

State of the City Address

January 15, 2002



Ross C. "Rocky" Anderson
Salt Lake City Mayor

Salt Lake City is flourishing. Our growing diversity is making us a stronger and richer community. Our economy remains strong, with prospects meriting optimism at a time when much of the rest of the country is struggling. And we are a caring community, having committed to help those who are in need and, perhaps most importantly for the future of our City, invest in our children.

As a community, we have established, over many years, the elements that have, combined with our extraordinary natural resources, led to the highest rankings for livability. For instance, in the latest edition of *Places Rated Almanac*, the Salt Lake City area was rated as the best place to live in North America. *Money* magazine rated Salt Lake City as the "Best in the West" in an article on the best places to live in the United States. Likewise, several magazines have rated us the best – or among the best – places to start or build businesses and to work. Just a few months ago, the US Conference of Mayors recognized Salt Lake City as one of the ten most livable big cities in the nation.

These recognitions support what we who work and live in Salt Lake City already know: This is a wonderful, remarkable place, with diverse people who know that a community is at its best when it includes, and takes into account the interests of, everyone.

On top of all that, our City's credit-worthiness has been enhanced significantly during the past year. Due in large part to the good work of our City Treasurer, Dan Mulé, many ratings have been upgraded during the past year, including the upgrading of our Municipal Building Authority by Moody's from Aa2 to Aa1 and by Standard and Poor's from A1 to AA, and the upgrading of the Redevelopment Agency by Moody's from A3 to A2.

The year 2001 will be remembered as a year of heroism and national resilience in the face of the events of September 11. It will be remembered as a time of excitement, anticipation and the overcoming of tremendous challenges in preparation for hosting the world during the upcoming 2002 Salt Lake Winter Olympic Games. And it will be remembered as a year of laying the foundations for even greater things for the future of our City and for the people who live and work here.

After years of sprawling development, after years of allowing the air in our beautiful valley to become polluted because of an ever-increasing dependence on the automobile, and after years of neglecting the importance of gathering places and the value of simply getting to know and better understand each other, we are, working together, laying the foundation for a better future. That foundation includes learning from the past, exercising the courage to move in new directions, and planning for the future. It requires us to look down the road five, ten, twenty years, and more, to build the type of City that will best serve us all – a City that is safe, a City that is healthy, a City in which all can find enjoyment, enrichment and a high quality of life.

The 2002 Olympic Winter Games

In a recent Dan Jones survey, Salt Lake City residents were asked what they consider to be the first major concern facing Salt Lake City today. The greatest percentage of residents responding to the survey said the completion of a successful Olympics is the number-one issue currently facing our community. Without a doubt, the Olympics will significantly affect how our City is viewed around the world for many years to come and will dramatically impact our ability to attract new businesses and visitors.

I am proud to say that, because of the support of the City Council and the astounding work of Rocky Fluhart, our outstanding Deputy Mayor and Chief Administrative Officer, and the indomitable John Sittner, as well as many others, we are ready to welcome the world to the 2002 Olympic Winter Games. Many people in City government have worked thousands of hours preparing for this event. This hard work will be abundantly clear to the hundreds of thousands of people who will be visiting Salt Lake City during the coming weeks, and to half of the world's population who will be watching these events on television.

Our first priority is to make the games safe and secure. Our Administration has done, and will do, everything possible to ensure we meet this challenge with abundant preparations for the expected, as well as the unexpected. We will, with the fine work of Chief Rick Dinse and the rest of the Salt Lake City Police Department, in conjunction with the partnership developed between local, state, and federal agencies, vigorously pursue the goal of a safe Games, while at the same time preserving a fun and festive environment. We will also demonstrate to the world that we treasure our fundamental freedoms, including the freedom to lawfully express all points of view.

We have endeavored to make these Olympics the “People’s Games,” to make the Olympic experience as inclusive as possible. Not only will we host the world’s best winter sports athletes and spectators in style, but we will also provide opportunities for everyone in our community, residents and visitors alike, to enjoy the Olympics and all the great arts, entertainment and culture our community has to offer.

We will also show the world the compassion and caring of our community. By planning, raising funds for, and coordinating an overflow homeless shelter to be used during the Olympics, we will be the first Olympic Host City to meaningfully address the possible impacts of the Games on the homeless. These efforts are consistent with what our City, many non-profit institutions, and hundreds of generous people in our City do day-in-and-day-out, throughout the year, for those in need.

Preparations for the Olympics have not been easy, but, in the end, our hosting of the Games with respect and inclusiveness for everyone will be an enormous source of pride for our community. Particularly at this time in our nation’s – and the world’s – history, we will all be proud to provide a forum for the world’s nations to gather in unity, peace and celebration.

2002: More Than the Olympics

While the Olympics will be a great chance to showcase many of our community’s greatest assets – our diversity, our unsurpassed access to recreational, arts, and cultural opportunities, and our outstanding quality of life – stories written in international papers won’t bring the bread home for those in our community struggling to make a living wage. Even the most glittering television coverage won’t take the smog out of our air during an inversion. And even the best rankings

about our quality of life won't give us youth programs to ensure our children have safe, nurturing, healthy places to go and things to do during their time out of school.

Accomplishing these things takes vision, commitment, and action. It takes a willingness to step out where we have not been before, often to take a leading national role, and to work together in civility and respect, even when we have differing opinions and beliefs. And it takes a team of people who are willing to work hard, who have the ability, and who have the heart and passion to get the job done. By setting excellence as the standard for the leaders of our City departments and divisions, and for those who work in the Mayor's Office on such things as community and minority affairs, transportation, environmental projects, and youth programs, we now have an extraordinary team that is accomplishing remarkable things for this community, and for this community's future.

Youth and Family Programs

One of the foremost responsibilities of any community is to look after the best interests of its children. In so doing, a community commits to the best for its future. Eighty-seven percent of Salt Lake City residents recently surveyed agree, naming after-school programs as important to their vision of Salt Lake City's future.

Some municipal governments, and far too many parents, leave it to the schools and mind-numbing television to take care of our children. To provide the very best for the children of our community, we have established new after-school, summer, and arts programs, embarking on a comprehensive effort to expand opportunities for our children to grow and develop in a safe, interesting, and motivating atmosphere.

Over the last year, with the terrific work of Janet Wolf, Rosanita Cespedes, Elaine Harding, and the great people who work with them, we opened our first YouthCity after-school program at the Central City Community Center, which has served 125 students to date, and we expanded the number of students served by the after-school programs at the Sorenson Center by 20% over the prior year. We also continued the colorful mural program, adding yet another major exciting work of youth art along the TRAX line. We secured funding to expand these youth programs to all parts of Salt Lake City during the coming years and add an employment program for adolescents, a mentoring and scholarship program, and

an effective substance abuse prevention curriculum for every child in our youth programs.

With a generous contribution from Intel, we opened the Intel Computer Clubhouse at the Sorenson Center. In the first two months of operation, 350 young people were served at the Clubhouse. This computer-training program will serve thousands of young people, enhancing their computer skills and their educational and occupational opportunities for many years to come.

Youth City Government sponsored two Youth Unity Grooves, where over 500 teens from around the City gathered for two nights of music and dancing from all City high schools. Along with the Salt Lake City Public Library and the Central City Community Council, we brought together young people from throughout the City for a Youth Festival on Washington Square to celebrate the Olympics, where participants joined in curling, luge and ski jumping simulations.

Through our youth programs, which reached over 7,000 children during 2001, the young people of this community know they are valued as a crucial part of our community – and that we, as a City, care deeply about their welfare and their future. We look forward to working with the City Council to expand our youth programs and to making them sustainable for the benefit of children throughout the City, now and in the future.

Last month, with the help of our congressional delegation, particularly Representative Jim Matheson, we secured an unprecedented \$1.2 million in federal funds for YouthCity. These resources, in addition to those already allocated from our city budget and raised from private donors, will enable us to provide constructive after-school activities for young people throughout the City. With these programs, we are investing in our children's future, and we are making a positive difference for our entire community.

The caring and hospitality of the people of Salt Lake City is reflected in the fact that we have become a major refugee resettlement community, with hundreds of refugees from around the world, including Bosnians, Tibetans, Croatians, Sudanese, and Somalis. During 2001, we launched the unprecedented Salt Lake City Youth and Family Refugee Consortium. The Consortium is a collaborative effort between the Mayor's Office, the Asian Association, International Rescue Committee, Catholic Community Services, and the Human Rights Resource Center. These providers of services to refugees have joined in providing first-time

opportunities that have greatly enhanced the quality of life for our City's refugee families. A federal grant, which was obtained through the remarkable efforts of Janet Wolf and Kim Thomas, enabled refugee parents to participate in parenting and acculturation classes taught in their own languages. As a result of the grant and the collaboration developed through the Mayor's Office, over 2,500 Salt Lake City school students participated in anti-bias education workshops; quarterly newsletters are sent from the Mayor's Office in three languages to over 1500 refugees; and over one-half of the students participating in the YouthCity program at Central City Community Center are from refugee families. This collaboration also enables agencies within Salt Lake City to provide refugees with crucial services, including translation and legal assistance regarding immigration, naturalization, and family reunification. It has been the best sort of public-private partnership, making a huge, positive difference in the lives of thousands of people who now know they are welcomed and valued as a vital part of our City.

Mass Transit and Smart Growth

In some areas, like youth programs, we are adding to what the community has to offer. In other areas, progressive change is not simply a matter of adding on; rather, it requires bucking trends that have become a way of life for many Utahns. In no area is this need to change entrenched ways of doing things more pronounced than in planning wisely for future growth and in building communities that are more livable – more walkable, more friendly, more convenient, more healthy, and more conducive to greater mobility freedom.

In Utah, there has been immense resistance to wise growth planning. Although we have seen some progress with the advent of Envision Utah and the Quality Growth Commission, the only real growth planning to which our state's political leadership has committed has been the construction of more traffic lanes and more highways. What they seem to forget or choose to ignore is that such an approach has led to even more congested highways; our traffic-inducing sprawl development; our out-of-balance transportation system; the deprivation of mobility freedom for those too young, old, disabled, or economically-disadvantaged to own an automobile; our lack of mass transit opportunities; our downtown parking problems; our increasingly polluted air; and the consequent health problems suffered by men, women and children who are warned during many days each year not to even venture outside because of the dangerously polluted air.

Our auto-centered approach to transportation and land-use planning has created serious problems for our community. For instance, examples from around the nation demonstrate that pouring money into new roads and highways cannot solve, but rather exacerbates, traffic congestion problems. Furthermore, all these automobiles create dangerous air pollution. Here in the Salt Lake Valley, air quality health warnings were issued on 31 days last year, when healthy people were told not to exercise outdoors and the young, old, and those with respiratory or cardiovascular problems were told not even to go outside. We recently experienced several days of air inversions when the smog was so dense we could barely see our beautiful mountains – and when people throughout our valley were coughing and avoiding the outdoors, as they were warned to do by health officials.

If we do not change our course, these problems will only continue to worsen, endangering our health, frightening away potential businesses, and stealing resources from important government functions, such as education and humanitarian services. Part of the solution is committing ourselves to a transit-first approach, which will finally bring some balance to our transportation system.

The residents of Salt Lake City have enthusiastically supported a greater commitment to mass transit. They realize that more transportation options are not just a nice amenity; they are a necessity if we are to maintain our high quality of life, and improve our air quality. A recent Dan Jones survey showed that 45% of Salt Lake City residents support my opposition to the Legacy Highway project, realizing that more responsible transit alternatives must be considered. Likewise, the enormous success of TRAX has shown that, when convenient mass transit alternatives are available, people, by the hundreds of thousands, will readily get out of their cars and utilize transit.

This public support has spurred improvements in local mass transit that are recognized around the country. The University TRAX line has now become a model project for its attention to community concerns during the construction process. It is a crucial part of what will become an integrated regional transit system that will transform the manner in which people get around in the Wasatch Front in future years.

Over the last year, with the tremendous work of DJ Baxter, we have also laid the foundations for other transit projects, including the securing of start-up funding for the extension of light rail to the University Medical Center and obtaining, with the vigorous assistance of Senator Robert Bennett, nearly \$4 million in federal

funds for our intermodal hub to connect all forms of public transportation, including commuter rail, light rail, bicycles, taxi cabs, and buses, at a single site.

Under the extraordinary leadership of our City Planner, Stephen Goldsmith, we have developed a transit-oriented development ordinance. The Planning Commission recently approved it, and we will be bringing it to the City Council early this year. This ordinance will encourage sustainable development that will maximize the potential of our growing transit system.

This sort of smart-growth planning must be our focus in the years to come and it will continue to be a top priority of our Administration. Reflecting this, with the help of several generous sponsors and through the hard work and commitment of Stephen Goldsmith, we have created a symposium called the Physical Fitness of Cities to highlight the latest and best in city building practices for the world when our Olympic visitors arrive next month. This exposition not only highlights what others are doing but also shows the world the leading role Salt Lake City will take in smart growth in the years to come.

Economic Development

Smart growth planning and a focus on transit play a large role in the future economic health of our City. In November, a consortium of leading Utah industries, who are not usually involved in transportation planning, lobbied the Wasatch Front Regional Council for a more reasonable, balanced long-term plan, calling for more spending on transit and less on new highways. These businesses realize the negative economic impacts of poor air quality and limited transportation options. The fact that businesses are becoming actively involved in supporting mass transit validates our focus on smart growth and expanded transit as an important part of economic development for Salt Lake City.

We also remain strongly on the side of small businesses, which add charm and character to our community, while contributing directly to our economic strength. While the national trend is toward more centralization, more chain stores, more category killers and the sameness they bring to so many look-alike communities, Salt Lake City supports our locally-owned businesses in every way possible. For instance, over the last year, we aggressively promoted our small business revolving loan fund, providing nearly \$1 million to 27 local businesses. That represents a significant increase as compared with the loans made during the six-year period from 1994-2000, during which time there were only 14 loans made.

We are grateful for our local business owners, who do so much to create the warmth and identity our city offers to residents and visitors alike. We also urge Salt Lake City residents to buy locally and support our small businesses whenever possible.

We can and will do more to support our local business community. With the impetus provided by the Olympics, we can bring more businesses to the city, revitalize our downtown, and spur redevelopment and retail activity on the west side.

- **Revitalized, differentiated downtown**

With the opening of the Gateway Project, we must resolve to help it succeed, while bolstering our Main Street downtown area. They must complement each other, in much the same way as Horton Plaza and the Gas Lamp District in San Diego complement each other. We now have the opportunity to move toward a differentiated Main Street downtown area, highlighted by unique restaurants and local retail outlets, as well as corporate offices and housing.

We have begun this process by creating a livelier, more interesting environment in the Main Street downtown area, with more exciting signage, vastly increased street dining, and vendors, performers, and art displays. We have also brought hundreds of thousands of people downtown for numerous festivals and concert series, including our first-ever Salt Lake City International Jazz Festival. This free festival, which enjoyed enormous success during its first year, due in large part to the enthusiastic work of Jerry Floor, has put Salt Lake City on the jazz map and will be a major destination festival, bringing even more tourists and life to our downtown area.

Hamilton Partners, with whom the City has had a good working relationship, has removed the blight of boarded up buildings south of the Monaco Hotel and has restored two of our important historic buildings, the Lollin and Kerrick buildings on Main Street. These buildings will be used for retail, office, and housing, providing a model for the sort of mixed-use development and cooperation with developers we value.

- **Retail development and revitalization of west side**

Over the next year, we will develop a comprehensive redevelopment and retail plan for the west side of Salt Lake City, where we have seen great promise and remain committed to an all-out economic development effort.

Our first priority in this mission centers on bringing affordable shopping opportunities to our west side neighborhoods. We are finalizing designs for a WalMart Super Store at 1300 South and 300 West, and expect construction to commence this year. This will help west side residents find affordable shopping close to home, without the need to expend valuable time and money to travel long distances for their everyday needs.

We will also work with west side businesses and property owners to foster neighborhood centers of economic activity and provide healthy community-building alternatives to cookie-cutter strip malls and sprawl-inducing, local-business-destroying mega-malls.

Finally, and perhaps most relevant right now, we will continue to defend our west side from damaging exploitation by Union Pacific. We will continue to challenge Union Pacific's utter disregard for our west side, and for its own express written promises, and we will send the message that no matter where you live in Salt Lake City, our Administration will fight to keep your neighborhood safe, healthy, and strong.

- **Attract good businesses**

One other primary economic development focus will be on bringing businesses to our City that share our vision for a sustainable future and which provide good jobs. We certainly have an advantage in the recruitment of good businesses, as noted by all the publications and organizations that have recognized the high quality of life in Salt Lake City, yet proactive business recruitment has never before been a major focus of the Department of Community and Economic Development. We are changing that now with the hiring of an experienced person who will be working to identify and recruit desired businesses, particularly in our Main Street downtown area and on the west side.

Our experience with AlphaGraphics last year is a perfect example of this proactive approach. By showing AlphaGraphics executives some of the really

great things about living in Salt Lake City and breaking down some common stereotypes about our community, we gained more than a corporate world headquarters. We received a commitment to renovate the languishing Brooks Arcade, bringing retail, office and housing space to a site that had been largely vacant for many years.

Housing

During the first three months of our Administration, we completed the Salt Lake City Community Housing Plan. Until that time, Salt Lake City had no adopted housing plan, in violation of state law. One of our top priorities is to implement the housing policies and strategies identified in the Community Housing Plan. Under the vigorous leadership of LuAnn Clark, our Division of Housing and Neighborhood Development has pursued these strategies. For instance, we have put in place a Housing Trust Fund. We have maximized the housing rehabilitation revolving loan fund by aggressively marketing the program and meeting the goals of rehabilitating 110 units and providing 30 homes for first-time homebuyers this fiscal year. We have helped to preserve privately owned HUD-assisted multi-family housing units for low-income elderly and disabled residents. We have incorporated housing into all new and revised plans, with a focus on maintaining a balance of housing types and affordability throughout the community. And we have supported the use of new construction technologies that provide more effective and energy-efficient residential buildings, consistent with our new High Performance Buildings initiative.

During our Administration, we have invested \$14 million in City funds to initiate some 1200 new housing units, of which 974 are affordable units. Over the last year, our Housing Trust Fund loaned more than \$2.6 million to bring nearly 300 new and rehabilitated affordable units online. Our openings included a one-of-a-kind project at our Veterans Hospital that provides transitional housing for homeless veterans; the innovative Bridge Project on the west side, which provides affordable living and office space for artists and cultural organizations; and the Jefferson Apartments, which will provide 34 low-income housing units one block from the north-south TRAX line.

Mixed-use developments like the AlphaGraphics project at the Brooks Arcade highlight another priority of our Administration. For us to maximize our economic future, we must bring more housing of all kinds to all parts of Salt Lake City, particularly our downtown. Evidence from around the country demonstrates

that retail and business development will follow housing. As we provide a wider array of housing options in downtown Salt Lake City, residents will increasingly take advantage of downtown living opportunities, bringing more life and commerce to our Central Business District.

Last month, we completed a detailed housing plan for the Central City area, which capitalizes on the power that comes from creating a vibrant community gathering place at Library Square. As we move forward with Library Square, we will also seek zoning changes and provide incentives for the land surrounding the Square to make the area attractive to mixed-use housing developers.

Community Gathering Places

Community gathering places, large and small, are key to our City's future. Not only do they provide a location for people to mingle and learn about each other, but they also bring life to the City that stimulates housing and retail development. Our focus over the next year will be on revitalizing Pioneer Park and realizing our vision for Library Square, which will become one of the country's premier gathering spots and learning centers. We urge the City Council to consider and approve the Library Square Master Plan as soon as possible in order that we can more cost-effectively move forward with the exciting open space project on the east side of the block.

Walkable Neighborhoods and City

In order to create a sustainable City, to revitalize our Main Street downtown area, and to provide community gathering places, we must improve the walking environment in Salt Lake City. People need to be able to walk from shop to shop and from transit to work. The first step is to make walking safe. This has been a major focus of our last two years, and we have made great strides. Besides our crosswalk flags, now located at 72 crosswalks throughout the City, we now have two special overhead and in-surface lighting systems, 426 countdown timers, approximately 550 "Look" signs, and increased pedestrian-safety law enforcement. Where these pedestrian safety measures have been implemented, lives have been saved. We have had overwhelmingly positive feedback from our citizens, as well as other cities that want to learn from our experiences. Our pedestrian safety efforts have earned us nationwide recognition, including the US Conference of Mayors' naming of Salt Lake City as one of the nation's ten most livable big cities, which was in large part because of our comprehensive pedestrian initiative.

In addition to our pedestrian safety initiatives, we are also working to encourage building practices that make walking easier and more enjoyable. We will seek the support of the Council soon for a walkable-communities ordinance, which was approved by the Planning Commission after we worked over the course of several months with developers, property owners, and businesses to reach agreement on a means to reduce or eliminate the pedestrian-unfriendly strip-mall type of design that has become far too common in cities throughout the nation. Brent Wilde was instrumental in reaching a good compromise on the walkable-communities ordinance, for which I am very grateful.

Health and Safety

- **Parks and Recreation**

Our efforts to create walkable communities not only add to the vibrancy and accessibility of our business areas; they also encourage better health for our residents. The more opportunities we have to walk and exercise, the healthier our community will be. To this end, we have also focused on improving our parks and recreation areas, as evidenced by the major improvements in Liberty Park over the last year, which include a terrific running track, new and renovated restrooms, a reconstructed Constitution Avenue, a separate bicycle and skating track, and the addition of a water purification system for the Seven Canyons Fountain, which will open this spring, thanks to generous contributions by the City, the OC Tanner Foundation, and the George S. and Delores Doré Foundation. One of the most notable improvements will be the completion of the Rotary Play Park, which will open during the Paralympics as our City's major Paralympics legacy project. This playground for children of all abilities will be the first of its kind in the Salt Lake City area and will likely be the finest project of its type anywhere in the country. We are pleased to join with the Salt Lake Rotary Club as partners in this exciting venture, and we are grateful for the spectacular leadership of Rick Graham on this and dozens of other important projects that will enhance the quality of experiences enjoyed by all who visit our City's parks. Hundreds of young people are looking forward to the completion of one of those projects in particular – the skateboard park at Jordan Park, which will be ready for use this spring.

The people of this community enjoy and support our parks programs. In a recent survey of 620 park users, 87% felt that Salt Lake City parks are well maintained and 90% felt that City parks are safe.

In February 2001, the City completed and opened the Salt Lake City Sports Complex. This \$15 million complex is the largest public recreation complex ever built by the City and is open every day for public use. The facility, adjacent to the Steiner Aquatic Center, includes two indoor Olympic-sized ice sheets, locker rooms, weight rooms, an aerobics hall, a food concession, skate rental, an exercise area, and a public meeting space.

- **Police**

These enhancements, which help improve community health, are complemented by our efforts to make our community safe and secure. One project we are pursuing to achieve this goal is the construction of the Pioneer Precinct police station. The Pioneer Precinct facility will promote faster service and a more visible police presence for our west side, and will provide a community meeting space for use by community groups. Another initiative that was part of our city-wide push for enhanced courtesy on the part of City employees and better customer service was the new Police Department program entitled, “Courtesy: The Way We Police the City.” That program, along with an increased focus on expanding diversity among our police force, will be a positive step toward better service for the people of our City and better relations between police and those they serve.

Last year, the National Crime Prevention Council recognized our Police Department for its model community policing efforts, bringing national recognition to what has become abundantly clear over the last year: We have some of the most professional, hardest working, dedicated police officers anywhere. And, our community knows it, as reflected in a recent survey showing that 81% of Salt Lake City residents lauded our officers for their courteous and professional service.

All of our officers deserve our gratitude, particularly when we consider what they risk every day. Sgt. James E. Faraone paid the ultimate price for protecting our community. Sgt. Faraone died recently while trying to protect a motorist whose car had stalled in traffic on the highway. He was a tremendous credit to our Police Department, to his family, and to our community. To Sgt. Faraone’s family, co-workers, and friends, we send our sympathy, our best wishes, and our gratitude.

- **Fire Department**

Under the outstanding leadership of Chuck Querry, our Fire Department has done an admirable job over the last year of improving service and preparing for the Olympics – despite losing one of their finest, Jay Magure, to the Mayor’s Office. This year, we opened Fire Station #9, which was built in 1985, and added a paramedic rescue unit at Station #14, both enhancing service to our west-side communities. We also opened a state-of-the-art training tower to help our firefighters achieve the highest level of training available anywhere.

- **City Prosecutor**

We have also worked hard over the last year to bring more reason and efficiency to our local justice system. In 2001, our Prosecutor’s Office, under the passionate leadership of Sim Gill, brought a higher level of restorative justice to our criminal justice system. Instead of relying on a destructive punitive model of justice, we have initiated restorative justice programs to actually help all who are impacted by crime, including offenders. For instance, the new Johns Program takes participants through an intense ten weeks of critical self-evaluation and therapy to address their conduct. We have received extremely positive responses to this constructive approach from participants and from the community. Likewise, the Prostitution Outreach program, unique in the country, is a 42-week program that seeks to transition women out of prostitution by compassionately addressing the problems, including substance addiction, that lead them to prostitution in the first place.

Another exciting element of our restorative justice approach is the Mental Health Court, launched recently to provide compassionate and humane assistance to the mentally ill who, with the proper medications and support, will stop revolving through the criminal justice system. The Misdemeanor Drug Court, initiated by the Salt Lake City Prosecutor’s Office in collaboration with Salt Lake County Probation Services, continues to assist offenders through treatment rather than simply through punishment. This approach is far more sensible and cost-effective, with a remarkably low recidivism rate of less than 10%.

- **Airport Security**

Finally, in the area of airport security, we have led the nation. From the moment I became aware of the fact that most checked bags are not screened on

domestic flights, we immediately acted to close this gap at Salt Lake City International Airport and at airports throughout the country. I met with Department of Transportation Secretary Norman Mineta and with FAA Administrator Jane Garvey about this issue and our recommendations to mandate 100 % screening nationwide were adopted by the US Conference of Mayors. Shortly thereafter, Congress passed legislation including measures to significantly ramp up screening efforts. Now, after many weeks of tireless work by our Airport Director, Tim Campbell, and dozens of others at the Salt Lake City International Airport, we are poised to become the first airport in the country to implement a comprehensive screening system that will fill the greatest gap in airport security and renew confidence among the public in our government's commitment to safety and security.

Environment

The protection of our environment has been, and will continue to be, a priority consideration in Salt Lake City. The grandeur of our landscape is a source of pride and gratitude for all who live here and provides us a feeling of closeness with the outdoors and a connection to our natural resources. The health of our environment directly impacts the health of our bodies – and of our souls.

This year, through the committed work of Lisa Romney and Vicki Bennett, Salt Lake City has become a national leader in comprehensive urban environmental initiatives undertaken to create and maintain a healthy and sustainable community. Salt Lake City Green was launched in August 2001 and is, perhaps, the most comprehensive environmental initiative in the country. From open space to air quality, from electricity conservation to nuclear waste, this program is designed to carefully manage and oversee our many environmental initiatives. It acknowledges governmental and citizen responsibility to ensure a healthy future for those who live and work here, our children, and our children's children.

During the past year, we have significantly expanded our protected watershed areas in the canyons. Through the work of Leroy Hooton, Jeff Niermeyer, and others who have worked diligently for years at the Department of Public Utilities to preserve watershed areas in our canyons, we successfully preserved pristine land that was destined for road and vacation-home development, 154 acres of open space in Big Cottonwood Canyon, creating the Willow Heights Conservation area. Not only have these tremendous City employees preserved

pristine lands for generations to come; they have also helped us get through another very dry year with a water supply at its lowest point since 1961, through voluntary water conservation efforts and outstanding water resource management. Not only have we had enough water to get by; Salt Lake City's water customers are receiving drinking water that far exceeds federal drinking water standards. Reflecting the exceptional work being done by our Department of Public Utilities, the Association of Metropolitan Water Agencies bestowed upon the Department its prestigious "Gold Award" for Competitiveness Achievement, recognizing management practices that produced overall efficiency and high quality of service.

In 2001 we launched a High Performance Buildings initiative to guide responsible use of natural resources in the urban environment. Architectural, engineering, law, power, and other resource professionals in Salt Lake City are presently creating our High Performance Building Guidelines. Never before has Salt Lake City undertaken such a task and received such great support locally and nationally for our process. The completed guidelines will define the building and retrofit practices for all City-owned and -operated buildings. Salt Lake City and the region will share in the benefits from our example of cost savings and environmentally sound building practices.

This commitment to wise use of natural resources in the urban environment was also reflected in our Zero Waste initiative to reduce water and electricity waste, and encourage recycling. To this end, our Public Utilities Department has hired a full-time water conservation coordinator and participated in several water conservation campaigns. Likewise, our Public Services Department helped launch a new recycling program. Seventy-one percent of all eligible residents have voluntarily enrolled in our expanded curbside recycling program and are now capable of recycling many materials, including almost all plastics, paperboard, grocery bags, office paper, newspaper, and more. The one item conspicuously absent from our curbside list of recyclables is glass. In order to ensure glass can be recycled in Salt Lake City, we have placed glass-recycling receptacles at Jordan Park and Rotary Park. Through recycling programs, we have increased the amount of waste we recycle in Salt Lake City by 46%. This substantially impacts the amount of waste we deliver to our landfill and, over the long term, the amount of methane "greenhouse" gas emitted by the site.

In 2002, we will continue these efforts and complement them by launching two new initiatives. Next month, we will launch a program to do our part in combating global warming through measures that will show the world we support

efforts to reduce greenhouse gas emissions and conduct ourselves consistently with the Kyoto Accords. We will also launch an e2 Businesses initiative. Being a Salt Lake City e2 Business means adopting economical environmental practices. Our goals are to use the most forward thinking and innovative means to plan, build, and conserve in our City. A prime example of economic and environmental cohesion is the lighting retrofits completed this year on Washington Square. Through minimal investment in long-lasting energy- efficient bulbs, we have reduced our electrical consumption, saving over \$33,000 in electrical expenditures annually. Taxpayers reap the benefits of reduced electrical costs, and we all reap the benefits of an improved and healthy environment. Salt Lake City Green demonstrates the commitment of this community to a clean, healthy, sustainable environment.

City Attorney's Office

Almost everything I have discussed tonight has involved the City Attorney's Office in one way or another. Roger Cutler, Utah's senior city attorney, and his staff have provided enormous assistance to our Administration and to the City Council in helping us make it all happen. They work out many of the details and get it all in writing, whether in the form of ordinances or contracts. They also protect the interests of the City and our residents when court action is required, as in the case of Union Pacific undermining the quality of life for hundreds of our residents by running a freight line through west-side neighborhoods, contrary to its express promises. The very capable attorneys in the City Attorney's Office have handled an incredibly wide variety of matters, particularly in preparation for the 2002 Winter Olympics. I am grateful not only for the outstanding legal work performed by the fine lawyers in the City Attorney's Office, but also for Steve Allred's work at the Utah State Legislature – which I'm sure has not been made any easier for him by me.

Conclusion:

We will accomplish our priorities of environmental protection, greater mobility freedom, improving health and safety, creating walkable neighborhoods and vibrant community gathering places, aggressively pursuing economic development, and expanding quality youth programs by working together and continuing our commitment to open government and diversity. We will continue to make city government more representative of the people it serves through aggressive affirmative action programs, similar to what we have accomplished in the Mayor's Office, where 36% of our staff comes from the minority community

and 59% are women, and with our appointments to boards and commissions, with respect to which 35% of our new appointments have come from the minority community. Adding these new perspectives to our government will help us include even more people in the dialogue that is crucial in making our city a better, more inclusive place.

We will also continue to help solve problems for our residents through the compassionate and committed work of our community and minority affairs staff, under the energetic and inspiring leadership of Diana Karrenberg and Archie Archuleta.

Another way we connect with our citizens, 71% of whom use the Internet regularly, is through our Web site. Through the hard work of Information Management Services, we have a vastly improved site that recently received recognition by Brown University as the 5th best municipal Web site in the United States.

Whether it be through community councils, the City's web site, or our Saturday-Morning-With-the-Mayor meetings, our citizens are becoming more involved in city government than ever before. We have sparked a healthy, vigorous dialogue that adds to the solid foundation we have built over the last two years.

Now, through collaboration and cooperation, we can meet our challenges and take advantage of the great opportunities available to us, working together to make this an even healthier, safer, more inclusive and welcoming community.