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Report

**2006**

# **Performance Evaluation Report**

**Report to the Minnesota Legislature**

**May 2007**



# Metropolitan Council

390 North Robert Street, St. Paul, Minnesota 55101

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Daniel Wolter	District 15
Brian McDaniel	District 16

General phone	651 602-1000
Data Center	651-602-1140
TTY	651 291-0904
E-mail	<a href="mailto:data.center@metc.state.mn.us">data.center@metc.state.mn.us</a>
Web site	<a href="http://www.metrocouncil.org">www.metrocouncil.org</a>

Publication no. 21-07-036

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## **About This Report**

The Metropolitan Council recognizes performance evaluation as a crucial tool in ensuring that its functions are meeting their objectives in a timely and cost-effective manner. The Council has implemented a number of methods to strengthen its performance evaluation process.

This report is required by Minnesota Statutes, section 473.13, subdivision 1a, which calls for the Council to submit annually to the Legislature a "...substantive assessment and evaluation of the effectiveness of each significant program of the Council, with, to the extent possible, quantitative information on the status, progress, costs, benefits and effects of each program."

The report provides a record of the services provided and service levels achieved by the Council in the context of historical trends, performance measures and budget compliance. The report includes multi-year performance measures for all major operations and summarizes significant accomplishments by division.

The report is organized into four major sections. The introduction provides an overview of the Council and highlights achievements from 2006. The next three sections discuss division results and the accomplishments of the individual units within each division. The last section is the appendix, which includes maps showing Council districts, the Metro HRA service area, transit routes and service areas, the sewer service network and a 2006 Council budget summary.





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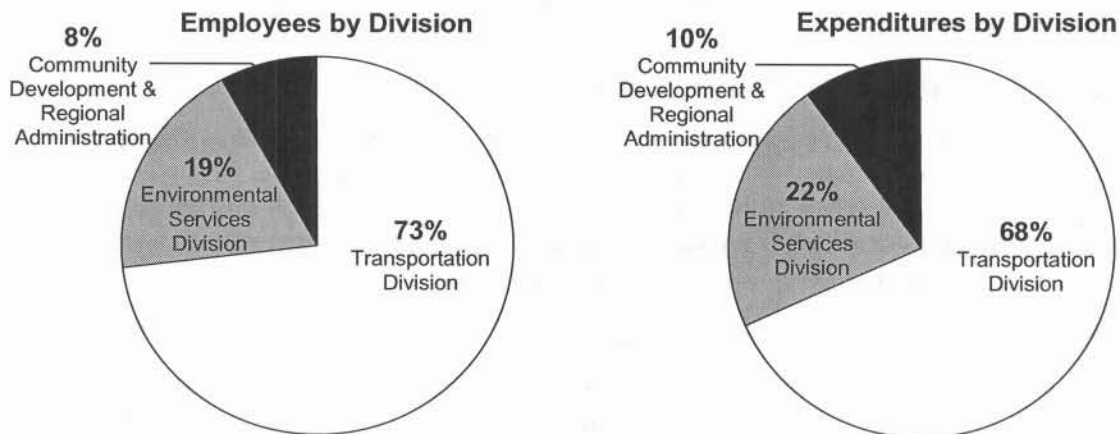
## Introduction

### The Twin Cities Region and the Metropolitan Council

The seven-county metropolitan area is a growing and economically vibrant region with a population of more than 2.8 million. The regional economy is supported by diverse industries and has an unemployment rate below the national average. The region's population is projected to grow by more than a million people between 2000 and 2030.

The Metropolitan Council was created by the Minnesota Legislature 40 years ago to plan and coordinate the orderly growth and development of the seven-county area. It has authority to plan for regional systems including transportation, aviation, water resources, and regional parks and open space. The Council's core mission also includes the efficient operation of transit, wastewater collection and treatment, and housing assistance programs for households with low incomes.

The governor appoints a chair, who serves at large, and 16 Council members representing districts, who together govern the Council. To carry out its responsibilities, the Council established divisions for transportation, environment, and community development, along with standing committees to deal with each of these areas. The Council has approximately 3,700 employees and annual operating expenditures of approximately \$400 million, nearly 90% of which covers operating costs for regional transit service and wastewater treatment.



### Major Functions

**The Community Development Division** comprises two departments:

- Planning and Growth Management, which includes functions such as regional systems planning (parks and open space) and growth strategy as well as planning assistance to local communities, research, and geographic information systems, and parks and open space.
- Housing and Livable Communities, which includes the Metropolitan Housing and Redevelopment Authority (Metro HRA), and administration of the Family Affordable Housing Program and the Livable Communities programs.

## **Metropolitan Council 2006 Performance Evaluation Report**

### **Introduction**

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The **Environmental Services Division** (MCES) operates and maintains approximately 600 miles of regional sewers and treats about 300 million gallons of wastewater daily at eight regional treatment plants. Serving nearly 90% of the seven-county area population, MCES provides cost-effective wastewater service to 104 communities. The mission of MCES is to "provide wastewater services that protect the public health and environment while supporting regional growth."

The **Transportation Division** includes Metropolitan Transportation Services and Metro Transit. The division is responsible for developing regional transportation policy; allocating federal transportation funds to projects in the seven-county area; encouraging alternatives to driving alone; and provide, contract for, and coordinate bus and light rail transit in the Twin Cities. The division also coordinates regional aviation planning with regional transportation planning.

### **Council Focus on Core Missions**

The Metropolitan Council has made a firm commitment to:

- Focus on its core missions.
- Perform its responsibilities in a cost-effective manner.
- Work cooperatively with regional partners.
- Be accountable to the public for results.

This commitment was demonstrated throughout the year, a year of great progress made possible through strong partnerships with local governments, state agencies, nonprofit organizations and other groups.

### **Metro Transit Ridership Highest in 22 Years**

Rising gas prices and traffic congestion drove many commuters to transit during 2006, and they stayed on board even as prices moderated. Preliminary estimates pegged 2006 ridership on Metro Transit buses and light rail at its highest in 22 years – 73.8 million rides, a 5.9% increase over 2005. Ridership on Metro Transit's express bus routes rose an estimated 11.1% in the same period. Ridership on suburban-operated transit routes grew at a similar pace.

### **Light Rail Selected for Central Corridor**

Citing its promise of reliability, high ridership and capacity for future growth, the Metropolitan Council chose light rail transit (LRT) for improving public transit in the Central Corridor between downtown St. Paul and Minneapolis. LRT was selected over bus rapid transit (BRT). While BRT would be much less expensive than LRT, the corridor cannot accommodate enough buses to meet the projected transit demand in 2020 and beyond.

As currently proposed, the 11-mile line would have 16 new stations, plus five stations shared with the Hiawatha line in downtown Minneapolis. In December, the Federal Transit Administration (FTA) gave its approval for the Council and its partners to begin the two-year preliminary engineering process for the corridor.

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### **Introduction**

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#### **Northstar Line Construction Moves into Final Design Phase**

In 2006 the FTA approved the Northstar commuter rail project to move into final design. Sixty million dollars in state bonding authority, combined with funding already provided by local governments in the Northstar Corridor, opens the door to receiving 50% federal matching funds. Total project cost is estimated at \$307.3 million (2008 dollars). Service between Big Lake and downtown Minneapolis is scheduled to begin in late 2009.

#### **Metro Transit Goes “Greener”**

In 2006 Metro Transit unveiled plans to add 150 hybrid-electric buses to its fleet over five years. The addition of hybrid-electric buses is one component of the agency’s “Go Greener” initiative to help preserve the environment. An additional 164 buses to be purchased will incorporate the latest engine technology that will burn diesel fuel more efficiently, reducing emissions and getting better mileage. In 2006 the agency began fueling all its buses with “B-5” – a diesel fuel with 5% biodiesel made from soy. As part of the “Go Greener” plan, the agency plans to double the biodiesel content of its fuel supply to 10% in mid-2007. The replacement of 1.23 million gallons a year of non-renewable fossil fuel with soy-based fuel consumption and hybrid technology will produce an estimated annual fuel savings of \$652,000.

#### **Wastewater Plants Cited for Strong Performance**

All eight of the Council’s wastewater treatment plants received “Peak Performance Awards” in 2006 from the National Association of Clean Water Agencies based on their 2005 performance. The Seneca Plant earned a prestigious Platinum Award for achieving five consecutive years (2001-2005) of full compliance with clean water discharge permits. In addition, the Minnesota Pollution Control Agency recognized six treatment plants for outstanding operation, maintenance and management from October 2004 through September 2005.

Metropolitan Plant’s Solids Management Building earned a “2006 National Environmental Achievement Award” from the National Association of Clean Water Agencies. The state-of-the-art Solids Management Building includes three new fluidized-bed incinerators, more efficient and effective energy recovery and pollution control systems, and improved solids dewatering equipment that operates with reduced odors.

#### **Program Launched to Reduce Excess Clear Water Entering Regional Wastewater System**

After careful monitoring of excess sanitary sewer flows following large rainfall events, the Council in 2006 worked with communities that have excess infiltration and inflow to set reduction goals. The Council developed a “toolbox” to provide communities with information and options for how to reduce the problem. All of the affected communities chose to move forward with reduction programs in lieu of a surcharge on their regional wastewater bills. The results will be evaluated and future surcharges reduced or eliminated if programs have been successful.

## **Metropolitan Council 2006 Performance Evaluation Report**

### **Introduction**

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#### **Council Sets Energy Goals**

The Council's Environmental Services division launched an initiative to reduce its energy costs 15% by 2010 and increase its use of renewable energy. A new staff Energy Team will explore strategies to reduce energy consumption. The Council is already:

- Working with Xcel Energy to develop a strategic energy management plan.
- Using energy forward-pricing mechanisms to lock in about 80% of the projected natural gas usage for 2007 at a set price.
- Working with the University of Minnesota to develop partnerships for renewable energy projects.
- Incorporating more alternative-fuel vehicles into its fleet.
- Implementing anaerobic digestion in the solids processing at the Blue Lake Wastewater Treatment Plant in Shakopee. Methane gas will be produced and used, reducing external energy needs.
- Making energy-saving changes to operation and maintenance processes.
- Operating state-of-the-art incineration technology at the Metro Plant, reducing emissions and natural gas usage while generating electricity for the plant.

#### **Wastewater Treatment System Expanding**

Expansion of the Empire Plant in Dakota County was completed in 2006, doubling the plant's treatment capacity to 24 million gallons per day. The plant serves the growing communities of Apple Valley, Lakeville, Farmington and, by 2008, all of Rosemount. The Council completed the purchase of 200 acres for a new wastewater treatment plant in Hastings. Construction is planned to begin about 2010, with capacity planned to serve eastern Dakota County as it grows.

#### **Water Supply Planning Moves Forward**

In the first phase of work to prepare a region-wide water supply master plan, the Council developed a base of technical information for water supply planning decisions. It assessed water supply availability, evaluated the regulatory process and examined water supply safety, security and reliability. A 13-member Metropolitan Area Water Supply Advisory Committee – comprising state agency, city and county representatives – assisted the Council in its work.

As a result, the Council submitted a report to the 2007 Minnesota Legislature, recommending that the Legislature:

- Approve changes clarifying agency roles in water supply plan review.
- Consolidate into one statute the requirements of community water supply plans.
- Link water supply planning to comprehensive planning.

The report also recommends state funding for interconnections and other backups to physical water systems to ensure protection of resources and the region's security. Specifically, the report recommends that the state provide funding for an interconnection between the Minneapolis and St. Paul water systems. The Council's next step will be to develop the water supply master plan, which will include an assessment of water availability and water demand projections.



## **Metropolitan Council 2006 Performance Evaluation Report**

### **Introduction**

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#### **Expansions and Improvements to Park System Approved**

Residents of the seven-county area consistently name the region's natural environment, and its parks and trails, as the most attractive features of living in the Twin Cities region, according to the Metropolitan Council's annual survey of residents. Working with 10 city and county park agencies, the Council continued to improve and expand a regional park system that serves more than 33 million visitors annually.

In 2006, the Council approved new or updated master plans for seven parks and trails: the Dakota Rail Regional Trail, the Southwest Regional Trail Connection, the Silverwood Special Recreation Feature on Silver Lake in St. Anthony; Lake Minnetonka Regional Park, Miesville Ravine Park Reserve, St. Anthony Parkway Regional Trail bikeway and Lake Elmo Park Reserve.

#### **Workshops Offered on Comprehensive Planning Process**

The Council hosted a series of eight "On Course" workshops for local planners. These workshops provided information and technical resources to help local communities prepare for their 2008 comprehensive plan updates.

#### **Investments Help Keep Communities Vital**

Through the Livable Communities program, the Council awarded \$16.28 million in grants to 20 cities to help them clean up polluted lands, revitalize communities and expand the supply of affordable housing. The Council approved nearly \$2.9 million in Livable Communities grants to clean up polluted land for redevelopment in 10 metro area communities. The grants will help to clean up 153 acres, with resulting redevelopment creating and retaining an expected 4,645 full- and part-time jobs and increasing the net tax capacity by \$9.5 million.

An additional \$2.9 million in 2006 Tax Base Revitalization Account funds were awarded in January 2007. The Council awarded \$8.8 million to 10 projects in 7 cities that demonstrate land uses that link housing, jobs and services, including transit. Grants went to projects that demonstrate: model redevelopment of an aging corridor; a variety of housing integrated by design; connecting streets and sidewalks that provide a catalyst for development; and innovative storm water management that serves a broad area. Grant funds also will contribute to acquisition and removal of structures that are barriers to development for model projects.

#### **Metro HRA Assists Hurricane Victims**

Responding to a request from Governor Pawlenty, Metro HRA took on administration of a federal emergency program to assist families displaced by Hurricanes Katrina and Rita. Working overtime and in collaboration with several other agencies, Metro HRA staff processed applications from 350 families and met with nearly 250 families. A total of 170 families found affordable rental housing in 25 metro area communities.

## Community Development

### Overview

The mission of Community Development is to:

- Provide high-quality, coordinated planning, policy and program development to support regional growth and reinvestment.
- Identify and analyze regional issues.
- Facilitate community collaboration.
- Provide Livable Communities Act grants from three funding accounts to eligible communities to assist them with cleaning up polluted sites, expanding housing choices, and undertaking developments that use land and infrastructure more efficiently and connect housing, jobs and services.
- Deliver state and federally funded rent assistance through existing programs to create and provide affordable housing for low-income households in the region.

The Community Development Division includes two departments: (1) Planning and Growth Management and (2) Housing and Livable Communities.

The 2006 Planning and Growth Management Department included four units:

UNIT	CORE ACTIVITY
Regional Systems Planning and Growth Strategy	Implement <i>2030 Regional Development Framework strategies and policies</i> . Coordinate policy outreach efforts, such as the “On Course” technical workshops for planners, and the Land Use Advisory Committee. Provide planning coordination and capital improvement grant administration for regional parks.
Local Planning Assistance	Implementation of regional growth policy and metropolitan systems through local planning assistance and review of local comprehensive plans, plan amendments and environmental studies.
Research	Collection, analysis, forecasting, and provision of data for the region and analysis of regional trends.
Geographic Information Systems	Provision of geographic information and services to support Council policy and operational concerns. Facilitation of activities to share GIS data among government agencies within the region.

## Metropolitan Council 2006 Performance Evaluation Report

### Community Development

The Housing and Livable Communities Department included two units in 2006:

UNIT	CORE ACTIVITY
Livable Communities	Implementation of the Livable Communities Act housing provisions and its three funding accounts. Support for planning and development of affordable and lifecycle housing in the region.
Metropolitan Council Housing and Redevelopment Authority (Metro HRA)	Delivery of rent assistance programs for low-income seniors, families and households with disabled members, including 150 public housing units through the Family Affordable Housing Program.

### Regional Systems Planning and Growth Strategy

In 2006, the Regional Systems Planning and Growth Strategy team focused on implementing policy and strategies set out in the *2030 Regional Development Framework*.

To prepare for the 2008 comprehensive plan update cycle, the unit coordinated a series of technical training workshops for local planners. These workshops covered topics such as transportation and transit planning, water resources planning, housing and density issues, natural resources planning, and rural issues. Workshops also offered an overview of Council resources for geographic information systems, and forecasting and research reports.

Council staff also participated in a series of Growing Greener workshops offered in partnership with the Department of Natural Resources. These workshops were funded by a grant from the Bush Foundation, and were designed to help local communities incorporate natural resource planning into their comprehensive plan update processes.

Other outreach efforts included a review of housing affordability best practices by the Land Use Advisory Committee, and discussions with officials from counties adjacent to the seven-county metropolitan area regarding ideas for voluntary, mutually beneficial collaboration.

The Regional Systems Planning and Growth Strategy unit is also responsible for planning and coordinating the regional park system, with the assistance of the Metropolitan Parks and Open Space Commission. The park commission reviews park master plans, develops a Capital Improvement Program for the park system, and coordinates the distribution of park grants.

The total area of the metropolitan regional parks system in 2006 encompassed 53,961 acres of acquired parkland and 177 miles of regional trails open for use. The system included 37 regional parks (two existing county parks were designated as regional parks), six special recreation features, 11 park reserves and 25 regional trails (three city and county trails were designated as regional trails). Total park visits in 2005 were approximately 33.4 million.

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### Community Development

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In 2006, the Metropolitan Parks System unit provided analysis and support for the Council in the following areas:

- Review of master plans and plan amendments for Dakota Rail Regional Trail, Lake Minnetonka Regional Park, Lake Elmo Park Reserve, Silverwood Special Recreation Feature, Miesville Ravine Park Reserve, St. Anthony Parkway Regional Trail, and Carver County Southwest Regional Trail Connection.
- Review of three future CIP reimbursement authorizations totaling up to \$3,031,450 for regional parks implementing agencies. Reimbursements would occur when funds became available through the Metropolitan Regional Parks CIP. The action reduces costs of the project by encouraging park agencies to use their own funds to finance capital improvements in a package instead of delaying the work to wait for funding from the regional parks CIP. Park agencies are reimbursed from CIP funds when they become available at a later date:
  - Authorization of amendments to capital improvement grants for development at North Urban Regional Trail, Baker Park Reserve, Carver Park Reserve, Lake Minnetonka Regional Park, Lake Rebecca Park Reserve, Gale Woods Special Recreation Feature, Elm Creek Park Reserve, and Battle Creek Regional Park.
  - Authorized \$11.67 million of capital improvement grants to implement a portion of the 2006-07 regional parks capital improvement program. The grants were financed with \$7 million of State bonds and \$4.67 million of Metropolitan Council bonds.
  - Authorized \$28,362,000 of other capital grants for regional parks and local parks that were financed with 2006 State bonds as directed by 2006 State bonding legislation, and a \$154,000 grant for North Mississippi Regional Park financed with interest earned on Council park bonds as mandated by State law.
  - Authorization of one land acquisition grant that totaled \$20,953 to partially finance the acquisition of 0.45 acres.
  - Authorization of three exchanges of regional park land which added 10.4 more acres to the park system.
- Distribution of \$7,870,000 in grants authorized by the Council from the state general fund and lottery in lieu of sales tax revenue to 10 regional park implementing agencies. The grants help finance the operations and maintenance of the Metropolitan Regional Parks System. State funding helps spread the cost of operating and maintaining the regional park system to those who use it. On average, 42% of the visitation to the system is by persons who live outside the park agency's jurisdiction.
- Amended the Council's *2030 Regional Parks Policy Plan* regarding the conditions for reimbursing park agencies for capital spending of Council approved park and trail capital improvements and to correctly illustrate regional trails that were planned to be shared with transit uses.
- Continued analysis on the feasibility of establishing a Regional Park System foundation that could assist with accelerating the process for completing the regional parks system.

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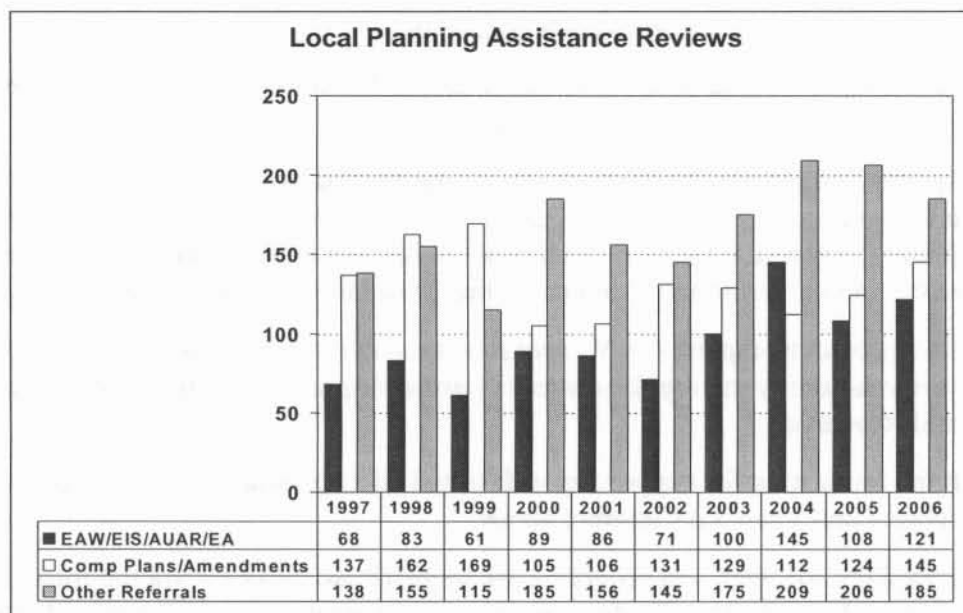
### Community Development

#### Local Planning Assistance

In 2006, the Local Planning Assistance unit:

- Coordinated 451 reviews to determine their conformity with the regional systems, consistency with Council policy and compatibility with adjacent community plans, including:
  - 266 reviews of comprehensive plans, plan amendments, EAWs, AUARs and other environmental reviews (121 environmental, 145 comp plan and amendments), and
  - 185 reviews of NPDES Permits, U.S. COE #404 Permits, and other types of wastewater and surface water discharge permits.
- Carried out communications with and local community elected and appointed officials through the Council's sector representative program.
- Reviewed and provided internal comments to Livable Communities unit staff coordinating the Council's Tax Base Revitalization Account grant requests in the spring and fall.
- Reviewed and made recommendations regarding Livable Communities Demonstration Account grant applications as the first step in the evaluation process.
- Updated the *Local Planning Handbook* as required to guide local governments in the preparation of their 2008 comprehensive plans. This e-book was well received by local governments and has won the *Outstanding Project Award* from the Minnesota Chapter of the American Planning Association. It is available on line at:  
[www.metrocouncil.org/planning/LPH/handbook.htm](http://www.metrocouncil.org/planning/LPH/handbook.htm)
- Prepared the annual *Metropolitan Agricultural Preserves Program Status Report* and the *Regional Plat Monitoring Report*.

The chart and accompanying table show the number and type of planning assistance reviews and referrals administered by the Council from 1997 through 2006.





## **Research Unit**

In 2006, the Research unit:

- Assisted the Land Use Advisory Committee in developing a best practices review of planning and regulatory practices that support affordable housing development.
- Provided a “report card” on affordable and life-cycle housing to the Legislature.
- In cooperation with others in Community Development, completed review and revision of System Statements, setting the quantitative parameters for plan updates.
- Participated in education and outreach to the planning community through "On Course" presentations on forecasting and demographics for planning.
- Worked with University of Minnesota Population Center to renovate the Council’s annual population estimates model, and prepared city-level estimates of population, in compliance with statutory deadlines.
- In collaboration with GIS unit, published summary data on year 2005 land use, and extended the results through presentations to interested audiences.
- In contribution to a Metro Transit “Before and After Study,” completed data summary of development measures “before” LRT service in the Hiawatha Corridor.
- Conducted the annual Metro Residents Survey with an expanded sample and completed survey findings report for publication.
- Responded to over 200 external fact-finding and analysis requests in 2005 from local governments, public agencies, developers and consultants, other organizations, academic researchers and news media.

## **Geographic Information Systems**

In 2006, the Geographic Information Systems unit:

- Made available 2005 land use GIS data and map by mid-year, in time for communities to use as part of their comprehensive planning process.
- Completed and released the *Natural Resource Digital Atlas* – a set of six coordinated natural resource map-viewing applications for use by Council staff, local communities, DNR and the public. The *Atlas* is valuable in helping people understand the natural resources in their community and providing base information for the planning process.
- Began a project to expand the *Natural Resource Digital Atlas* to several counties adjacent to the seven-county metropolitan area in partnership with the Minnesota Department of Natural Resources.
- Built the foundation for supporting web-based GIS applications by installing a new GIS data server and a new GIS internet server.
- Upgraded the software and programs use to distribute GIS data via the Internet. Distributed data via the Internet (DataFinder.org) at an average rate of 600+ downloads per month.



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### Community Development

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Counties, cities and other users throughout the region are able to access valuable planning data for the region without the need for Council staff to intervene in the download process.

- Managed the new MetroAtlas Project to define the Council's need for web-based dynamic, interactive maps tables and charts, and begin creating applications in preparation for the 2007 rollout of the Council's redesigned website.
- Provided GIS data products and services needed for the Council's internal programs.
- Supported the Council's review of MetroGIS, which concluded that MetroGIS provides a cost-effective means to obtain the data it needs from others and that the region, in general, is benefiting from MetroGIS's efforts.
- Provided staff support which fosters sustainable collaborative regional solutions to common geospatial information needs of government entities that serves the region, and supports knowledge sharing to better coordinate expenditures and leverages existing investments.
- Staffed a major day-long MetroGIS forum, "Imagining Possibilities: The Next Frontier for Geographic Information Technology." The unit incorporated insights from this event into planning for the 2007 update of the *MetroGIS Business Plan*.
- Served as the regional custodial organization for four of six regional data solutions implemented thus far through MetroGIS's efforts: census geography, city/county jurisdictional boundaries, parcels and planned land use.

### Livable Communities

In 2006, 106 metropolitan area communities participated in the Livable Communities program to help expand and preserve affordable housing opportunities, recycle polluted sites, revitalize older cities and suburbs, and create new neighborhoods in growing communities.

Communities voluntarily participate in the program and negotiate housing goals with the Council. They are then eligible to compete for funding from the three accounts in the Livable Communities Fund as well as pollution cleanup funds available from the Minnesota Department of Employment and Economic Development (DEED). The Livable Communities Fund includes grants from the following accounts:

1. **Tax-Base Revitalization Account (TBRA)** helps cities pay to clean up polluted land and buildings to facilitate redevelopment activities, thus restoring tax base, jobs and housing in urban areas as provided by state law.
2. **Livable Communities Demonstration Account (LCDA)** funds development and redevelopment projects that achieve connected development patterns that link housing, jobs and services and maximize the development potential of existing or planned infrastructure and regional facilities.
3. **Local Housing Incentives Account (LHIA)** expands housing opportunities through grants to eligible communities to meet negotiated affordable and lifecycle housing goals.

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### **Community Development**

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In 2006, the Livable Communities Program unit:

- Awarded 28 Tax-Base Revitalization Account grants totaling \$5.82 million to help clean up 211 acres of polluted land in 13 communities. These projects are expected to generate more than \$14.8 million in increased annual net tax capacity and 5,781 new and retained jobs.
- Provided 10 Livable Communities Demonstration Account development grants totaling \$8.8 million to help projects in seven communities move to construction. Funded projects re-established street grids, assisted with construction of innovative storm water management solutions and helped acquire and prepare sites for redevelopment that will include a mix of housing types and costs, linked to transit, where available, and incorporating commercial, civic or other uses that support daily needs and community activities.
- Provided nine grants from the Local Housing Incentives Account totaling \$1,660,000 to help develop 172 new rental units and nine new ownership units, and rehabilitate or improve 25 ownership homes. These grants will support affordable housing activities in seven cities and two multi-city land trusts. Most of the rental units are affordable to low- and moderate-income households. These LHIA awards are in addition to over \$37 million in other public and private development and rehabilitation investments.
- Reviewed 16 local housing revenue bond programs proposed to support affordable, market-rate and senior housing.
- Determined the 2006 housing performance scores for cities and counties pursuant to the *Council's Guidelines for Priority Funding for Housing Performance*.
- Prepared the annual *Livable Communities Fund Distribution Plan*, the *Livable Communities Participation Report*, and the *Metropolitan Livable Communities Fund Annual Report* to the Legislature.
- Continued to improve the Council's tracking database for LCA grants to expedite reports and financial summaries and improve response time for questions from legislators, local governments and others about LCA programs and funding.

### **Metropolitan Council Housing and Redevelopment Authority**

In 2006, over 6,750 very low income households in the metropolitan area benefited from more affordable housing by receiving rent assistance benefits through one of seven programs administered by the HRA unit. The rental assistance programs, funded through federal, state and local funds include the Section 8 Housing Choice Voucher Program, Scattered Site Public Housing (Family Affordable Housing Program), Bridges, Shelter Plus Care and Housing Opportunities for People with AIDs.

In 2006, the HRA unit:

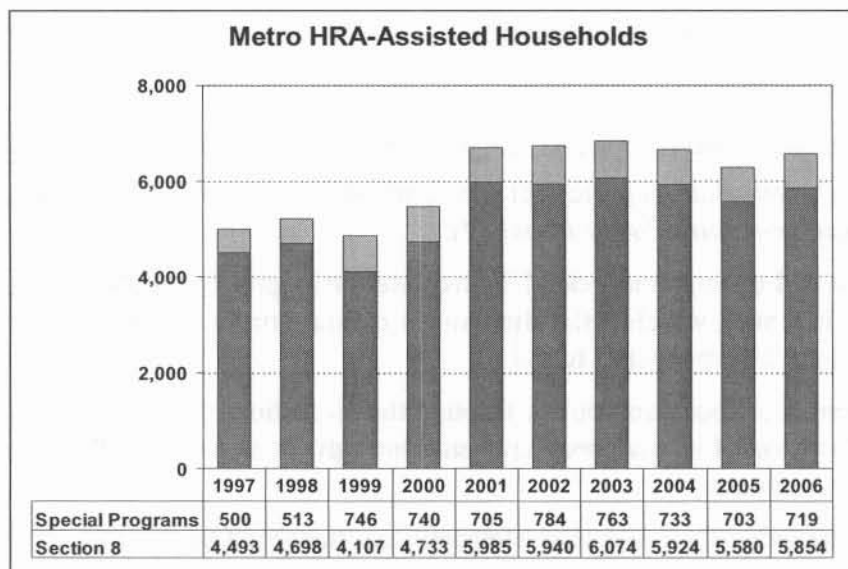
- Provided Section 8 vouchers to 5,885 very low income seniors, families and households with disabled members, enabling the households to rent private rental units at rents affordable to each household's income.

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- Provided rent assistance to approximately 700 additional households through programs designed specifically to assist households where the head or other member has a disability.
- Issued over \$53 million in direct rent payments to private landlords.
- Maximized use of Section 8 funds by ensuring 100% of the available baseline allocation was utilized.
- Maintained the HUD ranking of High Performer in the Section Eight Management Assessment Program (SEMAP).
- Owned and managed 150 scattered site public housing units (Family Affordable Housing Program) comprising single-family houses, duplexes and town homes located in 11 suburban communities.
- Achieved a 94% occupancy rate in the Family Affordable Housing Program scattered site public housing units.
- Maintained the HUD ranking of Standard Performer in the Public Housing Assessment System (PHAS).
- Continued administration of the Interim Sheltering Program for Survivors of the Katrina and Rita Hurricanes funded by the Federal Emergency Management Agency (FEMA).
- Continued support to the HousingLink for information and referral services to housing seekers and landlords about affordable housing programs and housing vacancies.
- Continued participation in the Homeownership Made Easy (HOME) program offering free home ownership education, credit and loan counseling to Section 8 participants no longer in need of rent assistance and preparing for the purchase of their first home.

The chart below shows the number of households assisted by the Metro HRA between 1997 and 2006 through the Section 8 program and other tenant-based rent assistance programs.



## **Transportation Division**

### **Overview**

The Metropolitan Council adopts transportation policies and plans and coordinates all transportation planning in the Twin Cities area. This includes highways, transit, airports, waterways and rail as well as travel-demand forecasting and air quality planning. The Council also administers and operates transit services in the Twin Cities both through directly provided services and through contracted transit providers.

These programs are carried out through two divisions – Metropolitan Transportation Services (MTS) and Metro Transit.

### **Metropolitan Council Transportation Policy Plan Focus and Implementation**

The philosophy and focus of the Council's *Transportation Policy Plan* is to implement the *Regional Development Framework*. Specifically:

- Plan and invest in multi-modal transportation choices based on the full range of costs and benefits.
- Make more efficient use of the regional transportation system.
- Encourage travel-demand management strategies, including flexible work hours and telecommuting.
- Focus highway investments first on maintaining and managing the existing system, and, second, on slowing the growth of congestion.
- Encourage local communities to implement a system of fully interconnected arterial and local streets, pathways and bikeways.
- Promote the development and preservation of various freight modes.
- Support airport facilities investments.
- Serve the region's economic needs.

To carry out these overall policies, the Metropolitan Council:

- Develops transportation policy for the metropolitan area, which is documented in the long-range *Transportation Policy Plan* (TPP).
- Develops and updates the federal Transportation Improvement Program (TIP) for the metropolitan area, which is the short-range capital improvement program for all projects using federal transportation funds.
- Implements transportation policy through the allocation of federal funds, through implementation of its own programs and through coordination with the federal, state, and local governments.
- Acts as the federally designated Metropolitan Planning Organization.

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- Provides or coordinates with transit programs throughout the region:
  - Operates Metro Transit, the region's largest provider of large-bus, regular-route transit service and light rail transit service
  - Operates Metro Mobility, the region's primary ADA transit service provider. This program provides demand-response and arranged/group transit services as a legally mandated complement to the regular-route system for persons with disabilities who are unable to use regular-route transit service. Service is provided through contracts with two private companies and four counties.
  - Operates contracted regular-route transit services, a network of routes operated by contractors. These routes comprise approximately 5% of regular-route transit in the Twin Cities.
  - Partners with community-based transportation programs. These are dial-a-ride transit programs provided in rural parts of the seven-county region as well as in cities that have chosen to provide their own transit service. The Metropolitan Council partners with the sponsoring cities, counties, and nonprofits to provide these transit services by providing performance grants for a portion of the cost of operations. The Council also provides capital grants and technical support.
  - Partners with suburban transit authorities. Twelve communities, also known as "opt outs," have chosen to provide their own transit service. They provide service through contracts primarily with private companies, although they do contract with nonprofit and other governmental entities. Operating funding flows from the state to the suburban transit authorities through the Council. The Council coordinates regional support: fares, capital programs and other activities with opt out authorities.
  - Provides vanpools. Van-Go started in 2001, providing vans for vanpool programs. These vanpools are primarily serving areas that have a density too low for regular-route transit service or are meeting reverse-commute needs.

The region also has three other transit programs not affiliated with the Metro Council:

**Northstar Commuter Coach:** The Northstar Corridor Development Authority operates a commuter transit route from Elk River through Coon Rapids to downtown Minneapolis in anticipation of the startup of the Northstar Commuter Rail line.

**Ramsey Star:** The City of Ramsey began a demonstration express bus route from the City of Ramsey to downtown Minneapolis in 2007.

**University of Minnesota:** The U of M operates all day intercampus transit service for students, faculty, employees, and the general public. The system is integrated with the regional regular route network and interchanges passengers with at least four other transit programs.



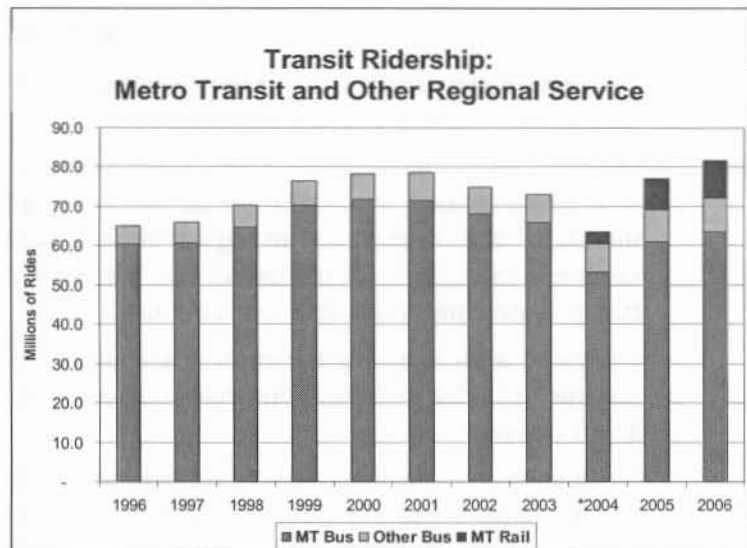
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#### Regional Transit Ridership

Primary estimates of transit ridership project that overall transit ridership will increase 6% from 2005 to 2006. This is a 25% increase from 1996. Ridership in 2004 was artificially low due to a transit operator strike.

Future ridership growth will be dependent upon funding levels, fuel prices, the economy, employment levels, development patterns, service improvements, and highway congestion levels.



One major factor in this increase was the opening of the Hiawatha Light Rail Transit line. Hiawatha ridership topped 9.4 million rides in 2006, its second full year of operation.

#### Metropolitan Transportation Services

Metropolitan Transportation Services has two major functions:

- Conducting transportation planning for the metropolitan area as the region's federally designated Metropolitan Planning Organization (MPO).
- Providing for transit service through direct contracts and/or partnering with approximately 30 private, public, and nonprofit transit service providers through five major programs: Metro Mobility/ADA, community-base programs, contracted regular-route, Van-Go and the opt-out transit systems.

#### Transportation Planning Activities

The Metropolitan Council is the designated Metropolitan Planning Organization (MPO) for the Twin Cities metropolitan area. The Council is required by the federal government to provide a continuing, coordinated, comprehensive transportation planning process that also includes state and local government. In return, the metropolitan region is eligible for federal transportation grant funds.

Federal regulations require the Council to prepare a long-range transportation plan, which must be updated every four years. In December 2004, the Council adopted the 2030 *Transportation Policy Plan*; the next update will be in 2008. In anticipation of this update, Council staff initiated a Principal Arterial study in 2006, which will be completed in 2007. Staff also provided technical assistance to cities and counties who are updating their transportation plans to comply with the 2008 deadline for updated comprehensive plans. This included preparation of a Transit Oriented Development Guidebook and updating the Builder's Guide for Airport Noise, both of which are available on the Council's website.

The Council is also responsible for the selection of projects for federal funding and the preparation of a short range Transportation Improvement Program. This is done through the



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Transportation Advisory Board (TAB) and its Technical Advisory Committee. The TIP includes all federally funded transportation projects, as required by federal law. The process includes broad citizen and interested-group input. In 2007, the 2007-2009 TIP was prepared and adopted. Other major planning activities undertaken in 2006 are discussed below.

#### ***Transit Planning Activities***

The Council performs long-range transit planning activities for implementation of the policy direction established in its *Regional Development Framework* and the *2030 Transportation Policy Plan*.

- A program of reviewing the routes and frequency of bus service, called Sector Studies, began in 1998. This process develops the optimum placement of bus routes based on current land use, demographics, and ridership. In 2005 Metropolitan Transportation Services worked with Metro Transit on Sector 8 (Northwest Metro). Sector 8 planning was completed in 2006 and will be implemented in 2007. Redesigned routes will complement and support the planned Bottineau Blvd transitway.
- The Council participated with Mn/DOT, Metro Transit and the county regional rail authorities in conducting feasibility, alternatives analysis, environmental and engineering studies for several transitway corridors, including the Northstar, Central, Cedar Avenue, Southwest, Bottineau, Red Rock and Rush Line corridors. The legislature approved funding for studies of LRT in the Robert Street corridor in 2006. Preliminary work was done in the last quarter of 2006 on this corridor and a consultant will assist an interagency task force in conducting the study in 2007.
- In 2005, the Council staff also worked with Metro Transit to complete and analyze a survey of park-and-ride facility usage to guide park-and-ride facility expansion and new construction.

The SAFETEA-LU bill passed by Congress in 2005 requires the region to prepare a Coordinated Public Transit/Human Services plan to serve as a guide for allocating federal transit funds called "New Freedoms" and "Jobs Access Reverse Commute." Council staff began work on this plan in 2006. It is being closely coordinated with human service providers and will be completed in 2007. A solicitation for potential projects to be funded through these programs will be conducted soon afterward.

#### ***Highway Planning***

The Council participates with Mn/DOT, cities and counties in highway planning activities to ensure implementation of the policy direction established by the Council in its *Regional Development Framework* and the *2030 Transportation Policy Plan*.

- In 2006 Council staff also worked with Mn/DOT on updating the Mn/DOT target formula on how to distribute highway funding statewide.
- During 2006, numerous comprehensive plans and amendments and environmental documents (EISs and EAWs) were reviewed to determine consistency with regional transportation plans.

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- The Council administers the Right-of-Way Acquisition Loan Fund (RALF), which gives communities no-interest loans to purchase right-of-way for principal arterials and other trunk highways in advance of the time that Mn/DOT would be in a position to make the purchase. Calendar year 2006 was the most active year ever in the 23-year history of the RALF program. During CY 2006, 11 RALF loans totaling nearly \$13.2 million were made. These included three loans to the City of Ramsey (\$2,389,180), four loans to Bloomington (\$1,035,000); and one each to Lakeville (\$1,466,300); Shoreview (\$6,012,176); Belle Plaine (\$1,139,800) and Blaine (\$1,093,250). Nearly \$3.9 million of loan repayments were received in 2006. These repayments represented all of the outstanding TH 212-related loans in Chaska (\$3,436,520) and partial repayment of one TH 610 loan in Maple Grove (\$440,892).
- The Council participated in several ongoing interagency corridor studies, including the Downtown Minneapolis Freeway Vision study, I-35E, TH 10, I-694, and TH 41.

#### ***Air Quality Planning***

The Council does long-term planning required by federal law to integrate congestion management, transportation, land use and air quality planning with the requirements of the 1990 Clean Air Act Amendment (CAAA). In 2006, a conformity analysis of the 2007-2010 Transportation Improvement Plan (TIP) was completed to ensure the construction of these projects would not violate air quality standards. .

#### ***CMAQ/STP/TEP Allocation Process***

The federal government has designated the Metropolitan Council as the region's Metropolitan Planning Organization (MPO). In this role, the Council approves the selection of projects recommended by the Transportation Advisory Board for federal transportation funding. This includes three programs: Surface Transportation Program (STP), Transportation Enhancements Program (TEP) and Congestion Mitigation/Air Quality (CMAQ) programs.

During the summer of 2005, project applications were solicited from Mn/DOT, cities, counties and transit providers for funding in 2009-2010, and 137 applications were received requesting a total of \$328 million in federal funds. The Transportation Advisory Board and its Technical Advisory Committee began evaluating these projects in fall 2005. This evaluation was completed in the spring of 2006 and a list of projects totaling about \$90 million was approved as part of the 2007-2010 Transportation Improvement Program in summer 2006.

#### ***Travel Forecasting***

As the regional planning agency, the Council is charged with maintaining and applying travel-forecast models to support planning for the orderly development and operation of transportation facilities. The Council maintains socioeconomic data and obtains travel and traffic-count data from Mn/DOT to monitor, revise, and update travel forecasts. Federal regulations require the Council to provide projections of traffic demand and related air quality emissions. These projections are used to evaluate regional transportation investments proposed in the short-range TIP and the long-range 2030 *Transportation Policy Plan*.

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- In 2006, Council staff worked with Mn/DOT to develop a Collar County model to enable more accurate forecasting of travel between the seven county region and the adjacent counties. A transit on board survey was completed to gather data to recalibrate the mode choice portion of the regional travel demand model. This was done to account for LRT as a new mode in the region. Recalibration of the model will be completed in 2007 using results of this survey
- In 2006 work continued on responding to requests for forecast travel demand data and providing assistance and model review to consultants and agencies. Council staff also worked with consultants on several regional-scale highway and transit projects that required forecasts, including several of the transit way projects.

#### ***Transportation Administration***

- The Council administered federal planning grants, consistent with the 2006 Unified Planning Work Program.

#### ***Aviation Planning Activities***

The Council prepares and maintains a plan for the regional aviation system. The Council works closely with Mn/DOT Aeronautics, the Metropolitan Airports Commission (MAC) and other airport owners to ensure that the region's airports provide state-of-the-art, secure and affordable services for business and leisure travelers, freight transport and general aviation activities. The Council coordinates aviation planning and community development with local, state and federal governmental units, airport users and citizens. Year 2006 highlights include:

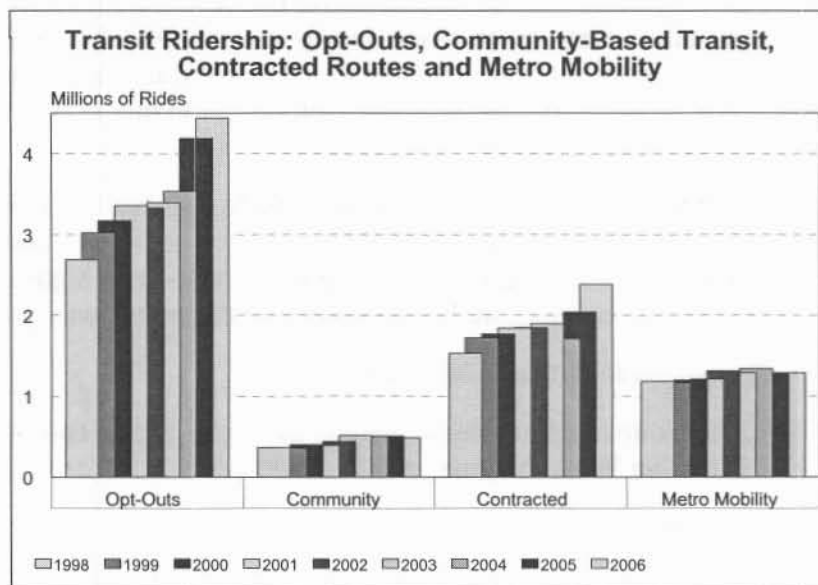
- Coordination with the MAC on reliever airport issues, including updates to the Lake Elmo, Airlake and Crystal Airport long-term comprehensive plans.
- Coordination initiated with Mn/DOT on the update of metropolitan aviation system plan to 2030.
- Reviewed aviation environmental evaluations for conformance with the Metropolitan Development Guide.
- Conducted annual review of the MAC capital improvement program.

#### ***Transit Programs***

The Contracted Services section provides transit service through approximately 40 transit service contracts covering contracted regular-route transit, Van-Go and community-based programs, as well as program coordination with opt-out systems.

## **Ridership**

Opt-out and regular-route systems have experienced substantial increases in ridership from 1996 to 2006 (91.3% for opt-outs and 178.4% for the Contracted Regular Routes). Ridership for community-based programs and Metro Mobility has grown more modestly in this same period (9.8% for Metro Mobility and 34.3% for community programs). Ridership for Metro Mobility declined slightly in 2006 due to fare increases and adjustments in program eligibility.



## **Suburban Transit Providers**

In 1982, communities were given the option of “opting out” of having transit provided by the then Metropolitan Transit Commission. Twelve communities selected this option, choosing to manage their own transit services. Four of these communities – Plymouth, Maple Grove, Prior Lake and Shakopee – operate their own municipal programs. Apple Valley, Burnsville, Eagan, Savage and Rosemount created an intergovernmental entity called Minnesota Valley Transit Authority (MVTA) to provide transit in their communities. (Prior Lake was initially part of MVTA, choosing in 2002 to operate independently.)

Chaska, Chanhassen and Eden Prairie created another intergovernmental entity, Southwest Metro Transit. These communities contract with a variety of providers to provide service. They also select their own routes and levels of services. In 2002, Minnetonka also opted out, but elected to have the Metropolitan Council provide service and manage the levels of service and routes. From 1996 to 2006, ridership in the opt-out system increased 91.3%. From 2005 to 2006, opt-out ridership increased 5.9%.

## **Contracted Regular Routes**

The Metropolitan Council contracts for approximately 5% of the metro area’s regular-route bus service. Contracting a portion of services:

- Provides a competitive benchmark for operating costs, work rules, overhead and other factors.
- Can be less expensive due to synergies with two private providers using the buses for charter service when they are not needed for public transit.
- Allows for innovation (new types of routes, experimental service, etc.) without commitment of permanent resources.

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- Can provide small-bus, low-cost alternatives to mainline service where policies and local needs call for coverage with a “safety net” level of service.

Notable accomplishments of this system in 2006 included:

- Developed and implemented Operator’s Manual for use by contracted fixed-route providers.
- Delivery of 36 40-foot buses from New Flyer for regional fleet services.
- Streamlined and automated the process for customer comment intake and response regarding contracted fixed-route services.
- Implemented uniform ridership reporting for all contracted fixed route providers using GFI and Crystal reports.
- Successful re-bidding of Roseville Area Circulator service contract.
- Service additions to Rt. 275 and Rt. 351 to address overloads.

Ridership for contracted routes increased 10% from 2005 to 2006.

#### ***Community-Based Service***

Community-based services are, for the most part, demand-responsive operations that include medium-sized buses, small buses, and volunteer driver services in a community or county. The 18 systems covered in this category are all locally initiated and managed programs.

Notable changes to this system in 2006 included:

- Administering the region’s permanent state-mandated Performance Based Funding (PBF) grant program, providing partial operational funding through a formula-driven and incentive-based performance evaluation program.
  - Supporting local control of service by providing resources directly to communities.
- Ridership for these services increased 2% from 2005 to 2006.

#### ***Van-Go***

The Metropolitan Council provides vanpools in areas and at times that are not served by traditional transit. In 2006, this program consisted of 60 vans, providing 157,500 commute trips.

#### ***Metro Mobility/County ADA***

The Americans with Disabilities Act (ADA) requires that transit services be provided to persons who are not able to use the fixed-route system. Federal law requires this paratransit service be delivered at comparable levels as the fixed-route system. The 2006 Metro Mobility/County ADA ridership was 1,294,981, an increase of 1.4% over 2005 ridership.

Despite the increase in system ridership, efforts to contain the ADA Paratransit budget are ongoing, to make service readily available as required by both state and federal law, maintain service quality and do it all as efficiently and cost-effectively as possible. In order to accomplish this, Metro Mobility and the Metropolitan Council initiated the following efforts in 2006:



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- Purchased vehicles for program using the State of Minnesota's small-bus contract saving the region in vehicle capital costs.
- Implemented a new process and definition of its service delivery structure to more accurately and expeditiously react to quarterly changes in fixed route services.
- Redefined the methodology for negotiating per-trip ADA rates to obtain competitive pricing on sole source contracts with nonprofit and county-based services.
- Launched testing of Metro Mobility web-based Trip Scheduling.
- Extended the Travel Instruction program for the disability to community to include group training at assisted living facilities.
- Continued discounted "limited mobility" fares of \$.50 on Metro Transit buses to encourage riders to use fixed-route instead of Metro Mobility service.
- Developed plan and began pilot project that will allow nonprofit and community-based transit programs use of Metro Mobility's scheduling and dispatch software.

### **Metro Transit – A Service of the Metropolitan Council**

Based on ridership, Metro Transit, an operating agency of the Metropolitan Council, is the largest transit agency in Minnesota and the 15<sup>th</sup> largest in North America. Its 2,650 employees serve nearly 242,000 customers each business day with service on 113 routes.

Metro Transit's fleet of 827 buses and 24 rail cars operate about 30 million miles and about 2 million hours of service each year. Metro Transit provides more than 90% of all fixed-route service in the Minneapolis/St. Paul region.

Metro Transit plans and delivers its service in keeping with the Council's *2030 Regional Development Framework*. A principal policy of the *Framework* is:

*Plan and invest in multi-modal transportation choices, based on the full range of costs and benefits, to slow the growth of congestion and serve the region's economic needs.*

The *Framework* suggests that – for transit – strategic investments in these areas are vital:

- Expand the transit system.
- Add bus-only lanes on highway shoulders.
- Provide more park-and-ride lots.
- Develop a network of exclusive transitways.

The Council's *2030 Transportation Policy Plan*, which supports the *Framework*, charts a course to double transit ridership by 2030 and achieve a 50% increase by 2020. Strategies to increase ridership include expanding a network of transitways, providing fare incentives, funding infrastructure enhancements such as bus-only shoulders and traffic-signal priority, adding new routes and improving customer waiting amenities. Metro Transit has aligned its business plans to coincide with the growth objectives of the *Transportation Policy Plan*.



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#### **Mission**

To implement the *Framework* and the *Transportation Policy Plan*, Metro Transit is committed to the following mission:

- Enhance regional mobility by effectively operating the state's largest transit system.
- Contribute to the economic vitality of the region by focusing on taking citizens to work; assist the Twin Cities area in managing the growth of congestion with frequent and affordable rush-hour express and local service.
- Plan, build and implement new transportation options, including light-rail transit and bus rapid transit.
- Operate the state's first light-rail line.

#### **Ridership**

Metro Transit's 2006 ridership was 73.8 million, 6%, or 4.2 million rides, higher than 2005. In logging 73.8 million rides in 2006, Metro Transit achieved its highest annual ridership in 22 years. The milestone was reached despite an across-the-board fare increase and 3.5% service reduction in 2005, which should have been a formula for reduced – not increased – ridership in 2006.

These ridership bright spots were recorded in 2006:

- A strong partnership with the University of Minnesota resulted in an 11.1% increase in rides taken by students holding U-Passes. About one-third of all U of M students hold U-Passes, and in 2006 they took 3.9 million rides.
- At year-end, Metro Transit enrolled the 153rd employer in its Metropass program, an annual increase of 20 employers. Under the Metropass program, employers subsidize annual transit passes for their employees. Metropass holders took 6.4 million rides in 2006, an increase of 27.7% over 2005.
- In 2006, the Hiawatha light-rail line served customers 9.4 million times, 18.6%, or 1.5 million rides, higher than 2005. Average weekday ridership for the year was 28,200, well higher than the projection for the year 2020.

#### **Rail Service**

The Hiawatha light-rail line opened for service on June 26, 2004, with operations on eight miles of the 12-mile alignment. That opening came 50 years to the month after the last streetcar served the Minneapolis/St. Paul area. Then on Dec. 4, 2004, the full alignment opened 27 days ahead of schedule and within its \$715.3 million construction budget. Minnesota's first light-rail line serves 17 stations between downtown Minneapolis and Bloomington's Mall of America, with two stops at Minneapolis/St. Paul International Airport.

The LRT system includes three park-and-ride facilities and a fleet of 24 light-rail vehicles (LRVs). These vehicles are powered by an overhead catenary system served by 14 electrical substations.

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The light-rail line includes 35 at-grade intersections, LRV signal preemption, traffic-signal priority and LRV signaling. The majority of the alignment is at grade except at Minneapolis/St. Paul International Airport, where underground tunnels dip to more than 70 feet below the surface and serve the subterranean Lindbergh Terminal station. The 1.8-mile twin-bore tunnels, including their portal sections, are the longest tunnels in Minnesota. Nearly 900,000 square feet of concrete line the tunnels.

The Hiawatha Line is the product of more than two million hours of construction labor that began on Jan. 17, 2001, with a groundbreaking ceremony at the site of what is now the line's 26½-acre rail operations and maintenance center. The project used the design/build construction approach for the first time on a major Minnesota infrastructure initiative.

Construction was managed by the Minnesota Department of Transportation with the Metropolitan Council as owner and Metro Transit as operator. Major funding partners were the Federal Transit Administration (\$334.4 million funding agreement), State of Minnesota (\$100 million), Metropolitan Airports Commissions (\$87 million) and Hennepin County (\$84.2 million).

The Hiawatha Line offers service every 7½ minutes during rush hours, every 10 minutes during midday and every 15 minutes in the evening. Light-rail fares mirror those for the region's bus service, and the payment of a fare entitles the customer to unlimited bus and train riding for 2½ hours.

The Hiawatha Line employs the barrier free, self-service form of fare collection common among U.S. and European light-rail operators. Prior to boarding, customers buy tickets from vending machines located on station platforms. Transit Police randomly inspect about 20% of daily riders to ensure customers have tickets. Those who don't may receive a \$192 citation. From opening day through 2006, Transit Police asked 4.3 million customers for proof of payment and issued 6,159 citations and 12,921 warnings, resulting in a 99.6% rate of fare compliance.

In early 2007, Metro Transit was anticipating delivery of three more light-rail cars in order to address high ridership demands and to provide necessary spare cars to replace those needed for routine maintenance. One car was purchased from funds remaining in the project's construction budget. The other two were funded by Hennepin County. Hiawatha Line rail cars are built by Bombardier Transportation Systems.

Each car is 94 feet long and weighs 100,000 pounds. Cars have low floors to ensure level, no-step boarding for customers, using four doors on each side of the cars. Cars have 66 seats and room for 120 standing customers. Cars are equipped with four bicycle hangers and four luggage racks.

Light-rail trains travel at speeds up to 55 miles per hour, with an end-to-end trip time of 36 minutes.

#### **Bus Service**

Fueled by higher gas prices, strong marketing and well delivered service, Metro Transit bus ridership grew by 4.4% in 2006 to 64.4 million. Ridership on express buses led the growth, up 9.3%.

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In 2006, Metro Transit completed an extensive public outreach process preceding major route revisions planned for 2007 in the northwest part of the region. The *Northwest Transit Restructuring Plan* was approved by the Metropolitan Council in late 2006. It involves service west of the Mississippi River and north of Olson Memorial Highway (Highway 55).

Cities in the area include: Brooklyn Center, Brooklyn Park, Champlin, Crystal, Golden Valley, Maple Grove, New Hope, north Minneapolis, Osseo and Robbinsdale.

Service to these cities includes:

- 45 bus routes
- 12% of transit ridership
- 15% of the region's residents
- 20% of region's jobs

The *Northwest Transit Restructuring Plan* is part of a multi-year effort to modernize and streamline operations to improve the efficiency and effectiveness of service.

In 1998, Metro Transit launched a new initiative to improve transit service in the region. The metro area was divided into nine geographic sectors for the purpose of comprehensively evaluating transit service and needs, determining market demand and opportunities, and restructuring service and facilities to better address those needs and opportunities. Key service improvements include simpler route structures, faster and more frequent service in major corridors, improved cross-town service in cities and suburbs, improved transfer connections and elimination of unproductive route segments.

These improvements collectively optimize effectiveness and efficiency, yielding a more productive transit system. The process also includes a significant level of public outreach and input. A Central-South restructuring was implemented in two main phases during 2004 in south Minneapolis, Bloomington, Edina, Richfield and Highland Park. Additional transit service restructuring projects already have been implemented with successful results in the Northeast Metro (Sectors 1 & 2) and Hopkins-St. Louis Park-Minnetonka (Sector 7). For example, ridership following the restructuring in Sector 2 (northeast quadrant of St. Paul) grew by 6%, comparing statistics from 2001 to 2002.

For the *Northwest Transit Restructuring*, public hearings and meetings on a draft concept plan were held in May and June 2006. Some 1,100 citizen comments were received from the public meetings and from other input mechanisms, such as comment cards on buses, e-mails and web-based replies. Based on the comments, 52% of the routes in the concept plan were modified to respond to citizen concerns and suggestions.

Earlier, stakeholder meetings and listening sessions involving elected officials, city staff, transit advocates and citizens had been completed. Metro Transit also completed a thorough examination of current transit ridership in the Northwest Metro and married that analysis with population, employment and other census data to create an "existing conditions" report.

Implementation of the approved changes will begin in June 2007 with additional changes in early 2008 when a new Starlite Transit Center is completed.

### **Ridesharing Services**

This important regional service transferred to Metro Transit in 2005 from the Council's Metropolitan Transportation Services division. The addition of ridesharing services permits Metro Transit to offer the full range of transportation choices aimed at converting solo drivers into shared riders.

The ridesharing staff works with individuals and businesses to encourage alternatives to driving alone. The program is funded through a CMAQ (Congestion Mitigation and Air Quality) grant, with a match provided by Metropolitan Council and revenue brought in by MCS.

Major activities are to:

- Provide regional programs/incentives to encourage commuters to use alternatives to driving alone. Metro Transit also provides regional programs/incentives to encourage employers to provide information on transportation alternatives to their employees. These programs include Regional Guaranteed Ride Home, ride-matching; preferred and discounted pool parking and transit pass programs.
- Serve as a resource to Transportation Management Organizations (TMOs) in the Twin Cities metro area. These include Downtown Minneapolis TMO, Saint Paul TMO, Anoka TMO, Midway TMO, and the I-494 Corridor Commission. These TMOs promote Metro Transit's regional programs as well as other programs and incentives with a more local focus.

In 2006 Metro Transit Rideshare:

- Operated an online ride-matching system that provides 24/7 availability of the region's ridesharing database at [www.metrotransit.org](http://www.metrotransit.org).
- Provided specialists who are available during regular business hours for commuters and others who want to request a ride-match or who need personalized help using the ride-matching database or other programs or services.
- Processed 23,725 match requests from individuals looking for car/van pool partners, park-and-ride lots and bike buddies, a 35% increase over 2005.
- Promoted the Commuter Challenge, a program that asks people to pledge to try an alternative to driving alone, which resulted in 10,525 pledges, a 156% increase over 2005. The program was actively promoted at 299 employer locations throughout the region. Nearly 80% of the people who drove alone before their Commuter Challenge pledge continue to use alternatives to driving alone after the promotion ended.

### **Metro Transit: Key 2006 Achievements**

#### ***Ridership***

- Logged 73.8 million bus and train riders, the highest annual ridership in 22 years and a 6% increase over the 69.6 million rides tallied in 2005.
- Recorded 932,500 rides during its 2006 Minnesota State Fair service or 28% of all fairgoers. During the 2006 Fair, Metro Transit operated nearly 250,000 miles of service

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and pressed 70 more buses into peak-hour service with State Fair buses on the street 16 hours a day. The State Fair operation is the second largest transit system in the state during its 12 days of service – behind only Metro Transit’s year-round service to the region.

- With the financial support of Miller Brewing Company, provided more than 55,500 free rides to bus and train customers during the evening hours of St. Patrick’s Day. It marked the ninth year of this partnership that is endorsed by police departments and public safety officials.
- Provided 2.7 million rides to persons with disabilities.

#### ***Customer Service***

- Learned in a 2006 survey that 94% of bus customers and 96% of rail customers are fully satisfied with Metro Transit service.
- Reduced customer complaints by 16.4%.
- Handled 1.1 million calls for trip planning service in the Transit Information Center, the highest in the history of the call center. In addition, customers used the web-based, self-service trip planner to produce 3.3 million itineraries.
- Responded to 87% of customer concerns and inquiries within three business days, three percentage points above the rate achieved in 2005.
- Began a test of real-time customer information by installing “next arrival” electronic signs at the Uptown Transit Center.

#### ***Operations***

- Added 17 miles of bus-only shoulders on freeways and highways, increasing the total to 267 miles, a national leader. Buses can switch to the shoulder when auto traffic slows, ensuring a consistent and competitive travel time for transit customers.
- Initiated an experiment in conjunction with the businesses and neighbors in the Loring Park area to expand the downtown fare zone during off peak hours between Memorial Day and Labor Day.
- Implemented the High-Frequency network, promising service every 15 minutes or less on 11 routes between 6 a.m. and 7 p.m. weekdays and 9 a.m. to 6 p.m. Saturdays. Hi-Fi signs are installed at nearly 900 affected bus stops throughout the region.
- Presented four bus operators with Elite Operator awards for 20 years of safe, customer-focused service. Another 23 bus operators were honored for 25 years of accident-free driving.

#### ***Maintenance***

- Launched a “Go Greener” initiative to expand the use of renewable fuels and improve air quality. The plan calls for the purchase of 150 next-generation hybrid buses over the next five years that will deliver 22% better fuel mileage and half the exhaust of existing buses. Metro Transit will buy 164 buses with the latest clean diesel technology that will burn fuel



more efficiently, reduce emissions and improve fuel economy. It also will double the biodiesel content of its fuel supply from 5% to 10% by mid-2007.

- Graduated the 108<sup>th</sup> participant in a mechanics certification program to upgrade the skill level of in-house staff and keep pace with emerging technologies in the transit bus fleet.
- Monitored construction of three more light-rail train cars for delivery in early 2007.
- Took delivery of 25 new buses to replace those that had reached the end of their service lives.
- Honored three rail mechanics who finished fourth among 18 teams taking part in an international rail rodeo. The fourth-place finish was remarkable for staff of a light-rail system less than two years old.

### ***Planning***

- Began construction of two parking ramps to increase park-and-ride capacity along I-394 and along County Road 81. Both will open in 2007.
- Completed design work for a five-level, 1,450-car parking ramp at the 28<sup>th</sup> Avenue station of the Hiawatha light-rail line. Construction will begin in 2007 and the ramp will open in 2008.
- Working with the Northstar Commuter rail project, began utility relocation for a four-block northward extension of the Hiawatha light-rail line to connect with commuter trains at a multi-modal station adjacent to the site selected for the new Minnesota Twins ballpark.
- Continued as a co-sponsor and active participant in a wide-ranging Access Minneapolis study of how transportation can be improved principally in core urban area. Results of the comprehensive analysis of how transit and automobiles can best share roadways are expected in 2007.
- Working with partners, earned preliminary engineering status for the Central Corridor light-rail project, an 11-mile service that will link downtown Minneapolis and downtown St. Paul via the University of Minnesota and University Avenue. The light-rail line is projected to open in 2014.
- Earned the Hospitality Hero Award of the Minneapolis Convention and Visitors Bureau for retrofitting buses to provide transportation to 500 athletes attending the National Veterans Wheelchair Games.

### ***Marketing***

- Debuted the Go-To College pass demonstration program at 11 selected colleges, universities and trade schools providing reduced-rate semester passes to interested students.
- Demonstrated community partnerships by offering free rides to the grand opening of the Minneapolis downtown public library, the annual Minnesota AIDS walk and Holidazzle parade.
- Initiated a mass media advertising campaign with the theme "Learn a New Way to Move" in an effort to attract new riders.



## Metropolitan Council 2006 Performance Evaluation Report

### Transportation

- Kicked off the year-long “21 Hop & Shop” promotion, a partnership in which more than 80 merchants on Lake Street’s Route 21 offer transit customers a discount when they show their transit passes or transfers.
- Expanded the use of the Go-To Card fare payment system now used by Metropass holders, Go-To College Pass participants and by 3,000 riders taking part in a Go-To stored value card test.

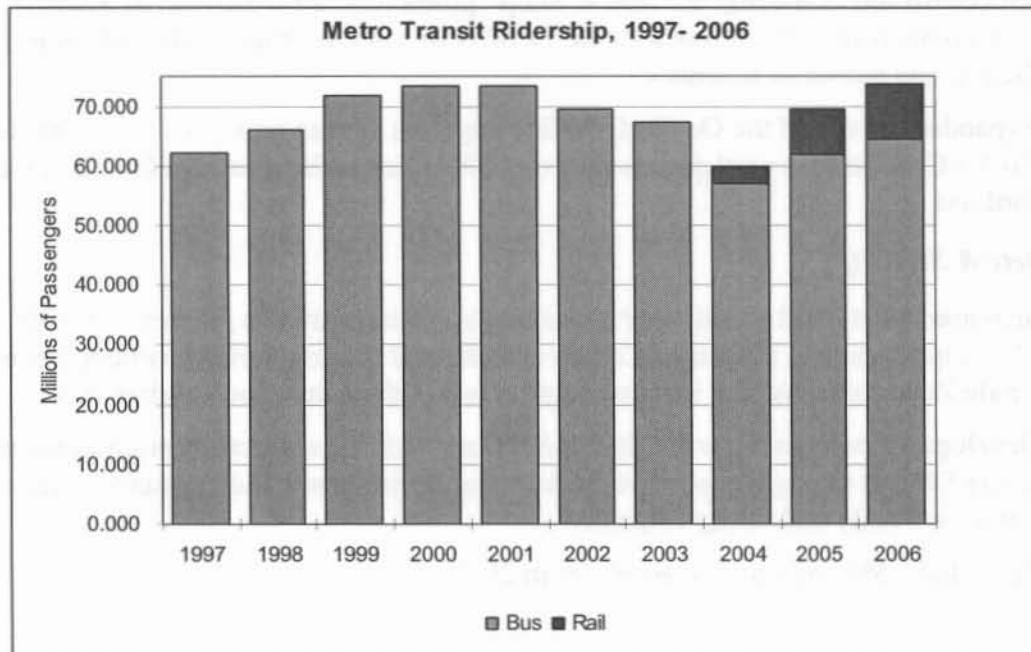
#### *Safety & Security*

- Increased safety and security for customers by taking part – in partnership with Minneapolis police, Hennepin County sheriffs and the downtown business community – in a Safe Zone initiative that increase foot patrols in the Minneapolis urban core.
- Developed a partnership with MADDADS in which the respected community group rides Route 5 buses to create a positive, welcoming environment and to interact with riders to improve civility and riding etiquette.
- Recorded a 5% reduction in accidents in 2006.

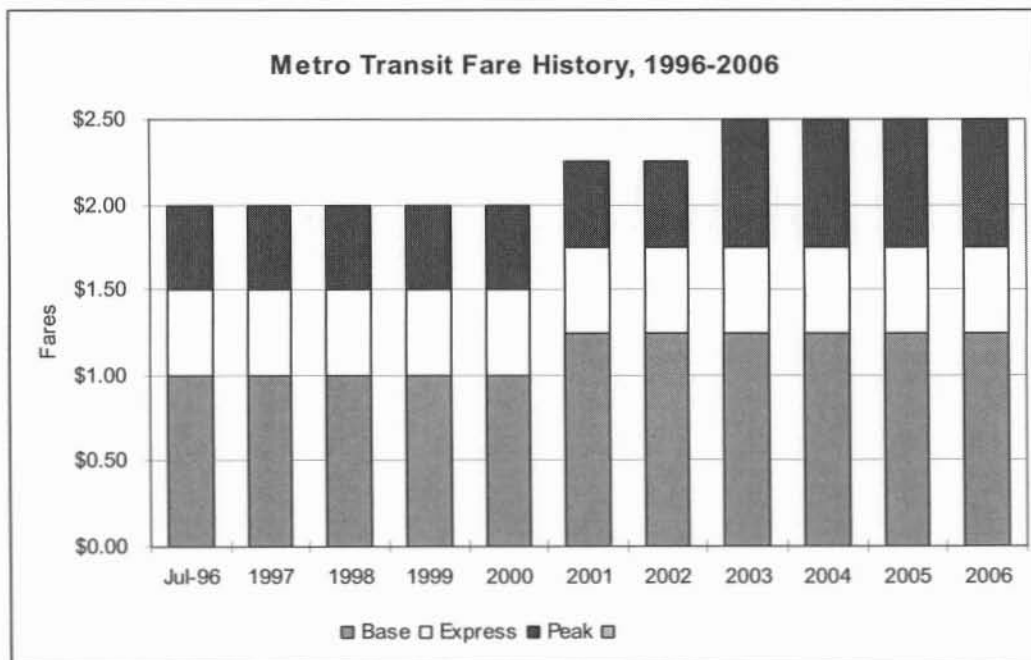


# Metropolitan Council 2006 Performance Evaluation Report

## Transportation



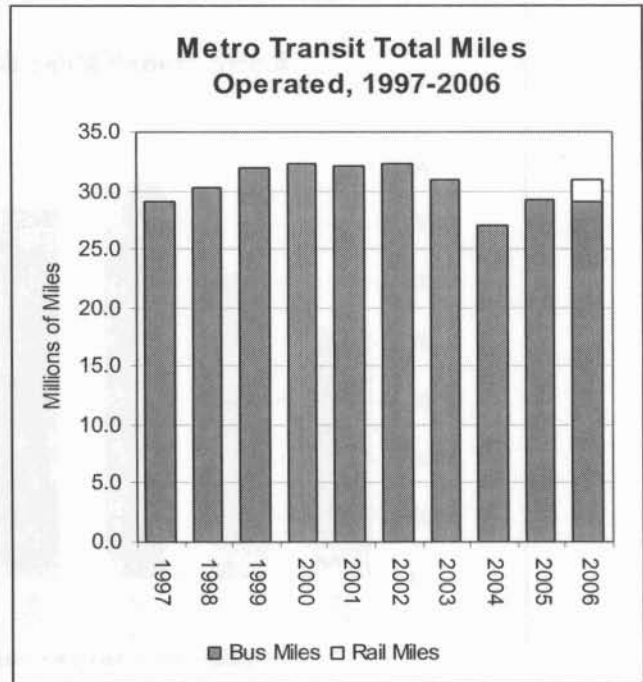
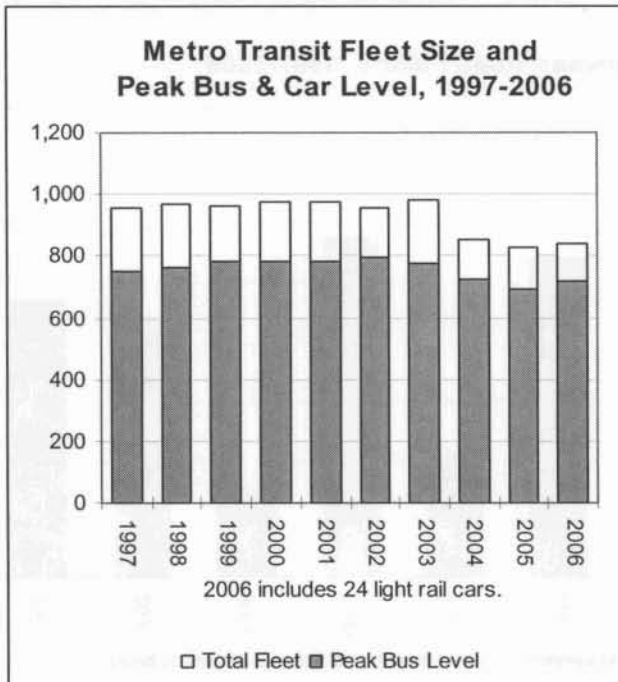
Ridership (millions)	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Bus	62.05	66.03	71.87	73.48	73.35	69.58	67.24	56.90	61.80	64.40
Rail								2.94	7.90	9.36



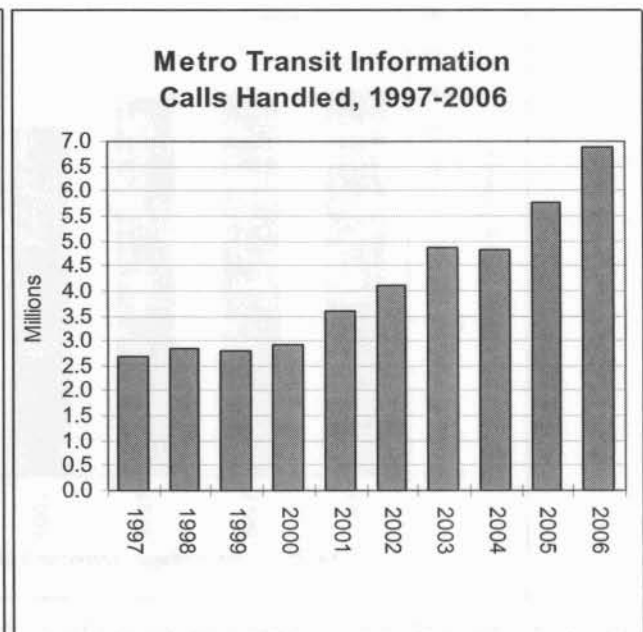
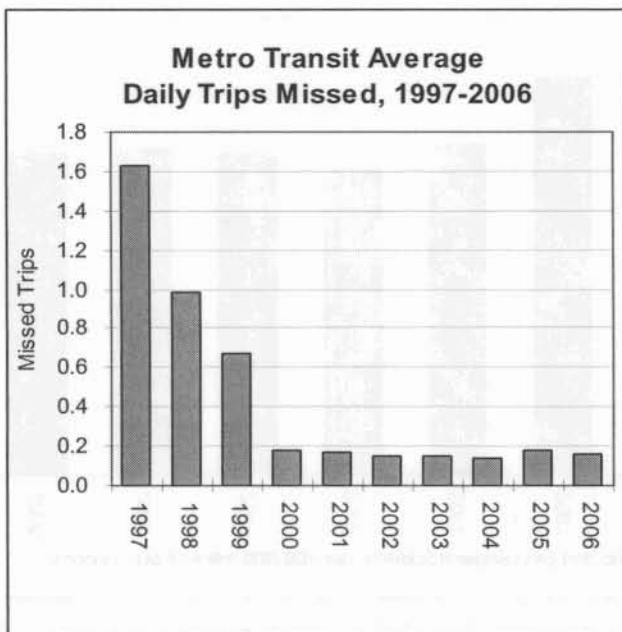
Fares	Jul-96	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Base	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.25	\$1.25	\$1.25	\$1.25	\$1.25	\$1.25
Express	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50
Peak	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.75	\$0.75	\$0.75	\$0.75

# Metropolitan Council 2006 Performance Evaluation Report

## Transportation



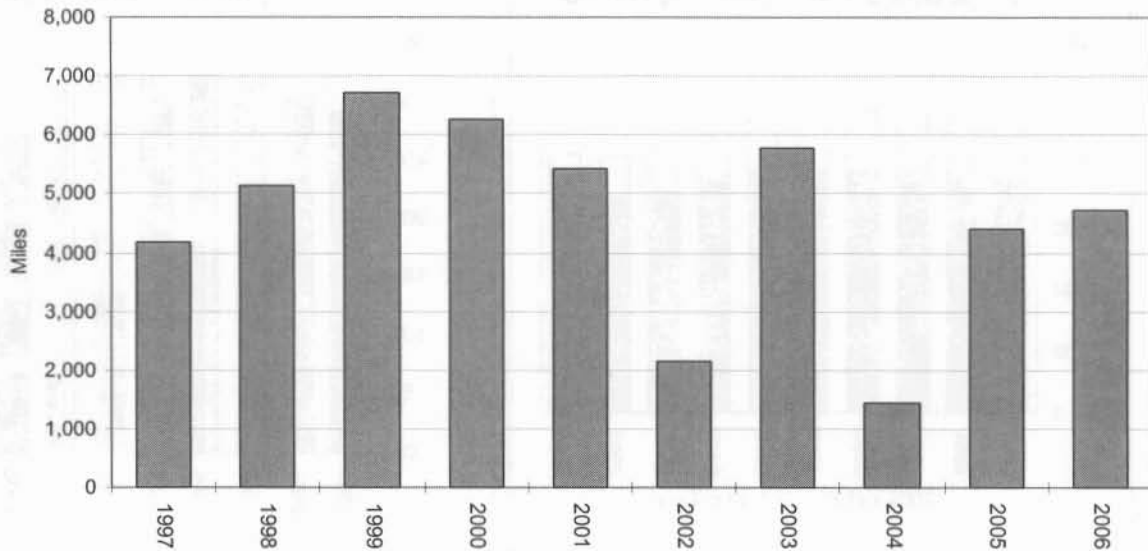
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Total Fleet (vehicles)	953	968	963	974	974	959	982	852	827	841
Peak Bus Level (vehicles)	751	764	784	785	786	793	774	722	694	716
Rail Miles (millions)										1.818
Bus Miles (millions)	29.00	30.34	32.00	32.24	32.21	32.29	30.97	27.11	29.21	29.05
Missed Trips (daily avg.)	1.63	0.99	0.67	0.18	0.17	0.15	0.15	0.14	0.18	0.16
Calls Handled (millions)	2.67	2.83	2.81	2.93	3.61	4.10	4.87	4.84	5.76	6.90



# Metropolitan Council 2006 Performance Evaluation Report

## Transportation

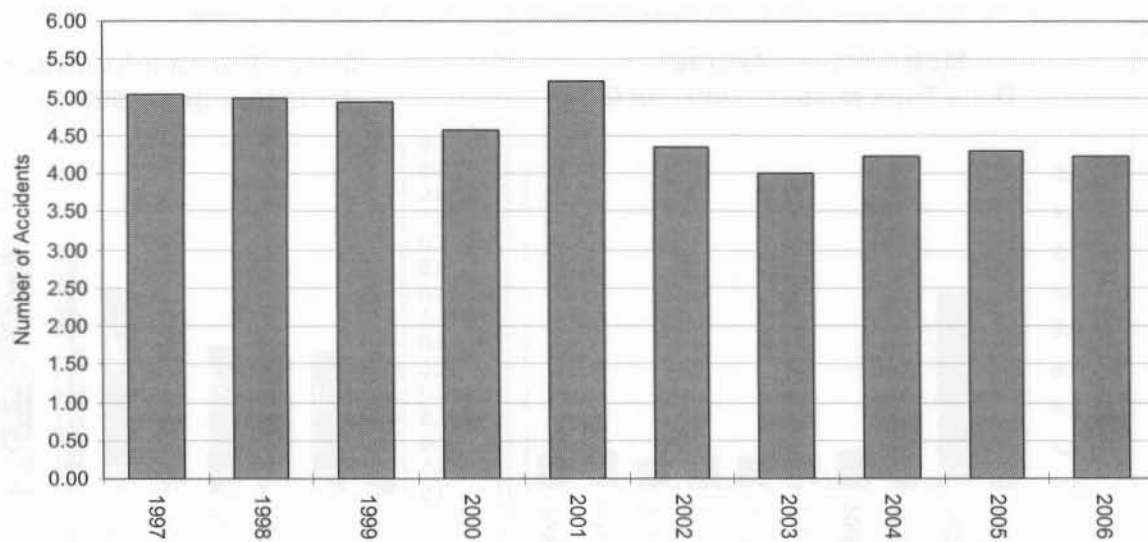
**Metro Transit Miles Between Road Failure, 1997-2006**



Definition: The distance traveled in service between mechanical failures. Higher is better.

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Mechanical Failures	4,176	5,130	6,700	6,269	5,438	2,149	5,778	1,459	4,392	4,720
Accidents	5.03	4.99	4.93	4.57	5.21	4.34	3.99	4.23	4.3	4.21

**Metro Transit Accidents Per 100,000 Miles Driven, 1997-2006**



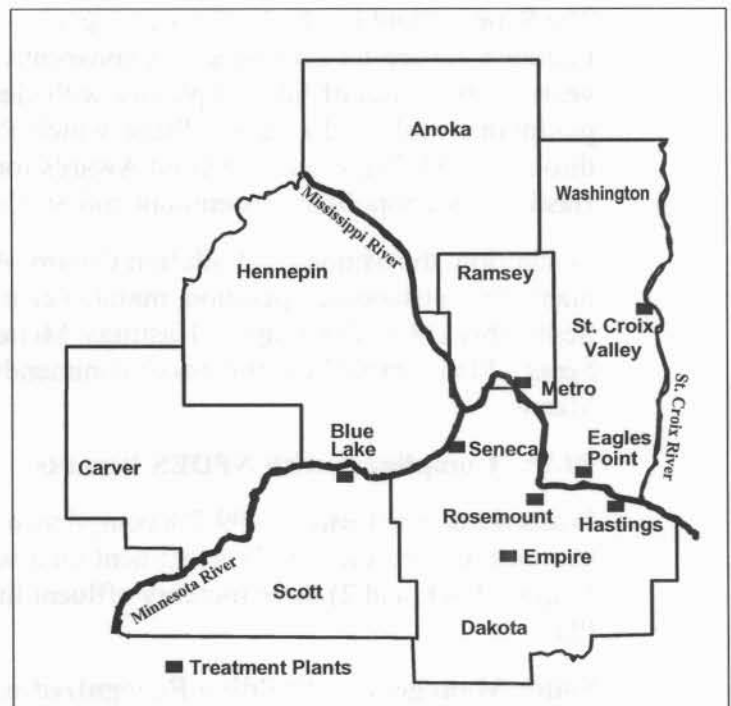
Definition: The average number of traffic and passenger accidents per 100,000 miles of bus service.

## **Environmental Services Division**

### **Overview**

Metropolitan Council Environmental Services (MCES) collects and treats wastewater at its eight regional treatment plants. Its mission is to provide wastewater services that protect the public health and environment while supporting regional growth. In providing this service to the metropolitan area, MCES:

- Operates and maintains approximately 600 miles of regional sewers that connect wastewater flows from 5,000 miles of sewers owned by 104 communities;
- Treats approximately 300 million gallons of wastewater daily at eight regional treatment plants;
- Continues to achieve near-perfect compliance with federal and state clean water standards;
- Establishes user fees that pay 100% of wastewater operations and debt service costs;
- Maintains wastewater service rates consistently below the national average;
- Works with approximately 800 industrial clients to substantially reduce the amount of pollution entering the wastewater collection system;
- Provides water resources monitoring and analysis for the region; and
- Partners with numerous public, private and nonprofit groups committed to a clean environment.



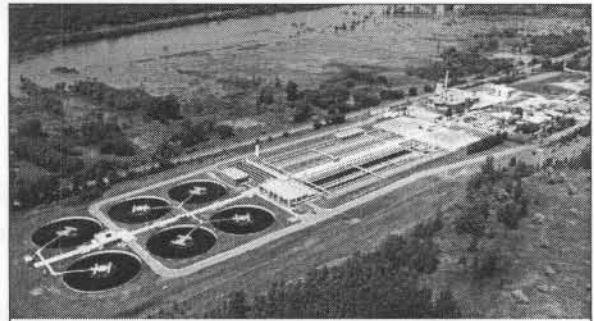
This section is divided into six categories that capture the activity of the division:

1. Operations Performance
2. Capital Projects
3. Customer Service
4. Finance
5. Employees in the Workplace
6. Water Resources Management

## **Operations Performance**

MCES's plants continued to perform at a high level in complying with clean water discharge permits. All eight plants received "Peak Performance Awards" from the National Association of Clean Water Agencies (NACWA) for 2005 results.

The Seneca Plant heads the list, earning a Platinum Award for achieving five consecutive years (2001-2005) of full compliance with clean water discharge permits. This is the second platinum award for the Seneca Plant, which also registered full compliance from 1994 through 1998. Plants earning Gold Awards for full compliance during 2005 were Empire, Hastings, Metropolitan, Rosemount and St. Croix Valley.



Seneca Plant: 2006 Platinum Award recipient.

In addition, the Minnesota Pollution Control Agency (MPCA) recognized six treatment plants for outstanding operation, maintenance and management from October 2004 through September 2005. The Empire, Hastings, Metropolitan, Rosemount, St. Croix Valley and Seneca Plants earned certificates of commendation at the annual MPCA awards program in March.

### **99.7% Compliance with NPDES Permits**

Wastewater was treated to 99.7% compliance with NPDES permit limits in 2006. There were two permit exceedances: 1) an effluent total suspended solids exceedance in February at the Empire Plant, and 2) three mercury effluent limit exceedances in April at the Metropolitan Plant.

### **Solids Management Building Recognized with National and Minnesota Awards**

Barely into its second year of full operation, the Metropolitan Plant's Solids Management Building earned a prestigious "2006 National Environmental Achievement Award" from NACWA. The award, in the operations category, cited the successful planning, design, construction and now operation of the Solids Management Building. In addition to the NACWA award, the Minnesota Public Works Association presented MCES with a "2006 Project of the Year Award" in November. This award recognizes outstanding public works projects.

The state-of-the-art Solids Management Building includes three new fluidized-bed incinerators, more efficient and effective energy-recovery and pollution-control systems, and improved solids dewatering equipment that operates with reduced odors. With a processing capacity of 315 tons per day, it is the largest fluidized-bed incinerator facility in North America.

### **New Equipment Reduces Air Emissions**

The Metropolitan Plant had two exceedances of air emission limits. The first one, volatile hazardous air pollutants (VHAPs), was not representative of operation. Staff suspected contamination of the stack gas samples in the private laboratory and retesting was scheduled.



## Metropolitan Council 2006 Performance Evaluation Report

### Environmental Services

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The retest passed. The second exceedance occurred in November due to holes in the FBR3 secondary heat exchanger tubes that allowed some particulate into the exhaust stack. Despite these occurrences, air emissions have been greatly reduced since the startup of the new fluidized-bed incinerators. The Seneca Plant met all air emission limits.

### Capital Projects

Examples of capital projects and improvements for 2006 that support regional growth and regulatory compliance goals are summarized in this section.

#### Empire Plant Expansion

Construction of all phases of the Empire Plant and Outfall project were initiated by April and are on track to be completed December 2007. Completion of the outfall will allow the plant to stop discharging effluent into the environmentally sensitive Vermillion River.

Additionally, the city of Rosemount has entered an agreement with the Council to use some of the reserve capacity to periodically convey treated stormwater to the Mississippi River. Completion of plant and outfall construction will mark the closing of the Rosemount Plant.

Wastewater will still be collected at the old plant site, but will be treated at the Empire Plant. A new interceptor sewer from the old plant site will be installed in the same pipe trench as the outfall pipe.



Pipeline installation in White Bear Lake

#### Northeast Sewer Project

Construction was initiated in February for the three-mile long White Bear Area Diversion Interceptor Sewer project and work continues into 2007. Because the pipe will run through a predominantly developed area, it would have been very disruptive to install by traditional open-trench pipe methods. Instead, horizontal drilling methods were used, thus avoiding a long stretch of disruption to the streets.

The work also created a high level of excitement and interest among residents as the heavy equipment and one 2,000-foot-long, 90-ton section of pipeline arrived in a neighborhood. The Council's contractor believes this is among the largest horizontal directional drilling projects in the country. The new pipe will add capacity in the growing northeast part of the region.

#### Regulatory Projects

- **Metropolitan Plant:** Construction was completed in March, for the Metropolitan Plant's Liquid Treatment Project. Besides providing additional phosphorus removal, this project significantly reduces odor and upgrades the liquid treatment facilities to ensure 20 more years of competent service.
- **Blue Lake and Seneca Projects:** Design was initiated in May for the Blue Lake Plant Improvements Project and the Seneca Disinfection and Phosphorus Project. The first

construction contract is scheduled for June 2007. These projects will provide additional phosphorus removal, reduce odor and rehabilitate and add capacity to the existing systems.

As part of the Council's long-term phosphorus reduction strategy, these plants use naturally occurring bacteria in the disinfection process that "eat" phosphorus. This process, known as Bio-P, has been introduced into the system over the last few years. Refer to a February 2006 article in the Council's *Directions* newsletter ([www.metrocouncil.org/directions](http://www.metrocouncil.org/directions)) for more information on this process.

### **Regional Growth Projects**

Following are some of the projects to support long-term Council plants that were at various stages of planning, design and construction during 2006.

- **Rosemount Interceptor:** This parallel interceptor to the Empire outfall pipe will convey wastewater from the Rosemount Plant to the Empire Plant. Construction on the pipeline and lift station was initiated with scheduled completion in 2008.
- **Blue Lake System Improvements–Victoria Area:** Design was initiated for improvements for the Victoria area interceptors in May with scheduled completion for this phase of the project in 2010. Lift stations and interceptors will be expanded and rehabilitated or replaced as necessary to accommodate growth in this area.
- **Elm Creek Interceptor–Corcoran, Dayton and Hassan Extensions:** Construction was initiated in August for the Dayton extension and Phase I of the Corcoran-Hassan extension. At completion in 2008, long-term service will be provided to the above communities as well as Brooklyn Park, Maple Grove, Medina and Plymouth.
- **Bloomington-Edina-Richfield Area Improvements:** Planning is under way to meet needs created by redevelopment in the I-494 corridor and Southdale areas. This includes improved interceptor facilities to meet increased capacity demand. Completion is scheduled for 2010.
- **Chaska Lift Station:** The 21 mgd custom-built pumping station will be completed in 2008 on the site of the phased-out Chaska Treatment Plant.
- **South Washington County–Lake Elmo Connections:** Design and land acquisition are under way and final connection to Woodbury Northeast is planned for 2008. This final phase of the project provides additional conveyance capacity for Lake Elmo.
- **Elko-New Market:** The first phase of this project (County Road 2 section of interceptor) was completed and design of the second phase for the remaining portion of the interceptor was initiated to provide service to this growing area and phase out the municipally operated plant.
- **Northwest Interceptor Improvements–CAB Diversion Tunnel and Lift Station:** Preliminary engineering was initiated for improvements needed to serve planned growth in the northwest portion of the metropolitan area. This phase of the project is scheduled for completion in 2013.

## Metropolitan Council 2006 Performance Evaluation Report

### Environmental Services

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#### Rehabilitation Projects

- **South St. Paul Lift Station/Forcemain Improvements:** The South St. Paul Treatment Plant was converted into a lift station in 1986. A major rehabilitation of the lift station was completed in June and forcemain construction will be initiated in 2007 to meet the scheduled completion date of 2010.
- **Hopkins System Improvements:** Planning was completed for the modifications to the 30-year old forcemain and lift station to correct operational problems and provide long-term service to Hopkins.
- **Meter Improvements:** Improvements will be made to approximately 30 MCES flow meters in accordance with the Master Plan and to support the Council's inflow/infiltration reduction program. Planning was completed in 2006 and construction is scheduled for completion in 2009.

#### Customer Service

MCES provides service to customers in a number of ways. The following examples illustrate MCES's focus on customer service.

##### Twin Cities Water Festival Wins National Award

The Council received a national water quality education award from the Water Environment Federation (WEF) for the "Children's Water Festival" that MCES helped plan and fund almost 10 years ago.

Over the years this event has taught thousands of elementary school students what they can do to help keep our waters clean. Staff continues to play an active role in the planning committee and dozens of staff participate each year as volunteers working with other partners on this regional event.



Students learn about street runoff at the 2006 Water Festival.

##### Inflow/Infiltration (I/I) Reduction Programs

Staff provided communities with I/I data following heavy rain events. Technical information, data and support was given to nearly all communities with identified I/I problems and staff responded to all appeals regarding the I/I Surcharge Program. MCES staff is working with city staff from Lakeville and Golden Valley to identify, quantify and eliminate I/I in the interceptor and city systems.

##### Voluntary Dental Office Amalgam Separator Program

Currently, more than 680 dental offices have installed amalgam separators, representing more than 90% of those projected to do so. Staff contacted most of the 48 dental offices that have not installed and found that many had installed, would install soon or were closed.

## Metropolitan Council 2006 Performance Evaluation Report

### Environmental Services

Special monitoring of plant influent flow for mercury at the Metropolitan, Blue Lake and Hastings Plants showed reductions of 35% for Metropolitan and 42% for Blue Lake. An unexpected variability in data for Hastings is being investigated.

### Customers Involved in 2007 Budget Planning

Budget meetings for all MCES customer communities were held in June 2006 in Golden Valley, Bloomington, St. Paul and Woodbury. The Industrial Waste Customer Forum was held on June 15<sup>th</sup> at the Metro 94 facility. At each of these meetings, information was provided by MCES staff and customer input was received to help plan for the 2007 budget.

### Finance

MCES has an ongoing goal of providing financial management that maintains MCES as a competitive utility within the marketplace. MCES staff successfully completed 2006 operations, maintenance and expansion, while coming in under the Annual Operating Budget.

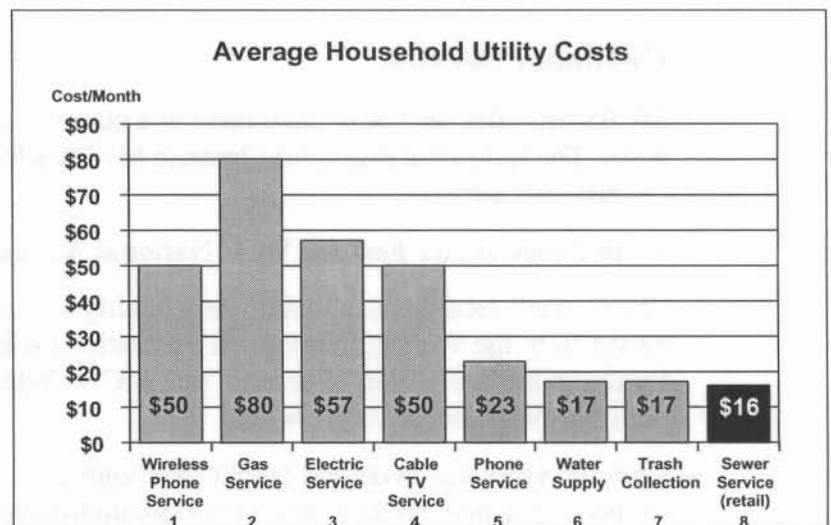
When compared to other household service costs, the Twin Cities average retail cost for wastewater service is a bargain. The graph on the right compares average monthly utility costs, with wastewater being the lowest.

### Management and Accountability for the 2006 Annual Budget

The MCES budget position is positive. Council action in July 2006 redirected an anticipated \$2 million surplus in the budget to the retirement health fund. Nevertheless, because some labor vacancies were not filled, preliminary results indicate that the 2006 expenses will be below the \$190 million that was budgeted.

Budget management and accountability savings and plans during 2006 include the following.

- **Assets Inventory:** The Hirron & Associates Consulting Group completed a physical inventory of MCES and Regional Administration assets. No significant issues were uncovered and a work instruction is being developed to better track movement and disposal of assets.
- **Biennial Studies:** The following biennial reports were completed and are available in the Council's Data Center: 2005-2006 Service Availability Charge Biennial Report (released July 2006), 2005-2006 Industrial Rate System Biennial Report (released September 2006), and Survey of 2006 Municipal Residential Wastewater Rates (released August 2006).





## Metropolitan Council 2006 Performance Evaluation Report

### Environmental Services

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#### Rates and Revenues

Changes made in 2006 that will have an impact on rates and revenue include the following:

- **I/I Surcharge:** A plan was adopted to address the overflow problems that occur during heavy rainfalls in communities with excess inflow and infiltration in their systems. The surcharge will be implemented in January 2007. In July, 49 communities were notified of preliminary surcharges. All will avoid the charge in 2007 by committing to I/I reduction work plans.
- **Load Charges:** A special facilities component will be added to the adopted load charges for 2007 to pay for disposal site costs.
- **Service Availability Charge (SAC):** The SAC credit system was redesigned to improve equity and broaden rate basis. The revised proposal was adopted by the Council in August and the new rules will be effective January 1, 2010.

#### Employees in the Workplace

The MCES workplace environment continues to improve with the implementation of new programs, the leadership and support of management, and the commitment from employees and stakeholders.

The MCES workplace is extremely diverse, offering a variety of employment opportunities and a challenge to the planning and safety/security of the facilities.



Open design of lab located at the Metro Plant site, facilitates air flow.

#### Safety and Security Enhancements

Work continues on the MCES portion of the **Pandemic Response Plan**. MCES has implemented a continuing educational effort, stepped up communications to address pandemic specific needs and procured and stored respiratory protection and peripheral supplies for emergency use.

#### Workforce Planning Efforts

The MCES Workforce Plan serves as a starting point to proactively handle change in the workforce. The planning process is critical in achieving MCES's goals and objectives.

- **Phase II Implementation:** Recruitment tactics have been reviewed and work continues with the Council Diversity Department to increase outreach and attract more minorities and women to our workforce. Also, a post-retirement option was implemented to re-hire recent retirees part time, aiding in knowledge retention and transition.

Succession planning and resource allocation was addressed by realigning the structures of some departments and adding assistant managers.

- **Employee Orientation and Review:** Employee orientation was improved by focusing on policy and procedure review and responsibility. In addition, all current MCES employees



signed off on a policy/procedure/work instruction review form, which is filed in Human Resources.

## **Water Resources Management**

The Council's *Water Resources Management Policy Plan* integrates water resources management and protection with planning for the region's growth. The Policy Plan contains guidelines for developing and maintaining service systems that support development and for which the Council has some statutory responsibility, including wastewater service, surface water management and regional water supply.

### ***Water Resources Management Policy Plan Initiatives Implemented***

Included in the policies that were addressed in 2006 are the following:

- **The I/I Surcharge Program Policy:** The I/I Surcharge Program was developed and implemented. An external Procedure Manual was completed in May and preliminary surcharge letters were sent to 49 communities in July.

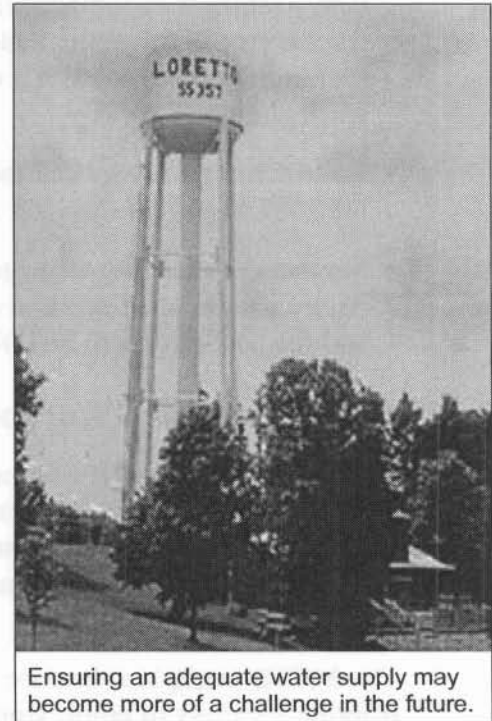
All communities responded with acceptable plans to begin I/I programs, eliminating the need for 2007 surcharges to be levied by MCES. A work plan to resolve special I/I circumstances outside one unit of government's control was completed in December.

In addition, the Interceptor System I/I reduction program work plan was completed in December.

- **The Rural Growth Center Policy:** Staff has worked with East Bethel to develop a preliminary wastewater treatment and groundwater recharge plan. An engineering study is under way and amendment of the *Regional Development Framework* and *Water Resources Management Policy Plan* was completed.

Interceptor extensions were planned for Carver and Elko-New Market and wastewater service discussions were begun with Cologne, Hampton, and New Germany.

- **The Rural Area Policy:** Work has begun in Anoka, Carver, Dakota, Scott and Washington Counties to delineate long-term wastewater service areas for future wastewater treatment plants using a county-by-county planning approach in conjunction with the Community Development Division. Long-term wastewater service staging plans and identification of interceptor corridors and wastewater treatment sites has begun in Carver, Dakota and Scott Counties.



Ensuring an adequate water supply may become more of a challenge in the future.

## **Metropolitan Council 2006 Performance Evaluation Report**

### **Environmental Services**

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- **Memorandum of Agreement with the Minnesota Pollution Control Agency (MPCA):**

A memorandum of agreement was signed in May to redirect Council efforts from Target Pollution Loads to development of Total Maximum Daily Loads (TMDL) for the metro area. Objectives, protocols and training on TMDL requirements have been established. Meetings to negotiate the extent of the Council's involvement in the TMDL studies have been held with watershed districts, watershed management organizations and the MPCA.

Agreements have been drafted with Carver County describing the Council's role for a TMDL for Bevens and Carver Creeks; with Scott County for TMDL studies for Sand Creek or Credit River; and with the Shingle Creek Watershed Management Organization to begin a TMDL study for Shingle Creek.

### **Water Supply Planning Services Provided for the Region**

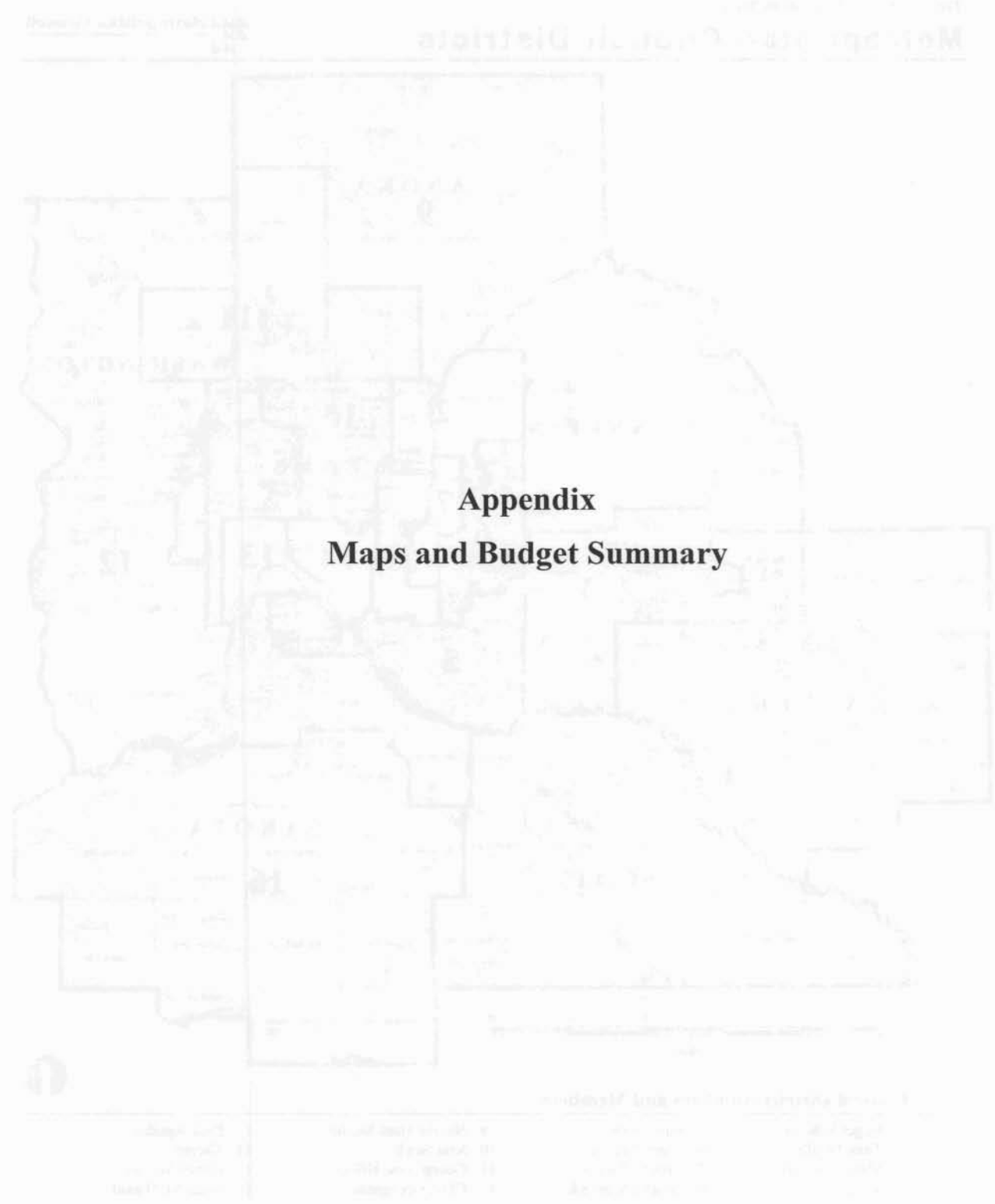
MCES has played an active role in the Water Supply Advisory Committee (approved by the 2005 Legislature). Accomplishments of the committee in 2006 include the following.

- **Report to the Legislature:** A draft report was endorsed by the committee in November and the final report was approved by the Council in December for submittal to the Legislature by January 3, 2007.
- **Water Supply Master Plan:** Several data collection and analysis efforts are under way with the goal of completing the Master Plan in 2008.
- **Provide Support to Advisory Committee:** The advisory committee met on a monthly basis to discuss the Council's effort and make recommendations, and will continue to meet regularly in 2007 and 2008.

## Metropolitan Council 2006 Performance Evaluation Report

**Metropolitan Council 2006 Performance Evaluation Report**  
**Appendix**

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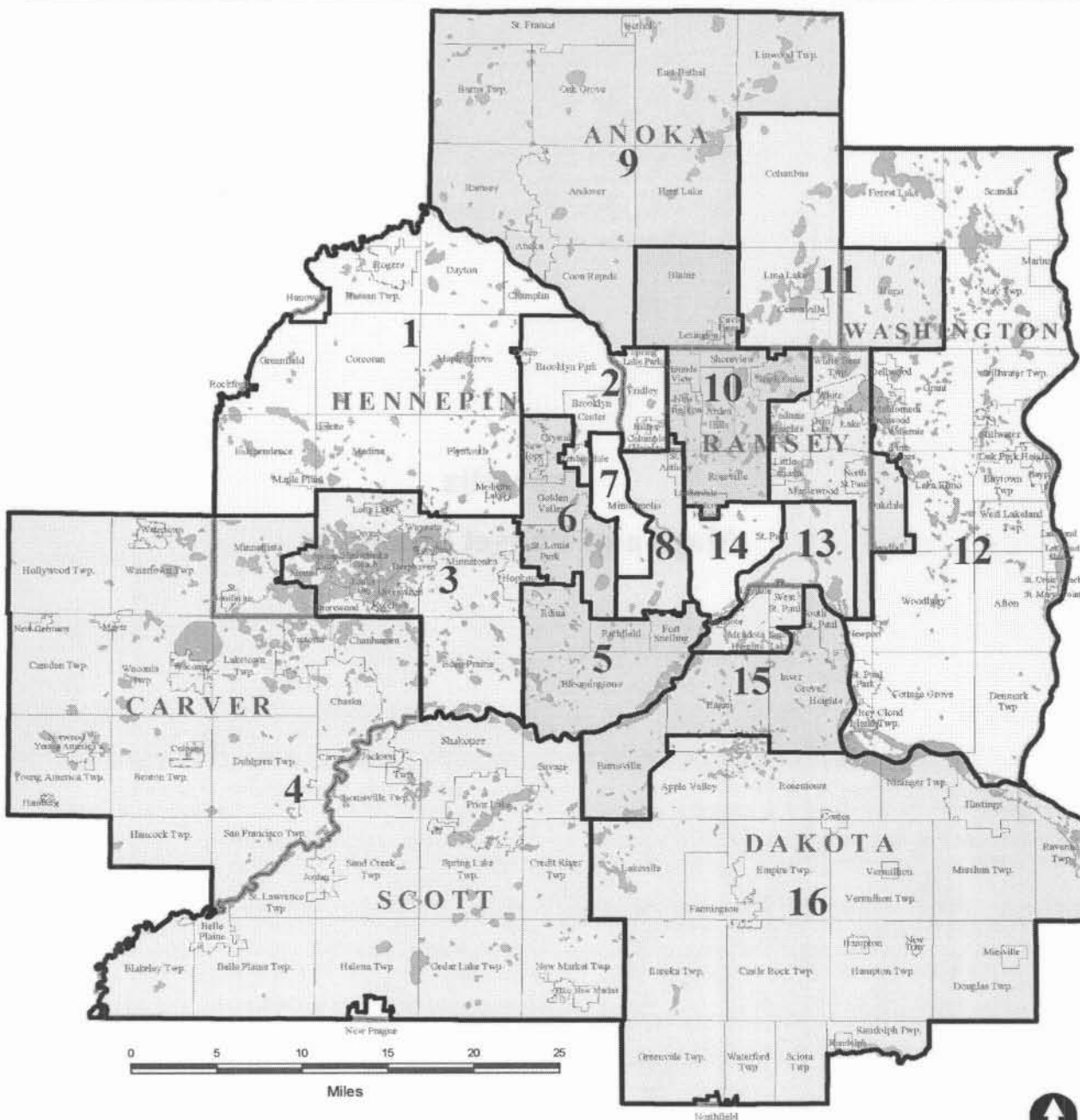
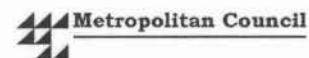


# Metropolitan Council 2006 Performance Evaluation Report

## Appendix

Twin Cities Metropolitan Area

## Metropolitan Council Districts



### Council District Numbers and Members

- |                    |                     |                         |                    |
|--------------------|---------------------|-------------------------|--------------------|
| 1. Roger Scherer   | 5. Russ Susag       | 9. Natalie Haas Steffen | 13. Rick Aguilar   |
| 2. Tony Pistilli   | 6. Peggy Leppik     | 10. Kris Sanda          | 14. Vacant         |
| 3. Mary Hill Smith | 7. Annette Meeks    | 11. Georgeanne Hilker   | 15. Daniel Wolter  |
| 4. Vacant          | 8. Lynette Wittsack | 12. Chris Georgacas     | 16. Brian McDaniel |

map printed January 2007  
km



# Metropolitan Council 2006 Performance Evaluation Report

## Appendix

### Metro HRA Participating Communities



Andover  
Anoka  
Arden Hills  
Benton Twp.  
Bethel  
Blaine  
Brooklyn Center  
Brooklyn Park  
Burns Twp.  
Camden Twp.  
Carver  
Centerville  
Champlin  
Chanhausen  
Chaska  
Chaska Twp.  
Circle Pines

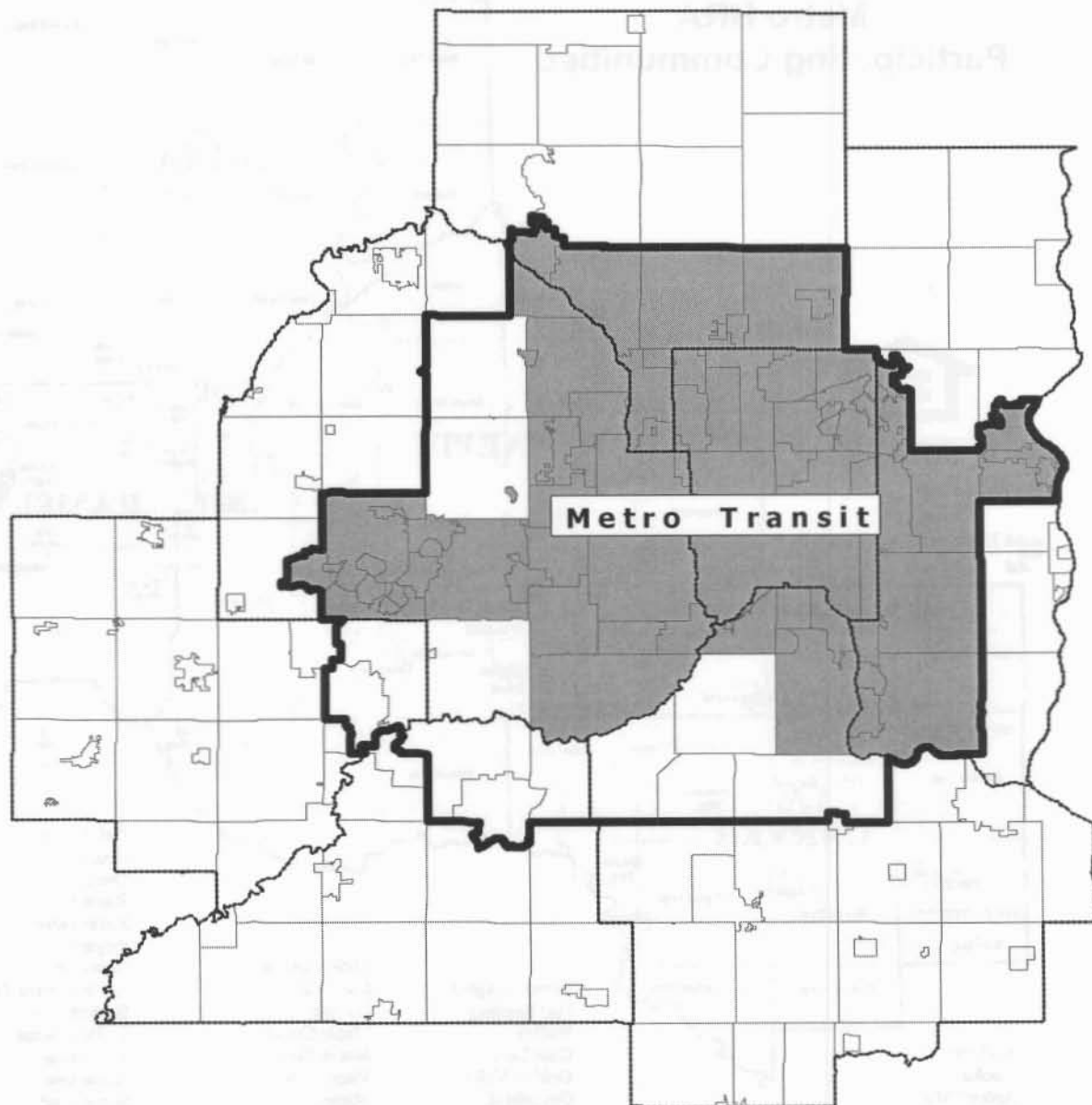
Cologne  
Columbia Heights  
Columbus Twp.  
Coon Rapids  
Corcoran  
Crown Point  
Dayton  
Deephaven  
East Bethel  
Eden Prairie  
Edina  
Excelsior

Falcon Heights  
Fort Snelling  
Fridley  
Gem Lake  
Golden Valley  
Greenfield  
Greenwood  
Hamburg  
Ham Lake  
Hancock Twp.  
Hassan Twp.  
Hilltop  
Hollybrook Twp.  
Hopkins  
Independence  
Lakewood Twp.  
Lauderdale  
Lexington  
Lino Lakes  
Linwood Twp.

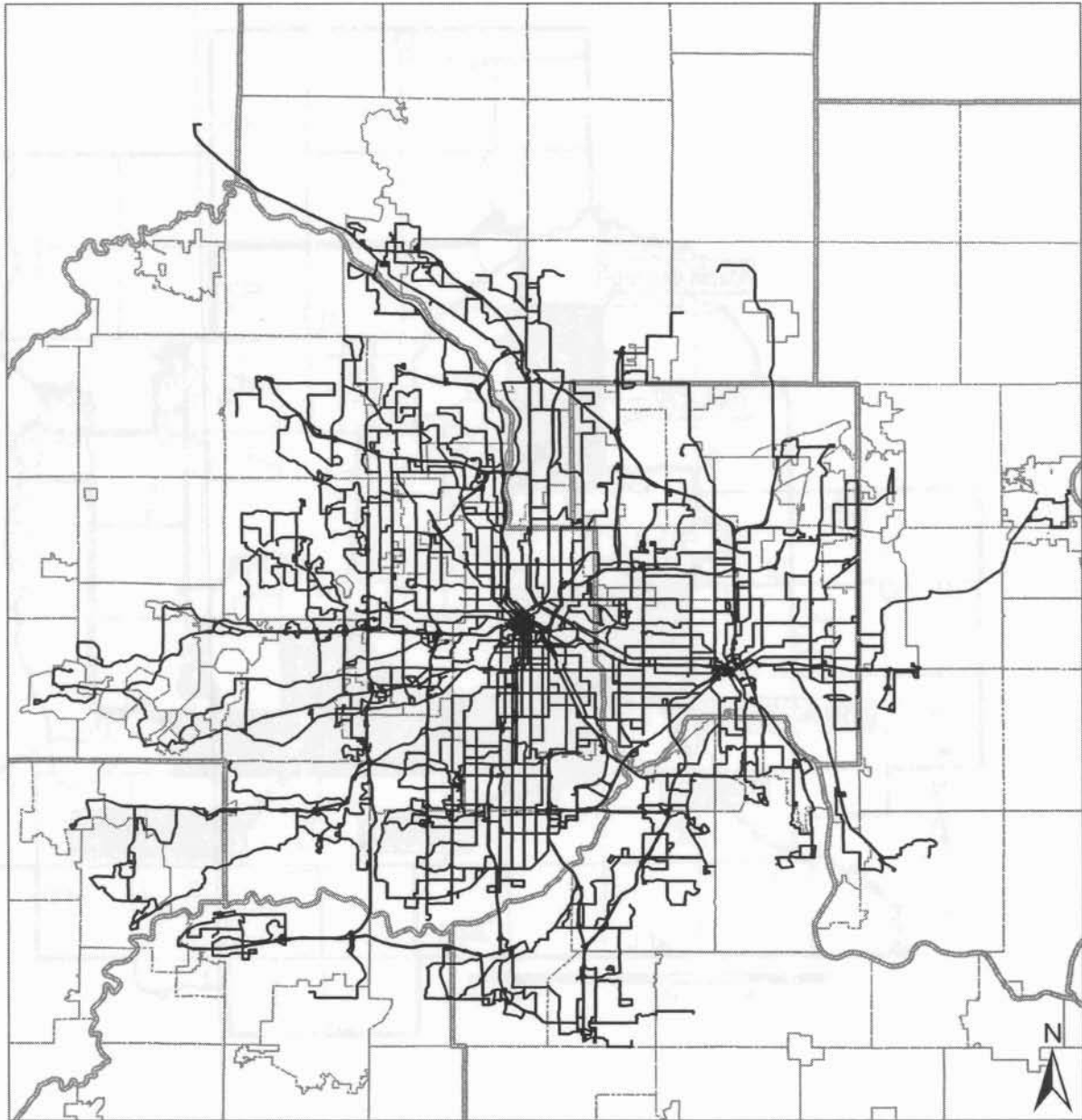
Little Canada  
Long Lake  
Loretto  
Maple Grove  
Maple Plain  
Maplewood  
Mayer  
Medicine Lake  
Medina  
Minnetonka  
Minnetonka Beach  
Mound  
Mounds View  
New Brighton  
New Germany  
New Hope  
North Oaks  
North St. Paul  
Norwood -  
Young America

Oak Grove  
Orono  
Osseo  
Ramsey  
Robbinsdale  
Rogers  
Roseville  
San Francisco Twp.  
St. Anthony  
St. Bonifacius  
St. Francis  
Shoreview  
Shorewood  
Spring Lake Park  
Spring Park  
Tonka Bay  
Vadnais Heights  
Victoria  
Waconia  
Waconia Twp.  
Watertown  
Wayzata  
White Bear Lake  
White Bear Twp.  
Woodland  
Young America Twp.

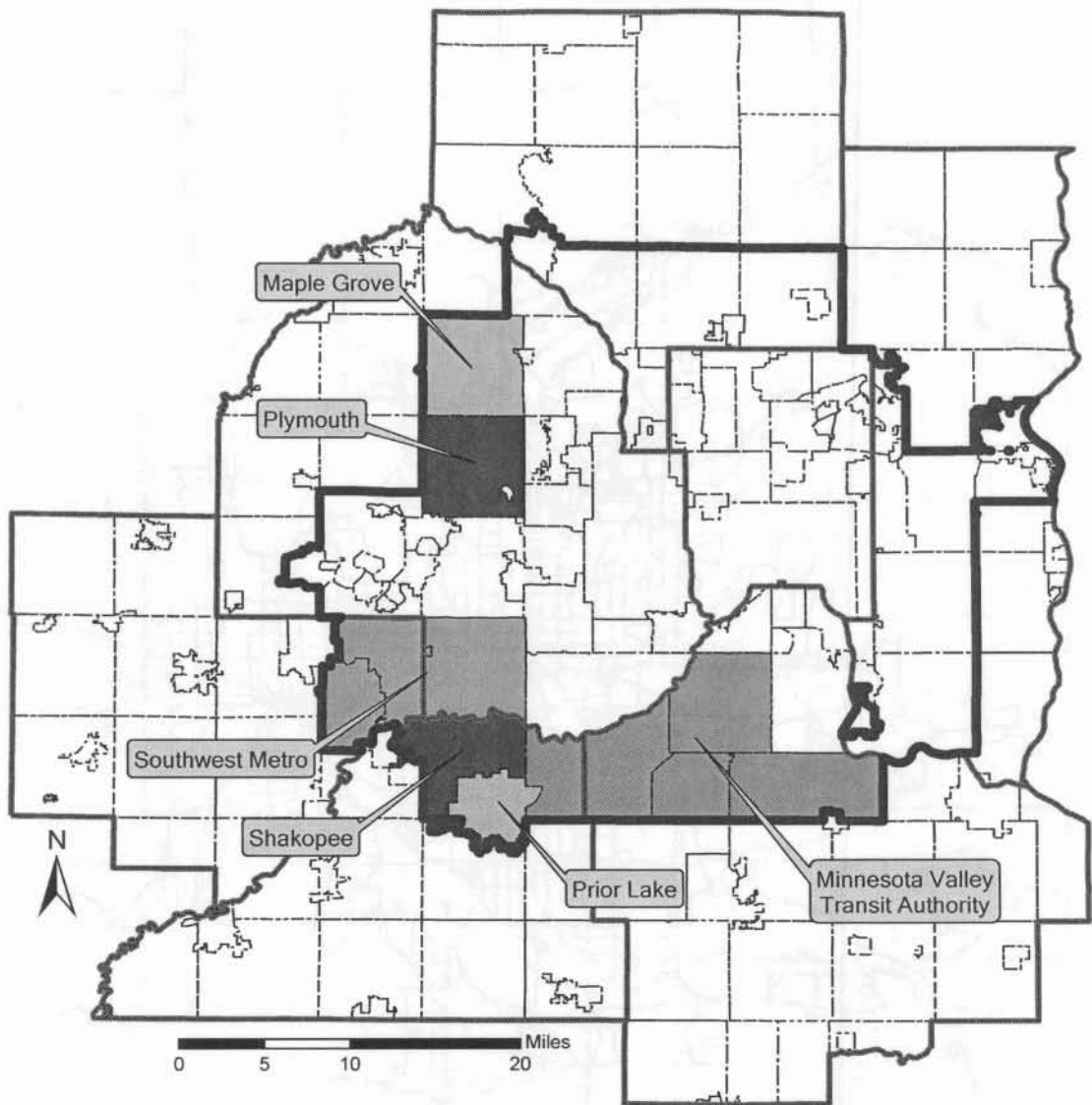
### Metro Transit Service Area



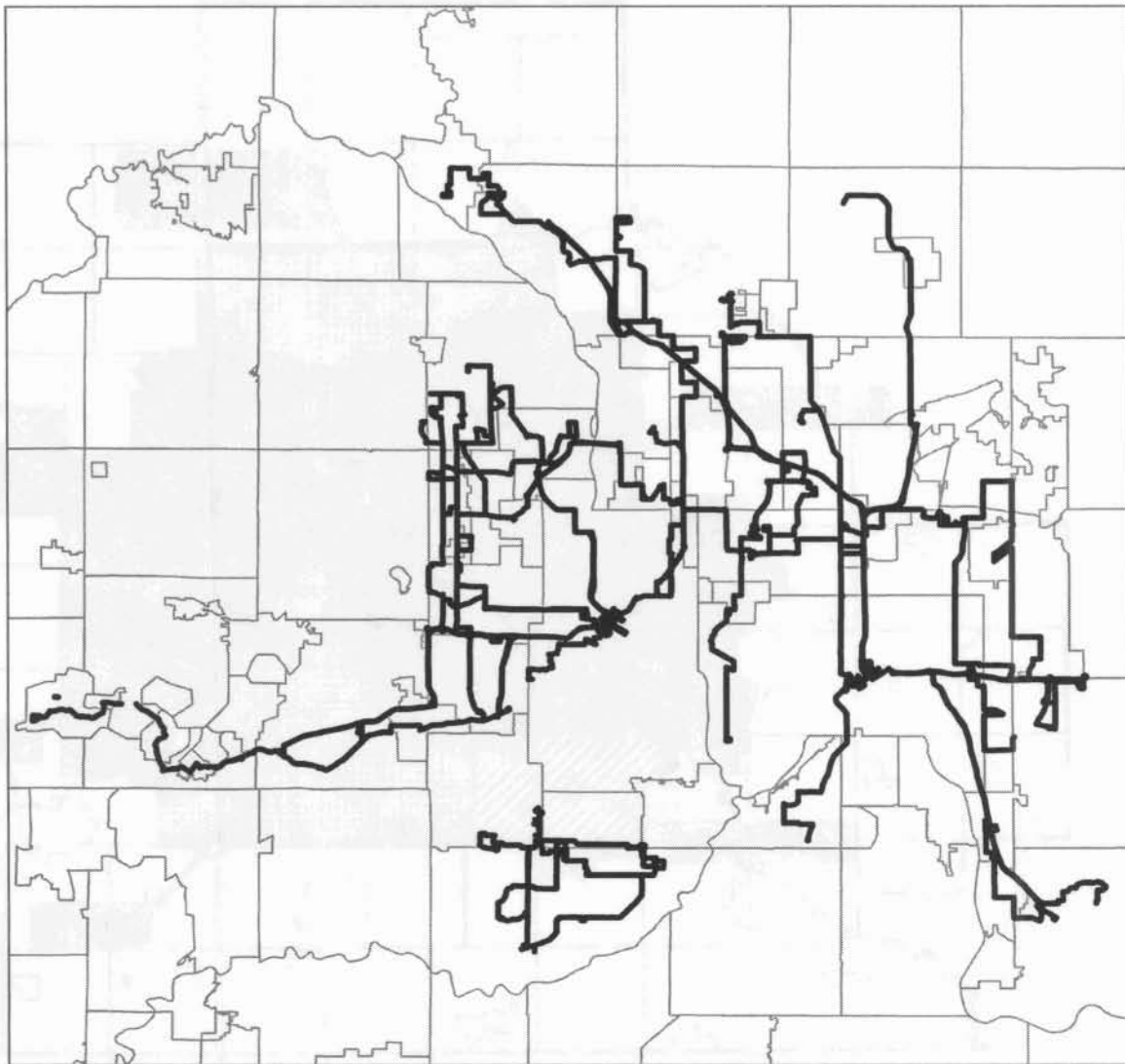
### Metropolitan Area Regular-Route Transit Service



Suburban Transit Providers

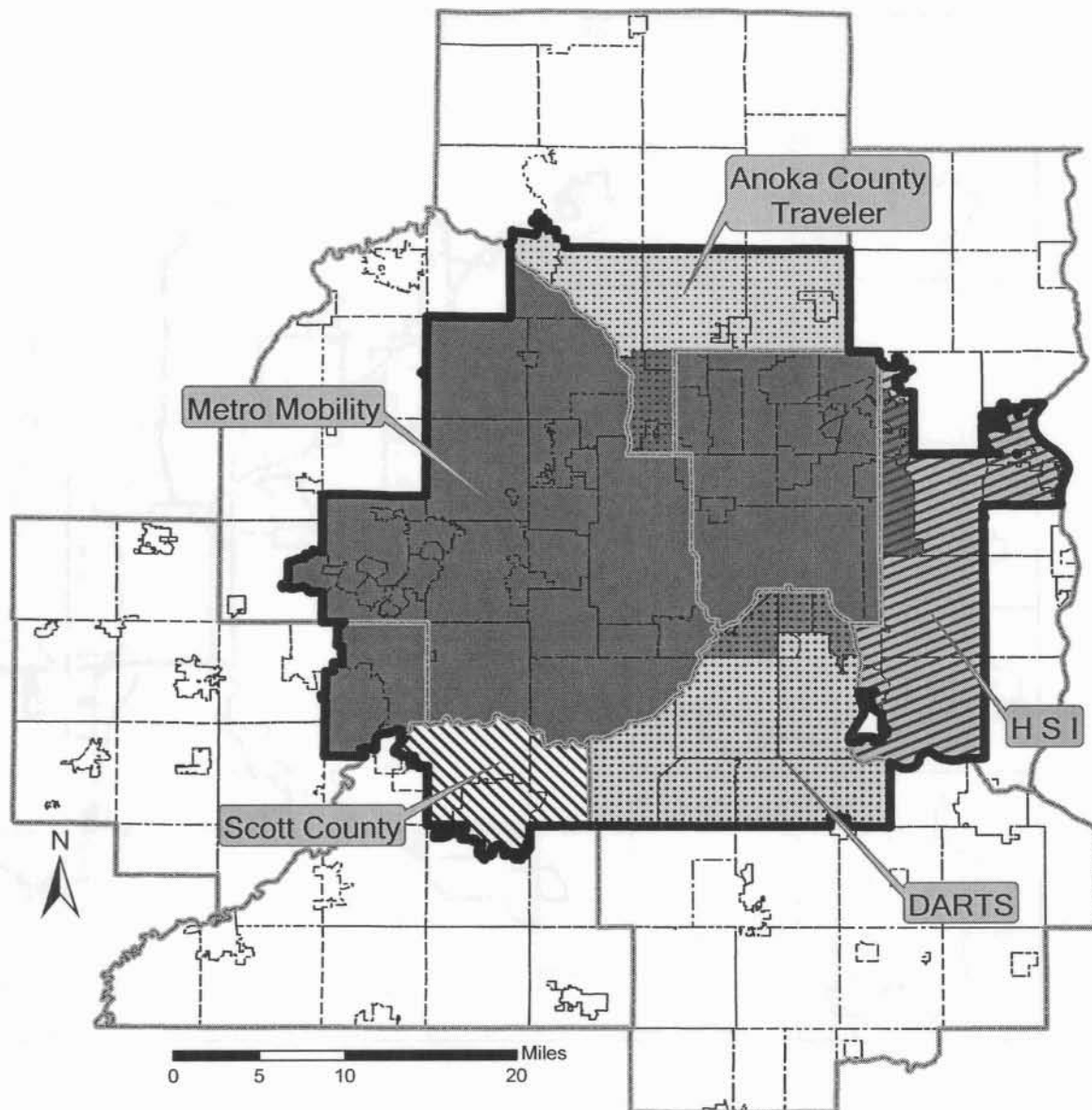


### Privately Contracted Regular-Route Transit

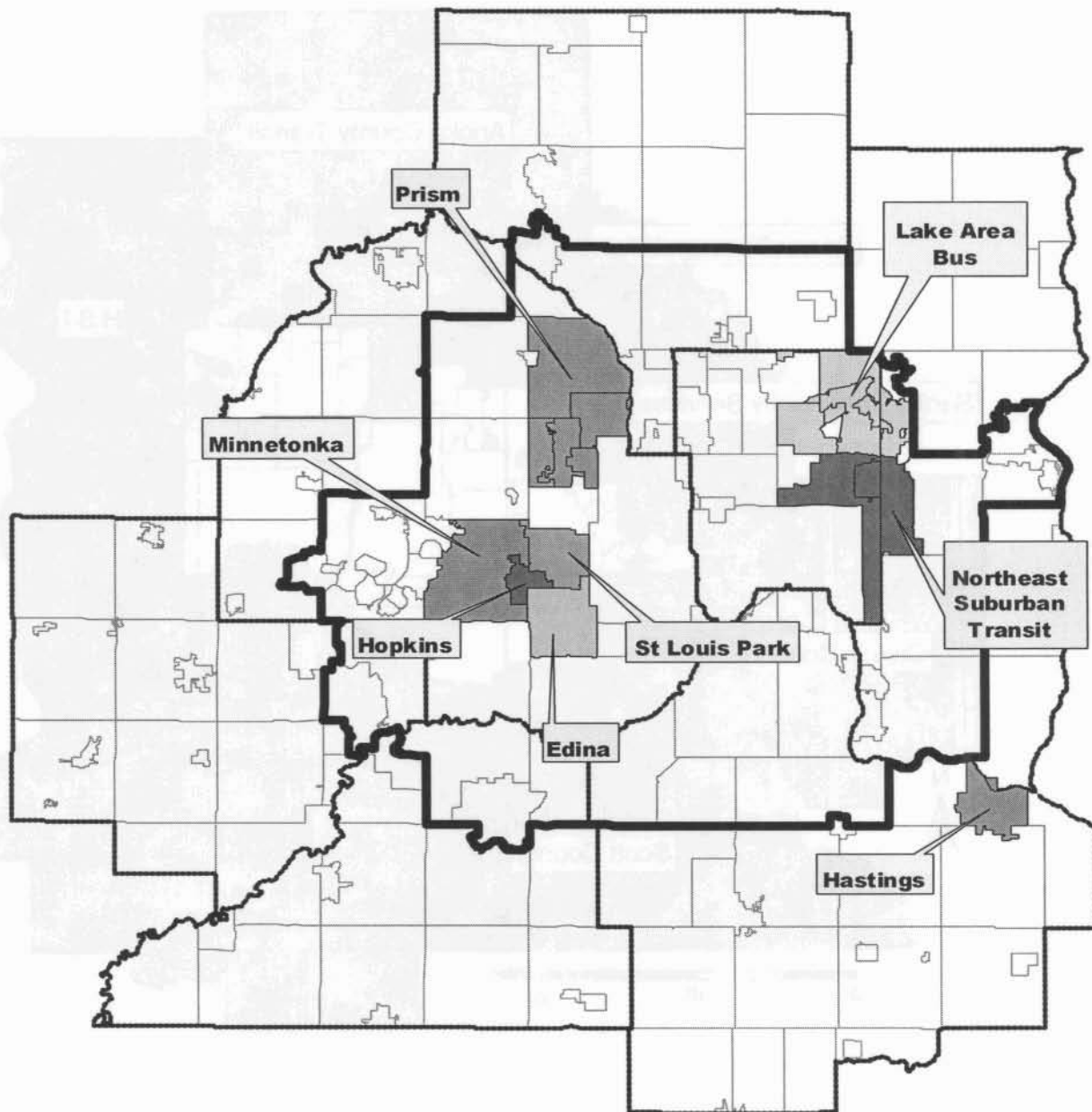




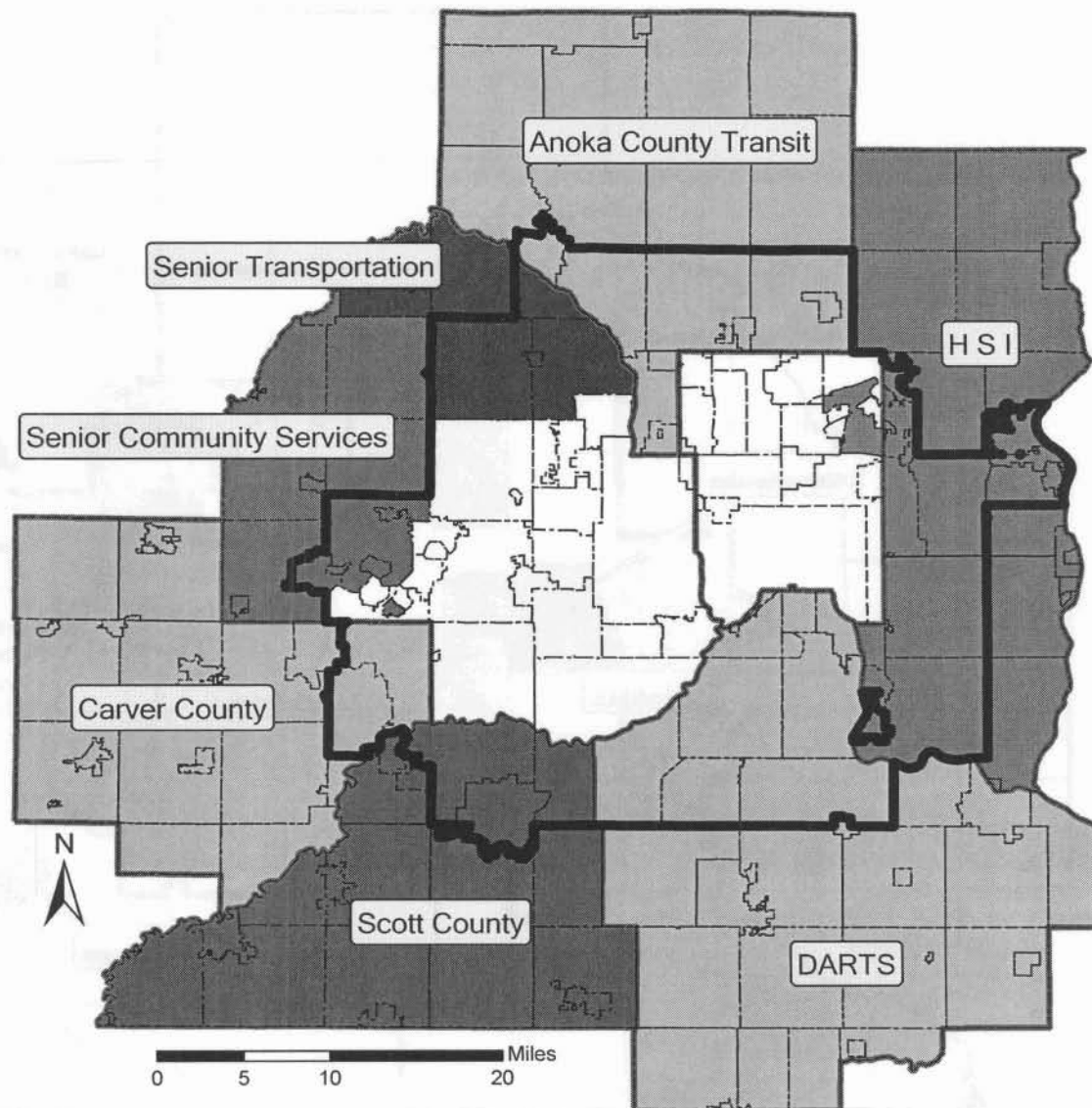
## Metro Mobility and Other ADA Services



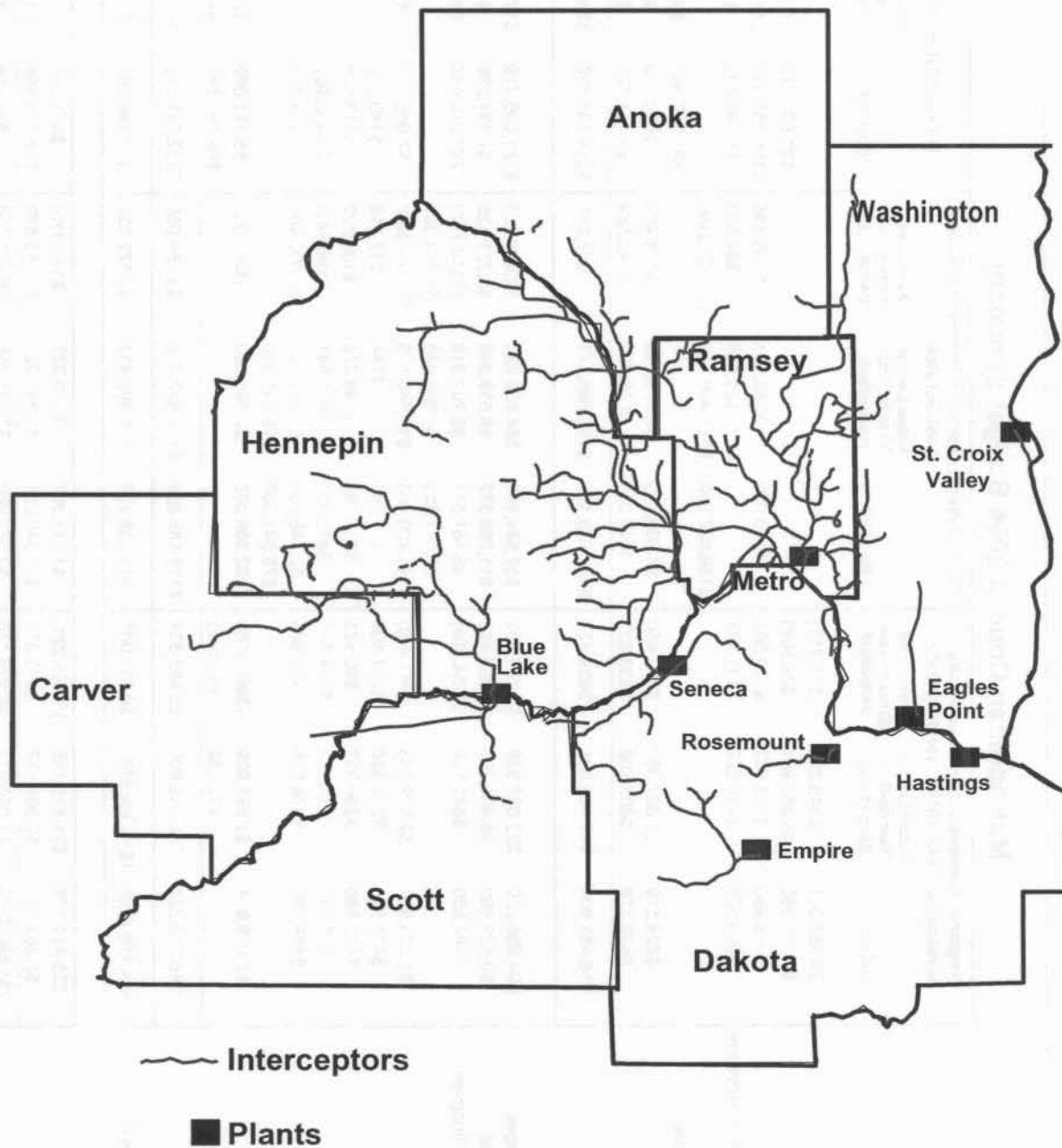
## Community-Based Urban Transit Programs



## Community-Based Rural Transit Programs



### Environmental Services Wastewater Treatment Plants and Interceptors



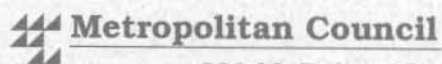
**Metropolitan Council 2006 Performance Evaluation Report**  
Appendix

**Metropolitan Council 2006 Budget Summary**

	Regional Administration /Community Development and HRA Operating Only			Environmental Services Division Including Debt Service			Transportation Division Operating Only		
	BUDGET	Actual Ledger Year-to-Date (Unaudited)	Favorable (Unfavorable) VARIANCE	BUDGET	Actual Ledger Year-to-Date (Unaudited)	Favorable (Unfavorable) VARIANCE	BUDGET	Actual Ledger Year-to-Date (Unaudited)	Favorable (Unfavorable) VARIANCE
<b>EXTERNAL REVENUE</b>									
Property Taxes	\$9,857,001	\$9,840,250	(\$16,751)					(\$45,862)	(\$45,862)
Federal Revenue	\$4,359,360	\$4,282,851	(\$76,509)				\$27,602,012	\$27,195,983	(\$406,029)
State Revenue	\$473,980	\$653,643	\$179,663	\$150,000	\$255,835	\$105,835	\$196,355,551	\$191,324,202	(\$5,031,349)
Local Revenue/Other Govt. Revenue	\$368,575	\$499,822	\$131,247		\$34,538	\$34,538	\$4,640,443	\$4,152,321	(\$488,122)
ES Fees				\$188,657,600	\$187,406,301	(\$1,251,299)			
Fares & Related Revenue							\$81,652,967	\$82,560,169	\$907,202
Interest	\$824,510	\$1,007,960	\$183,450	\$1,500,000	\$2,325,408	\$825,408	\$504,000	\$1,019,230	\$515,230
Other Revenue	\$570,178	\$803,505	\$233,327	\$317,500	\$666,089	\$348,589	\$5,411,729	\$1,063,060	(\$4,348,669)
<b>Total Revenue</b>	<b>\$16,453,604</b>	<b>\$17,088,031</b>	<b>\$634,427</b>	<b>\$190,625,100</b>	<b>\$190,688,171</b>	<b>\$63,071</b>	<b>\$316,166,702</b>	<b>\$307,269,103</b>	<b>(\$8,897,599)</b>
<b>EXPENDITURES</b>									
Salaries, Wages, & Fringes	\$24,995,220	\$22,087,339	\$2,907,881	\$57,584,983	\$54,638,823	\$2,946,160	\$181,005,719	\$177,382,585	\$3,623,134
Consulting & Contractual	\$9,629,869	\$6,401,403	\$3,228,466	\$11,750,372	\$9,519,246	\$2,231,126	\$7,034,278	\$5,757,296	\$1,276,982
Materials, Chemicals & Supplies	\$387,850	\$542,159	(\$154,309)	\$5,187,577	\$5,707,318	(\$519,741)	\$27,512,698	\$26,719,512	\$793,186
Chemicals				\$6,011,253	\$4,696,886	\$1,314,367			
Rent & Utilities	\$2,285,893	\$2,379,333	(\$93,440)	\$14,400,486	\$17,648,175	(\$3,247,689)	\$7,965,460	\$6,677,422	\$1,288,038
Printing	\$474,528	\$272,920	\$201,608	\$17,760	\$744	\$17,016	\$149,239	\$213,812	(\$64,573)
Travel	\$420,960	\$330,337	\$90,623	\$255,492	\$146,270	\$109,222	\$319,621	\$227,193	\$92,428
Insurance	\$151,500	\$46,733	\$104,767	\$825,000	\$891,541	(\$66,541)	\$3,432,909	\$2,911,151	\$521,758
Operating Capital	\$486,490	\$474,525	\$11,965	\$2,146,785	\$1,146,385	\$1,000,400	\$53,610	\$59,585	(\$5,975)
Debt Service Expense				\$78,041,000	\$78,041,000				
Other Expense	\$2,089,914	\$2,891,909	(\$801,995)	\$2,366,098	\$2,391,330	(\$25,232)	\$5,751,092	\$24,098,724	(\$18,347,632)
Transit Programs		\$42,032	(\$42,032)				\$68,796,592	\$47,085,854	\$21,710,738
<b>Total Expenditures</b>	<b>\$40,922,224</b>	<b>\$35,468,690</b>	<b>\$5,453,534</b>	<b>\$178,586,806</b>	<b>\$174,827,718</b>	<b>\$3,759,088</b>	<b>\$302,021,218</b>	<b>\$291,133,134</b>	<b>\$10,888,084</b>
<b>Operating Income/(Loss)</b>	<b>(\$24,468,620)</b>	<b>(\$18,380,659)</b>	<b>\$6,087,961</b>	<b>\$12,038,294</b>	<b>\$15,860,453</b>	<b>\$3,822,159</b>	<b>\$14,145,484</b>	<b>\$16,135,969</b>	<b>\$1,990,485</b>
Transfers from	\$25,460,376	\$21,835,155	(\$3,625,221)	\$1,311,307	\$770,937	(\$540,370)	\$514,340	\$566,325	\$51,985
Transfers To	\$2,881,807	\$2,368,437	\$513,370	\$11,349,601	\$9,394,022	\$1,955,579	\$14,622,606	\$12,769,121	\$1,853,485
Surplus/(Deficit)	(\$1,890,051)	\$1,086,059	\$2,976,110	\$2,000,000	\$7,237,368	\$5,237,368	\$37,218	\$3,933,173	\$3,895,955







**Metropolitan Council**

390 N. Robert St.  
St. Paul, Minnesota 55101-1805

(651) 602-1000

TTY • 291-0904

E-mail • [data.center@metc.state.mn.us](mailto:data.center@metc.state.mn.us)

Website • [www.metrocouncil.org](http://www.metrocouncil.org)

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