



## **CITY OF SCOTTSDALE**

### **STATE OF THE CITY ADDRESS FEBRUARY 5, 2004**

#### **THE HONORABLE MARY MANROSS, MAYOR**

Members of the City Council, honored guests, and fellow citizens:

In the words of former President Ronald Reagan, "We are too great a country to dream small dreams." The same is true here in Scottsdale, Arizona. That has always been our philosophy and is one reason why we remain a community without peer.

For over 31 years my family has been proud to call Scottsdale home, and I know that you feel that way too.

The cloud of uncertainty that hung over our city just four short years ago has been lifted. While Mayor, big projects moved forward and long-standing issues were resolved. Together, we have achieved many lasting accomplishments. The record levels of new investment in Scottsdale today demonstrate the high level of confidence in the leadership of our city!

I am here tonight to tell you that it is the dawn of a new day. We are poised to build the most vibrant and sustainable Scottsdale ever!

- A Scottsdale that values its historic and legendary past while creating a robust economic future.
- A Scottsdale that uses its resources wisely to revitalize and develop the more mature areas of our community while managing growth in the newer regions.
- A Scottsdale that nurtures neighborhoods and families while recruiting new businesses and thousands of new high quality jobs for our residents.
- A Scottsdale that chooses to protect and preserve as we move forward with new public safety and preservation initiatives.

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- A Scottsdale that is one of the most desirable places to live in America, with a vibrant, unique downtown, a strong economy, healthy neighborhoods, an unparalleled natural environment, and an unmatched quality of life.

To some that may sound like a tall order, but I am here to tell you that we have great momentum and we will succeed!

Tonight I will discuss the state of the city and the progress we have made, and lay out a bold strategy to take us forward as a community.

Your presence here tonight or by watching on TV demonstrates your commitment to our community and our future, and will ensure our success.

Tonight I would like to recognize some outstanding individuals and organizations in our community that have a profound impact on Scottsdale. They don't seek headlines or personal gain. They just care deeply about our community. Because of them, we are a better place to live. Let me give you three noteworthy examples.

The first is the Scottsdale Schools Service Learning Program comprised of 480 students from all five Scottsdale high schools. It is led by one of Scottsdale's most dedicated youth leaders, John Baird. This group really demonstrates the commitment of our youth. The Service Learning program began five years ago. Next week, they will reach 500,000 hours of community service since the program's inception. These dedicated student volunteers help our community in a variety of ways. Some examples include our Martin Luther King, Jr. Diversity event, maintaining the Nature Park on Hayden Road; McDowell Sonoran Preserve cleanups and the Special Days for Special Kids program. These young people represent our future and are an inspiration to all of us. Would Service Learning Students please stand so we can recognize you and express our thanks for what you bring to our community?

A second group that I would like to honor is the hundreds of volunteers for our hospital, Scottsdale Healthcare. Most of you will recognize their distinctive blue coats. These hardworking volunteers donate more than 132,800 hours each year to Scottsdale. That's about \$2.1 million worth of volunteer time. Recently, the volunteers helped raise funds for the Greenbaum Surgical Center. They are presently committed to raising \$250,000 for the new trauma unit at Scottsdale Healthcare Osborn. In addition, they raise money each spring by working at our spring training games. These volunteers represent the heart of Scottsdale. Would the hospital volunteers please stand and let us show you our appreciation?

A third group deserving recognition is comprised of the members of our veterans organizations. The men and women of the Veterans of Foreign Wars and the American Legion are always there! I can count on them to assist us at function after function as they continue to serve their country and their community. They have been involved in our Veterans Day programs, as well as our 9/11 memorials. Today, as our country fights the war against terrorism, our veteran's organizations act as an important support group

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for both the soldiers and their families. Would the members of the VFW and the American Legion please stand so we can recognize you for your past and present service to our country?

During these past two years, a dozen members of our own city staff have been called to active duty. Some have been stationed in the Afghanistan and Iraq and others have served in support roles here in the United States or in the Middle East.

I would like to acknowledge one more very special way our community has supported our men and women in uniform. Last year, more than 30 General Dynamics field engineers based here in Scottsdale voluntarily served alongside our military personnel - some directly on the front line -- in Operation Enduring Freedom and Operation Iraqi Freedom. As General Dynamics shared with me, these men and women supported military systems designed for better, faster battlefield decision-making. They gave our forces a critical advantage and probably even saved lives. I'm proud that systems designed right here in Scottsdale helped our troops at war. Other systems, today, are playing a crucial role in communications with the Mars rovers.

These are just a few examples of the amazing work being done in our community every day. There are people right here, advancing the fields of technology, medicine, management, education and a variety of services. They are truly changing our world for the better.

The state of our city is strong and is getting stronger!

- Our economy is on the rebound! Sales tax revenues are increasing, and investment is at a record level! We are recognized as one of the strongest economies in the country with our AAA bond rating.
- Our city is working well, and we have successfully moved major projects forward and brought many longstanding issues to resolution.
- Our City Council and our citizens have come together on the issues that matter most.

We have turned the tide!.

As one of the most desirable places to live in America, Scottsdale has always measured success a little differently than most other communities. . As a city:

We have favored quality over quantity  
Excellence over expediency, and  
Innovation over the status quo.

Tonight, I want to talk about how we continue to measure success as we approach buildout in our newer areas. We are a city in transition and it is a very exciting time.

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We are building a vibrant community that places great value on our environment and quality of life, while building a healthy economic future with a focus on investment and reinvestment in all parts of the community.

We are moving from a city looking toward the future, to a city making that future happen!

As we move forward we need to continually ask ourselves the following questions: Are we creating and revitalizing places where people really want to live, work, go to school and enjoy their leisure time? Are we creating and maintaining a quality community? Are we bringing innovative, cutting edge, sustainable economic projects to our community?

This sounds obvious, but planners and economic development experts are only now beginning to appreciate how fundamental quality of life can be. Academics like Richard Florida talk about the need for cities to attract the “creative class” by focusing on the arts, great public amenities and livable neighborhoods.

Scottsdale has understood this for decades. We know that investments in good planning, excellent amenities and in the arts and environment are not bonuses – they are necessary investments to create a solid economy.

When the Morrison Institute released its “Which Way Scottsdale?” report last spring, it acknowledged that Scottsdale was ahead of its time in the city’s 1992 Visioning study. “A decade ago, the city grasped the need for finding its niche much more readily than most other cities,” the report said. The study recognized that sustained economic vitality and good quality of life are inseparable. A key challenge from the Morrison report was to follow through on that vision and to make it happen.

We’re doing just that, and the writer of the Morrison Report has expressed great respect for the forward progress Scottsdale has made over the past several years. Max Poll, president and CEO of Scottsdale Healthcare, has similar sentiments. In commenting on Scottsdale’s future he said, “I really believe there is an overall sense of optimism, and with optimism comes reinvestment,” and Scottsdale Healthcare is currently undergoing a major expansion and development in the heart of our downtown.

We must remember to measure what matters, to keep focused on those things that make Scottsdale a great place to live, work and play. We are recognized nationally and internationally for our quality of life.

In December, we received a tremendous compliment as *Money* magazine rated Scottsdale as one of the most desirable places to live in America. Let’s hear it for Scottsdale! Those of us that live here knew it all along and we intend to keep it that way.

Just last week Scottsdale was recognized once again. I accepted an award from the president of *Sports Illustrated* magazine before the start of the FBR Open. As part of

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their 50<sup>th</sup> year anniversary they recognized one community in each state as a recipient of their Sportstown award. It was our superior parks and recreation facilities, community wide involvement in outdoor recreation, and our preservation efforts that earned us this prestigious award. We were the only city in Arizona to be so recognized.

But success requires more than vision. It cannot happen without teamwork. In the midst of growing diversity and population increases, we must come together as a unified community in order to be truly successful.

It requires committed efforts both inside and outside of city government. It depends on cooperation and partnerships with the business sector, civic and community service groups, neighboring cities and the Native American communities.

I'm proud of the teamwork I have seen on the Scottsdale City Council this past year. My colleagues and I have come together to lay the groundwork for continued success in many areas. When it came down to the critical votes – such as the downtown Waterfront project, our investment in the TGen project, or the decision to put preserve and public safety funding measures on the May ballot – the Council has been unanimous or very close to unanimous. Where we have disagreed, we have disagreed on plans, approaches and strategies, not on our purpose. As Thomas Jefferson said, “A difference of opinion is not necessarily a difference of principle.” As a Council, we have made tough decisions and we have worked to make great things happen.

And so I want to take a moment tonight to say “thank you” to my City Council colleagues – Vice Mayor Wayne Ecton and Council Members Ned O’Hearn, David Ortega, Roberta Pilcher, Tom Silverman and Bob Littlefield. I’d like to say a special “thank you” to Councilmen O’Hearn and Silverman, who have announced that they will not seek re-election and will leave the Council in June. We appreciate all you have done for Scottsdale, and we hope you will stay involved. Thanks also to our newest Council member, Roberta Pilcher, who was appointed to an interim Council term in November and who will also leave office in June. Roberta has served this city for many years as a volunteer, citizen activist and commissioner. Thanks, Roberta, for devoting your time to the Council and bringing your common sense and positive attitude.

I also want to acknowledge another very special group of volunteers. Each year about 200 people serve on the numerous boards, commissions and task forces appointed by the Council and they provide invaluable assistance to us. We rely on their expertise, insight and good sense. Many thanks to all of you. Your good work does not go unnoticed. We couldn't do it without you.

The results of our community teamwork in the past year have been remarkable.

- The fact that our economy is rebounding is encouraging, but there are even stronger signals for the future. We are now seeing \$1 billion in commercial, office and public projects in Scottsdale. That's unprecedented. It is a sign that we are in the midst of a successful transition from an economy based on

population growth to a more sustainable investment economy, where service and knowledge industries are the foundation. For instance, take a look at our Airpark and airport, nationally renowned and critically important to our future.

- There are more signs of the transition: Over the past four years we have added over 10,000 new high quality jobs in Scottsdale. We added new jobs in targeted industries in 2003, with average annual salaries of more than \$60,000. The Scottsdale Airpark area now rivals downtown Phoenix as an office market and is among the top employment centers in the Valley.
- Our new partnership with the Mayo Clinic and TGen will make Scottsdale a leading biomedical research center in Arizona, adding hundreds of high paying jobs. And there is more investment on the horizon. As I said in my State of the City speech last year, the biosciences and other knowledge-based industries are a perfect fit for Scottsdale. I believe this partnership will serve as a model as we continue to explore options for various partnerships with ASU within our city. I am determined that one of those partnerships will be part of the renaissance in southern Scottsdale.
- We have begun an era of tremendous new investment in our downtown – totaling close to half a billion dollars. Equally impressive is the fact that small businesses are investing. Since the city began an incentive program to waive permit fees in the older portion of the downtown 10 months ago, 75 projects have filed for the waivers and many are under construction. Excluding the largest project – the new James Hotel – the average value of the projects is nearly \$100,000 and the total new investment from these 74 businesses alone is more than \$7 million. And we are seeing a trend toward more private reinvestment in other mature areas of our city as well.
- As a city we are making a significant reinvestment in our mature areas, also. An example that everyone should see is the extraordinary new Eldorado Park Aquatics Center. This year will also mark the start of construction of McDowell Village at Granite Reef and McDowell Roads – the site of a new senior center and community theater integrated with new residential and commercial development.
- We have also made a strong commitment to the health of our children. I was pleased to be one of the first mayors in America to endorse the “Ready to Learn” community initiative. Its goal is to inform citizens about the importance of infant brain development and its impact on a child’s success in life and in school. I am proud to say that Scottsdale is a leader in implementing this program. We also provide many other programs to assist families and children.
- We also have made many positive strides for seniors, and I personally understand how important that is. I have seen first-hand the challenges of aging while working with my own dad, who turned 87 this year. With each year there are additional challenges for both those still living independently as well as those who

need assisted care. In Scottsdale, we have expanded the voucher program and Dial-a-Ride to assist those in need of transportation. We expanded the Senior Center at Via Linda and it is a thriving community. Not only will we build the new Senior Center at McDowell Village, but we will have a senior housing development on the same location. What a great combination! As our population ages, it is important not only that we take care of the needs of seniors, but that we tap their talents and wisdom. It's essential that we keep them involved as volunteers in our civic groups and our government. They are a wealth of knowledge and inspiration.

- Despite a challenging budget year due to the national recession, we made strategic cuts, balanced our city budget and maintained quality service to our community. We did that without tapping into our emergency reserve, as many cities and states have done. Because of our fiscal management, we have been able to retain the highest possible bond rating from all three major rating agencies, a distinction that belongs to only a handful of cities across the nation.
  
- The McDowell Mountains and Sonoran Desert are to Scottsdale what the Grand Canyon is to Arizona. Our vision of preserving over one-third of our land in natural open space is a real statement about what we value as a community. We have continued to make great strides in completing our vision.

These are just a few examples which demonstrate that our citizens and our city government have been effectively implementing our community's vision. .

I now will discuss several key priorities and initiatives to take us into the future.

- 1. I consider the continued revitalization of "original" Scottsdale to be a top priority. We will focus on the entire area in a comprehensive and targeted approach.**

We, as a community, have every reason to believe our future is bright throughout all of Scottsdale. Hear me clearly when I say that we will not abandon any part of our community!

Stand back and look at the southern portion of our city from a distance, and you see an amazing place. It is blessed with the three assets real estate professionals love: location, location, location. It wraps around Scottsdale's emerging downtown and affords quick access to both downtown and surrounding cities. Sky Harbor airport is nearby, and so are the region's major employment centers. Papago Park, the Desert Botanical Garden and the Phoenix Zoo are at its doorstep. Arizona State University is just down the road. It has an unparalleled parks system in the Indian Bend Wash. Although homes in many areas are now 40 and 50 years old, they are fine, well-built homes and excellent investments. Property values are consistently rising!!!

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What matters most is the quality of our neighborhoods, and that really is one of the keys to the continued health of our city. And that's an area where we will target our efforts in 2004.

City Manager Jan Dolan recently reorganized her top staff so that an administrator at the highest level of the city – Deputy City Manager Ed Gawf – now has the primary responsibility for overseeing revitalization of our mature areas. Ed has done a great job in the downtown and he will bring new energy and creativity to this area.

Tonight I propose the following steps to strengthen this area and neighborhoods

- I call for strengthening our code enforcement efforts, and tailoring them to the needs of specific neighborhoods. I want the city to develop better and faster ways to levy penalties against offenders and to get corrective action.
- I ask the City Council to join me in supporting increased funding for neighborhood code enforcement, safety and police services in our coming budget, as well as adequate funding for the maintenance and operation of parks and ball fields.
- We can also take a look at Scottsdale's rich history of zoning innovations. Zoning codes which governed the construction of our mature neighborhoods four and five decades ago do not allow the flexibility needed when owners want to make a substantial reinvestment to expand and update their homes. I want the zoning codes updated to allow that flexibility.
- We should use the successful fee waiver program for the downtown as a model for similar programs for our older commercial areas. I ask my City Council colleagues to join with me – to expand the downtown fee waiver program for businesses to the entire southern area of Scottsdale, in order to spur additional investment by businesses. And I want our Planning and Development Services Department to find more ways to encourage homeowners to make improvements by providing similar incentives.
- Finally, I call on my colleagues to join with me to implement plans to designate some of our most treasured areas as historic neighborhoods. They have matured with grace and dignity. They deserve to be recognized and protected.

There is today considerable private and public investment occurring throughout Scottsdale. Much of the new investment is underway in what some people affectionately call "original Scottsdale." I have noted the former Smitty's site, which is transforming into a new Senior Center with residential, retail and live theatre. A beautiful new Family Aquatic Center now graces Eldorado Park. The \$6 million McDowell Road Beautification project has begun. Republic West built a new Corporate Headquarters on McDowell, L.A. Fitness is building a new 40,000 square-foot facility, AZ Power Sports



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is moving to McDowell, Heard Chevrolet is building a new showroom on McDowell and a beautiful new Basha's center is rising at Hayden and Indian School.

With our new initiatives, fee waiver incentive program and targeted investments, we have the formula to bring a true renaissance to southern Scottsdale.

The city also depends on the expertise and experience of the Scottsdale Area Chamber of Commerce to assist in retaining and attracting businesses which focus on knowledge and innovation. Working together we will create the environment that leads to more investment and job creation! New business investments and partnerships with our nearby university are some of the keys to building a vibrant future in southern Scottsdale. That is my continued focus and my commitment to the residents of the area.

The fate of the proposed Los Arcos development is in the hands of the voters in March, and the Mayor and Council will abide by their wishes. As your Mayor I believe you should know my personal beliefs on this issue. I strongly opposed the development agreement because I believed it to be fiscally irresponsible and poor public policy.

When this issue is decided at the polls, I will extend an invitation to the property owner to work with us. We all want to see a thriving, new development that adds prosperity to the area and further turns the tide! A positive and fiscally responsible project will result.

A second priority is closely related, because it concerns Scottsdale's civic, cultural and historic heart.

#### **2. In 2004, we must continue to build on the momentum which is creating a true renaissance in downtown.**

On January 12, the Council gathered with downtown business owners, representatives of Salt River Project and the Fiesta Bowl organization for an unusual ceremony. It was unusual because it was so short. We made a few quick remarks and then got down to business, marking the construction of the first phase of the Arizona Canal Bank project. This project had been discussed by elected officials for 15 or 20 years. Under my leadership we moved forward aggressively and this Council made it a reality!

If you total the amount of private and public investment now underway or scheduled to go into the downtown in the coming years, it adds up to nearly \$470 million. The colorful James Hotel renovation just across Drinkwater Boulevard is nearly complete, and the Hotel Valley Ho renovations are well underway. The Third Avenue Lofts will open later this year. The Galleria has been transformed from an empty shell to a bustling corporate office center. The Scottsdale Main Street Plaza development, near the historic Loloma School, already has begun initial sales of new units. The city has developed a preliminary business plan with the Buffalo Bill Historical Center for a Western museum at the same site. The Council on Tuesday approved a fundraising feasibility study and assessment for the museum. I mentioned Scottsdale Healthcare's expansion, a \$50 million investment in the area. And the \$200 million Waterfront project is scheduled to

get underway later this year on the north bank of the canal. I've noted the investments from dozens of smaller businesses, encouraged by the city fee waiver program. City investments include \$11 million for bridges, landscaping and other amenities that will transform the canal bank and \$9.5 million for new parking structures.

In the past, there were those who challenged us to show that something was happening downtown. Today our challenge will be to manage the multiple construction projects taking place. That's a nice challenge to have.

We must continue to pay attention to the everyday issues in downtown and assure that it remains the Valley's most interesting and vital city center. . The City Council has tightened the city's ordinances on bars and is discussing ways to make sure they remain good neighbors to other businesses and residences. Nightlife has become a signature feature in our downtown because we're fortunate to have quality establishments that pay attention to the safety of their patrons, cooperate with our police and care about their neighbors. Tonight I propose that we take city and business cooperation a step further. We should institute a new program to ensure that all bars and other establishments do their fair share in keeping our downtown clean, appealing, and safe.

We must also continue to build on those attractions which will bring residents and visitors to the area. The new Theater 4301 has just opened in the Galleria Corporate Center through a partnership between the Scottsdale Cultural Council, the city and the Galleria. Taliesin West has opened "Wright Downtown", a visitors center and retail shop, finally giving this hidden architectural jewel the prominence it deserves. The Fiesta Bowl is moving its headquarters and museum to the Waterfront. We need to take advantage of every opportunity to bring more theaters, museums and other quality attractions to the heart of our city. I will continue supporting the efforts to bring "one of a kind" arts and cultural experiences to our city center.

My third priority for 2004 is fundamental and especially critical in the next few years.

**3. We must maintain our focus on public safety, which includes police, fire and emergency services.**

We face the transition to a municipal fire department in 2005, after more than 50 years of effective and innovative service from the Rural/Metro Corp. We will create a municipal fire department with an entrepreneurial spirit. Our department must be willing to challenge the status quo and be innovative to keep citizens safe and costs low. It will be a department tailored to the unique needs of Scottsdale.

I also call on our Council and the community to support our new police chief and his efforts to align the department to meet Scottsdale's changing needs. Chief Alan Rodbell has recently completed a strategic plan that calls for a range of new initiatives and services to better address public safety issues in Scottsdale. Its goals include reducing response times, making the best use of advanced technology and communications, reducing the incidence of burglaries and other property crimes and providing consistently

excellent services in a large and geographically diverse city. Scottsdale is one of the safest communities in the country and we are taking steps to become even safer. It remains one of my top priorities.

My Council colleagues and I are convinced that the public safety needs of this community merit more funding. That is why the Council has sent a measure to voters on May 18. I support that ballot initiative. I encourage citizens to consider the issues carefully. The proposal represents a very small increase in the sales tax rate – the equivalent of 10 cents more for every \$100 in purchases and it will be devoted to police, fire and overall public safety needs.

Speaking of safety, I want us to move forward to crack down on unsafe drivers. That includes the 101 Freeway. We also should work to increase the fines on speeders.

**4. Another priority is to keep Scottsdale connected to the rest of the Valley.**

I mean this in a literal and figurative sense. We are physically connected by freeways and streets, and we even share connected open spaces with the Salt River Community, Maricopa County and Fountain Hills. We are a thriving economic center with rapidly growing employment opportunities for the region. We share common water lifelines in the CAP and Salt River Project

Nearly everything we do as a city has regional implications. For instance, it will be critical for our new municipal fire department to work in concert with the departments of our neighboring cities. We've already taken a regional approach to planning for land use and transportation around the Loop 101 and Scottsdale Road, and are continuing to work with the State Land Department and Phoenix.

It also means that Scottsdale citizens have to think regionally in November, when a measure extending the current countywide sales tax for transportation will be on the ballot. I was a member of the Transportation Policy Committee composed of mayors, county supervisors, members of ADOT, the Citizens Transportation Oversight Committee and members of the business community. After a long, arduous process a balanced, regional multi-modal plan was unanimously supported. Most will agree that the current regional plan which ends next year has helped every community over the past 20 years. The new plan will do the same.

With the extended tax we will benefit from additional lanes on the 101 freeway, transportation improvements on our major arterials and vastly expanded transit service and connections, improvements in the Airpark, funding to keep freeways clean and many other improvements. Planners say the population of our Valley will double by 2040. This plan is good for Scottsdale and the region. The extension of the current sales tax is the only way to have a truly connected regional system that is essential to creating a livable future.

Positioning Scottsdale as a regional leader and partner will continue to be our focus.

**5. My fifth priority involves our natural environment. We must continue to implement our community vision, the completion of the McDowell Sonoran Preserve.**

Over nine years ago, our community came together with a tremendous vision. We decided to preserve our McDowell Mountains that were slated to be developed with homes and a resort. We knew then what we know now. We must not lose these beautiful natural resources. Our citizens wisely supported the initiative to save the McDowells. In succeeding votes we expanded the boundary of the preserve to include our beautiful Sonoran Desert, and this too was supported by residents from all areas of our city. We have been successful and are well on our way to completing one of the most unique preserves in the country. Our tourism industry and quality of life for all residents have been positively impacted.

In May we will have the opportunity to vote on an initiative that will allow the city to take further steps to complete the preserve. It will give the city the resources to continue moving ahead with our vision. I support it 100 percent.

The legacy we leave to future generations will be more than pristine land – it will be a city that has learned to manage growth, keep its neighborhoods healthy and protect its sensitive environment

I will also continue to support Scottsdale's Green Building Program, which focuses on energy efficiency and renewable energy. We are nationally known for our efforts in this area. Tonight I call for all future city buildings to be "green" just as we are encouraging the private sector to do so. It is the economically and environmentally sound thing to do.

**6. A sixth priority is to ensure that Scottsdale is a "cutting edge" and innovative community.**

I am committed to cultivating an environment which stimulates creativity and an entrepreneurial spirit, which attracts more knowledge-based jobs, and builds for Scottsdale a national reputation as a cutting edge and innovative community. Our partnership with the Mayo Clinic and TGen is a great example that we can replicate in other parts of the community. Recruiting additional companies like DHL, which has brought 900 new IT jobs to Scottsdale, is another. We have a great deal of momentum and more successes are ahead!

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I cannot conclude tonight without commenting on next month's ballot question on districts. We all want a government that represents the best interests of every area in Scottsdale.

As your Mayor I feel an obligation to let you know where I stand. I have no vested interest. I will never run in a district. Personally I do not support the district system initiative. I do not believe that it will better address any perceived or real issues which may exist in our community. In addition, the cost of government will rise. Personally, I believe that the quality of the individual is far more important than his or her address in determining who should represent Scottsdale citizens. Also, I want the opportunity to vote for all six Council positions rather than just one. I urge you to study the advantages and disadvantages of this initiative. It would totally change how Scottsdale is governed. It is a very serious step.

Tonight, I have outlined where we are as a city, our vision, and the direction we must pursue in the coming years to maintain Scottsdale's legacy as an extraordinary community. Our economy is on the upswing and we are seeing crucial new investment in our city from businesses large and small. We are continuing the all-important work of preserving our neighborhoods, as well as our preserve.

Working together in a unified fashion, we will build on our current momentum with the initiatives I discussed tonight:

1. Revitalize "original" Scottsdale with a focus on the entire area in a comprehensive manner with targeted investments and seek an appropriate, economically sound development that will bring new vitality and needed services to Los Arcos and the area residents.
2. Fulfill the promise of our downtown and the half-billion in new investments planned there.
3. Maintain our focus on public safety, which includes building an innovative municipal fire department, expanding the number of police on the street, and improving emergency services.
4. Expand services that enrich the lives of our youth and seniors.
5. Keep Scottsdale connected to the vital regional systems on which we all rely – such as our regional transportation system and institutions of higher learning.
6. Continue to implement our community vision, the completion of the McDowell Sonoran Preserve.
7. Cultivate an environment which stimulates creativity and an entrepreneurial spirit, which attracts more knowledge-based jobs, and builds for Scottsdale a national reputation as a cutting edge and innovative community.

President John F. Kennedy once told a wonderful story about the future. He said:

"We must think and act not only for the moment, but for our time. He was reminded of the great French Marshal Lyautey, who once asked his gardener to plant a tree. The gardener objected that the tree was slow growing and would not reach maturity for a

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hundred years. The Marshal replied, ‘In that case, there is no time to lose, plant it this afternoon!’”

We have no time to lose, either. The seeds of the future are in our hands.

It is a bright new day in Scottsdale. It is a privilege and an honor to lead this community at such an exciting time. The efforts of our terrific citizens, our many volunteers, our board and commission members, our great city staff, and a dedicated City Council are making our city stronger, better, and more confident. Together we are building a wonderful future and quality of life, for all of us!

Thank you, and God Bless America.