



Office of the Mayor

Stephanie A. Miner, Mayor

**2012 State of the City Address
Landmark Theatre
Jan. 26, 2012**

Good evening. Thank you all for joining me for the 2012 State of the City Address. Thank you Pastor Reed and Councilor Bey.

Each year, I ask children to lead us in the pledge of allegiance. In November, Helen Hudson became the first African American woman elected Councilor-at-Large, and I thought it would be fitting to ask her grandchildren Kaviera, Prince Karreem and Iyanna to do the honors this year. They did a terrific job.

I am pleased to recognize Helen's colleagues on the Syracuse Common Council: President Van Robinson, President Pro-Tem Jean Kessner, Majority Leader Lance Denno, Majority Whip Pat Hogan and Councilors Kathleen Joy, Bob Dougherty, Nader Maroun and Jake Barrett. City Auditor Marty Masterpole is here. Also seated with the Council, is City Clerk John Copanas.

Members of our state delegation – Assemblyman Bill Magnarelli and Assemblyman Sam Roberts – are here tonight, as well as representatives for Senator Dave Valesky and Senator John DeFrancisco.

We are also joined by representatives for our federal delegation and members of the Onondaga County Legislature.

The Superintendent of the Syracuse City School District, Sharon Contreras, is here. When the Superintendent was being considered for the job here in Syracuse, I called the previous Mayor of Providence, David Cicilline, in order to get his assessment of Sharon. He told me she was smart, creative, and collaborative, but he paused and then he said, "but she's also aggressive. So if you're somebody who doesn't like that characteristic, you should be aware of that..." I laughed and said, "No, that's not a problem." The Superintendent and I share a commitment to reforming our schools and maximizing the impact Say Yes to Education can have in our classrooms and our community. In just six short months, Superintendent Contreras has proven she is not afraid to look at things differently, to challenge the status quo, and to demand and expect better for and from all of our students. We will all benefit from that.

I also welcome the Commissioners of Education from the City of Syracuse School Board.

Our visionary County Executive, Joanie Mahoney, is here tonight. She is joined by members of her senior staff. Over the past two years, the County Executive and I, along with our staffs, have formed an effective working partnership. It is a partnership that looks beyond party and parochial interests, and it is one for which I am exceedingly grateful. Most importantly, it is a partnership that residents, taxpayers, and businesses in this region are benefitting from every day.

And of course, many thanks to Denise DiRienzo and Christina Rodgers, along with all of the Landmark Theatre staff and volunteers, for hosting us here tonight.

I selected the Landmark for this year's State of the City Address because I think it makes a point about the times we find ourselves in. The Landmark's makeover is a perfect example of an institution evolving and reinventing itself to survive in turbulent times. And that's what City government - in fact all levels of government - must now do: evolve and reinvent.

Think of what happened right here. Without taking a bold step, this theater was not going to survive. It needed a vastly expanded stage, more technical capabilities and more space to host events and bring in revenues. Without these significant changes, Syracuse's figurative and literal Landmark was destined to go dark.

In the face of this daunting challenge, the theater and its leadership questioned the way it did business, developed a new strategy, and reinvented itself.

Like many projects, the Landmark had been stuck at the starting line for years. But with a new sense of urgency, the theater's resulting \$16 million renovation now means this theater has more than just a rich history – it has a viable and promising future.

My challenge to our City staff the past two years has been to bring this same sense of urgency to our mission. With the help of many in this room, we're starting to see real results. Tonight I am going to talk to you about those results – some of which are down the block and around the corner.

The corner of Salina and Fayette Streets is considered to be the crossroads of our city. Yet, for more than a decade, four buildings on the corner of the 300 block of South Salina Street stood as a sign of downtown decline. This year that will change. The Pike Block project is now underway and is another successful adaptive reuse. Thanks to CenterState CEO and Adapt CNY the buildings are being renovated to create 25,000 square feet of first floor retail space and 78 modern apartments.

This year, the City will continue work to redesign nearby Bank Alley with help from the Onondaga County Save the Rain initiative. Our goal is to support the private investment being made in the Pike Block, as well as the recently completed Syracuse Trust Building and the Label Shopper Building, which is underway.

The community is also finally seeing new signs of life on the former Kennedy Square site, a key gateway property between downtown and University Hill. First, the \$22 million Biotechnology Center being built by Upstate Hospital and ESF is nearing completion on one third of the

Kennedy Square site. Upstate University Hospital has unveiled a new partnership to develop office, residential and retail space on the other 10 acres of the site, which the City and County worked to help the state transfer to Upstate. Privately funded, the new Loguen's Crossing project will provide needed space for the city's strong health care industry so it may continue to grow. A Columbia University study estimates that Loguen's Crossing could create 7,000 temporary jobs during construction, and 3,000 permanent jobs in the long term.

We got two other community projects off the back burner and back on track as well in 2011:

In 2010, I became Chair of a Joint Schools Construction Board that had overseen the completion of just two school roof projects and the commencement of zero full renovation projects in its first five years. Last year I negotiated a \$600,000 contract amendment with the JSCB's program manager to build accountability into the JSCB process. Today, renovations are underway at Fowler High School, the Institute of Technology at Syracuse Central High School and Dr. Weeks Elementary School. This April, work will begin at H.W. Smith Elementary School. My goal is to complete all four schools next year.

In August, Gov. Cuomo signed legislation creating the Syracuse Regional Airport Authority. We are making record progress in getting the authority up and operating to make Hancock airport more affordable for all travelers. I would like to thank the Governor and recognize our state delegation – Senator DeFrancisco, Senator Valesky, Assemblyman Magnarelli and Assemblyman Roberts – for their diligence and support in getting the Airport Authority legislation across the finish line in the Legislature. Finally we have reached an exciting goal that has been discussed in this community since the 1990s. I also want to recognize Aviation Commissioner Christina Reale, and Airport Authority Board Chair and Deputy County Executive Bill Fisher for their continuous hard work.

These signs of progress are all evidence that developers and institutions are embracing a belief that a vibrant region needs a healthy urban core. The Central New York region's leadership has focused its efforts on this important premise. The Governor saw the strength of this approach and, as a result, our region earned a best plan award. Importantly, that came with a \$103.7 million investment – the largest of the ten awards. Of that, \$38.8 million will go to 25 projects in the City of Syracuse. I would like to acknowledge the leadership of the Central New York Regional Economic Development Council, chaired by Rob Simpson of CenterState CEO and Chancellor Nancy Cantor. Without their yeoman efforts, this would not have been possible.

Thinking about the power of new investments in our city, we must acknowledge one of our greatest new assets – the Onondaga Creekwalk. In decades past, our community has largely turned its back on Onondaga Creek. It has been channelized, boxed in, and thought of as a danger – even as an open sewer. Routinely referred to as “Killer Creek,” much of the Creek has been shrouded by overgrowth and by an out-of-sight, out-of-mind attitude of neglect. Due in large part to the leadership of Onondaga County Executive Joanie Mahoney, the Partnership for Onondaga Creek, and many others in this room, this mindset is changing. The 2.6 mile Creekwalk connects Armory Square, Franklin Square, the Inner Harbor and the southern shore of Onondaga Lake. Many years in the making, the Creekwalk was completed this past October, and represents a truly unique transportation, recreational, economic and educational amenity for

Syracuse and Central New York. Whether you use it to commute to work, for your morning jog, for a leisurely bike ride or just to spend a few moments relaxing in the midst of a busy day, the Creekwalk provides a brand new way to experience our city. It presents an opportunity to educate our youth about creek biology, environmental issues, and the importance of protecting and celebrating our water resources. It also creates economic opportunity; establishing strong connections to successful neighborhoods and opening the door to new private sector investment. Since its opening in October, my office has received countless letters, phone calls and e-mails complimenting the work done to build the Creekwalk. Comments like, “I never knew how beautiful the Creek could be,” “my children love the Creekwalk,” “what a treasure,” and “I never believed we could have something like this in Syracuse.” Well – believe it. This year, thanks to over half a million dollars of state and foundation grants, we will be rolling out new features to the Creekwalk such as signs, plantings, public art, and other recreational elements. We will be holding public meetings to get your ideas about how to make the Creekwalk an even greater success.

As we finally begin to see our city as a waterfront community, we have exciting news about the redevelopment of the Inner Harbor, some 20 years after the state first put a penny into dilapidated and largely abandoned Canal facilities. We all realize the harbor is a poster child of the post-industrial era in Syracuse. But in many ways the Inner Harbor embodies the untapped potential of Syracuse. Rarely do cities have the opportunity to see the birth of a brand new neighborhood. Now we do, and we will take advantage of that opportunity.

Early last year I asked the New York State Thruway Authority to transfer the Inner Harbor to the City to give us a chance to attract development. The state agreed to transfer the Inner Harbor lands to the City if we could successfully secure a viable development plan. In September, the City issued a request for proposals for the development of up to 28 acres of Inner Harbor lands, and we received three responses.

Just a few weeks ago, the RFP committee unanimously selected a proposal from COR Development. The mixed-use master plan includes 150,000 square feet of educational uses anchored by Onondaga Community College, 34,000 square feet of community uses, 108,000 square feet of office space, 118,000 square feet of retail, a 100-room hotel with a banquet facility, and 514 residential units. These residential units will include apartments and townhomes, and may also include senior and affordable housing.

With an exciting mix of uses, strong connectivity to the surrounding neighborhoods, attention to quality urban design, and an emphasis on maintaining public access to the waterfront, this ambitious plan promises a striking transformation for our city.

Members of the RFP Selection Committee included 2nd District Councilor Pat Hogan, CenterState CEO President Rob Simpson, Deputy County Executive Bill Fisher, former President of the Greater Syracuse Chamber of Commerce Darlene Kerr, and Common Council President Van Robinson. I thank them for their work, and for beginning the community conversation about rejuvenating Syracuse’s waterfront.

As our efforts across the city to keep projects moving forward continues, we are also reinventing the ways we do business in our neighborhoods. Like most of you, I drive through Syracuse every day and see vacant homes and slabs of plywood where windows used to be. I see trash and piles of discarded junk on lawns and vacant lots. When I see that, I am crest-fallen at what has become of our beloved city. But then I drive through other streets and see beautiful houses and energetic neighborhoods – places crowded with children and people that are unique and vibrant. I can't help but think that we in this room have the ability to take those vacant homes and lots and transform them with our energy, ideas, and hard work into the living, breathing neighborhoods that truly represent what Syracuse is all about.

It is with this vision in mind that we applied for the IBM Smarter Cities Challenge Grant. Last year, Syracuse was one of just eight cities in the United States, and 24 worldwide to be selected for the IBM Smarter Cities Challenge. In September, a team of analysts and technical experts from IBM came to Syracuse. Their goal was to make recommendations for how Syracuse can be more effective in addressing vacant housing. This team of IBMers gathered data from different sources, met with City staff and toured our neighborhoods. After compiling data and crunching numbers, the team presented us with recommendations for designing a new system for assembling, reporting, and analyzing information to predict and prevent property vacancy. With this new understanding, we can strategically target City services and promote different activities for distinct neighborhood needs, like rehabilitation, demolition, or even community gardens. We can then develop a data-driven understanding of what benefits result from those kinds of actions. Previously done mostly by guess-work and anecdotal accounts, this data-oriented approach represents the beginning of a new era for municipal government of more streamlined and diagnostic service provision that will enable us to maximize the impact of our ever dwindling public resources. To quote New York City Mayor Michael Bloomberg, “In God we trust. Everyone else bring data.”

Nearly 3,400 properties in Syracuse are so tax delinquent that they could be seized by the City. That's more than 8% of the total number of properties within city limits. These properties are a formidable drag, not only on the neighborhoods in which they are located, but on the City's property tax base. Last year the New York State legislature passed enabling legislation for the creation of Land Banks. Following years of work by people in local government, as well as CenterState CEO and other advocacy groups in Central New York, we now have the state legislation necessary to advance the creation of a Land Bank in Syracuse and Onondaga County. I especially thank Senators Valesky and DeFrancisco, and Assembly members Magnarelli and Roberts for their support of this initiative.

A Syracuse-Onondaga County Land Bank would give us what we need to hold irresponsible property owners accountable, to seek the highest and best use for abandoned property and to help collect additional property taxes. My administration is working with the Common Council, the County Executive, and the County Legislature to make the Land Bank a reality, and we intend to form this new organization this year.

As we push ahead in developing the next generation of tools for transforming our neighborhoods, we must also be thoughtful about the Syracuse we intend to build with these tools. Though some revisions to the City's zoning code were made in the 70's and 80's, with

minor tweaks in more recent years, the code has not been revised comprehensively since first being adopted in 1922. This outdated code frequently leads to a development process that lacks clarity and leaves planners, developers, elected officials, and members of the community shaking their heads. The code is now a patchwork of different policies, some of which conflict with one another, some of which are out of line with our community's goals. That's why we are working to complete the Syracuse Land Use and Development Plan: 2040. The Land Use Plan will serve as a basis for major revisions to our City zoning code. By modernizing and simplifying our zoning code, we will forge a new vision for how we would like to see our city developed in the years to come, while also making the planning and development process easier to understand and to navigate. We know we need regulations that better articulate what we want our city to look like, while also making the process more predictable. The plan is going through final revision now, and we will be presenting it to the Common Council for review and approval this year.

As we think about Syracuse's neighborhoods, what makes them strong and what we must do to make them even stronger, we must also have a vision for how we connect them. The connections between our neighborhoods are crucial to public safety, economic vitality and greater social integration. The ways we establish these connections are also essential to a more environmentally sustainable city. Complete Streets is an approach to transportation planning that shifts the focus from cars to people, placing an emphasis on safety, accessibility, and convenience for all who use our streets. We have embraced the Complete Streets philosophy and ushered in a new era in the way we design, construct, and maintain City infrastructure. Commissioner Pete O'Connor and Transportation Planner Paul Mercurio have brought new energy and vision to our streets. The Syracuse Comprehensive Plan will soon reflect this, in part, through the Syracuse Bike Plan. Currently under development with draft material available on the City website, this Plan will express this new paradigm in transportation planning, and will provide the public an opportunity to shape how we develop bike infrastructure in years to come. We know that fluctuating gas prices, income diversity and demand from a generation looking for healthy, sustainable urban living will dictate that we develop a variety of safe and convenient transportation options. The Syracuse Bike Plan is on track to be completed later this year.

One Complete Streets project that is already underway is the Connective Corridor. After years of planning, construction of the Connective Corridor began last year. Phase one of construction includes a redesign of Forman Park. This will be a much needed facelift for the park, with new benches, walkways, lighting and a new fountain. But with the University Avenue and East Genesee Street sections already funded and under development, the City of Syracuse and Syracuse University were still left without the resources necessary to continue the Corridor through Downtown. Last summer, the United States Department of Transportation announced the third round of funding through its Transportation Investment Generating Economic Recovery program – or TIGER. Knowing that these federal TIGER grants are incredibly competitive, the City and University developed an application together. More than 840 applications were submitted nationwide. In December, we were delighted when it was announced that the Connective Corridor was one of just 46 applications to be selected nationwide, and one of just two to be selected in New York State. This \$10 million grant will allow the City and University to advance this project, introducing new sidewalks, bike lanes, plantings, ornamental lighting and a streetscape design that will create a distinct and engaging identity for the Corridor. I thank

Syracuse University's Marilyn Higgins, as well as our Bureau of Planning and Sustainability's Owen Kerney for their continued commitment to the success of this project.

One of the most fundamental elements that contributes to or detracts from the vibrancy of any neighborhood is public safety. This community is very fortunate to have a Police Chief whose character, professionalism, and integrity are unmatched and are displayed throughout this community 24 hours a day, 365 days a year. Dr. Martin Luther King, Jr. once said, "The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy." Whether he is at the Public Safety Building, at a crime scene, at the hospital with a victim's family, at a community board meeting, or in a classroom working with our young people, Chief Frank Fowler always measures up. And Chief Fowler is a leader who has not had an easy job to do over the past two years. I have asked him to do more with less. He and the Syracuse Police Department have answered that challenge and generated better results for our neighborhoods.

In 2011, the Police Department, working with neighborhood leaders, deployed Syracuse's first public neighborhood security cameras with the assistance of grant funding. Nine cameras were installed in April on the Near West Side as part of the Department's COPS pilot project. After the six month pilot program, we compared 2010 and 2011 crime data in the camera area. Overall crime in the target area decreased 25 percent, shots fired decreased 14 percent, loitering decreased 45 percent, and reported drug crime decreased 57 percent. Based on these pilot results, we plan to apply for more grant funding that will allow us to expand the camera program into other areas of the City in 2012. Rest assured, we will continue to work with neighbors and community groups as we expand our camera program. I would like to take a moment to thank the members of Syracuse United Neighbors for their early support of this initiative.

The Police Department has also focused on the 'little things' that can make a difference in crime prevention. For example, at the request of neighborhood groups and in collaboration with National Grid, the Department of Public Works and the Parks Department, the Syracuse Police have focused on street lighting throughout the City. As a result of a proactive months-long effort to identify and fix street light outages, National Grid examined 9,300 street lights and repaired nearly 800 outages throughout the City. Criminals don't want to be seen, so being proactive in addressing lighting issues and concerns on our streets sends a message that we are being vigilant.

Generating results in public safety also requires positive police-community relations. The Syracuse Police Department continues to make impressive strides toward this end. In 2011, the Department created a Facebook page as a two-way communications tool. The page is frequently updated with information on current events, crime prevention strategies and law enforcement information. The Department also added the ability for the public to receive e-mail and text message notifications when new information is published to the Department's web site. The Department has developed a Q-Net web page where community members can directly post neighborhood concerns. Q-Net complaints are monitored by captains who distribute them throughout the department and then report back to the community with any actions taken by the department to address the issue.

I am pleased to report these efforts and others have resulted in a seven percent reduction in overall crime citywide between 2010 and 2011. Homicides decreased 19 percent, to the lowest level since 2006. Property crimes decreased 21 percent between 2010 and 2011. Burglaries dropped approximately 23 percent during the same period. While we did see an uptick in shots fired between 2010 and 2011 - a three percent increase - the Department and I are continuing to do all we can to get illegal guns off our streets.

As we push ahead with these transformations, we know citizen participation in remaking our neighborhoods is essential. A year ago, I talked about outdated practices related to Code Enforcement and constituent services. In years past Codes cases and constituent complaints have been channeled through processes typified by a lot of paper, faxes and phone calls. Cases have been dealt with in a manual and cumbersome fashion which lacked the strategic prioritization our neighborhoods need. Additionally, citizens have lacked the ability to electronically track the progress of their complaints, as well as other cases that may be active around the city. We have changed that. Over the last year, City staff has worked with new software to create an Integrated Property System, a new interface which will allow the public to submit and track various complaints online. The property database gathers and centralizes information including ownership, code enforcement actions, CityLine service requests and more. Later this year, we will also be adding permits and zoning information to this database. This will enable City staff to view properties in a more holistic way, and to update property information quickly – and without the use of so much paper. The new online interface, or web portal, will allow citizens to submit complaints and service requests online, via the City’s website. While letters, phone calls and e-mails will certainly still be accepted, everything from housing complaints, to potholes, to construction debris pickups can now be easily submitted online. The cases are then automatically and electronically routed to the appropriate City department for action. Citizens can also search for properties or types of cases within the City to determine what cases are still open and active. I am happy to announce that this system is being launched tonight. I encourage citizens to visit the City website to try out the new system.

In just two years, we have changed the face and shape of City government. We started in 2010 by combining internal City departments, seeking opportunities for partnerships with other public and private entities, and reducing our personnel.

And this transformation continued in 2011. City departments were asked to cut their budgets by at least two percent for the 2011-2012 fiscal year. Our overtime budgets have continued to decrease: during the 2009-2010 budget cycle, \$16.7 million was budgeted for overtime expenses. This dropped to \$14.9 million in 2010-2011 and \$12.7 million in the current fiscal year, for a total overtime budget reduction of more than \$4 million. In early 2011, we combined our purchasing department with Onondaga County’s, at a savings of more than \$220,000.

Another example of strategic partnership between the City and Onondaga County, is our work together on Save the Rain. County Executive Mahoney’s efforts to clean up Onondaga Creek and Onondaga Lake have been inspiring. The collaboration between City and County staff has been consistently rigorous, and has enabled the ambitious Save the Rain program to pick up incredible momentum. In 2011, the County Executive announced Project 50, and her team exceeded the goal of completing 50 distinct green infrastructure projects in one calendar year. In

April, the City and Onondaga County were named one of the EPA's top ten green infrastructure partners, and the County Executive was recognized by Governing Magazine as a Public Official of the Year, largely due to these efforts. None of this would have been possible had the Common Council not agreed to change the way we traditionally work. I want recognize and thank the Common Council for passing the creative legislation that enabled us to carry out this partnership within the city limits in an efficient, expedited fashion.

Not only have we been looking at the expenditure side of the equation and at creative ways to pay for services and improvements, but we have also been looking for new sources of revenue.

In June, I announced that Syracuse University agreed to the City's first non-profit service agreement, giving the City \$2.5 million over five years. I thank Chancellor Cantor for her leadership. And I thank the University as an institution for setting an important precedent as the City continues to adapt to provide services when fifty percent of property within the city is tax exempt and does not pay for those services.

Our Department of Public Works expects to bring in more than \$200,000 annually in new revenues from a contract with Syracuse Recycling & Recovery, LLC that guarantees the City \$25 per ton of recyclables brought to the facility. Prior to this new arrangement, we brought our recyclables to a facility in Liverpool, making a 24-mile round trip for each delivery and receiving no compensation. Not only will we be bringing in new revenues as a result of this agreement, but we project that we will also save more than \$18,000 in fuel costs by bringing our recyclables to Syracuse Recycling & Recovery LLC, which is about one mile from our DPW operations.

In 2011, many of our partners in labor stepped up to the plate, recognizing the significant challenges ahead. Due to the sacrifice and leadership of the firefighters union – Local 280 – the City was able to negotiate no wage increases for the 2011 and 2012 calendar years for the firefighters and deputy fire chiefs. I would like to recognize the firefighters union and the leadership of Chief Mark McLees and Deputy Chief Charlie Duffy for setting this important example.

We also negotiated “zeroes” with three other bargaining units for the 2011 calendar year - AFSCME Local 400, AFSCME Local 1773 Crew Leaders and AFSCME Local 3952 Middle Managers. I would like to recognize these bargaining units, their leadership, and City Personnel Director Bob Stamey for working hard to be an important part of our financial solution.

Despite such transformational changes in our workforce and operations, we remain in the midst of a tremendous fiscal storm. New Yorkers and Syracusans are slowly becoming aware of the ticking time bombs that, absent action, will start to topple New York State's cities one by one in the coming years. The projections are so staggering that it is easier to dismiss them like they are the crazy uncle in the attic or maybe, in my case, the crazy aunt.

We are currently in the process of putting together our 2012-2013 budget. Our projections already indicate that we will be forced to utilize approximately \$16 million of our fund balance - our rainy day fund. As I have said many times before, exploding costs the City has almost no control over have brought ten years of rain to the City of Syracuse, causing us to close revenue

gaps by drawing down this fund to cover our expenses. While our health care costs increased approximately 157 percent between 2000 and 2010, our pension costs increased 567 percent between 2000 and 2010. We expect our pension costs to hit nearly \$30 million this year.

We need a new way to frame the public discussion so we can strategically make difficult decisions rather than waiting for others to make them for us. As we continue through our budget process, I have sought the counsel of outside experts - independent voices - to help guide us in our decision-making. Under the authority vested in me by the Syracuse City Charter, I will be issuing an executive order to form the Syracuse Municipal Financial Advisory Board. The Syracuse Municipal Financial Advisory Board will have no explicit budgetary power; however, it will act in a consultative capacity. The Board will allow Syracuse to have financial expertise available to help guide us through the financial crisis and, at the same time, it will highlight the trends that are forcing us to confront such drastic choices. I am pleased tonight to announce Former Lieutenant Governor Richard Ravitch has agreed to Chair this group. Lieutenant Governor Ravitch has both a sterling reputation and a level of expertise in municipal finances that cannot be duplicated and we are, indeed, fortunate that he will be working to help us in these unprecedented times.

In my two years as Mayor I have spoken frequently about the fiscal crisis we are facing, and the imperative of meeting it head on. I have made it a point to be honest and outspoken with my staff, the Common Council, and the public about the dire financial adversity we face. This dilemma is real, and it is one that will continue to serve as a backdrop for all that we do in public service today. But one year ago, I also said that Syracuse has a choice: bend to the forces of derision and self-pity, or boldly innovate for progress. The choice to be bold, to confront our city's challenges and move forward, is a choice that many make individually each day: those who keep our streets and neighborhoods safe, those who teach our children, those who provide social services, those who maintain our infrastructure. We have heard tonight about those individuals here at the Landmark Theatre and so many others in our community who have made this choice to do business a new way to help move our city forward. But this choice is also a collective one. It is a choice that we must make as an entire community. Each person in this room – indeed, each person in this city – has the opportunity to be a leader in these difficult times. Our history is characterized by culture, innovation, perseverance and progressivism, and that history gives us much to be proud of. But rather than just looking back on this history with a sense of nostalgia, let us stand on our history as a platform for a brighter future. From IBM Smarter Cities, to being named an EPA partnership community, to the federal TIGER grant, to recognition by Bloomberg News, CNN, U.S. News and World Report and so many others, it is clear that Syracuse is already seen as a leading 21st Century city. Together we must affirm that status, and make the choice to be bold, to evolve, and to grow. I thank you all for the work you do to move our city forward, and I thank you for coming here this evening. Goodnight.