

Good morning, Speaker Lai, Deputy Speaker Guo and fellow councilors.

My team and I came here today to deliver a policy address at the sixth regular meeting of the second session. First, I would like to thank all the city councilors for your support and constructive criticisms from the last session.

Lai Ching-te, former mayor of Tainan City, has accepted the greater duty and responsibility as the Premier of the Republic of China. On September 7th, 2017, he appointed me as acting mayor, hoping that the government would continue to advance the quality of life for its citizens. Except for the appointment of new Secretary General, Deputy Secretary-General and Director of the Environmental Protection Bureau, the two deputy mayors and the heads of the first-level units and agencies have remained in office because of their sense of mission towards Tainan City. Together, we uphold the principles of governance: honesty and diligence, inheritance and innovation. Following Premier Lai's governance blueprint, we carry out our duties, work as a team and do our best to build a better city.

In the past six years, the city government has worked conscientiously to “solve the problem instead of explaining it.” We showed execution, improved our efficiency and worked together to break through the difficulties of governance. We dedicated ourselves to debt problems, flood

control and the development of six major industries. We also worked on public works and rapid transit-ized public transportation to shorten the distance between different areas and balance urban and rural development.

At the same time, we strengthened the city's security system and social care network. We promoted art and cultural education to create a reading society. We also respected diverse ethnic groups and their cultures, implemented the low carbon city project and combined new technology with traditional culture, laying the foundation of a smart city. Moreover, we made good use of tourism resources, local advantages and creative marketing, embracing the international world so that Tainan can be universally acknowledged. We are gradually achieving the four visions of Tainan—city of culture, low carbon city, smart city, and the tourist paradise.

In the past six years, the city government has had 238 domestic and international awards and 2,688 good evaluation results, including 1,462 first place, excellent performance, and outstanding awards. This is a demonstration of the government's outstanding performance in carrying out policy measures and development projects.

For the achievements from March to July this year, please refer to the written report. There are six main accomplishments:

1. Accelerate public constructions to achieve co-prosperity of urban and rural areas.

Urban and rural areas coexist on the great land of Tainan. Through complete evaluation of urban planning and preparation for major public constructions on the basis of regional development, we continue to promote and perfect the infrastructure for urban and rural areas, working towards the goal of co-prosperity of different regions.

As for major constructions, “The Greater Tainan Expo & Convention Center (including an arena)” project was activated in May this year and has started the international call for design proposals and the environmental impact assessment review process. The construction of the “New Main Building of Tainan Municipal Library” began on July 17th. The “National Central Library Southern Branch” that is to be built in Sinying has started its pre-planning operations. The “Tainan Chinatown Plaza and Hai'an Road Landscape Design Plan”, which will become a new highlight and bring back the glory of the West Central District, also started its construction on August 21st. Other projects such as the “Tainan Museum of Fine Arts”, “Taijiang Cultural Center”, the “Sinying District Transfer Station Land Readjustment Project—the Third Phase”, and Shuijiaoshe, Chihkan and Tsailiao Fossil Cultural Park of the "Five

Cultural Parks" are all underway.

Moreover, the “Yongkang Logistics and Transshipment Zone Land Readjustment Project” began its construction on April 30th, and the first phase of the “Yongkang Artillery School Relocation and Creative Design Park” development zone expropriation project, a project in collaboration with the military, held the groundbreaking ceremony on May 9th, marking a new milestone.

As for building a convenient transportation network, the city government strives for construction funds from the central government. In the past six months, the completed and activated traffic infrastructures including the second phase of the High-Speed Rail Access Road construction, the unnamed bridge of Yanshuei District Township Road 76, Bridge No.8 of South District and the road extension west of Taijiang Avenue. Also, the Rende section C214 Tender of the Railway Underground Project began its construction on March 15th this year, and the Residential Care Project underwent its second subscription process from June 30th to August 29th.

As for public transportation, after fourteen years, the Baihe—Liuji bus route was reactivated and renamed “Yellow 16”, mainly passing

through Prefectural Road 165 and districts including Baihe, Dongshan, Liouying, and Liujia. We also added two routes—Orange 4-1 and 10-1 that connect districts Madou, Shanhua and Guantian, satisfying the citizens' needs for commuting to school, to work and going to the hospital. Tainan's bus system now has 111 routes that lead to different parts of the city. From March to July this year, there were 2,561 daily runs, with a total of 6,472,140 passengers.

Regarding the perfection of urban and rural infrastructures, from March to July this year, there have been a total of 65 projects for improvement of public space, pavement and drainage system, and 75 for the refurbishment of activity centers. At the same time, we proposed 10 projects to the Water Resources Agency to increase the penetration rate of tap water in rural areas, hoping to satisfy the drinking needs of rural residents. We also promoted the "Create Sinying—Tainan City Sinying District Integrated Development Project." Furthermore, in 2016, the maintenance and improvement of farm roads and canals in the early time agricultural land redevelopment zone covered 542 hectares. With the city budget, we maintained and improved 84.18 km of the farm road, 1.14 km of retaining wall and 0.25 km of U-shaped gutters.

2. Promote industrial development and build a sustainable, green city.

Implementing the core value of governance—“food first” (good economy is the first priority), the city government works hard to attract investments and improve the investment environment. We have also strengthened the employment matchmaking mechanism so that the city's unemployment rate fell from 5.15% before the merge to 3.8% this year.

From March to July this year, we attracted 107 investments with a total amount of 8.1 billion dollars, providing 2,073 job opportunities. We attracted businesses such as QuantumClean, UNIQLO Yongkang branch, Gudeng Precision, WEB-PRO and HERAN, and Tainan's iconic business Catcher Technology officially established the third large factory in the Yongkang Technology Industrial Park, which can provide thousands of job opportunities. Also, the TSMC 5 Nano Factory will soon be built at the Southern Taiwan Science Park. The city government will work with the central government to help the company overcome the difficulties of land, water, electricity, and personnel, promoting local industrial development.

As for industrial zone development and rejuvenation of existing industrial areas, up until the end of July this year, 117 and 63 companies

have been stationed at the Yongkang Technology Industrial Park and the Sin Ji Industrial Park respectively. After ten years of hard work, the Regional Planning Committee of the Ministry of the Interior has agreed to establish the Cigu Technology Industrial Park, which will promote the balanced development of the city's coastal areas.

Every year, the Labor Affairs Bureau of Tainan City Government organizes four large-scale Living and Working in Tainan Job Fairs, satisfying both the needs of employers and potential employees. The third large-scale job fair this year was held on September 8th, with 90 companies participating. A total of 6,330 job opportunities were offered, and the event resulted in an initial matching rate of almost 70%. We also promoted the “Industry-Government-Academia Cooperation to Cultivate Local Talents Project,” matching businesses and universities to sign contracts for talent cultivation, thus creating a win-win-win situation.

We also implement the “New Farmer, New Farming Village, New Agriculture” policy. Up until the end of July, 76 communities in Tainan have passed the Rural Rejuvenation Project, which is more than any other city. During the first cultivation phase this year, there were 12,469 hectares of fallow land, which is 410 hectares less than a year ago. We

promote quality agriculture and expand the export market. The International Procurement Day of the “2017 Tainan International Mango Festival” created 10.22 million US dollars of purchasing opportunities. Also, from March to July, we exported 2,355kg of agricultural products such as pineapple and litchi to Japan and participated in “FOODEX JAPAN 2017.” At the same time, we held industrial and cultural events in different regions to establish the characteristics of local industries. Working with 4G telecommunications industries, we imported the “New Farmer Mini Business,” training 30 celebrity farmers to operate online communities, thus building brand value.

We develop the green energy industry, building a green energy city in southern Taiwan. The city government worked with the central government to promote the “Shalun Green Energy Science Park” and held the “2017 Taiwan-US Green Industries Exchange,” signing the memorandum of understanding on green energy industry with the US representatives of the green industry. Moreover, we dedicated ourselves to the “Tainan Solar City Project,” which has received 3,932 successful applications for installation of solar panels in the past 7 years, with a total installed capacity of over 304 MW and an annual electricity generation of

over 390 million kWh, which is about 143% of the annual electricity generation of the Zengwen hydroelectric power station. This year, we even made an inventory of the four types of land for the photovoltaic system: salt industry land, unfavorable farming land, landfill sites and detention basins. We have reached our target amount this year with a total installed capacity of over 88MW.

As for the 2017 Low Carbon City Project, we promote the greenhouse gas control program and practice low-carbon lifestyle. We assisted 80 temples in energy saving and carbon reduction. From March to July this year, 484.18 metric tons of joss paper was collected in certain places to burn together, and people donated 1,422,400 dollars instead of burning joss paper of the same value. To build a green and environmentally friendly home, we constructed the city's sewage system. Up until the end of July, the building connection rate has increased to 17.81%. We carried out the Jhu River Green Gallery Project, starting the water treatment plant construction project. Out of the 40km of the Duo-Museum Bike Path, 35.2 has been finished. Also, T-Bike, Tainan's public bicycle system with a dual function of commuting and recreation, has 52 rental stations and more than 380,000 user count.

To promote a new civilization of smart city, the city government combines the power of academia and business to make progress in six areas including smart cloud, smart disaster prevention, smart transportation, smart learning, smart health and smart tourism, so that the old Tainan city can take on the new appearance of a smart city. We also started using UAVs to lay the foundation of Tainan as a smart city in a new civilization.

3. Build a safe city and strengthen the social care network.

To build a safe city, the city government works on seven aspects of safety—social security, traffic safety, campus security, food safety, occupational safety, public security and environmental safety. We increase the offense clearance rate, following the principle of “trace the source and exterminate the root of crime.” According to the most recent survey (in the second half of 2016) of Public Security Satisfaction by the Ministry of the Interior, Tainan ranked number one among the six municipalities in all the 8 indicators. To increase traffic safety, we continue to carry out the road-smoothing project and the illegal parking zero-tolerance project. We activated the “Protect Children from Pervert Teachers” action program and implement the food safety joint inspection, ensuring food safety for

the citizens. At the same time, we use various methods such as safety and health guidance groups to strengthen workplace safety education and propaganda. We also implement the public safety joint inspection, carrying out the citizens' supervision of public works program, and strengthen the disaster response mechanism, establishing the city's Command and Control of Incident Operations (CCIO). It was the first to receive the ISO9001 certification, and it is one more crucial step to building a safe and livable home.

Facing the challenge of extreme weather, the city government works hard on hydraulic engineering. I will briefly explain the water remediation in the past six years and our future plans:

Tainan has the biggest flood risk area in Taiwan. Since the start of the flood control plan in 2006, the central government has been implementing the flood risk project and the comprehensive river basin management plan in Tainan. 23.98 billion NT dollars were approved for the projects, but 3.88 billion has yet to be used on water control projects that are still in the planning, designing, and construction phase. Now, we have spent 20.1 billion on water control, but 65 billion would be needed to finish all the projects, so we still have a long way to go.

It would likely take a long time to acquire the funds and land for construction, so the city government proposed a self-financed emergency project to coordinate with the central government's constructions. We also used topographic features and farmland as detention basins and roads and canals as the second levee, completing the 10-year water control system ahead of time. In the past two or three years, we have faced many challenges of typhoon rain and torrential rain, but the flooding situation has been improved, and the flooding times, area and time have also been significantly reduced. We thank the Tainan City Council for your support.

Water control is a continuous job that cannot be solved overnight. Not long ago, Tropical Storm Haitang brought an accumulated precipitation of 330mm in 12 hours, exceeding Tainan's protection standard of 250mm/day. Luckily, we were able to control the flooding and minimize the damage through cooperation with the central government and our own emergency project, but this indicates that Tainan should raise the standard of protection to the central government's 25-year water control standard.

The city government will follow the central government's policies and strive for the Forward-looking Infrastructure Development plan,

working on the systematic remediation of Jingliao drainage, Liucuo drainage, Hutou River drainage, Lioukuailiao drainage, San-ye River drainage and Tainan regional drainage. We hope that, with your support, we can work together to build a city where our people can live a happy life.

In response to sub-replacement fertility and the aging society, the city government continues to encourage childbirth and improve child welfare. At the same time, we combine the powers of the public and private sectors to provide affordable education services with high quality. For the 2017 academic year, we have established 14 elementary school kindergartens and 2 nonprofit kindergartens. We also dedicate ourselves to promoting the long-term care policy, establishing 28 daycare centers and 378 community care centers, which lay a good foundation for the long-term care policy 2.0. The Ministry of Health and Welfare has approved the comprehensive community care model of 7 districts in Tainan, making it the city with the most ABC care sites in Taiwan.

A good society needs the kindness of its people to perfect the social care network. We give our thanks to the 1,355 voluntary service teams, the 49,980 volunteers and the charitable groups from 37 districts for their

selfless dedication to helping the city government provide service and take care of disadvantaged groups. Moreover, with our greatest sincerity and principle of transparency, the city government makes good use of charitable donation methods to help the victims of the 2016 Taiwan Earthquake (February 6th, 2016) return to their normal lives. Among the iconic constructions, the houses at Wenhe Street, West Central District have been reconstructed, and we are activating the reconstruction process of the Wei-guan Building, Happiness Building, and Da-jhih Market. Also, we have finished the geological improvement and the jack-raising of 95 buildings (with 930 households) damaged due to soil liquefaction.

We build a healthy city and protect the citizens' health. We continue the mobile hospital health examination and medical care in remote areas. We complete dentures for people over 65 years old and indigenous citizens over 55 years old, and provide pneumococcal polysaccharide vaccine for people over 65 years old for free. We do the screening of the four major cancers and chronic diseases and provide early intervention services for children with developmental delay. At the same time, we work on the prevention and treatment of dengue fever, and there hadn't been local confirmed cases up until the end of August this year. We also

implemented the epidemic prevention mechanism in poultry and livestock and completed the investigation of the epidemic situation of all the tilapia farms in Tainan. We've also started the tour for free cat and dog ligation and rabies vaccination.

4. Promote cultural education and respect diverse ethnic groups.

Tainan is the historical starting point of Taiwan and is rich in cultural heritage. Regarding the preservation of these cultural assets, up until the end of July this year, Tainan owns 77 sets, 640 pieces of general antiquities, and among these are 3 sets, 6 pieces of national treasure. Not only do we have 201 monuments and historical buildings, but we have also opened the Liouke Art Collection Center and the Cultural Heritage Bank, and preserved 18 former residences of famous people.

In the past six years, Tainan's music and art activities have made much progress. Apart from holding the annual Tainan Arts Festival, inviting internationally renowned musicians and bands to perform, we also promote Tainan's art and cultural development with the Tainan Wind Band, the Tainan City Traditional Orchestra, and the Tainan Symphonic Band. Furthermore, this year we have organized 67 art festivals at community activity centers, started the "2017 Bring the Arts to Your

Community" on August 26th, and increased the scale of the "2017 Tainan Museum Festival." These are the seeds of art that are sewn deep into each district.

"A Reading Tainan" is one of the governance goals of the city government. Apart from fighting for the National Central Library Southern Branch, building new libraries and enhancing school libraries, constructing a friendly reading environment, we also continue to raise the funds for purchasing books for public and school libraries and promote the "Reading Foundation in Every School" project to encourage reading. Tainan's public libraries have a collection of 3,500,805 books, and from March to July this year, 3,370,525 were borrowed. Five schools in Tainan received the "Award for Best Reader" by the Ministry of Education, and six teachers received the "Reading Promoter Personal Award." Including the "Reading Promoter Group Awards," the number of awards makes Tainan first place in Taiwan.

Our education policy is to give children wings to pursue their dreams through education. Through the normal class grouping by computing for elementary and secondary schools in the 2017 academic year, we achieve the goal of "No Child Left Behind." We develop featured schools, five of

which were awarded the "2017 Promotion of the Aesthetics of Space of Elementary and Junior High Schools and Development of School Characteristics Project." Moreover, we promote experimental schools, which are student-oriented and contain the elements of school autonomy, localization, exploration, and innovation. Tainan has seven public experimental schools, which is more than the other five municipalities.

We promote English as the second official language, hoping that comprehensive English education can enhance the students' English communication skills and broaden their horizons. For the 2017 academic year, we not only established two experimental elementary schools with bilingual education but also conducted a trial to extend English to the first grade with one hour a week. Sixty-one schools have participated in the trial. Other than that, 114 schools have done the class grouping of after-school English classes according to the students' proficiency instead of their age.

As for the improvement of the schools' hardware facilities, we work on the recovery and reconstruction of the school buildings damaged during the 0206 Earthquake. Up until the end of July this year, we have submitted 26 basic design reports on the demolition and reconstruction of

school buildings to the Ministry of Education to audit, and we are planning and designing the reinforcement projects of 159 school buildings. As for the enhancement of elementary and secondary school toilets, we planned to remodel 587 toilets from 174 schools, 428 of which were finished before the end of July this year.

Diverse ethnic cultures are an important element of Tainan City. The city government respects the cultural heritage of every ethnic group living in Tainan and helps promote their languages and cultures. In the past six months, there have been 4,424 classes of native languages such as Taiwanese, Hakka and the languages of indigenous peoples in the city's elementary schools and 367 in secondary schools. Twenty schools also participated in the "Vietnamese Class Pilot Project." In the second semester of the 2016 academic year, 14 elementary and secondary schools had Siraya language classes. Moreover, the Executive Yuan passed the draft revision of the "Status Act for Indigenous Peoples," in which the identity of "Taiwanese Plains Aborigines" was added in Article 2. After more than 20 years of hard work, the government has finally acknowledged the name rectification movement of Taiwanese Pinpu Aborigines, which is another big step forward for the proper naming of

indigenous peoples.

5. Use creative city marketing to foster international friendship.

Tainan has the potential to develop tourism. Through creative marketing and touristic festivals and activities, the city government promotes Tainan as a “Touristic Paradise.”

The city government strives for overseas marketing. Apart from launching campaigns in Hong Kong and Osaka, Japan every year, we also organized a fans club called "Tainan Red Bench Fans Club" at Osaka. This year, along with Kaohsiung City, Pingtung County, and Penghu County, we cooperated with Akihabara, Tokyo (Japan) to promote tourism in southern Taiwan. Also, in response to the central government's New Southbound Policy, we promoted Tainan's tourism market at Kuala Lumpur, Malaysia, and Singapore with the help of the companies in Tainan, and participated for the first time in the NATAS Holidays 2017.

We held touristic festivals and activities such as the Tainan Chishi Festival, the Cigu Seafood Festival, and the Tainan Summer Music Festival. At the same time, we used "Summer High Party" as our campaign theme, improved the management of cultural attractions and promoted bus travel. From March to July this year, tourist attractions

including Deyuanbi Holland Village, Shuangchun Seaside Recreation Area, Hulupi Natural Park and Hu-Tou Pei Scenic Area have had a total tourist count of 281,639, which is 41.87% more than that of the same period last year. The historic monuments have a total tourist count of 975,291, and the tourist bus routes 88 and 99 have a total passenger count of 205,534, which is 11% more than that of the same period last year.

In the era of globalization, Tainan actively embraces the international world and participates in international affairs. On June 24th, 2017, the city government signed a friendship exchange agreement with Fujinomiya, Shizuoka (Japan), forming international liaisons. This June, former mayor Lai of Tainan City made official visits to New York, Washington, and Los Angeles and gave speeches. In August, he visited the Shiga Prefecture, Kyoto, the Kyoto Prefecture and Sakai for city exchange, meeting with local politicians and striving for the right to host the 2020 World Conference of Historical Cities.

As for participation in international affairs, in the past six months, the city government has attended the “Ceremony of the Third APEC ESCI Annual Best Practice Award Program”, “Resilient Cities 2017”, the “32nd Taiwan-South Korea Tourism Conference” and the “The 20th Conference

of the Asian and Pacific Band Directors' Association.” We have also earned the right to host the “2018 Taiwan-South Korea Tourism Conference” and the “2020 Festival of the Asian and Pacific Band Directors' Association.”

Tainan is a baseball city. Apart from holding Youth Baseball Championships every year, we also foster international friendship with baseball, holding three WBSC U-12 Baseball World Cups in a row (2015, 2017 and 2019). The WBSC IV U-12 Baseball World Cup took place at the Tainan Municipal Baseball Stadium, Gueiren Baseball Stadium and Shanhua Baseball Stadium from July 28th to August 6th, 2017. Twelve countries including the United States competed for the championship, making friends by playing ball and letting the world see Taiwan and Tainan.

6. Improve public governance and develop a sustainable financial environment.

Personnel is a government's most important resources. Recruiting good people and training professional civil servants with a sense of mission is the first step to improve public governance efficacy.

Upholding the “meritocracy” system, we continue to train reserve district executives. We finished the 2017 Public Principal Selection of

High Schools, Primary Schools and Secondary Schools, held the 2017 2nd and 3rd Unified Enrollment Examination of Contract Employees and Temporary Workers and the 2017 1st Public Enrollment Examination of School Nurses. At the same time, we continue the improvement and innovation of human resources management. This year, the city government has once again received the Excellence Award for the Advance Group and the Excellent Performance Award and Best Award of the Innovation Group of the "Human Resources Management Innovation Award of the Executive Yuan and Local Personnel Agencies."

To reach the goal of "Simplify the Procedures and Streamline Manpower," the city government is adjusting the organization step by step. On July 3rd, 2017, we finished the organizational reform of the household registration offices in 37 districts. We reduced the offices to 18 but kept the 37 service bases, streamlining manpower and maintaining service efficacy. At the same time, upholding the "just, fair and pragmatic" principles, we review the adjustment of boroughs and neighborhoods according to the "Organizational Adjustment Regulations of the Boroughs and Neighborhoods of Tainan City."

We promote the "Open Government" with the three major principles

"Transparency, Participation and Public-Private Partnership." With regard to "open data," up until the end of July this year, the city government's "open data platform" has had 3,292 pieces of data in 646 data sets. As for "open service," "OPEN Tainan 1999 Innovative Smart Application" has publicized 90,714 dispatch cases. As for "open decision," in 2017, several district offices including Anping, Jiali, Sinhua, Sinying, Shanhua, West Central, and Dongshan have received funds from the Ministry of Culture to promote the Community Culture Construction Citizen Engagement and Participatory Budgeting Project. Also, we have held 13 district forums for citizens to express their opinions, which ended successfully on April 13th, receiving a total of 838 city development recommendations.

In the past six years, the city government has carried out the policy of "increasing revenues and reducing expenditure," maintaining fiscal discipline under the supervision of the Tainan City Council. This way, we were able to repay the debts of the former Tainan City, the former Tainan County, and township (city) offices, and we should be able to pay off 15.7 billion before the end of the year. Furthermore, we had a budget surplus of more than 2 billion in 2015, 33 million in 2016, and the total budget for next year has reached a break-even point with a total expenditure

budget of 84,877,087,000 dollars, which is the same as the revenue. We do not expect to have debt financing; this is the city government's promise to all the citizens.

We have prepared next year's budget according to "zero-based budgeting", reviewing the existing and new projects and listing our priorities according to importance and time limit. We work to make ends meet "spending only on the necessities," balancing the revenue and expenditure.

Tainan City's revenue budget for next year is 10.766 billion more than this year, which mainly comes from taxes, properties, operating surplus, businesses and an increase in the program grants from the central government. For example, local taxes have increased by 1.405 billion, including land value increment taxes, house taxes, and vehicle license taxes, in which house taxes have only increased by 165 million. Funds allocated by the central government have increased by 2.89 billion. Operating surplus and business income have increased by 4.612 billion. The program grants have increased by 2.022 billion, which include projects such as the 10-year long-term care policy 2.0, the construction plan of the life circle city road system and the regional drainage

infrastructure plan under the Forward-looking Infrastructure Development Program.

As for the expenditures, the greatest expense will be the “educational, scientific, and cultural” expenditure, with a proportion of about 36.42%. The second is the expenditure for “economic planning and development,” with a proportion of about 19.24%. Both have increased compared to this year, indicating that the city government attaches great importance to education, culture and economic development including public works, water resources, and transportation. We hope that, with your support, we can plan the budget so that the city's development can be seen and the citizens can be taken care of.

Conclusion—Continue to work hard and keep moving forward.

I am grateful for the support and constructive criticisms from the citizens and the Tainan City Council all those years. In the past six years, with the hard work of the city government led by Premier Lai and the support of other people, we have laid a solid foundation for the city's development.

I am responsible for continuing the city development. In the following year, I will follow the set governance blueprint and lead the city government

to promote city development on the basis of “honesty and diligence, open government, people-oriented policy and public welfare.” We will also draw up the most competitive plan to build the infrastructure leading to a sustainable Taiwan and a bright future for the next generation.

We also uphold the belief that “Tainan City Government is the biggest service unit in Tainan City,” listening to the citizens’ opinions and increasing the capacity to serve the people. We also humbly accept the supervision and constructive criticisms of the Tainan City Council and others and will continue to make persistent efforts on the existing foundations. We hope that with your continuous support and the cooperation between the city government and the city council, we can make good progress on the city development projects and keep moving forward.

Finally, my fellow councilors, please feel free to give any comments, and I wish everyone good health and good luck. Thank you!