenced by tribal culture where community leadership is inherited and would eventually be hard to be given a way for new arrivals of few decades in country. This is largely justifying to an extent the sustained policy of keeping the expatriates in a merely guest working category bound by literal labour contract and with less civil recognition that may entitle them to further in-country-existence-related rights.

Job cuts have a more severe impact in Dubai than in other countries in the world. Given that close to 90% of the population are expatriates, a lost job means that the person may have to leave Dubai, along with their families, savings, and associated demand for goods and services. Foreign demand has been a principal driver for city urban development. Therefore continuous population growth is often a key factor for Dubai and outward migration could have negative affects on Dubai’s economy.

The Governance Challenge

It is largely accepted that the success of Dubai to surprisingly transform from a local township with humble credentials and modest economy and population to a thriving international open city in less than three decades, has been attributed to its visionary leaders and their entrepreneurial spirit from Sheikh Rashid to the current Sheikh Mohammed. Unlike the heavily oil-dependent economies in the Gulf, Dubai building on its trade history, has succeeded to diversify its economy widely and positioned itself as a regional hub for trade, logistics, tourism, media, education, technology, and extended to manufacturing and financial services which developed quite recently.

The realization of the ambitious vision of Dubai leaders has implied the government to adopt wide pro-business policies and boldly flexible development strategies. The city decided to emphasize the elements of public sector excellence in services and operations and bring the government performance to world-class levels, within its early vision (Alyousuf, 2008). Dubai has been characterized by either making the best of its semi-autonomous status provided by the federation tying up the seven emirates, or escaping this by announcing a new
specialized free zone. It is estimated that the free zones are currently occupying almost one third of the city geographical area and are accommodating multi-national businesses and homes for the largest portion of city residents settling in the newly completed developments built there.

When the government has directly lead the urban development sector using its arms: the publicly listed Emaar, Nakheel and Dubai Holdings which are together responsible for an estimated 75 per cent of the city property sector, open market conditions and liberal legal frameworks where set. In a region infected by bureaucratic culture, Dubai has been astonishingly bold in its commitment to shorter timeframes for its mega projects. Ministers were sacked and projects taken away from prominent families because of delays (Mathy & Dillon, 2007).

Dubai system of government has been seen by business community as unique and progressive in comparison to the Gulf autocracies. There is far little of red-tape culture and government agencies are in general responsive and efficient. Along with establishing a number of dedicated free zone authorities, the government has embarked on instituting a range of specialized city agencies – Dubai Economic Council established in 2003, Dubai Competitiveness Council and RERA, yet still with appointed members, but appears to be embracing the leader’s vision and are on a mission to foster city image. The city is widely being described as a corporate managed by board of directors and at the top is Sheikh Mohammed as Dubai CEO. Not withstanding the remarkable shifts in the recent governance trends in Dubai during its current booming time, it is believed that the city has started feeling not only the difficulties of managing a rapidly growing metropolis but rather challenged by the tasks of running a complex enterprise.

♦ Governance or Government: The commitment of Dubai to improve its standards of municipal and government services as seen on the serious efforts to embrace efficiency and customer-focus values, and employ the latest and costly technologies for e-government infrastructures, has achieved well in line with the pro-business policy. Driven by the need to cope with rapid development in all sectors, the city has been known for its flexibility to re-arrange its organizations, move responsibilities and decisive in building new urban institutions with expanded financial authorities. The establishment of RTA – Road & Transport Authority in 2006 not only with combined road building and traffic responsibilities, but were granted huge revenue base on running city transport systems alone. RTA is operating the public bus and city taxi fleet and the recently launched metro along with the road toll systems first in region and the expanded paid parking expanded over significant city areas. Notwithstanding the general direct tax-free environment, the whole range of city services including utility bills, vehicle registration, road tariffs, municipal rent tax and gas to telecommunications appears to be charged heavier than the region average.

Dubai has gone relatively far in comparison to the neighbouring states in establishing a paid-service culture and in realizing its importance to sustain growth. The majority of city residents being non-citizens unable to negotiate or protest those charges, may however, has made it less difficult for Dubai to continue levying such charges without or with minimal subsidy.

♦ Community Involvement: Dubai has grown in a Sheikhdom system of government supported by carefully selected executives in its agencies, has put all the powers for city decisions effectively away from the city national community. It is then extended further when foreigners flock the country early during oil boom and now are majority. This has made it harder to recognize such an involvement in a development model characterized in whole by a strict top-down approach. Despite the political sensitivities related to the attempts aiming at introducing such changes in city management style, the growing need to build and nurture
powerful local institutions to participate in city management is quite pressing amid the emergence of distinct urban entities in the city such as those brought by development of integrated free zones. Whereas currently the government-backed giant private companies are master-developing these segments and administering the early stages of services establishment, it is inevitable that balance of interests can not be guaranteed for long. Currently, many claims are surfacing related to service providers’ deficiency and overcharges. Empowering residents and tenants to negotiate charges and agree mutual obligations is a demand brought to local press. The traditional municipal practice is as well now faced by the challenge of looking after new and sophisticated level of services like district cooling services, piped gas supply, IT infrastructures which they haven’t be experiencing before. Fragmented voluntary initiatives lead by few communities here and there to clean beaches or spot environmental hazards in their vicinity may trigger such recognition and pave the way for a more organized practice for community engagement in city affairs broader than the locality. The chance at the moment, however, is limited for them to grow as powerful stakeholders with tangible engagement in city affairs.

The growing complexity of the emerging city structures, physical and human, will likely be heading to expose a range of urban, environmental and social conflicts that would necessitate listening to resident voices. With globalization Dubai has become a pioneer for this kind of ‘Bingo Urbanism’ – a mosaic of monocultures in a field of business opportunities (Jensen, 2007).

For Dubai to remain committed to the declared open policy, it has to recognize as well the city population existence in improving access to the urban decision making process. This would require the city to capitalize on the currently surfacing community initiatives and voluntary contributions. However, such an approach would definitely be challenged by the long governing monarchial system and its deal with its citizens who haven’t been entertaining this right themselves. It could be seen as well risking the minority home Landers rule over their territory. Again, the largely transient nature of the city population would itself be an obstacle impeding such attitude. Unless a reasonable sense of settlement is there, no actual derive for urban societies to engage and grow can exist.

Challenges Ahead

Where globalization characteristics prevailing the city scene and its declared policies, along with the traditional government form and the citizenship roots, the associated risk is significantly present when both co-exist, and may impact heavily on the city future choices in this regard. The visionaries and planners of Dubai model would require to recognize the shift from the oil-dependent economy and its associated workforce policies, to the more open global existence of a city that can interact fairly with the world and acknowledge its inhabitants more. Access to the city is currently restricted to working expatriates, tourists and visitors categories which are highly transient in nature and would definitely be in support of true urban community concept. In contrary to this, the massive expansion of city urban facilities, settlements and infrastructures may pose a possible risk of an abandoned city if economic circumstances interrupted as exposed recently by the outflow of expatriates as a result of the economic crisis. Without longer-term visas or road map towards citizenship status for real estate investors, Dubai also did little to engender loyalty (Davidson, 2009). It is still not a simple issue in that manner; however, extending relatively basic civil rights and rethinking the current residency laws would help Dubai guarantee a more sustainable population content necessary to support an open city future. The model employed until now – that of importing the temporary skills city development and businesses need – has successfully fueled growth in absolute economic terms. But this is becoming unsustainable, even in economic terms, as the city is now becoming largely dependent on their demand for services and commodities. Those attracted and contributed to the city development may be in
a stage demanding improved access to the urban decision process impacting their own lives and living in the city. It is just Dubai may need to look inwards the same way as outwards. Dubai has to realize its development to a cosmopolitan city with focus on residents, beyond just being a hub for international trade and global business supported by transient waves of workforce with limited stay period.

Considering both the economic and social connections Dubai has developed with the world apart from those oil-related, the city and UAE as a whole, has become very much engaged in the global race for world cities. However, with its traditional non democratic government system, has presented itself as a strong model for an emerging global city revealing the range on regional differences that may be present there as Dubai is in a distinctively conservative region and with a relatively young urban experience compared to Singapore or Hong Kong. A model of development that may not necessarily be accompanied by matching levels of political reform. There might not be reason to assert for political reform, but to enhance the evolution of this customized Dubai model by advocating worker’s rights, press freedom, and government transparency. Progress in these areas will further Dubai’s economic growth in the short term and possibly ignite a more participatory political system in the long term (Tamanini, 2007). Not distant from this view when Khezri (Khezri, 2009) attributes most of the success of Dubai model to the system of governance for their (can-do spirit) and long term vision in contrast with the Western democracy as a failed system hijacked by politicians and lobbies. For him, nationalism is over and home is wherever the economic centre shifts.

Not a less challenge is to recognize the governance requirements for a city growing complex in urban structures. Running a city of such massive expansions characterized by a spread of specialized free zones and a series of huge master-planned developments and massive services networks, would be the coming challenge for Dubai Authorities. The capacity of the different urban institutions would need to be at the expected level. Whereas Most of these mega developments were planned and executed independent of each other, at least in physical urban terms, they are likely to expose chains of conflicting interests or generate negative mutual impacts when established and operational. The largely emphasized concept of master-planned communities may lead to the creation of cellular communities and thus be detrimental to the social cohesion of the city. Networking these settlements into a homogeneous physical and social urban fabric may be another challenge. Without serious thinking on how these developments could be integrated and help build true urban communities, the city would be lacking the required spirit for a cosmopolitan living.

The dominant trend in these newly launched master developments is the promise for the last word in luxury and prestige. This has been largely caused by the drive to boost the real estate industry and create hot spots for high end tourism and the associated money flowing in. khezri again admits that this has lead to the near total obsession with wealth creation, consumerism and superficial hedonism.

Similar to the distinct government model pertinent to Dubai, will the issue of the city unique population make-up be able to draw another example of co-existence and not integration? Dubai has a long history of welcoming new comers from the early trade ages and a tolerance to co-live with many nationalities. The social fabric of Dubai has become one of the most valuable resources, and that is not something that can be built as easily as a skyscraper or a luxury hotel. It takes leadership, vision, open mindedness, determination and patience. The challenge to create a diverse, pluralistic inclusive culture that cannot only support growth of the concern, but also prove an irresistible attraction to customers and potential employees (Sampler & Eigner,2008).

Balanced city demography is not yet clearly defined for Dubai, whether it means a total reversion of the current ratio, or just a slight correction. It is hard to find a benchmark for this
balance. The risk of city state nationals fearing a feel of living in a city not belonging to them any more is justifiable to some extent; however, they might still be largely privileged with citizenship grants of welfare and priority employment advantages. Especially upon the currently declared policies of openness and pro-globalization, the voices calling for protection of local identity could be severely undermining to the city branded open approach.

By the government liberal laws of allowing greater freedom for foreigners in demonstrating their cultures and practice their religions, and at the same time making drinking or eating in public in Ramadan a violation of community rules, Dubai is trying to keep a delicate balance between modernity and the city Arabic and Islamic identity. Dubai has often been a symbol of peaceful co-existence and interfaith tolerance. To remain so, Dubai has to enhance these values further; however, this will remain subject to the sustenance of the political stability of the current government approaches.

The linkages between the demographic and governance characteristics in the case of Dubai are unavoidably clear, and are significantly vital to the city global growth path. For Dubai to forge the globally open agenda, it has to acknowledge these challenges first together with their transformation needs and interrelated consequences, and as well sustain a continuously sensitive balance between the local characteristics and world demands. It could be the time to realize the shift that may be coming from a heavily government-lead development to a more bottom-up approach of wider participatory and consultative culture, if Dubai is to capture its achievements and continue play well in the global arena.
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Appendices

1. Countries and Areas of Origin of the Foreign-Born Population Living in Metropolitan Dubai in 2005

2005

Source: Ministry of Labour 2005 statistics

2. Real GDP Growth-Dubai versus International Benchmarks. DSP 2015

Source: IMF World Economic Outlook; Econstats; Ministry of Economy

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<tr>
<th>Indicator (2000-2005)</th>
<th>Average Annual Growth (%)</th>
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<td>Real GDP (Total)</td>
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<tr>
<td>Real GDP (Non-oil)</td>
<td>15.1</td>
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<tr>
<td>Population</td>
<td>6.9</td>
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<tr>
<td>GDP per capita (Real)</td>
<td>6.1</td>
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Source: Calculations based on data from Statistics Center and Dubai Department of Economic Development


5. Foreign Born Percentages and Total Population, Dubai Development and Investment Authority, 2002

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<th>City Population</th>
<th>Foreign Born</th>
<th>% foreign Born</th>
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<th>Metric</th>
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<tr>
<td>Total Population</td>
<td>1,646,000</td>
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<tr>
<td>Male</td>
<td>1,263,000</td>
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<tr>
<td>Female</td>
<td>383,000</td>
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<td>Number of Completed Buildings</td>
<td>2,728</td>
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<td>Value of Completed Buildings – Million USD</td>
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<td>Airflights at Dubai International Airport</td>
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<td>Passenger Movement at Dubai International Airport</td>
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<td>No. of Vessels calling to Dubai Ports</td>
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<td>No. of Hotels</td>
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<td>No. of Hotel Guests</td>
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<td>No. of Guest nights</td>
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<td>Hotel room Occupancy Rate</td>
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<td>Dubai Financial Market – Trading Volume - USD</td>
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<td>Dubai Financial Market – Market Capitalization - USD</td>
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<td>No. of Exhibitions</td>
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<td>No. of Meetings and Conferences</td>
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<tr>
<td>Total of registered Passenger Vehicles</td>
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<td>Generated Electricity - GW/H</td>
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<td>Water Produced – Million Gallons</td>
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<td>No. of Mobile Telephone Lines</td>
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<td>Collected Waste - tons</td>
<td>27,801,000</td>
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<td>Treated Water – Million m3</td>
<td>193</td>
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Global Dubai, Particular Challenges Ahead

THE PALM DEIRA
Developer: Nakheel Cost: Unknown Completion: 2010-15
Three times bigger than Palm Jumeirah, the Palm Deira will extend 14 km into the Gulf and have 500,000 residents.

DUBAI WATERFRONT
Developer: Nakheel Cost: Unknown Completion: 2015
With over 370 km of coastline and a land area larger than Manhattan, this virtual city will have a population of 500,000.

THE WORLD
Developer: Nakheel Cost: $1bn (infrastructure) Completion: 2008
Over 300 independent islands created in the shape of a map of the world are for sale to private investors for $10-40m each.

THE PALM JUMEIRAH
Developer: Nakheel Cost: $1.5bn (infrastructure) Completion: November 2006
With some 2500 villas and 36 five-star hotels, including Atlantis and Palm Trump Tower, the Palm will create an island city of 100,000.

THE PALM JEBEL ALI
Developer: Nakheel Cost: $2bn (infrastructure) Completion: 2008
The second in the Palm series, Jebel Ali will be one and a half times bigger than the Palm Jumeirah and house some 200,000 people.

DUBAI SILICON OASIS
Developer: Dubai Holding Cost: $10bn Completion: 2006
A 7.2mn-sq-metre high-tech park for microelectronics fabrication, R&D, specialised academic institutions and residential units.

BURJ DUBAI
Developer: Emaar Cost: Around $900m Completion: 2008
Set to be the tallest building in the world, the 800-metre Burj Dubai will be the centrepiece of the new downtown development.

JUMEIRAH BEACH RESIDENCE
Developer: Dubai Properties Cost: $1.6bn Completion: 2006
With 40 residential towers currently under construction, the JBR is the largest single-phase project ever attempted.

BUSINESS BAY
Developer: Dubai Properties Cost: $54bn Completion: 2007-10
Extending for nearly 6-sq-km over a new creek, the development will include hundreds of office, residential and mixed-use units.
Dubai Metro
Developer: Dubai Roads & Transport
Cost: $4.2bn  Completion: 2009-11
The Gulf’s first light-rail project will have three lines making 55 stops, handling between 1.2-1.8m passengers a day and 355m a year.

Dubai Sports City (Dubailand)
Developer: al-Zarooni, Bukhater, Falaknaz
Cost: $872m  Completion: 2008-10
The 4.65-sq-km development will have four full-sized stadiums designed for football, cricket, rugby and track and field.

Dubai Festival City
Developer: Futtaim Group  Cost: $6bn
Completion: 2006 (second phase)
Developed over 5.35-sq-km on the Creek, it will have over 240,000 sq metres of retail space, giving rise to a city of 90,000 people.