

Ladies and gentlemen, fellow Rotarians, friends... Good afternoon.

On October 18<sup>th</sup>, Calgaryans go to the polls to elect their new City Council. That's only 237 days away.

There's a little clock that sits on my desk and counts back the number of days until the next election. It's been there since my first term as mayor: A constant reminder that one's time in public office is very short, and when you have an agenda – things you want to accomplish – you must use every day to deliver.

In my mind, there's also a "count-forward" clock that started "ticking" on October 22<sup>nd</sup> 2001. I've had the immeasurable pleasure of being Calgary's 35<sup>th</sup> Mayor for 2992 days. When you think back to just over eight years ago, and recall all the things that needed to be done, that isn't a lot of time.

The 2001 mayoral election was run, and won, on the promise to move Calgary "Forward". That is much more than just a political slogan – it's an objective, a goal, a challenge, and an expectation. It's a guiding principle which sets the agenda for every single day.

"Moving Calgary Forward" meant taking swift action, and we set that tone right from the beginning. Within 24 hours of being sworn in, I called a special Council meeting to decide the fate of ENMAX. We kept the company in the hands of citizens, and it has been an outstanding investment ever since. It's grown to become the dominant energy retailer in Alberta. Its annual dividend helps keep your taxes lower, this year alone, 42 Million dollars towards City operations. That's equivalent to about a 4.5% tax reduction.

Keeping ENMAX has also allowed us to make vital investments in parks.

Every city needs public parks: It's what makes cities liveable and special. Imagine what Calgary would be like without Prince's Island, Edworthy Park, Nose Hill or River Park and Sandy Beach.

And while everyone agrees that parks are important, they usually get the "short end of the stick" at budget time. Investing in new parks and upgrading existing parks never seems to rank as highly as things like interchanges, transit, police and fire facilities.

That's why we created the ENMAX Legacy Parks Fund. We take a small portion of our annual dividend, and made it a dedicated source of revenue of parks. Since the program began, its committed 125 million dollars towards parks construction. Those dollars are at work today: Building Ralph Klein and Haskayne Parks, refurbishing Central Memorial Park, re-building the parkway along Memorial Drive, and many more.

“Moving Calgary Forward” meant addressing our straining infrastructure, especially mobility. Again, Council took swift and continued action. We’ve invested over 4.7 Billion dollars in transportation since 2001 – many, many projects which sat on the books for years have finally been built or are under construction:

Major corridor projects on Glenmore Trail, McLeod Trail, Crowchild Trail, and Metis Trail, along with a multitude of other projects throughout the city. This year, we are finally moving forward with building the interchange at Glenmore Trail and 37<sup>th</sup> Street.

We’ve invested heavily in Transit - more busses and LRT extensions in all directions. Yesterday, after 30 years of waiting, we began construction on the new West Leg of the LRT. That project, along with the other LRT expansions of the last 8 years, means we’ve doubled the size of our LRT since I became mayor.

“Moving Calgary Forward” spoke to the need to invest in protective services, making sure we have a safe community even though we’ve become a big city. We’ve added 500 more police officers, and almost 250 more fire fighters, and a lot more protective services infrastructure. A new \$125 Million Police Headquarters, 3 new police stations and 5 major renovations, 10 new fire stations and training facilities, new equipment and technology - All to keep citizens safe.

We started the new millennium with a massive backlog of infrastructure projects, which was compounded by our phenomenal growth over the last decade. That’s why we developed and implemented our protective services program, along with investments in quality of life infrastructure, like recreation centres, hockey rinks, playing fields, and arts facilities.

“Moving Calgary Forward” meant putting a priority on our environment. After years of talk, Calgary has finally implemented curb-side recycling, and it is a resounding success.

We’ve completed the Pine Creek Waste Treatment Plant, which ensures our city’s ability to grow for the future, and demonstrates our leadership in water conservation.

We are a global leader in our commitment to renewable energy and energy conservation. We will be the only city in North America which will have 100% of city operations run by green power by 2012. Later this year, we’ll be opening Western Canada’s very first District Energy facility, providing heating and cooling to downtown buildings.

“Moving Calgary Forward” meant being resourceful and creative: looking at new ways of addressing old problems. Nowhere is this approach more evident than in the lands just east of City Hall – East Village, in the heart of the River’s District.

For the first time in Canada, a tax increment financing district was established to “kick-start” redevelopment of a blighted neighbourhood. That wasn’t easy – we needed to lobby the provincial government: informing them about the problems in East Village, educating them about tax increment finance, hounding them to make legislation a priority, and finally getting the legislation approved.

The objective: Clean up a run down, neglected neighbourhood. East Village sat like that for decades. There were huge costs for environmental clean-up and upfront infrastructure, coupled with very fragmented ownership. Simply put, East Village would not and could not have redeveloped on its own.

But today, the lands are nearly ready for the market. The environmental contamination has been cleaned up, the flood plane has been raised, new sewers, sidewalks, streetlights, roads, and more. A brand new river walk is being constructed so that people can finally start to enjoy one of the most naturally beautiful parts of Calgary.

And the best part is: fixing up East Village doesn’t cost today’s taxpayers a nickel. Over the next two decades, new property taxes from the new development will pay back the up-front costs. But more importantly, we’ve taken an area of our city which was truly blighted and we’ve put in place a strategy to create a vibrant and exciting new downtown neighbourhood.

“Moving Calgary Forward” meant making our city more financially sustainable. Part of that equation required us to re-evaluate development fees, so that new suburban growth pays more of its real costs. There is no doubt that green-field development still isn’t paying all of its costs today, but over the last decade we’ve collected hundreds of millions of dollars MORE from developers for things like transportation, recreation, protective services and transit. Existing homeowners should not bear the burden of paying for new suburban growth.

The other part of our “sustainability equation” required us to push for rebalancing of tax revenues. Even today, only 5% of all the taxes paid by Calgarians stay here to fund municipal operations.

Over the past decade, we’ve pressed hard to get a larger share – and we’ve been more successful than ever before.

We preserved our provincial fuel tax agreement when they tried to slash it in half it back in 2002. That’s worth 95 million dollars a year.

We secured a new and permanent gas tax sharing agreement with the federal government. That’s 50 million per year.

We got Ottawa to refund the GST they charge The City government. That's roughly 15 million dollars per year. We see that funding driving construction at Heritage Park, the zoo and the new TELUS World of Science.

We inked an infrastructure deal with Premier Klein worth nearly a billion dollars for Calgary.

We signed a contract with Premier Stelmach for 3.3 Billion dollars of funding.

All totalled, since becoming Mayor, we've signed agreements with other orders of government worth 5 Billion dollars for Calgary's infrastructure.

Some of you might remember a few years ago when we had a little disagreement with Premier Stelmach about that last one. Back in 2007, there was some uncertainty about whether or not the promise for more municipal funding would be kept. For our part, Calgary pushed to get that commitment in writing, in the form of a contract. And we got that.

The 2010 Provincial Budget did not meet the letter or the spirit of that signed contract. That has serious implications for Calgarians. We based a lot of our capital plan on Premier Stelmach's word. MSI funding is an important part of our infrastructure plan, and it needs to move forward on schedule.

Our desire is to see this issue settled quickly and amicably through negotiation. But, as we've seen before, sometimes these disagreements with the Province can get a little messy and a little loud. It's not our first preference, but sometimes it's necessary to stand up for our city.

And sometimes, that makes some people unhappy. 2992 days ago, I committed to Calgarians that there would be principled, fair-minded and action-oriented leadership at City Hall. I never promised that every decision would be popular, but decisions would always be guided by what's in the best long-term interests of Calgary.

My favourite political quote was offered by former British Prime Minister Margaret Thatcher. It speaks to courage, conviction and principles. Lady Thatcher said, "In politics if all you do is set out to be popular, then you will be willing to compromise on ANYTHING at ANYTIME and you will accomplish ABSOLUTELY NOTHING."

It's absolutely true. Anything worth doing is worth fighting for, and worth "taking some political heat" for.

Case in point: Calgary's 3-Year Budget. It's not popular. No one, least of all politicians, likes to see three year's worth of tax increases splashed in newspaper paper headlines for a month. But it's prudent – it lets us plan better and budget better. It lets us see the implications of today's decisions, next year and the year after that.

I don't know any business, large or small, that doesn't plan out more than 12 months. But in government, there's a bias towards budgeting that will be "most sellable" to voters: one-year, "bite-size" chunks. One-year budgets have no business advantages, they only have political advantages.

Politically, the 3 year budget may not be popular, but it's transparent and it's honest, and that's the right thing to do. It takes hard work to roll up your sleeves as a Council and craft a budget. And once it's been drafted and debated, it takes a real willingness to invest political capital to support it.

In politics, you quickly learn there are always critics, and there always will be. Nothing could be easier than to say "No", to do nothing, to criticize. It's much more difficult to stake out a position, put together a plan and deliver it. If you listen carefully, you'll notice that many of the people who are most vocal about voting against budgets, are also the loudest when city services aren't meeting demands.

Anyone who tells you that in government you can have low taxes, platinum services and "everyone gets a discount"...well, they are doing much more than just throwing out empty political rhetoric, they are lying to you. There is no free lunch.

That is the difference between salesmanship and leadership.

Looking back on the last 2992 days, that's one of the things I'm most proud of. Commitments have never been made, without a plan and the determination to get them done.

And that success will become even more evident over the coming months and years. Our current infrastructure investment plan is unprecedented – there are going to be a lot of ribbons to cut over the next 3 or 4 years, due to the hard work of the last 8.

But ladies and gentlemen, I didn't get into politics to cut ribbons. I got into politics to get things done.

Looking back, I have a feeling of satisfaction and accomplishment because the goal that was set back in 2001 has largely been reached.

Therefore, this is my final term as Calgary's Mayor – I will not be seeking re-election in October.

In the remaining 237 days of this term, I can assure you I will work as hard and fight as vigorously as I have in the past eight years. I have no intention of being a passive observer because there is still much to be done before October.

But I want Calgarians to be aware of my intentions early, so that anyone with a love for this city and a burning desire to make it better will have the time to put together a strong campaign.

Although at times challenging, being mayor of Calgary is, in my humble opinion, the best public office one can ever hold.

And to the person who will become Calgary's 36<sup>th</sup> Mayor, let me offer a little advice.

Have an agenda.

Be ever mindful of the goal to make Calgary better.

Always strive for better, and work every day to make it happen.

And be determined. Never be disheartened or dissuaded by naysayers.

Great cities are not built by those who say "no".

Friends, our city is bold, proud, creative and hard-working. This character has been forged by every single Calgarian, past and present. It's a spirit which resonates throughout our history, and will carry forward long after each of us are gone.

Over one-hundred years ago, our city fathers chose a motto. It reflected their determination and aspirations for the future. A single word - "Onward"- has ever since been emblazoned on Calgary's Coat of Arms. That lone word captures what Calgary is and will be.

Great cities don't merely endure; they progress – they move forward.

And Calgary's path is "Onward".

Thank you.