

Regional Regional Report Report

2010

Performance Evaluation Report

Report to the Minnesota Legislature

April 2011



Metropolitan Council

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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 2010. 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 2010 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 in 1967 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 \$522 million, nearly 92% of which covers operating costs for regional transit service and wastewater treatment.

	Employees	Expenditures
Environmental Services Division	19%	21%
Transportation Division	73%	71%
Community Development/Regional Administration	8%	8%
	100%	100%

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 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.

The **Transportation Division** includes Metropolitan Transportation Services (MTS) and Metro Transit. The division is responsible for developing regional transportation policy for all modes; allocating federal transportation funds to projects in the seven-county area; coordinating regional aviation planning; encouraging alternatives to driving alone; and providing, contracting for and coordinating bus, light-rail and commuter rail transit service in the Twin Cities region.

The **Environmental Services Division** (MCES) operates and maintains approximately 600 miles of regional sewers and treats about 260 million gallons of wastewater daily at seven regional treatment plants. Serving more than two million residents of the seven-county area, MCES provides cost-effective wastewater service to 105 communities. The MCES mission is “to provide wastewater services that protect the public health and environment while supporting regional growth.”

Overview of the Council’s Performance

The Council demonstrated significant progress in 2010, working in partnership with local governments, state agencies, nonprofit organizations and other groups. Highlighted below are the Council’s major accomplishments.

Construction starts on Central Corridor

In 2010, the Council awarded all five major construction and procurement contracts for the Central Corridor light-rail transit line, which will provide an 11-mile connection between the St. Paul and Minneapolis downtowns. Combined, the five contracts came in at \$34 million below budget.

The contracts provide for construction of the eastern and western segments of the line, the line systems, the operation and maintenance facility, and procurement of the light-rail vehicles. Most heavy construction on the line will occur in 2011 and 2012. Passenger service is scheduled to begin in 2014.

Light-rail transit advances in Southwest Corridor

The Council approved LRT and endorsed the “locally preferred alternative” route for the Southwest Corridor, which would run 15 miles from downtown Minneapolis to Eden Prairie. The Council applied to the Federal Transit Administration to enter preliminary engineering on the line.

Bus Rapid Transit makes progress in Dakota County

The Dakota County Regional Rail Authority approved an implementation plan update for the Cedar Avenue Transitway, which will feature bus rapid transit in the corridor. The first phase of the plan is well under way. The Apple Valley Transit Station and the Cedar Grove Transit Station in Eagan opened for service in 2010, and utility relocation for the transitway’s bus shoulder-lanes proceeded. Station-to-station service is scheduled to begin in 2012.

Council develops transitway guidelines

Working with partners in local government, the Council’s Transportation Advisory Board, other transit providers, the Minnesota Department of Transportation (Mn/DOT) and the Counties Transit Improvement Board, the Council created guidelines for development of corridors slated for intensive transit investment.

The goal of the guidelines is to promote a coordinated and equitable regional transit network, while providing enough flexibility so that each transitway can be developed in a way that accommodates the unique characteristics and opportunities of the corridor.

New dial-a-ride service is more equitable, consistent

The Council in 2010 phased in revamped dial-a-ride service across the region. Under the name Transit Link, the service has uniform, distance-based fares and consistent operating guidelines. The Council administers the service for the four counties that chose that option; three counties operate or contract for their service.

Transit ridership makes partial comeback

Following a decline in transit ridership nationwide, the Twin Cities metro area's transit ridership began to climb again in 2010. Ridership on Metro Transit bus and rail services, suburban and contract bus routes, and dial-a-ride and ADA services in 2010 was nearly 91 million, up 1.6 million from 2009.

Making the most of the existing highway system

The Council updated its *2030 Transportation Policy Plan* to incorporate a new strategy for highway investments that will offer choices and provide an efficient and optimized highway network. The strategy grew out of a joint study with Mn/DOT. The plan emphasizes a system-wide highway management approach, using the following strategies:

- Implement active traffic management system-wide, using tools like traffic cameras, ramp meters and changeable message signs.
- Construct lower-cost, high-benefit highway improvements to address bottlenecks and safety hazards.
- Develop a system of managed lanes, like the MnPASS lanes on I-394.
- Implement strategic capacity expansion.
- Improve non-freeway trunk highways.

The plan also incorporates updated airport plans and an updated regional transitway map, and advocates continuing support and coordination of efforts to strengthen the region's bicycle and pedestrian network.

Treatment facilities set compliance records

The Council uses state-of-the-art technologies to treat an average of 260 million gallons of wastewater each day from homes, businesses and industries.

The Council maintains outstanding compliance while charging customers the 5th lowest rates among 22 peer agencies in the U.S. All seven wastewater treatment plants continued to earn Peak Performance Awards from the National Association of Clean Water Agencies (NACWA). The Hastings and St. Croix Valley Plants are among the top 10 plants in the country for consecutive years of full compliance with clean water discharge permits. Five plants earned NACWA's Platinum Award for their performance through 2010. The Empire and Metro Plants earned Gold Awards for perfect compliance for the calendar year. Through December 2010, all seven treatment plants combined have been in full permit compliance for 47 consecutive months.

Council reduces energy use, cuts costs

Metropolitan Council Environmental Services (MCES), which operates the region's wastewater collection and treatment system, reached its goal of reducing its nonrenewable energy usage 15%

through 2010 by increasing efficiency and/or using renewable energy. Key energy-related projects included rehabilitation of the tunnel lighting and optimization of aeration systems at the Metropolitan Wastewater Treatment Plant. The annual savings amount to estimated 31 million kilowatt hours and \$2 million. MCES set a new energy goal of reducing purchased energy 25% by 2015.

As of the third quarter of 2010, MCES achieved a 20% reduction in fossil fuel use compared with four years earlier.

In 2010, Xcel Energy recognized MCES with its Efficiency Partner Award for the second consecutive year. Xcel awards customers and trade partners who make substantial energy-efficiency efforts.

Regional trails to expand greatly

The region's system of 57 regional parks and 231 miles of regional trails will grow under the Council's *2030 Regional Parks Policy Plan*, which was updated in 2010. The plan calls for expanding the regional parks system from about 55,000 acres to 70,000 acres and the trails system from 231 miles to nearly 1,000 miles by 2030.

The updated plan includes new trail additions with segments in six counties, totaling 100 new trail miles. These additions supplement the 700 new trail miles proposed in the previous parks plan, adopted in 2005. Trails account for nearly 40% of all park system visits.

The new plan also adds The Landing in Shakopee, run by Three Rivers Park District, to the regional parks system as its seventh "special recreation feature." Other such features include Como Zoo and Conservatory, Gale Woods Farm and Square Lake.

Local plans receive decennial review

Once every decade, the seven-county region's 189 communities are required to update their local comprehensive plans – their vision of how they want to develop or redevelop. Under state law, the Council reviews those plans to ensure they conform to regional plans and priorities for transportation, aviation, wastewater treatment and regional parks, and are consistent with regional policies for housing, demographic forecasts and water supply.

In 2010, the decennial planning cycle was nearly complete. By the end of the year, all updates had been submitted for review, with 91% completely reviewed by the Council. The remaining updates were in process to being complete for review, or were going through the schedule for Council committee review and full Council action.

Livable Communities grants aid local development

The Council's Livable Communities program provides funding for cities to invest in local economic revitalization and in development or redevelopment that connects different land uses and has good access to transportation.

In 2010, the Council awarded a total of \$191,500 in two grants under the Tax Base Revitalization Account to help cities clean up polluted land for redevelopment, expand their tax base and create new jobs.

The Council awarded a total of \$7.3 million from the 2010 Livable Communities Demonstration Account for 11 development projects and 15 projects in the pre-development stage. The projects demonstrate ways to achieve connected, efficient land-use patterns in communities throughout the region.

Council helps meet housing needs

The Metropolitan Council's Housing and Redevelopment Authority connects people with the resources they need through its operation of the state's largest Section 8 rent-assistance program.

In 2010, Metro HRA assisted nearly 7,000 households monthly and made rental assistance payments to more than 2,000 property owners, injecting \$50 million of federal and state funds into the regional economy.

Housing grants awarded to communities

In 2010, the Council allocated a total of \$1.5 million in Livable Communities funding to six metro area suburbs for the construction or rehabilitation and preservation of housing affordable to households with incomes of 50% of median or less.

The grants from the Council's Local Housing Incentives Account are expected to leverage more than \$36 million in private investment and nearly \$18 million in other public investment. The combined investments will create 244 new rental units, and rehabilitate and preserve affordability for 90 additional rental units.

Housing affordability ahead of national average

The Council's 2030 *Regional Development Framework* calls for a target of 75% of the homes sold in the seven-county metro area to be affordable to a median-income family, 15 points ahead of the national average. The region met or exceeded the benchmark through most of the period 2001 to 2009.

Council awarded federal grant for transit-oriented development strategies

In 2010, the Council was awarded a \$5 million Sustainable Communities Regional Planning Grant from the U.S. Department of Housing and Urban Development. This grant will support the creation of detailed transit-oriented development strategies along the region's emerging transitway network during the 2011-2013 period. With Metropolitan Council as the lead agency, the grant will be implemented by a consortium of partners including counties, cities, Minnesota Housing, and the McKnight Foundation.

Program continues to reduce inflow and infiltration (I&I)

Inflow and infiltration (I&I) refer to the ways that clear water and stormwater make their way into sanitary sewer pipes and eventually are treated, unnecessarily, at wastewater treatment plants. Efforts continued with local governments in 2010 to mitigate I&I. Fifteen communities have ongoing work that is scheduled to be completed in 2012. Another five communities have been granted extensions that will result in post-2012 work completion.

Also under way is implementation of the I&I grant program and pursuit of funding for private-party I&I work. A grant program using state bond money was launched in October 2010 for

December proposals. The Council's *Water Resources Management Policy Plan* was amended in 2010, based on recommendations from an I&I customer task force.

Improvements under way at wastewater treatment plants

Construction continued at the Blue Lake Plant on liquid-treatment improvements (estimated completion in 2012) and new anaerobic sludge digestion facilities (estimated completion in late 2011).

At the Metropolitan Wastewater Treatment Plant, construction was initiated on the East final settling tank equipment in December 2010 and is scheduled for completion in 2012. The second phase of electrical cable construction was completed in November 2010. The noncondensing steam turbine project was implemented and is scheduled for completion in late 2011. The rehabilitation study for the Solids Management Building was implemented and is scheduled for completion in early 2011.

Regional water supply plan approved

The Metropolitan Area Water Supply Master Plan was approved by the Metropolitan Council in March 2010 and by the Commissioner of the Department of Natural Resources in July 2010. The plan provides information and resources to guide sustainable water supply development. Ongoing planning activities will keep the plan updated.

Community Development

Overview

The mission of Community Development is to:

- Understand current and future development patterns in order to inform local and regional policy development.
- 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 2010 Planning and Growth Management Department included three units in 2010:

UNIT	CORE ACTIVITY
Regional Systems Planning and Growth Strategy	Implement <i>2030 Regional Development Framework</i> strategies and policies. Coordinate policy outreach efforts, such as the Land Use Advisory Committee and the Metropolitan Parks and Open Space Commission. 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	Focusing on the demographics and development of the Twin Cities area, Metropolitan Council Research analyzes, interprets and disseminates regional intelligence to inform planning and decision-making.

The Housing and Livable Communities Department included two units in 2010:

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.

Regional Systems Planning and Growth Strategy

In 2010, the Regional Systems Planning and Growth Strategy unit focused on implementing policy and strategies set out in the *2030 Regional Development Framework*.

Collaboration with stakeholders included a continued review of the progress reports on an air pollution index tool as part of the Land Use Planning Resources report by the Land Use Advisory Committee. The final Land Use Planning Resources report was sent to the Minnesota Legislature on January 15, 2011, and copies of it are available on the Council's website and from the Council's data center.

The Regional Systems Planning and Growth Strategy unit is responsible for planning and coordinating the regional park system, with the advice 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.

In 2010, the unit provided analysis and support for the Council in the following areas:

- Community Development staff evaluated 129 Regional Solicitation applications for federal transportation funding totaling approximately \$185 million in highway, transit, pedestrian and bicycle projects. Projects were evaluated for support of and consistency with *Development Framework* policies and progress towards affordable housing goals. Final project selection by the TAB and Metropolitan Council was done in March 2010.
- The Regional Growth Strategy unit provided analysis and updated information on fiscal disparities, including tax base values and impacts of the tax-base sharing program for the public and policymakers. This analysis helped determine which communities to exclude from the Twin Cities fiscal disparities program to meet statutory requirement.
- Provided information, oral testimony and conference committee input regarding appropriations, accountability and planning for the constitutional Land and Legacy Amendment's Parks and Trails Fund. The adopted legislation appropriated \$27.78 million for the Metropolitan Regional Park System for the FY 2010-2011 biennium. Of this amount, \$11.34 million was granted for 25 capital, park planning, and park staffing projects to the 10 regional park implementing agencies under a formula in the legislation. Another grant of \$40,000 was executed for a line item appropriation to Hennepin County to plant trees along Victory Memorial Parkway. Council staff is also serving on the Minnesota Department of Natural

Resource's steering committee on the 10 Year Strategic Plan and 25 Year Vision Plan for Parks and Trails of State and Regional Significance.

- Updated the *2030 Regional Parks Policy Plan*, with input from 10 regional park implementing agencies and advice from the Metropolitan Parks and Open Space Commission. The policy plan identifies 17 new regional trail additions, incorporates The Landing in Shakopee into the regional parks system as a special recreation feature, and designated a regional park study area in northern Dakota County. The policy plan was adopted by the Council in December 2010.
- Reviewed and evaluated local comprehensive plans for conformance to the *2030 Regional Parks Policy Plan* and worked with local communities to ensure that their local planning efforts protect the integrity of the existing and planned regional parks system.
- Estimated the annual visitation to the regional parks system and individual regional park and trail facilities to produce the report *Annual Use Estimate of the Metropolitan Regional Parks System for 2009*.
- Completed a pilot project with Washington County for monitoring and mapping restrictive covenants for 73 regional parks on land acquired with Metropolitan Council park acquisition grants. What is learned from this pilot project will be applied in monitoring and mapping 248 restrictive covenants in the rest of the Regional Park System.
- Reviewed the following park and trail master plans or master plan amendments:
 - Amendment to Lilydale/Harriet Island Regional Park regarding development at Lilydale portion of the park (City of St. Paul).
 - Amendment to Trout Brook Regional Trail regarding development of St. Paul section of the trail (City of St. Paul).
 - Amendment to boundary of Spring Lake Park Reserve to acknowledge transferring land in the park for a Minnesota Department of Natural Resources Wildlife Management Area (Dakota County).
 - Updated development master plan for Hyland-Bush-Anderson Lakes Park Reserve (Three Rivers Park District and City of Bloomington).
 - Amendment to boundary of Gale Woods Farm Special Recreation Feature that added 0.87 acres to the park (Three Rivers Park District).
 - Updated development master plan for Big Marine Park Reserve (Three Rivers Park District, Washington County).
- Authorized capital grants as follows:
 - Twenty-five grants totaling \$17.5 million funded with \$10.5 million of 2010 State bonds and \$7 million of Metropolitan Council bonds for projects in the 2010-2011 Metropolitan Regional Parks Capital Improvement Program (CIP).
 - Four grants totaling \$18.3 million financed with State bond appropriations for ear-marked projects (\$11 million to St. Paul for gorilla exhibit at Como Zoo, \$4.3 million to Bloomington for renovation of the old Cedar Avenue bridge for bicycle/pedestrian use, \$1 million to City of Inver Grove Heights for park and trail development of old Rock Island Bridge, and \$2 million to Minneapolis Park Board to match Hennepin County funds for veterans monument and park improvements at Sheridan Park and Victory Memorial Parkway).

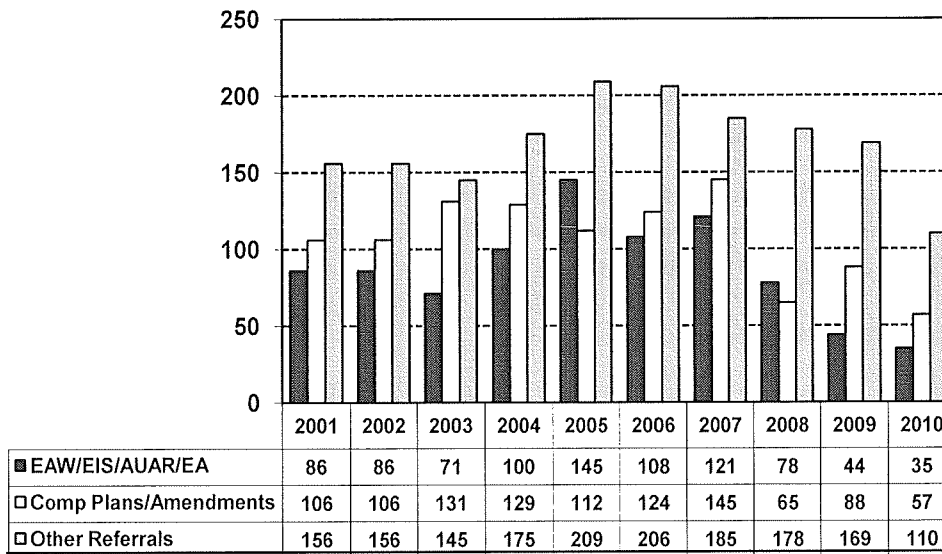
- Thirty-seven grants totaling \$13,627,000 financed by the FY 2011 Parks and Trails Legacy Fund appropriation for projects that support the Metropolitan Regional Park System. The grants were disbursed to the 10 regional park agencies in compliance with the formula in Minn. Stat. 85.53, Subd. 3.
- Reallocated \$723,918 from two grants – \$43,918 to finance additional costs associated with constructing a campground visitor center at Rice Creek Chain of Lakes Park Reserve in Anoka County, and \$680,000 to match a \$1 million Federal Transportation Enhancement Grant to design and construct a pedestrian/bicycle bridge over a four-lane road for the Luce Line Regional Trail (Three Rivers Park District).
- Reviewed one future CIP reimbursement consideration authorization of \$1,678,000 under the Council's CIP reimbursement consideration policy. The request from Dakota County was for design and construction of the Rosemount section of the Mississippi River Regional Trail that leveraged a \$1 million Federal Transportation Enhancement grant, trail acquisition and construction of a section of the North Urban Regional Trail in Dodge Nature Center that leveraged a \$709,000 Federal Transportation Enhancement Grant, and installation of signs throughout Dakota County's portion of the Metropolitan Regional Park System.
- Authorized five land acquisition grants that totaled \$3,849,881 to partially finance the acquisition of 50 acres from the Park Acquisition Opportunity Fund. The fund is financed with State appropriations and Metropolitan Council bonds and partially finances the costs to acquire land within Council-approved Regional Park or trail master plan boundaries.

Local Planning Assistance

In 2010, the Local Planning Assistance unit:

- Coordinated 202 reviews to determine their conformity with the regional systems, consistency with Council policy and compatibility with adjacent community plans, including:
 - Reviews or scheduled reviews by committees and the Council comprising 57 Comprehensive Plan Updates, representing a 145% increase in progress of the reviews compared to the same period a decade ago.
 - Reviews of comprehensive plans, plan amendments, EAWs, AUARs, and other environmental reviews (35 environmental reviews, 57 reviews of comp plan updates and amendments and critical area plans).
 - Reviews of NPDES Permits, U.S. COE #404 Permits, 110 reviews wastewater and surface water discharge permits, and other types of reviews.
- Carried out communications with 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.
- Prepared an annual Plat Monitoring Report for 43 developing communities.
- Developed a system for monitoring redevelopment in the 60+ developed cities in the region in coordination with the Metro Cities organization. The chart and accompanying table show the number and type of planning assistance reviews and referrals administered by the Council from 2001 through 2010.

Number and Type of Reviews and Referrals, 2001-2010



Research

In 2010, the Research unit:

- Released a new Data+Maps website that expands the availability of Research data on the web, more effectively meeting the needs of key audiences and streamlining staff time.
- Released eight issues of Metro Stats, Internet-based publications that incorporate enhanced graphics and focused analysis to disseminate Research data.
- Planned for the sustainable migration of the Building Permits Survey from a paper-based survey to an Internet survey to minimize reporting burden and data entry required.
- Conducted a workshop on the Council's Population Estimates Methodology for 40 local government staff and officials. Partnered with U.S. Census Bureau to provide Census 2010 coordination and information to local governments.
- Organized a half-day training workshop for 18 news media analysts and reporters on best practices for accessing, analyzing and reporting on demographic and socioeconomic data from Census's new American Community Survey.
- Planned and began the 2010 Generalized Land Use Inventory, categorizing land use across the region's 3,000 square miles.
- Initiated the design and specification of a new socioeconomic-land-use forecast model.
- Researched regional economic model solutions, resulting in a partnership with the Minnesota Department of Employment and Economic Development to collaborate on a new regional economic model to be tested in winter 2011.
- Provided 49 reviews of forecasts used in Comprehensive Plan Updates as well as 20 additional reviews; Council actions on Plan Updates resulted in interim forecast revisions for 31 communities.

- Compiled the planned land use and urban service's staging information from local Comprehensive Plans into GIS for future mapping, analysis and planning for 135 communities.
- Conducted annual surveys on building permits (98% response rate), affordable housing production (61% response rate), group quarters (90% response rate), and manufactured home parks (84% response rate).
- Provided research and analysis support to Community Development Division projects including review of analysis methods for the Council's Land Use and Transportation study and compilation of regional social measures as required for new grant proposals.

Livable Communities

In 2010, 105 metropolitan area communities participated in the Livable Communities program (Minn. Stat. 473.25) 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. The Livable Communities Fund includes grants from the following accounts:

- 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.
- 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.
- Local Housing Incentives Account (LHIA) preserves and expands housing opportunities through grants to eligible communities to meet negotiated affordable and lifecycle housing goals.
- In addition, the Land Acquisition for Affordable New Development (LAAND) loan program provides no-interest loans to LCA communities to acquire land for future affordable housing projects.

In 2010, the Livable Communities Program unit:

- Renegotiated affordable and life-cycle housing goals for the next decade (2011-2020) with communities electing to continue participation in the LCA. Ninety-four communities elected to continue participation and agreed to new goals.
- Awarded 21 Tax-Base Revitalization Account (TBRA) grants totaling \$5 million to help clean up polluted land in seven communities. The funded projects are expected to generate \$2,394,114 in increased annual net tax capacity, 1,335 full-time equivalent jobs and 1,428 affordable housing units.
- Awarded 11 Livable Communities Demonstration Account (LCDA) development grants and 15 LCDA pre-development grants totaling \$7,317,006 to help projects in 18 communities. The funded pre-development projects will help prepare projects for developments along transit

lines and at key redevelopment and development sites in communities. The funded development projects will help acquire and prepare sites for redevelopment that include a mix of housing types while incorporating commercial, civic and other uses that support daily needs and community activities. The projects will also assist with the construction of innovative storm water management solutions.

- Awarded six grants from the Local Housing Incentives Account (LHIA) totaling \$1,500,000 to help rehabilitate 90 rental units and build 244 new rental units. These grants will support affordable housing activities in six cities. The Council joined forces in these efforts with the Metropolitan Housing Implementation Group (MHIG), whose combined funding will assist nine homeownership programs and 22 multifamily rental projects, creating 340 new housing units and rehabilitating and preserving 2,092 affordable units.
- Made available up to \$1 million in LCDA funds for the Land Acquisition for Affordable New Development (LAAND) program. No applications for LAAND loans were received in 2010.
- Reviewed 23 local housing revenue bond programs proposals to support affordable, market-rate and senior housing.
- Determined the 2010 housing performance scores for cities and counties pursuant to the Council's Guidelines for Priority Funding for Housing Performance.
- Established a new category of Cleanup-Site Investigation grants for the TBRA program and re-established the category of Pre-Development grants for the LCDA program. The categories are intended to help projects become more prepared to move forward with TBRA Cleanup or LCDA Development grants.
- Responded to grantee requests to amend previously awarded grants. Processed three amendments requiring Council approval and 20 additional administrative approvals.

Metropolitan Council Housing and Redevelopment Authority

In 2010, nearly 7,000 low-income households in the metropolitan area benefited from more affordable housing by receiving rent assistance benefits through one of nine programs administered by the HRA unit. The rental assistance programs, funded through federal and state and local funds include the Section 8 Housing Choice Voucher, Section 8 Project Based Voucher, Family Self Sufficiency, Mainstream, Family Unification, Bridges, Shelter Plus Care, Housing Opportunities for People with Aids, and Rental Assistance for Anoka County programs.

In 2010, the HRA unit:

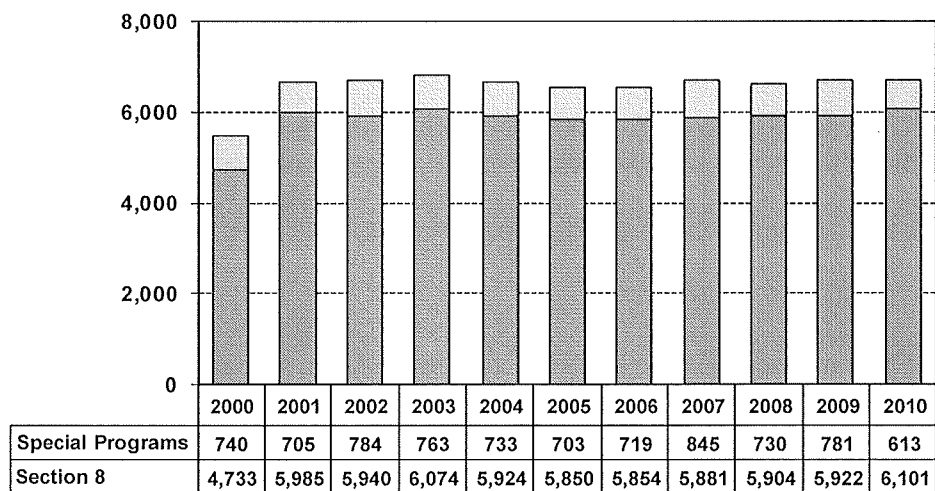
- Provided Section 8 vouchers to 6,101 very low income seniors, families and households with disabled members, enabling the households to rent private rental units at rents affordable to each household's income.
- Provided rent assistance to approximately 613 additional households through programs designed to assist households meeting specific eligibility criteria such as disability, homelessness, or working toward self sufficiency.
- Issued over \$50 million in direct rent payments to private landlords.
- Maximized use of Section 8 funds by ensuring 100% of the available funding was utilized.

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- Maintained the HUD ranking of High Performer in the Section Eight Management Assessment Program (SEMAP).
- Owned and managed 150 scattered site Section 8 Project Based Voucher units (Family Affordable Housing Program) comprising single-family houses, duplexes and town homes located in 11 suburban communities.
- Continued support to Housing Link 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 and credit and loan counseling for Section 8 participants preparing to purchase their first home. Five loan closings occurred in 2010 through the program.
- Continued participation in the Family Self Sufficiency Program (FSS) offering program participants financial rewards for moving towards self sufficiency. Eighteen participants successfully graduated from the FSS program in 2010, paying out nearly \$170,000 in escrow balances

The chart that follows shows the number of households assisted by the Metro HRA between 2000 and 2010 through the Section 8 program and other tenant-based rent assistance programs.

Number of Households Assisted by Metro HRA, 2000-2010



Transportation Division

Overview

The Metropolitan Council adopts regional 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 – based on the Council's *Transportation Policy Plan*.

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:

- Focus highway investments first on maintaining and managing the existing system, and, second, on slowing the growth of congestion.
- Make more efficient use of the regional transportation system.
- Plan and invest in multi-modal transportation choices based on the full range of costs and benefits.
- Encourage travel-demand management strategies
- 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 and maintains transportation policy for the metropolitan area, which is documented in the long-range *Transportation Policy Plan*.
- 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.
- Carries out the region's transportation planning program, the Unified Planning Work Program (UPWP).
- 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.

- 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, two county programs and two non-profit organizations.
 - Operates contracted regular-route transit services, a network of routes operated by contractors. These routes comprise approximately 9% of regular-route transit in the Twin Cities.
 - Operates Transit Link dial-a-ride, a shared-ride, curb-to-curb minibus service for the general public operating in the seven counties in areas not covered by regular-route transit. Transit Link will connect riders to the regular route system or to Metro Mobility.
 - Partners with Suburban Transit Providers (STPs). 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 also contract with nonprofit and other governmental entities. Operating funding flows from the state to the STPs through the Council. The Council coordinates regional support for fares; capital programs and other activities with opt out authorities.
 - Provides vanpools through Van-Go. Started in 2001, Van-Go provides 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.

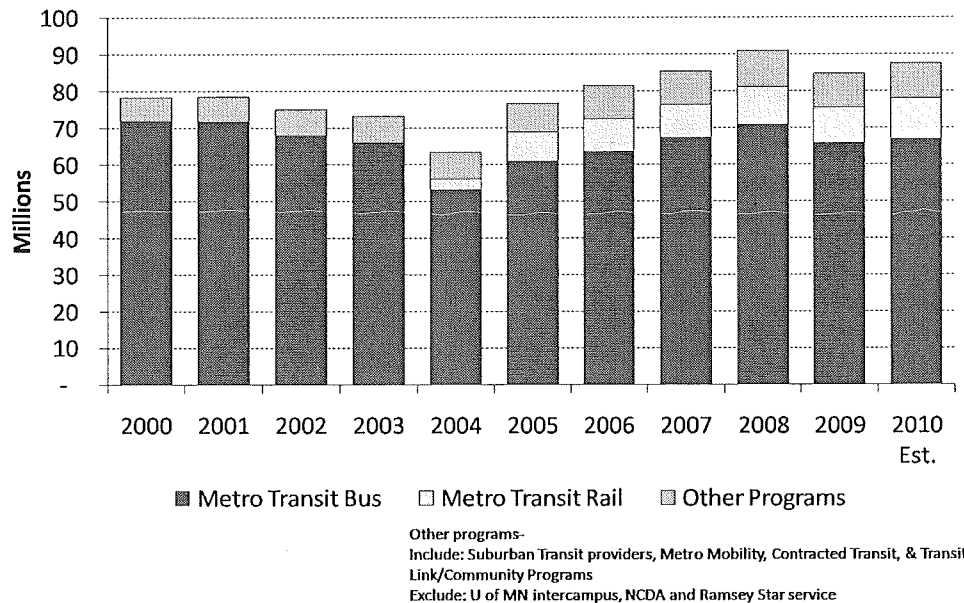
The region also has two other transit programs not affiliated with the Metropolitan Council:

- Ramsey Star: The City of Ramsey has operated an express bus route from the City of Ramsey to downtown Minneapolis since 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 other transit programs.

Regional Transit Ridership

Transit ridership in the region increased by 3.2% from 2009 to 2010. This increase follows a 6% decline between 2008 and 2009. The primary reason for the decline was rising unemployment during the national recession. As the economy began to recover in 2010, ridership is again on the increase. It is anticipated that during 2011 the continuing recovery of the economy and also rising gas prices will again increase transit ridership.

Regional Transit Ridership, 2000-2010



In addition, future ridership growth will depend on funding levels, fuel prices, the economy, employment levels, development patterns, income levels, service improvements, and highway congestion levels.

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 20 private, public, and nonprofit transit service providers through five major programs: Metro Mobility/ADA, Transit Link dial-a-ride service, contracted regular-route, Van-Go and the suburban 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.

2030 Transportation Policy Plan

Federal regulations require the Council to prepare a long-range transportation plan, which must be updated every four years.

A new *2030 Transportation Policy Plan* (TPP) was adopted in 2010. Staff worked with other organizations in developing the plan. A draft of the plan was released for public comment in

August 2010. Comments were taken through public meetings, a public hearing, phone, U.S. mail and electronic means. The document was then revised and a final plan adopted in November 2010.

Transportation Improvement Program

The Council is responsible for the selection of projects for federal funding and the preparation of a short-range Transportation Improvement Program (TIP). This is done through the 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 2010, the 2011-2014 TIP was prepared and adopted by TAB and the Council.

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*.

- During 2010 Council staff coordinated with Mn/DOT Metro District on a number of major highway planning studies including the Congestion Management Safety Plan (CMSP), the Metropolitan Highway System Investment Study (MHSIS) and the MnPASS Phase II study. The results of these studies were incorporated into the update of the Highway and Regional Mobility chapters of the new 2030 TPP.
- 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. During 2010 the RALF program was temporarily suspended to allow time for a comprehensive review of the program criteria and process. Program changes may be recommended to the Council in 2011.
- The Council participated in several ongoing interagency corridor studies, including: I-35E/Cayuga Bridge, TH 10, I-94, I-35W North/I-494, TH 212, TH 41, TH 55, TH 77, and TH 61 Hastings Bridge.

Transit Planning Activities

- The Council performs long-range transit planning activities to implement the policy direction established in its *Regional Development Framework* and the *2030 Transportation Policy Plan*.
- Council staff began the process of creating and adopting Regional Transitway Guidelines for the development of corridors where intensive transit investment is planned. An advisory committee is charged with reviewing and providing comments to the Council on the draft guidelines. The group consists of policymakers representing the Transportation Advisory Board, the Counties Transit Improvement Board (CTIB), the Minnesota Department of Transportation, and Metro Transit and other transit providers. For the first time, guidelines will establish best practices in the region for transitway technical elements, including vehicles, fare collection systems, stations, public facilities, and technology among others.

- The Council participated with Mn/DOT, Metro Transit and the county regional rail authorities during 2010 to conduct feasibility, alternatives analysis, environmental and engineering studies for several transitway corridors, including Cedar Avenue, Southwest, Bottineau, Red Rock, Gateway (I-94 East) and Rush Line.
- Transportation staff began work on the Arterial Transitway Study, formerly called the Arterial BRT Study. This study will evaluate potential transit improvements, including technology, station and passenger amenities and fare collection improvements to improve transit service in 11 major arterial transit corridors. In 2010 an RFP was released and a consultant selected to conduct the study. The study will be completed in mid-2011.

Air Quality Planning

The Council conducts 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. In 2010, conformity analysis for the updated *2030 Transportation Policy Plan* and the 2011-2014 Transportation Improvement Program was completed to ensure the construction of included projects would not violate air quality standards.

Project Selection for Federal Funding

In its role as the federally designated Metropolitan Planning Organization for the region, the Council approves the selection of projects recommended by its 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.

In 2009, the Council's TAB conducted the regional solicitation for federal funding expected to be available in 2012-2014. Application packets were sent out in early 2009 and projects evaluated in the spring and summer of 2009 by the Transportation Advisory Board and its Technical Advisory Committee.

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 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*.

In 2010:

- Forecasts and analyses were prepared in support of the *Transportation Policy Plan* adopted by the Council in November of 2010.
- 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.

- Planning for the 2010 Travel Behavior Inventory (TBI) continued, including design of a new proposed system of Travel Analysis Zones (TAZs) and more detailed model highway network and updated transit network for use in both the 2010 TBI, as well as the 2010 Census. A consultant to conduct the survey and the related travel model updates was hired in the first quarter. In 2010, a Transit On-Board Survey was conducted as part of the Travel Behavior Inventory and a Home Interview Travel Diary Survey was initiated to be completed in 2011.
- Cooperating with MPCA, an updated Carbon Monoxide Maintenance Plan was developed and submitted by MPCA to EPA for review and adoption.

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-2010 highlights include the following:

- Reviewed and approved 2025 Long-Term Comprehensive Plans for Anoka County-Blaine, Flying Cloud and St Paul Downtown airports
- Reviewed and approved 2030 Long-Term Comprehensive Plans for MSP International Airport
- Incorporated an updated 2030 Aviation System Plan chapter into the *2030 Transportation Policy Plan* adopted in November 2010
- Continued review of aviation components of local Comprehensive Plan Updates.
- Continued coordination with the MAC on aviation issues, including development of Joint Airport/Community Zoning Boards at St. Paul Downtown and Flying Cloud Airports.

Transit Programs

The Contracted Transit Services unit provides transit service through service contracts for Metro Mobility, Transit Link dial-a-ride, regular-route transit and Van-Go. Contracted Transit Services also facilitates the coordination of regionwide and cross jurisdictional projects such as Cedar Avenue BRT, Urban Partnership Agreement, fare collection systems and automated vehicle location technology.

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 deliver service. They also select their own routes and levels of services. A significant share of the service provided by suburban providers meets the needs of commuters traveling to and from downtown St. Paul and Minneapolis. In 2010 ridership for the suburban transit authority systems was 4,732,678

Contracted Regular Routes

The Metropolitan Council contracts for approximately 9% 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.
- Allows for innovation (new types of routes, experimental service, etc.) without commitment of permanent resources.
- Can provide small-bus, lower-cost alternatives to mainline service.

Notable accomplishments of this system in 2010 included:

- Completed implementation of an Automated Vehicle Location (AVL) system for regional fixed routes.
- Issued the following contracted service RFPs and implemented new contracts:
 - Transit Link - Hennepin County
 - Transit Link – Washington/Ramsey County
 - Transit Link – Dakota County
 - Rush Line Demonstration
 - East/West and Hopkins
- Implemented Transit Link dial-a-ride service throughout the seven-county area.
- Streamlined service and contract management efforts by rolling out the Council's Trapeze scheduling and dispatch software to Transit Link dial-a-ride contractors. This involved adding computer infrastructure and phone equipment to four remote locations.
- Installed security camera system on regular route and Metro Mobility buses.

Dial-a-Ride Service

Dial-a-Ride services are, for the most part, demand-responsive operations that include small buses. In 2010 the Council transitioned from funding 14 community-based programs to fully supporting five Transit Link contracts covering areas of the seven counties where regular-route service is not available. The primary objective of the restructuring was to establish a coordinated and seamless dial-a-ride program for the general public that offers a transit solution where fixed-route service is not provided.

Van-Go

The Metropolitan Council provides vanpools in areas and at times that are not served by traditional transit. In 2010, this program consisted of 57 vans, providing approximately 183,000 commute trips.

Metro Mobility Program Evaluation

This section responds to Minn. Stats. 473.13, which requires the Council's program evaluation report include "an assessment of progress towards meeting transit goals for people with disabilities must be included, with required elements including, but not limited to: (1) a description of proposed program enhancements; (2) an assessment of progress; (3) identification of the estimated total number of potential and actual riders who are disabled; (4) an assessment of the level and type of service required to meet unmet ridership needs; and (5) an analysis of costs and revenue options, including a calculation of the amounts of surplus or insufficient funds available for achieving paratransit needs."

Metro Mobility/County ADA Service

The Americans with Disabilities Act (ADA) requires that transit services be provided to persons who, at least under certain circumstances, are not able to use the fixed-route system. Federal law requires this paratransit service be delivered at levels comparable to the fixed-route system. In the Twin Cities metropolitan area, this is a service of the Metropolitan Council, managed by the Metro Mobility Service Center and delivered by several different providers.

The 2010 Metro Mobility/County ADA ridership was 1,533,646, a 5.8% increase over the 2009 ridership of 1,449,538. Ongoing efforts to contain the ADA budget have been successful in ensuring that service is readily available as required by both state and federal law, while maintaining service quality and doing it efficiently and cost-effectively.

Program Enhancements

In order to maintain high-quality service efficiently and effectively, Metro Mobility, an operating unit of the Metropolitan Council, has implemented the Peak Demand Overflow (PDO) program in 2009 and 2010.

This program is designed to help Metro Mobility manage denials in the federally mandated ADA transit area (3/4 mile on either side of a local fixed route). According to the Federal Transit Administration (FTA), ADA paratransit programs must keep denials to a statistical zero within the ADA mandated transit service area. In the event that a Metro Mobility service provider is unable to schedule a ride reservation for a Special Transportation Services passenger trip (that is, outside of the ADA mandated area), Metro Mobility will offer the customer a PDO ride option whereby he or she can receive a taxi ride for the same fare as a Metro Mobility ride. The ride arrangements with the taxi company are arranged by Metro Mobility reservationists. Metro Mobility has budgeted \$50,000 annually to pay for this program.

Assessment of Progress

Certification of Customers

In 2002, the Council implemented a new certification process that expanded the self-certification process to include a professional verification component. This change was driven by new FTA guidance that prohibited trip denials and advised of the need to strictly limit ADA certifications according to the criteria established by the FTA.

Between 2002 and 2005, Metro Mobility recertified all existing 20,000 customers using this new process and simultaneously joined forces with the Department of Public Safety to match Metro Mobility recertification dates with the expiration of state identification cards. This provided Metro Mobility customers the option of using their state identification card as evidence of ADA certification status.

In 2003 the Council implemented an in-person assessment program to more closely evaluate a relatively small number of applicants whose eligibility status could not be determined based on the paper application process alone. The intent of this program is to insure that the Council is in compliance with the federal ADA eligibility requirements for ADA paratransit service.

Premium Same-Day Service

In 2004 Metro Mobility began offering Premium Same Day (PSD) service to customers who want a same-day ride but were not able or chose not to place a ride with Metro Mobility on a same-day basis. (ADA regulations do not require same-day service availability.)

The customer is allowed to utilize a taxi company, and the Council reimburses the taxi company up to \$13 per one-way trip. The passenger must pay the first \$7.00 in costs and additionally, the cab fare above \$20.

The PSD program allows Metro Mobility customers greater flexibility with unanticipated travel needs. In 2010, 7,341 PSD rides were taken at a cost of \$65,907. This represents less than half of one percent (0.5 %) of all Metro Mobility trips. The Council PSD per passenger subsidy is \$8.98.

Estimated Total Number of Potential and Actual Riders Who Are Disabled

Under the rules guiding ADA paratransit service, Metro Mobility's customer base is a subset of all persons having a disability within the transit taxing district. Some individuals may have such a severe disability that the Metro Mobility service may not be able to meet their transportation needs. At the other extreme, some persons with disabilities do not qualify under the criteria established by the ADA for public paratransit purposes.

With the aging of the baby-boomer population, Metro Mobility recognizes that there will be an increase in the number of people who qualify to ride Metro Mobility as personal mobility becomes impaired with age. After the 2010 Census is completed, Metro Mobility will conduct a thorough analysis of the data to determine developing trends and the potential impact on Metro Mobility. Part of this analysis will include comparisons to the 2000 census data and the ratio of eligible customers versus the disability population as a whole.

Summary ridership estimates were published in the November 2005 Metropolitan Council Report: *An Update to Options, Alternatives and Strategies for Future Metro Mobility/ADA*

Paratransit Service. In this report, the estimate for persons with disabilities for 2010 was estimated to be between 426,639 and 453,796. As of December 31, 2010, there are 26,500 eligible individuals for Metro Mobility.

These estimates are the result of calculations made by the Council using the methodology from the Americans with Disabilities Act (ADA)/Special Transportation Services (STS) Needs Assessment in 1999.

- The low-end projection assumed that the disabled population would remain at a constant percentage of the total population over time.
- The high-end projection assumed an increased proportion of people requiring services because of a larger numbers of elderly within the baby-boom generation and increased life expectancy.

The low-end projection uses 14.2% of the disability population for the seven-county metropolitan area.

Low-End Forecast of the Population of People with Disabilities

Year	Population Size	Percent Increase
2000	375,076	
2010	426,639	+ 14%
2020	473,330	+ 26%
2030	512,157	+ 36%

Source: Metropolitan Council, *2030 Transportation Policy Plan*

High-End Forecast of the Population of People with Disabilities

Year	Population Size	Percent Variance
2000	375,076	
2010	453,796	+ 21%
2020	583,478	+ 55%
2030	721,532	+ 92%

Source: Metropolitan Council, *2030 Transportation Policy Plan*

Level and Type of Service Required to Meet Unmet Ridership Needs

Currently, Metro Mobility is able to meet the trip needs of its customer base as demonstrated by a trip denial rate that is currently a statistical 0% for 2010 while maintaining high operational performance standards (ride times less than 90 minutes and passenger pick-ups within 30 minutes of the scheduled pick-up time).

In order to meet anticipated ridership growth, Metro Mobility has budgeted a 5% increase in revenue hours for 2010 and will budget up to a 3% increase annually in 2011, 2012, 2013 and 2014 in order to meet the growing projected demand.

Shown in the table on page 25 is a historical analysis comparing actual Metro Mobility ridership by year with estimated Metro Mobility ridership that was estimated in 2004.

Metro Mobility Ridership Analysis and Projections

Year	Metro Mobility Actual Ridership	Actual Ridership Percent Change	2004 Analysis Projected LOW Ridership Growth	Percent Difference LOW vs. Actual	2004 Analysis Projected HIGH Ridership Growth	Percent Difference HIGH vs. Actual
2004	1,336,167	--	1,326,246	-0.75%	1,326,246	-0.75%
2005	1,275,267	- 4.78%	1,352,771	5.73%	1,352,771	5.73%
2006	1,293,894	1.44%	1,384,585	6.55%	1,393,273	7.13%
2007	1,366,002	5.28%	1,414,253	3.41%	1,440,800	5.19%
2008	1,435,951	4.87%	1,444,557	0.60%	1,489,948	3.62%
2009	1,449,548	0.94%	1,475,510	1.79%	1,540,773	6.29%
2010	1,533,646	5.8%	1,507,127	-1.73%	1,593,331	3.89%
2011			1,531,053		1,640,670	
2012			1,547,036		1,682,432	
2013			1,563,186		1,725,258	
2014			1,579,505		1,769,173	
2015			1,595,994		1,814,207	

A factor that could push ridership higher in the future is an expected increase in the population in the ADA service area that will become eligible for ADA transportation services as that population grows and ages. While ADA paratransit eligibility is not based on age, there is a high correlation between age and functional disability. Without considering the effects of growth in fixed-route transit, the impending impact on ridership for 2010, 2020 and 2030 are shown in the high-end forecast table on page 24.

Ridership was estimated based on several factors, including (1) the percentage of active users (percent of individuals who used the service at least once in the last 13 months), (2) demand per capita, and (3) the percentage of trips denied.

To meet the low-end future ADA-related demand using 2000 as the base year, the region will need to expand service to accommodate about a 14% increase in ridership by 2010; about 26% by 2020; and about a 46% increase in ridership by 2030.

Costs, Revenue Options and Sufficiency of Paratransit Funds

Based on the increased number of projected revenue hours and increased costs due to inflation, Metro Mobility transit service will need to expand revenues or find ways to decrease costs to fund transit operations beginning in 2010 that will ensure no ADA denials, while meeting ADA required operational performance standards.

Currently Metro Mobility's budgeted 2010 revenue comes from a variety of sources, but the majority of revenue consists of legislative appropriations from the state General Fund.

Listed below are Metro Mobility's revenue sources.

Metro Mobility Budgeted Sources of Revenue, 2010

State General Fund Appropriation	74.2%
Passenger Fares	13.7%
Federal Grant (NTD)	11.1%
Motor Vehicle Sales Tax	0.0%
Other Revenues	0.3%
Investment earnings	0.6%
TOTAL	100.0%

The table below outlines anticipated costs to operate the service over the next five years. To address ridership growth, additional revenue will be necessary to maintain the high level of service that is currently provided. However, the implementation of different service delivery strategies and new technology could increase service productivity, thus reducing or slowing the rate of operational cost increases.

Metro Mobility Cost Estimates, 2009-2014

	Baseline Year 2009	5% Increase* 2010	3% Increase* Proposed 2011	3% Increase* Proposed 2012	3% Increase* Proposed 2013	3% Increase* Proposed 2014
Hours of Service	700,000	735,000	757,000	780,000	803,000	827,500
Hourly Rate **	\$51.44	\$52.73	\$54.04	\$55.39	\$56.78	\$58.20
Est. Total Cost	\$36.0M	\$ 38.2M	\$ 40.9M	\$43.2M	\$45.6M	\$48.2

* The percent of proposed revenue hours to be increased each year based on historical trends and future estimates of ridership growth.

**The estimated per revenue hourly rate increase for each year (2.5%) starting in 2010.

Cost-reduction strategies, such as customer transfers from paratransit to fixed-route transit, could help lower costs to a modest degree.

One other initiative included the deployment of more fuel-efficient vehicles to reduce fuel and maintenance costs. Metro Mobility replaced 43 high-mileage, small diesel buses with 18 cars and 25 small hybrid gas/electric buses utilizing federal stimulus funds.

On the revenue side, it is difficult to find new sources of revenue. Metro Mobility relies on public sources and passenger fares to support the system. Funding increases will need to come from these two sources, which account for 99% of all revenues.

Metro Transit – A Service of the Metropolitan Council

Based on ridership, Metro Transit, an operating division of the Metropolitan Council, is the largest transit agency in Minnesota and provides about 90% of regular-route service in Minneapolis/St. Paul area. It is the 12th largest transit system in the nation.

Its 2,655 employees transport a quarter-million customers each day with service on 129 routes, including the Hiawatha light-rail line and the Northstar commuter rail line.

Metro Transit's fleet of 961 vehicles includes 882 buses, 27 light-rail rail cars, 18 commuter rail cars and six locomotives.

The Council's *2030 Transportation Policy Plan* – updated and adopted in November 2010 – renews a commitment to double transit ridership from a 2003 base of 73 million rides to 145-150 million rides in 2030. Metro Transit expects to achieve this goal by tailoring cost-effective service to diverse markets with an integrated system of core routes focusing on transit centers, providing an array of express bus services using park-and-ride facilities and accessing transit advantages on freeways and highways. Significant ridership growth is expected through the thoughtful planning and implementation of an expanded network of transitways. Metro Transit has aligned its business plans to coincide with the growth objectives of the *Transportation Policy Plan*.

Mission

To implement the *Transportation Policy Plan*, Metro Transit is committed to the following mission: *We at Metro Transit deliver environmentally sustainable transportation choices that link people, jobs and community conveniently, consistently and safely.*

In pursuit of its mission Metro Transit adheres to these guiding principles:

- Service Excellence: *We go beyond the expectations of our customers to deliver convenient, comfortable and reliable service; we don't accept today's best as tomorrow's limitations.*
- Environmental Responsibility: *We promote public transportation as an environmentally friendly service and conduct our business in an environmentally responsible manner.*
- Innovation: *We regularly question the status quo; we encourage creativity and innovation in all things.*
- Safety: *We provide a safe and secure environment for our customers, community and employees through consistent training, enforcement and allocation of resources.*
- Teamwork: *As employees we seek shared success, treat one another with respect and consider each other as customers.*
- Financial Responsibility: *We continuously improve the cost-efficiency of our services; we approach our financial relationships with integrity and transparency.*
- Community Orientation: *We are an important part of the Twin Cities region. We engage the community in our decision-making provide well crafted communication and offer opportunities for public involvement.*

Ridership

Metro Transit closed 2010 with 78 million rides, which represents a 2.3%, or 1.7 million ride, increase over 2009. The year 2010 is the fourth consecutive year with annual ridership exceeding 76 million. The last time ridership exceeded 76 million rides was in 1982.

Ridership was boosted by a gradually improving regional economy and modest gains in employment. Some two-thirds of bus rides and 75% of light-rail rides are taken by those traveling to and from work. More jobs result in more transit trips.

These are ridership bright spots in 2010:

- The College Pass program – a discounted semester-pass for higher education students at schools other than the University of Minnesota – recorded an 18.7% ridership increase to 1.5 million rides.
- Thanks largely to successful demonstration programs with Minneapolis Public Schools, youth ridership increased 10% to 732,000.
- Reflective of a recovering economy, ridership on express buses, which typically serve work commuters, was up 2.5% to 9.2 million.

Rail Service

The Hiawatha Line

Customers rode the Hiawatha light-rail line 10.5 million times in 2010, up 6%, or 593,000 rides over 2009, and the highest annual ridership in the line's six-year history. Trains ran on schedule 94.7% of the time last year, up 0.5 percentage point over 2009. Punctuality in both years was impacted by significant construction that included lengthening some station platforms to accommodate the use of three-car trains.

The LRT system includes a fleet of 27 light-rail vehicles. These vehicles are powered by an overhead catenary system served by 14 electrical substations. The light-rail line features three park-and-ride facilities, 38 at-grade intersections, LRV signal preemption, traffic-signal priority and LRV signaling.

Hiawatha trains serve 19 stations along a 12-mile route between downtown Minneapolis and Mall of America in Bloomington with stops at the two terminals at Minneapolis/St. Paul International Airport.

In 2010, Metro Transit began using three-car trains both in special-event service and in regular rush-hour operations. This followed a two-year construction program to extend by 100 feet 10 light-rail station platforms to accommodate longer trains. The project also included improvements to Hiawatha's signal, safety and communications systems that allow more efficient operation of reverse-running trains through installation of train detection equipment that activates grade-crossing arms when a train is operating opposite its normal direction on a track.

The Hiawatha Line played a major role in the successful Minnesota Twins' inaugural season at Target Field. Hiawatha's Target Field Station – just steps from the new ballpark's left field foul pole – proved to be a popular access point for Twins fans. During the 83 home games, nearly 430,000 fans arrived at the new stadium on Hiawatha trains, 13% of Twins attendance.

In September 2009, Hiawatha light-rail cars began their first required major overhauls as they reached 400,000 miles of service. Mechanics remove, inspect, service or replace key components related to electronics, braking, HVAC, propulsion and other systems. Thirteen of the 27 vehicles had been overhauled by the end of 2010.

In August 2010, the Metropolitan Council approved the purchase of 10 additional light-rail vehicles for the Hiawatha Line to meet growing demand. The cars are part of a 41-unit base order with Siemens Transportation Systems. The remaining 31 low-floor cars will be used by the Central Corridor light-rail project. (See page 30.)

Construction began in October on a Rail Support Center near 26th Avenue South and Hiawatha. The \$5 million project will house right-of-way maintenance departments, including traction power, track maintenance and signals/communications. The facility will open in late 2011.

Northstar Commuter Rail Line

The Northstar commuter rail line, which inaugurated service on Nov. 16, 2009, had a successful first year from an operational perspective with on-time performance at 96%, very few missed trips and no customer accidents or injuries. Unfortunately, first-year ridership at 710,400 was nearly 21% lower than projections. Northstar's rush-hour only service is intended for commuters, and weekday ridership, and thus was hampered by the weak economy and a 7% unemployment rate with fewer people headed to jobs in downtown Minneapolis. Weekday ridership showed some positive signs in December 2010, rising 2.5% ahead of comparable ridership in December 2009.

Northstar's limited schedule of services to Minnesota Twins' games at the new Target Field, however, was extraordinarily well received by baseball fans. Using of combination of regular-service and special-event trains, Northstar served more than 60 games and carried 80,600 fans, or 2.4% of game attendance.

The best news for Northstar: It finished 2010 within its \$16.8 million first-year operating budget despite lower-than-anticipated ridership.

Using existing freight tracks of BNSF Railways, the Northstar Line offers five morning trips from Big Lake, Minn., to downtown Minneapolis and five return trips in the afternoon along a 40-mile corridor adjacent to congested Highways 10 and 47. One reverse commute roundtrip is available on weekdays, and three weekend roundtrips are offered on Saturdays and Sundays.

Each of five suburban stations – Big Lake, Elk River, Anoka, Coon Rapids/Riverdale and Fridley -- has adjacent park-and-ride facilities, and platforms are equipped with cameras, emergency telephones, enclosed shelters, heating and other amenities. There are more than 2,700 free park-and-ride spaces at these lots. Connecting bus service is available at four suburban stations, including Northstar Link coach buses, which provide service to commuters between St. Cloud and the Northstar train station at Big Lake.

Fares for Northstar commuter rail service range from \$3.25 to \$7 each way, depending on the distance traveled. Fares are lower on weekends. Fares include free transfers to the Hiawatha light-rail line and regional buses.

The Metropolitan Council canceled a planned Northstar fare increase scheduled for Big Lake and Elk River stations in November 2010, at which time fares would have increased at those stations

by \$1 and 50 cents, respectively. The Council did increase the distance-based special-event fare – called the Northstar Roundtrip Family Pass – by \$3 effective Jan. 1, 2011.

The \$317 million Northstar rail project was delivered ahead of schedule and under budget through collaborative efforts of the Metropolitan Council/Metro Transit, Northstar Corridor Development Authority and Minnesota Department of Transportation. The Counties Transit Improvement Board and Sherburne County assist with operating funds.

Central Corridor Light-Rail Line

The \$957 million Central Corridor project is an 11-mile light-rail line that will run along University and Washington avenues between downtown St. Paul and downtown Minneapolis via the East and West Bank campuses of the University of Minnesota. It will serve a projected weekday ridership of more than 41,000 by 2030.

The project includes 18 new stations, five additional stations shared with the Hiawatha light-rail line in downtown Minneapolis and a transit mall on Washington Avenue within the University of Minnesota campus.

Project highlights in 2010 included:

- The announcement in January that three more stations will be added thanks to a relaxation of federal rules and a commitment of additional funds. Funding of the three stations – on University Avenue at Western, Victoria and Hamline Avenues – was announced by U.S. Transportation Secretary Ray LaHood and local officials. LaHood said the federal government would provide half of the \$15.6 million needed to pay for the additional stations. Matching local funds will come from the City of St. Paul, the Counties Transit Improvement Board, Ramsey County and the Central Corridor Funders Collaborative, a coalition of local foundations.
- Permission in May from the federal government for the project to enter final design, the last step before award of a federal Full Funding Grant Agreement. Upon entering final design, the project submitted documentation to the Federal Transit Administration for award of a Full Funding Grant Agreement, which represents the federal government's commitment to reimburse local partners for half the cost of building the project. The FFGA is expected by April 2011.
- The June award by the Metro Council of a \$205 million contract to Walsh Construction for the construction of seven miles of track and stations located within the City of St. Paul.
- The August award by the Metro Council of a \$113.8 million contract to Ames-McCrossan for construction of three miles of track and stations within the City of Minneapolis.
- The August award by the Metro Council of a \$120.2 million contract to Siemens Transportation Systems to build 31 low-floor light-rail vehicles for the Central Corridor and – separately funded – an additional 10 cars for the Hiawatha light-rail line.
- A September agreement between representatives of the Metro Council and the University of Minnesota on a plan to protect university research facilities from vibration and electromagnetic interference (EMI) caused by the Central Corridor project. The agreement came after a lengthy series of mediation sessions conducted by retired U.S. Magistrate Judge Jonathan Lebedoff. The agreement calls for the installation of floating slabs under

approximately 1,450 feet of both tracks at various locations along Washington Avenue; dual-split power supply beneath about 3,150 feet of tracks along Washington Avenue to cancel out train-caused EMI that might adversely affect University labs, and a framework for LRT construction activities, including limits for noise, dust and vibration during construction.

- The September award by the Metro Council of an \$87.9 million contract to Aldridge/Collisys to build traction-power substations and overhead contact system, as well as construction of the communications system, train-to-wayside communications, radio, public address system and train control system with control centers, wayside signals and remotely controlled power-operated switches plus two separately funded power substations for the existing Hiawatha light-rail line.
- The December award by the Metro Council of a \$43.1 million contract to PCL Construction Services of Burnsville, Minn., to convert a vacant former factory in St. Paul into the operations and maintenance facility for the Central Corridor project.

Southwest Corridor Light-Rail Project

The Southwest Corridor Project proposes a 15-mile light-rail line linking Eden Prairie with downtown Minneapolis.

In May, the Metro Council adopted light rail as the “locally preferred alternative” as proposed by Hennepin County Regional Railroad Authority and amended its *2030 Transportation Policy Plan* to reflect this action. The Council also favors a routing along the Kenilworth-Opus-Golden Triangle alignment.

Then in August, the Council asked the federal government to give the project authority to enter into the preliminary engineering phase. A ruling on that application, which would make the project eligible for federal funds, is expected in early to mid 2011.

Under current plans, Southwest trains would serve 15 stations and – by 2030 – carry an average of nearly 30,000 riders each weekday.

The estimated total project cost is \$1.25 billion in 2015 dollars.

Once Southwest trains reach downtown Minneapolis adjacent to Target Field, they are expected to continue on Central Corridor light-rail tracks to downtown St. Paul, forming a single light-rail service along a 26-mile route.

Bus Service

Metro Transit bus ridership grew by 0.8% in 2010, or 510,200 rides, to 66.9 million. On-time performance for Metro Transit buses was 87.7% in 2010, a 1.7 percentage point decline over 2009, thanks largely to crippling winter snowstorms that not only slowed service during the storms but also impacted punctuality due to post-storm plowing activities and narrowed roadways. Heavy snow and blizzard-like conditions forced Metro Transit to suspend bus service on Saturday, Dec. 11, for the first time in 19 years. In the span of one hour between noon and 1 p.m., the number of buses stuck in snow increased from 35 to 75. Better than 1 of every 3 buses was unable to move. On-time performance dropped to single digits. The situation quickly moved from a transportation challenge to a matter of public safety. Service was restored at 10 a.m. the following day.

The agency recorded a 9.5% improvement in the on-street reliability of its bus service, increasing the miles between road calls from 5,486 in 2006 to 5,988 last year. Over the past three calendar years, bus reliability is up 32%.

Marquette/Second Avenue Corridor

In March 2010, Metro Transit shifted 13 express bus routes from Nicollet Mall to the four-month-old Marquette/Second express bus corridor in downtown Minneapolis. The “Marq2” corridor features double-width bus lanes on both streets.

The transfer of the 13 routes from Nicollet Mall reduced the number of rush-hour buses on the Mall by 35% and took further advantage of the new express bus corridor on the newly rebuilt streets.

The reconstruction was part of the city’s Access Minneapolis Transportation Action Plan. Its implementation was accelerated by several years, thanks to funding from an Urban Partnership Agreement with the federal government.

In addition to buses being able to pass one another on the double lanes, routes stop every other block rather than every block, reducing travel time through downtown by up to 10 minutes.

Previously – with a single bus lane on each street – the fastest transit speed was set by the slowest bus. Buses formed a “conga line” behind the slowest moving bus. With the double-width bus-only lanes, buses move customers much more quickly through downtown.

The \$40 million reconstruction project also features 28 new customer-waiting shelters with on-demand heat. Some 50 LED and LCD real-time information signs, which count down the departure times of bus routes, are deployed on the two streets.

By enhancing the transit capacity of these two streets with double-wide bus lanes, Metro Transit and six other transit providers are providing service that is as much as 60% faster through downtown for commuters headed to all parts of the region. In fact, the transit capacity of these streets tripled, rivaling the carrying capacity of the Hiawatha light-rail line.

Marquette and Second avenues host more than 1,700 bus trips each weekday headed to and from more than 75 park-and-ride facilities in the region. Transit providers operating on the two streets are Metro Transit, Minnesota Valley Transit, Southwest Metro Transit, Maple Grove Transit, Plymouth Metro link, BlueXpress and Metropolitan Council contracted regional routes.

In addition to reducing the number of buses on Nicollet Mall, Metro Transit was able to implement – ahead of schedule – other elements of the Downtown Minneapolis Transportation Action Plan. The agency began a free service on selected routes serving Nicollet Mall, offering complimentary rides – on average every 10 minutes – linking the convention center with downtown hotels, shopping, restaurants and light rail.

In addition, Metro Transit now schedules only low-emission, quiet hybrid electric buses on Nicollet Mall, presenting a more inviting environment for pedestrians, shoppers and diners while preserving it as an important transit corridor.

Customer Information Technology

Metro Transit made several important advances in customer information in 2010 in an effort to make the regional transit system easier to understand and easier to use with confidence.

The agency redesigned and relaunched its website – metrotransit.org – in March. The redesign includes improved architecture relying on input from focus groups of customers and potential customers who helped determine how information should be organized for the most intuitive navigation. The new website includes bolder graphics and simplified page designs. A “tools” section ensures that popular features, such as trip planner, NexTrip real time information and route schedules, are available on every transit page. An interactive transit system map and a simple, but robust, shopping application for the purchase of transit fares are also among the highlights.

The new website also includes a mobile version for use by customers with smartphones and other handheld devices.

Among the new web features added in 2010, customers have the ability to add value and check balances on their Go-To smartcards. This capability also is available via an automated telephone service. Rechargeable Go-To smartcards account for about 40% of all bus and rail fare transactions.

The new website has been popular. In December 2010 nearly 198,000 unique visitors accessed the site, viewing pages 11 million times. That’s an 11% increase in unique visitors and a 36% jump in the number of pages viewed over November 2010. Users of mobile devices, like iPhones and BlackBerries, viewed more than 3.6 million pages – nearly one-third of all pages visited at metrotransit.org. The mobile segment saw the largest gains with an increase of nearly 1.5 million views over November.

Metro Transit also began using social media in 2010 to engage its customers in new ways. The agency now uses Twitter to communicate short messages about service changes, operational performance and promotions. In addition, Metro Transit opened a YouTube channel to draw attention to its collection of videos on how to effectively use bus and rail services, fare payment tools and customer information technologies.

“Go Greener” Initiative

In 2010, Metro Transit added 30 more hybrid electric buses to its fleet in, increasing to 97 the number of these clean, fuel efficient vehicles.

The hybrid electric buses, the replacement of older buses with clean diesel models and the use of biofuels are key elements in the agency’s Go Greener initiative. The hybrid buses deliver 24% better fuel mileage and produce 90% fewer emissions than the buses they replace.

The hybrid models, coupled with Metro Transit’s commitment to soy-based biodiesel, reduce the agency’s dependence on fossil fuel and improve air quality.

Metro Transit was the first in Minnesota to use ultra low-sulfur diesel fuel. In fact, it created the market here for the fuel well in advance of a federal rule that now mandates its use.

In 2005 Minnesota required that all diesel sold in the state be mixed with a 2% bio blend. Since Metro Transit already had been testing B5 – a 5% mixture – in a sub fleet of buses, the agency converted to B5 fleet wide just 10 months after the state's B2 mandate.

In August 2007 Metro Transit tested B10 fleet wide and in March 2008 it doubled the content to B20 for summer use. Today all Metro Transit buses use at least a B5 mixture.

The Go Greener initiative also highlights the Hiawatha light-rail line as the cleanest mode of public transport. The train is powered by electricity so it generates no emissions itself. And, given the mix of energy sources Metro Transit buys from Xcel Energy, about 20% of light-rail operations use electricity from renewable sources.

To further demonstrate its commitment to the environment, Metro Transit, as part of the Metro Council, is among the 54 founding partners of the Climate Registry. The Climate Registry is collaboration among states, provinces and businesses to develop and manage a common system for reporting greenhouse gas emissions that is accurate, consistent, transparent and verifiable across industries and across borders. As part of that process, Metro Transit measured its 2008 carbon footprint at 139,000 metric tons, with buses contributing the major portion – 84,000 metric tons – followed by garages and support facilities, at 36,100 tons. These figures form a baseline from which the agency's effort to reduce its carbon footprint can be measured.

In 2010, Metro Transit reported to the Climate Registry that it reduced its annual emission of carbon dioxide equivalents in 2009 by 4.6%, to 133,000 metric tons, despite logging 838,000 more bus miles.

There was good news on the facilities front as well, with all five bus garages reducing CO₂ emissions due to electrical consumption by 1,277 tons. Three of the garages also combined to achieve a 17% reduction in the use of natural gas.

Separate from the Climate Registry reports, Metro Transit compared natural gas use at Heywood and Ruter garages for the fourth quarter of 2010 versus the same period in 2009. This timeframe assesses the effectiveness of newly installed direct digital control equipment at the two garages to better manage heating and air conditioning. Heywood used 82% less natural gas and Ruter reduced its consumption 76%, even though the weather – measured as "heating degree days" – was within 1.2% quarter to quarter.

As a result of this success, the Metropolitan Council agreed to invest \$2.2 million to make similar upgrades at the Nicollet and South garages and at the Overhaul Base with an expected payback in just six years due to reduced heating and cooling costs.

In late 2010, the Go Greener Initiative got a further boost with the announcement of two federal grants totaling \$2.4 million. Half of the funds will be used to purchase two hybrid electric buses with more robust and fuel efficient drive units. The other half will be used to install energy-sipping geothermal heating at the Hiawatha operations and maintenance base.

Bus Rapid Transit

Metro Transit laid the groundwork in 2010 for the region's first freeway Bus Rapid Transit service with the opening in December of a median station on I-35W at 46th Street in south Minneapolis. The unique split-level station offers quick, well-timed transfers between freeway express buses

and local routes, and marks the early stages of bus rapid transit service which is planned for late 2012.

The \$4.5 million station is served by seven routes that make more than 200 stops a day on the 46th Street bridge above the interstate and nearly 90 stops below. Connections are available to high speed buses headed downtown and to the University of Minnesota as well as southward to such destinations as the Best Buy campus, the new U.S. Bank employment center and Normandale Community College.

Following extensive community outreach, local and express service was re-crafted to take advantage of the new station. The key local service, Route 46, extends from Edina to Highland Park in St. Paul with a stop at the 46th Street light-rail station. This route makes quick connections with the key freeway service, Route 535, which serves stops between downtown Minneapolis and Bloomington. Rush-hour service on these two routes was beefed up to every 15 minutes, with a freeway bus to meet every Route 46 trip.

As I-35W bus rapid transit service evolves, all-day freeway service in both directions will be linked to neighborhood routes or park-and-rides in Burnsville and at stops in Bloomington, Richfield and Minneapolis at 98th Street, 82nd Street, 66th Street and Lake Street. BRT will be similar to light rail without the rails, as freeway buses provide the fast reliable service made possible by the congestion-free high-occupancy toll (HOT) lanes, the final phase of which opened in the Crosstown Commons area in November.

The I-35W & 46th Street station was built with Go Greener and customer information initiatives in mind. Heating and air conditioning is geothermal, capturing the 55 degree earth temperatures some 220 feet below the station. LED lighting is triggered by motion sensors. Real-time arrival signs keep customers informed of their service.

Transit Security

Transit crime was down 5% in 2010, the fourth consecutive year of reductions totaling a 41% decline overall from the 2006 baseline.

The Metro Transit Police force consists of 69 full-time officers and more than 45 part-time officers. They work in partnership with local police departments and the State Patrol to ensure the safety of customers while they ride buses and trains and while they wait for service. In addition to riding the Northstar and Hiawatha rail lines to check for fare payment and maintain order, Transit Police also rode on-board buses for 19,300 hours in 2010.

The Transit Police Department was reorganized in October with the creation of the rank of police sergeant. The 10 new sergeants continue to patrol and respond to calls. In addition, they serve as first-line supervisors, coordinating the work of officers, establishing a clear chain of incident command and approving arrests. Their office duties include ensuring accuracy and consistency of police reports.

The creation of the rank of sergeant is part of a gradual, five-year reorganization of the department, which has transitioned from a largely part-time staff to a 24-hour-a-day operation protecting transit customers, employees and facilities in the eight-county metropolitan area. In fact, the Transit Police Department is the 10th largest among the 377 police departments in Minnesota.

The growth of the department called for an organizational structure that includes for the first-time police sergeants as front-line supervisors capable of quickly supporting patrol officers as they encounter evolving and sometimes dangerous situations.

Transit police presence is supplemented in two important ways. Buses and light-rail trains – as well as rail stations and key bus transit facilities and park-and-ride lots – are outfitted with cameras that record activities, assist in identifying suspects and aid in the prosecution of offenders.

In addition, Metro Transit renewed in 2010 its partnership with MADDADS, a well-respected Minneapolis organization that rides buses to interact with customers, enhance bus riding etiquette and improve civility. Four-person MADDADS teams ride primarily in the afternoon rush hours on some of busiest inner-city routes, with a special focus on young riders as they head home from school. MADDADS teams also work hotspots where youth gather after school, such as Lake and Hiawatha and 7th and 8th streets at Nicollet Mall.

MADDADS members greet riders on board and at bus stops, create positive energy and build a sense of community among those using transit services. They engage customers in conversation, talk about respecting the ride and they also look out for those who may need referrals to community services like food shelves, job banks and lodging.

Loyalty Program

In October 2010 Metro Transit launched Ride to Rewards, the transit industry's first points-based frequent-rider loyalty program. Capitalizing on the technology used in Go-To smartcard fare collection, Ride to Rewards assigns points for each originating ride. Customers can redeem these points for free rides or for gift cards. In another element of the program, members can earn points faster by making purchases at participating Ride to Rewards merchants and services.

The program – administered by vendor Transit Treasure – is offered at no cost to Metro Transit or its customers.

At year end, more than 7,000 customers had enrolled in the popular Ride to Rewards program.

Ridesharing and Employer Outreach Services

This important regional service was 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.

Metro Transit 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 ridesharing activities.

Major objectives are to:

- Provide regional programs and 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 the 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 Commuter Connection, St. Paul Smart Trips, Anoka County 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.

There were three main promotional programs encouraging the use of rideshare services and bicycling, including: Commuter Challenge, Commuter Challenge Trip Tracker and Rideshare to Work Month.

Commuter Challenge (April - June)

The Commuter Challenge asks people to pledge to try alternatives to driving alone. Outreach is done in conjunction with the TMOs and is supported by a website (mycommuterchallenge.org) and by online and out-of-home advertising. This effort resulted in 14,952 people pledging to try an average of 2.24 modes (bus, bicycle, train, carpool, etc.) during a 12-week campaign. The program was actively promoted at hundreds of employer locations throughout the region. Over 86% of the people who drove alone before their Commuter Challenge pledge now use alternatives to driving alone more frequently – with 19% saying they choose alternatives “just about every day.”

Commuter Challenge Trip Tracker

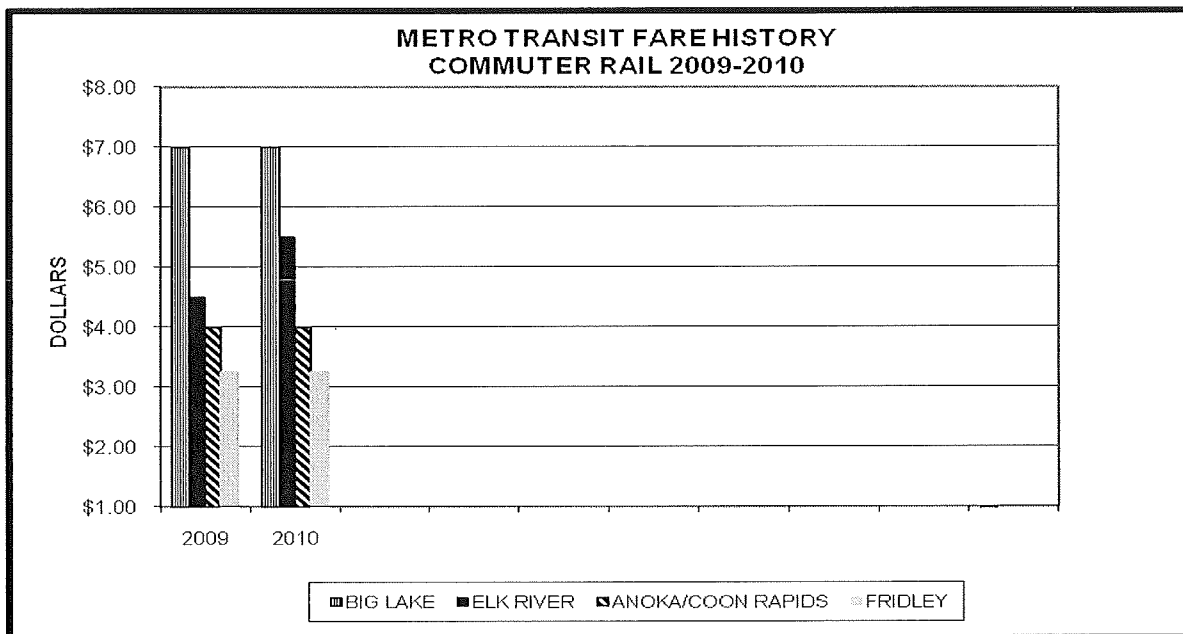
Those who took the Commuter Challenge were invited to extend their challenge by tracking their trips year round in an online calendar. By the end of 2011, more than 4,100 new members were enrolled in the program and recorded nearly 198,000 commutes of nearly 2.2 million miles of non-drive-alone trips. The program was partially funded by a Congestion Mitigation Air Quality grant from the U.S. Department of Transportation.

Also in 2010 Ridesharing and Employer Outreach Services:

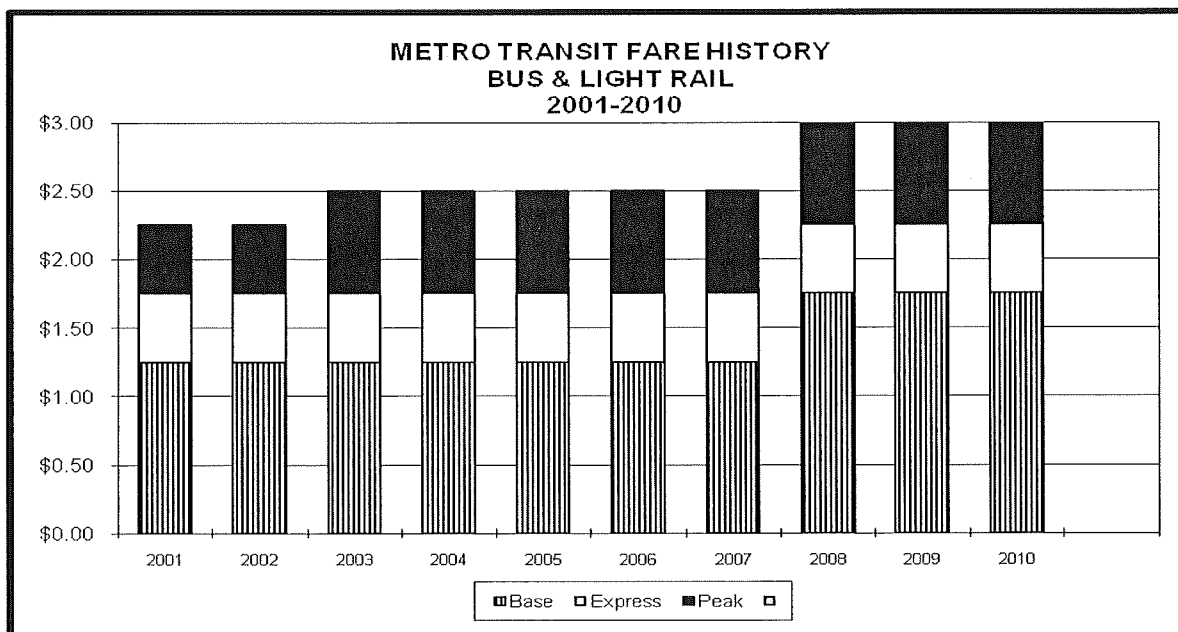
- Operated an online ride-matching system that provides 24/7 availability of the region's ridesharing database at www.metrotransit.org/rideshare.
- Provided specialists who are available during regular business hours for commuters and others who want to request a ridematch or who need personalized help using the ridematching database or other programs or services.
- Processed 12,088 match requests from individuals looking for car/van pool partners, park-and-ride lots and bike buddies. Processed, validated and renewed registrations for 3,155 car and vanpools at 85 facilities throughout the region.
- Handled 38 requests for bike locker rental agreements.
- Distributed 30,670 Guaranteed Ride Home coupons and processed the redemption of 6,134 of those coupons.

Other Metro Transit 2010 Achievements

- Provided 469,579 rides to the State Fair, up 5.12%, or 22,891 rides, over 2009. Ridership from 11 suburban express sites was 417,106, up 4.12% from 2009. More than 13% of all State Fair attendees traveled to the fair on a Metro Transit bus.
- With the financial support of Miller Brewing Company, provided more than 53,000 free rides to bus and light-rail train customers on St. Patrick's Day, a 10.2% increase over 2009. The celebration was on a Wednesday, with free rides from 6 p.m. until the last scheduled trip of each route. It marked the 13th year of this partnership that is endorsed by police departments and public safety officials.
- Handled 1.2 million calls for personalized trip-planning service in the Transit Information Center, the sixth consecutive year that the call center exceeded one million calls.
- Responded to 90% of customer concerns and inquiries within three business days, 95% within five days and 97% within seven days.
- Presented six bus operators with Elite Operator awards for 20 years of safe, customer-focused service. Another 22 bus operators were honored for 25 years of accident-free driving.
- Demonstrated community partnerships by offering free rides to the Uptown, Loring Park and Powderhorn Park art fairs, the annual Minnesota AIDS walk, Holidazzle parade, Living Green Expo, Heart Walk Twin Cities and other events.
- Delivered 863 "How to Ride" presentations to 20,642 attendees. The presentations were made by Metro Transit's two customer advocates.
- Collected more than 18,400 lost articles from buses and trains and reunited 21% of them with their owners. These include 856 bicycles, 33% of which were reclaimed.
- Completed a biannual survey of non-riders, two-thirds of whom said Metro Transit was a good community asset, 43% of whom called Metro Transit reliable and 20% of whom perceived Metro Transit as environmentally friendly.
- Created a new fare tool – an all-you-can-ride seven-day pass – for customers who find this choice to be a better value the standard 31-day unlimited ride passes.
- Expanded a partnership with Minneapolis Public Schools in which the school system purchased nearly 1,300 semester passes for a select group of students who are completing high school at campuses outside of transportation zones established by the school system. The program is intended to contain school-bus transportation costs.
- Expanded an automated bus announcement program to two more routes. The system uses the public address system and visual displays to announce major intersections and connecting routes to those on board. It also uses an external PA to tell waiting customers the route number and final destination of the bus.
- Honored Metro Transit Bus Operator Marshall Freeman for winning a statewide safety and driving skills competition.

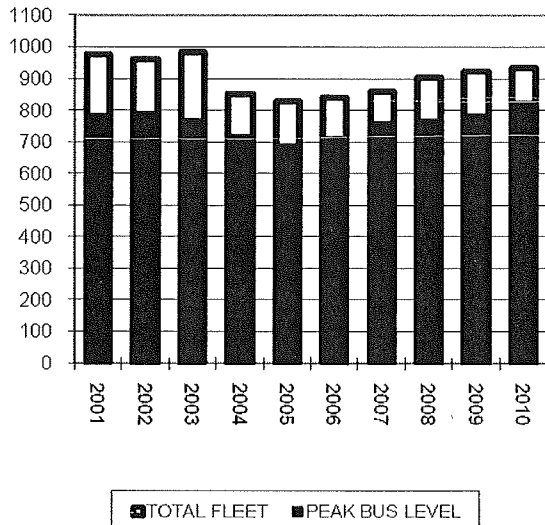


Stations	2009	2010
Big Lake	\$7.00	\$7.00
Elk River	\$4.50	\$5.50
Anoka/Coon Rapids	\$4.00	\$4.00
Fridley	\$3.25	\$3.25

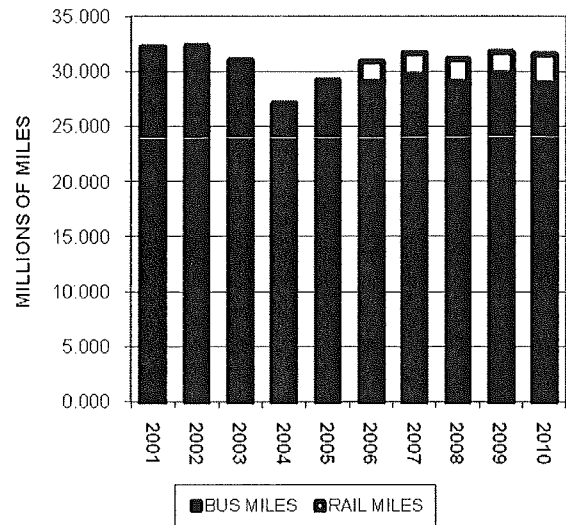


Regular fare	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Base	\$1.25	\$1.25	\$1.25	\$1.25	\$1.25	\$1.25	\$1.25	\$1.75	\$1.75	\$1.75
Express	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50
Peak	\$0.50	\$0.50	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75

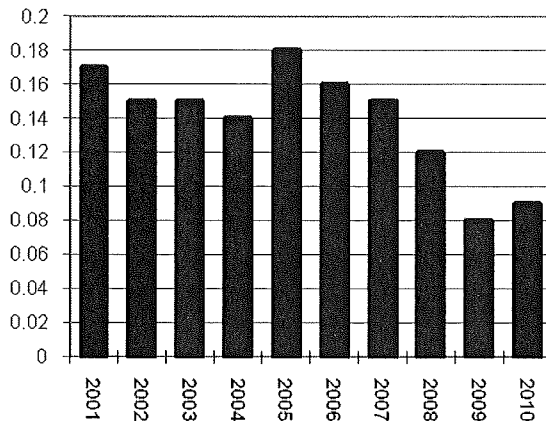
**METRO TRANSIT FLEET SIZE & PEAK
BUS AND CAR LEVEL
2001-2010**



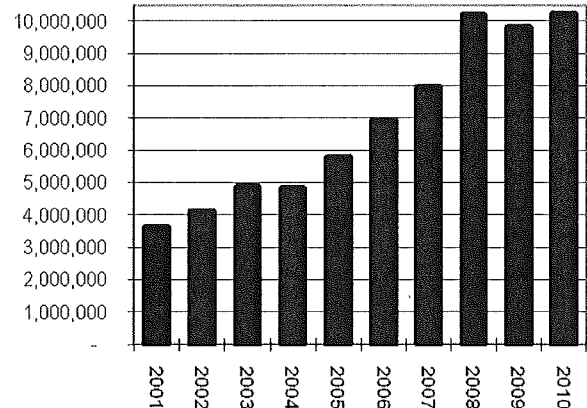
**METRO TRANSIT TOTAL MILES
OPERATED
2001-2010**

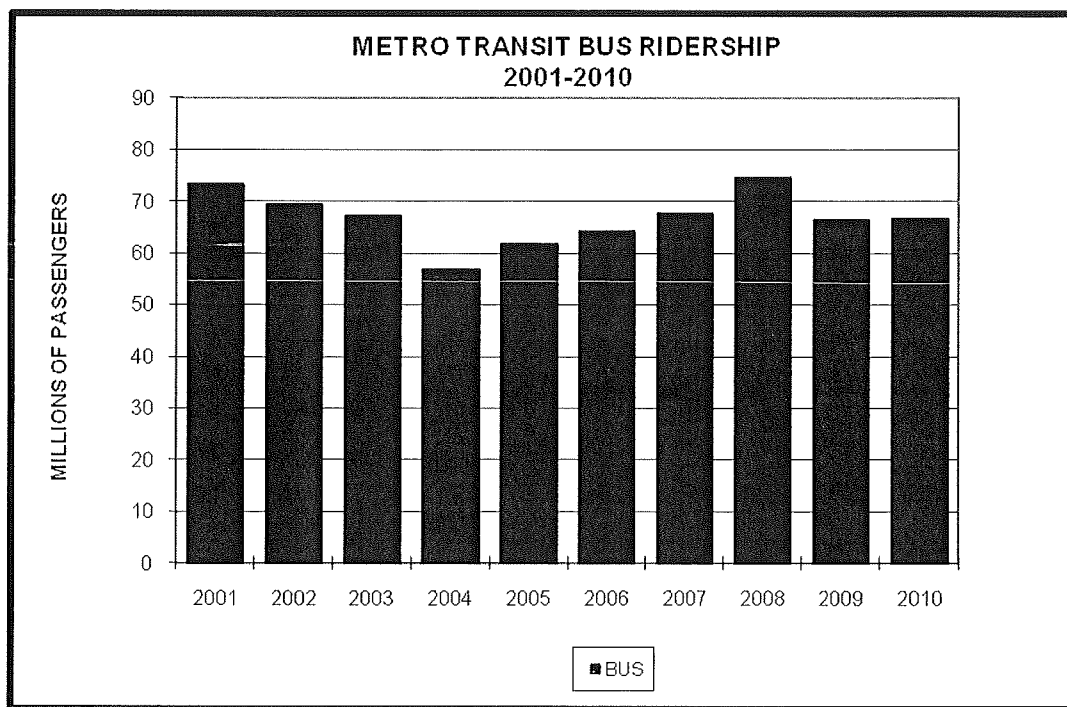


**METRO TRANSIT AVERAGE DAILY
TRIPS MISSED
2001-2010**



**METRO TRANSIT INFORMATION CALLS
HANDLED
2001-2010**

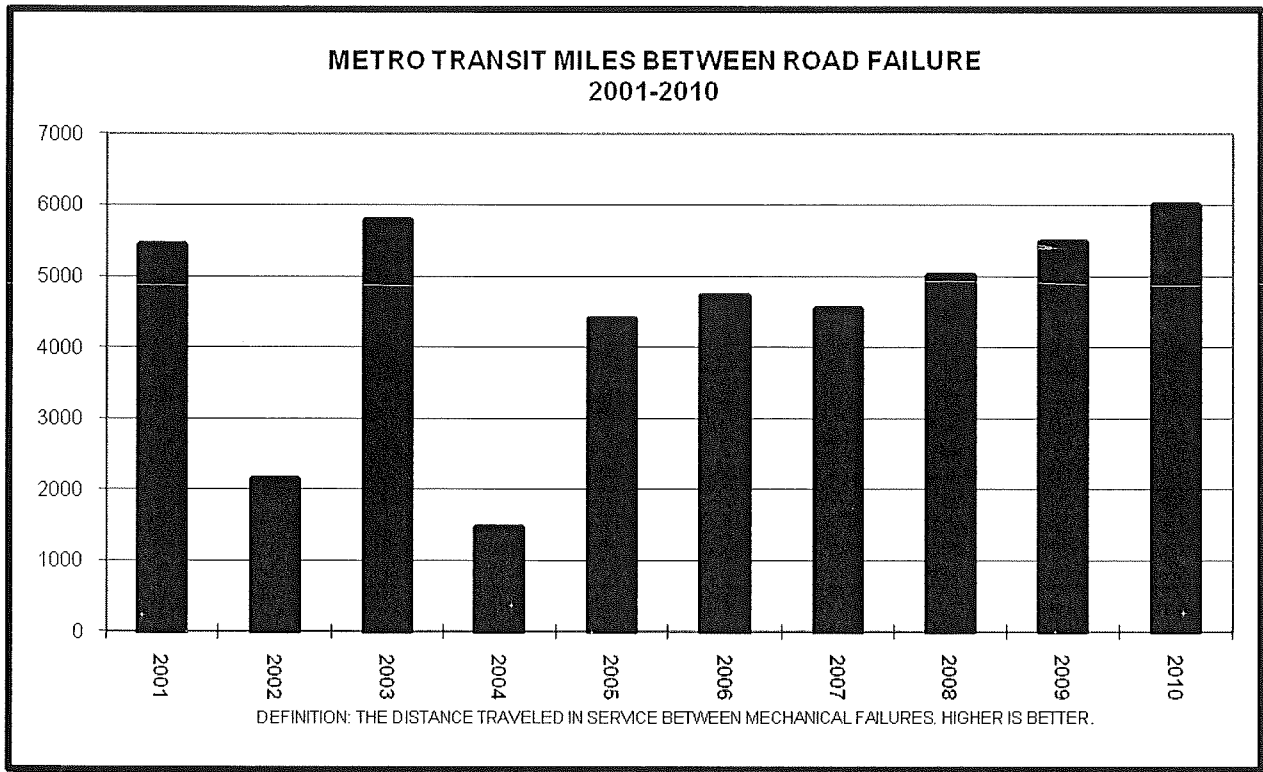




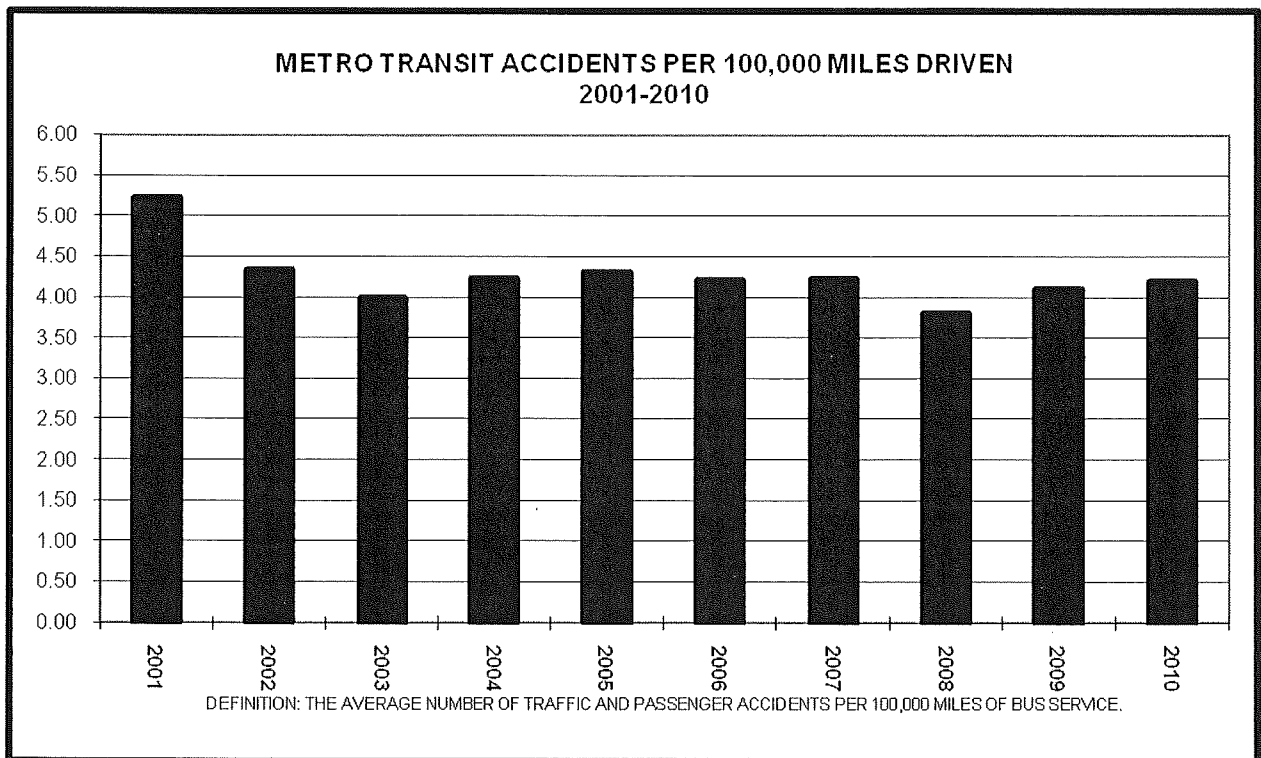
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Bus	73.348	69.579	67.236	56.902	61.797	64.399	67.866	74.656	66.401	66.882



	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Commuter Rail									0.082	0.710
Light Rail				2.939	7.902	9.357	9.101	10.222	9.863	10.456



	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Mechanical Failures	5438	2149	5778	1459	4392	4720	4536	5003	5468	5988
Accidents	5.21	4.34	3.99	4.23	4.30	4.21	4.22	3.80	4.09	4.19



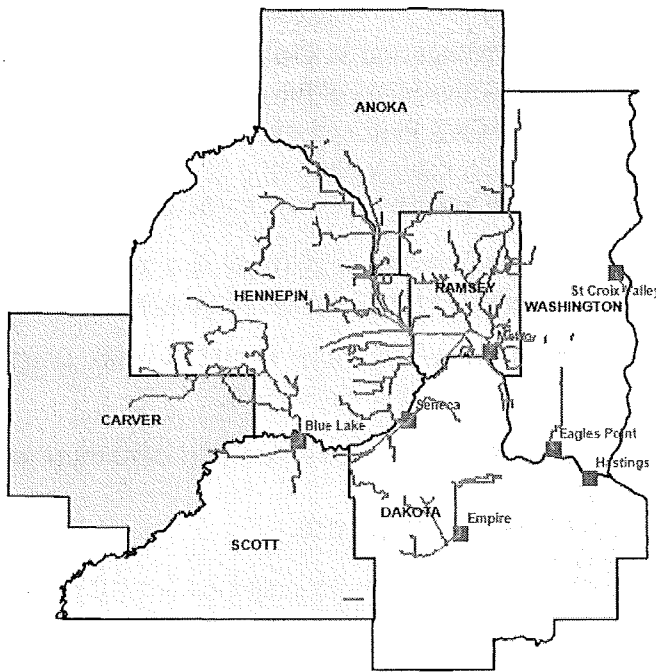
Environmental Services Division

Overview

Metropolitan Council Environmental Services (MCES) owns and operates the regional wastewater system in the seven-county metropolitan area.

In providing this service to more than 90% of the seven-county metropolitan area, MCES:

- Operates and maintains about 600 miles of regional sewers that collect flow from 5,000 miles of sewers owned by 105 communities;
- Treats approximately 260 million gallons of wastewater daily at seven regional treatment plants;
- Continues to achieve perfect compliance with federal and state clean water standards;
- Establishes user fees that pay 100% of wastewater operations and debt service costs that are consistently below national averages;
- Works with approximately 800 industrial clients to substantially reduce the amount of pollution entering our wastewater collection system;
- Ensures sufficient sewer capacity to serve planned development; and
- Makes capital investments to preserve the region's water quality.



MCES Mission Statement: *Provide wastewater services that protect the public health and environment while supporting regional growth.*

This section is divided into six categories:

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

Operations Performance

MCES treatment plants continued to perform at a high level in complying with clean water discharge permits. All seven treatment plants continued to earn Peak Performance Awards from the National Association of Clean Water Agencies (NACWA).

The Hastings and St. Croix Valley Plants are among the top 10 plants in the country for consecutive years of full compliance with their clean water discharge permits. Five plants earned the NACWA Platinum Award for their performance through 2010: Hastings, with 20 consecutive years; St. Croix Valley, with 19; Seneca, with 10; Blue Lake, with 5; and Eagles Point, with 5. The Empire and Metro Plants earned Gold Awards for perfect compliance for the calendar year.

Through December 2010, all seven treatment plants combined have been in full permit compliance for 47 consecutive months.

100% Compliance with NPDES Permits. Wastewater was treated to 100% compliance with NPDES permit limits in 2010.

Combined Sewer Overflows. In 2010 there were two combined sewer overflow events.

Capital Projects

Capital improvement projects for 2010 supported infrastructure reliability and regional growth.

Infrastructure Reliability

Blue Lake Plant

- Phase 1 of liquid treatment construction is on schedule to be completed in 2012.
- Construction of anaerobic sludge-digestion facilities is on schedule for completion by December 2011.

Metropolitan (Metro) Plant

- Construction began on the East final-settling tank equipment in December 2010 and is scheduled to be done in 2012.
- Phase 2 of electrical cable construction was completed in November 2010.
- The non-condensing steam turbine project is on schedule for December 2011 completion.
- The implementation study for the Solids Management Building rehabilitation started and is scheduled to be done in early 2011.

South St. Paul Forcemain

- Construction of river crossing and peninsula segments is to start in January 2011.
- Construction of a forcemain from I-494 to the Metro Plant is due for completion in 2012, when other segments are completed.

Hopkins Lift Station and Forcemain

- The Highway 7/Wooddale forcemain section was completed in 2010, through a cooperative agreement with St. Louis Park.

- Because of land acquisition and permitting challenges, the rehabilitation/replacement construction of the Minneapolis forcemain was behind schedule by several months. It was originally scheduled for a December 2010 start and a December 2011 completion.

Lake Minnetonka System

- Design of the Highway 101 section of the Wayzata forcemain is currently under way. Construction is scheduled for 2012-2014 in coordination with a Hennepin County highway project.
- Design of system improvements was initiated for the Wayzata, Mound and Excelsior area.

Plymouth Forcemain Rehabilitation

- Construction was scheduled for completion in April 2011, but the construction of the Golden Valley segment will be delayed by one year.

Chaska-Shakopee Interceptor Rehabilitation

- Phase 1 construction was initiated by Sept. 2010, and the start of Phase 2 construction is on schedule for April 2011.
- Completion was originally scheduled for December 2011, but a longer construction period is expected.

Regional Growth

Elko New Market Interceptor

- Construction is scheduled to be completed on time by June 2011.

Victoria Area

Tunnel construction is scheduled for on-time completion by mid-2012.

Lake Elmo/Woodbury

- Construction of the Lake Elmo East connection was completed on time in October 2010.
- Design of the Woodbury Northeast Lift Station was completed, with construction scheduled for 2012.

Bloomington-Edina-Richfield

- Construction of the Richfield Relief Interceptor began in August 2010 and is scheduled for completion in 2012. The project may be done ahead of schedule, in 2011.
- The Bloomington interceptor improvement project was started in 2010 through a cooperative agreement with the city. The forcemain was completed, and modifications to Lift Station 55 are currently under way.

East Bethel Water Reclamation Facilities

- Preliminary design of treatment facilities are completed.
- The interceptor project is being implemented through a construction cooperation agreement with the city. A contract was awarded in December 2010.
- Scheduled for an August 2011 start, construction will occur during the 2011-2012 period.

Carver (Chaska West) Interceptor

- Construction under Contract A was to be completed in December 2010 but was delayed because of bad soils. Work will be completed in 2011.
- Design for Contract B construction is under way. Completion was originally due in December 2011 but will likely be completed in 2012.

Customer Service

MCES reaches out to new customers and works to maintain good relations with current ones.

New Customer Relationships

In cities where service is expected, MCES initiates relationships with new customers at least a year before the service expansion. In 2010, a new-customer orientation was held for Elko New Market. New relationships are planned with the cities of Hassan, Elko New Market and Carver for service in 2011. Orientations will be scheduled in 2011 for the cities of Carver, Corcoran and East Bethel.

Building Good Relations with Customers Involved in 2011 Budget Planning

MCES annually holds meetings where MCES staff exchanges information with customers and customers, in turn, provide feedback on proposed MCES budgets and rates. Budget meetings for all MCES customer communities were held in June 2010, and a customer forum was held on June 17 for industrial waste customers.

Additional customer involvement activities in 2010:

- A special Sewer Availability Charge (SAC) hearing was held on June 16 and recommendations of a SAC Task Force were presented at a public meeting on Oct. 12.
- Special training sessions were held to review new SAC credit rules. A total of seven sessions were held and attended by 30 communities. The purpose of the training sessions was to provide information about how to complete SAC determinations, SAC reporting, what is considered "change of use," and how to comply with new SAC rules.
- In July a hearing was held on surcharges for excessive inflow and infiltration (I&I) of clear water and storm water into the regional wastewater system.

Voluntary Dental Mercury Reduction Program

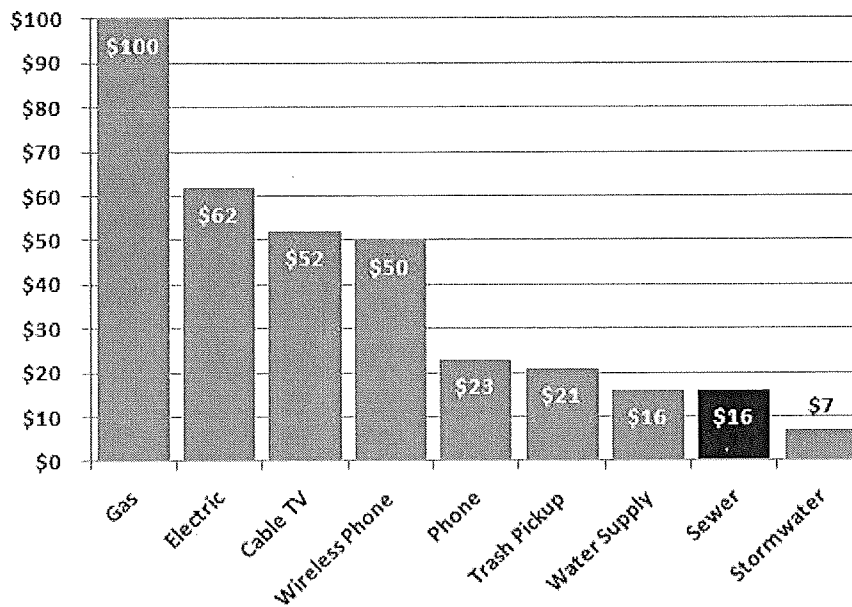
The Council continues its voluntary mercury reduction program with the Minnesota Dental Association. Currently, 730 dental offices are using amalgam separators, representing almost 100% of the program-eligible dental clinics in the metro area. Since 2003, there has been a decline of more than 50% in mercury flowing into the Metro Plant.

Finance

MCES has an ongoing goal of providing financial management that maintains MCES as a competitive utility compared to other similarly sized metropolitan wastewater operations.

The chart below compares average monthly retail costs for certain Twin Cities' utility services, showing wastewater service as one of the lowest.

Monthly Utility Comparison



MCES staff completed 2010 operations and routine maintenance activities within the Annual Operating Budget limits.

Savings achieved by MCES in 2010 focused on performance and accountability. Among them:

- **Asset Management:** An improvement effort continued throughout 2010 with work focused in four strategic areas: (1) reliability-centered maintenance; (2) facility ownership optimization; (3) capacity management, operations and maintenance; and (4) business case evaluations. Goals are to improve delivery of capital improvements and to optimize the useful life of capital assets.
- **Energy Work Plan:** MCES reached its goal of reducing its nonrenewable energy usage 15% through 2010 by increasing efficiency and/or use of renewable energy. Key energy-related projects included rehabilitation of the Metro Plant's tunnel lighting and optimization of its aeration systems. A new energy goal of reducing purchased energy 25% by 2015 was developed (2006 will remain the base year).
- **City SAC Reviews:** Staff completed 43 reviews of municipal Sewer Availability Charge (SAC) reporting in 2010.
- **Cost Reductions:** A net present value of \$5.5 million in savings was realized from a bond refunding in spring 2010. In February 2010, MCES sold \$17.5 million of refunding bonds and secured savings of \$1.6 million.
- **Capital Improvement Program (CIP):** To finance ongoing capital projects, the Council competitively sold \$36 million taxable Build America Bonds (new money) in February 2010 with a true interest rate of 3.2%. In December another bond issue for \$65 million went to a

competitive sale and received a winning bid with true interest just less than 3% (after direct pay from the federal government). Also in the fall, \$70 million of new money was negotiated with the Minnesota Public Facilities Authority, and the interest cost was just less than 1.8%.

Rates and Revenue Changes

Recent changes that will have an impact on rates and revenue include the Sewer Availability Charge (SAC) Credit System. New credit rules were adopted by the Council in 2005 and implemented in 2010 with training sessions for customer communities.

- Development of an ongoing surcharge, or demand charge, for continuing mitigation of excess infiltration and inflow was completed in August 2010. This has eliminated most of the approximately \$1 billion estimated to be required at the beginning of the program to build storage for the peak flows.
- Legislative changes were pursued to allow the Council discretion in Sewer Availability Charge (SAC) transfers, due to the adverse economic impact on SAC receipts. In April 2010, Minn. Stats. 473.517(3) was amended to allow a shift of some financial burden responsibilities to the Municipal Wastewater Charge (MWC) when financially necessary. Amendment will end in 2015.
- Opportunities were pursued for funding MCES water resources monitoring programs through the Clean Water Legacy Amendment funds and \$400,000 was secured for fiscal year 2011.
- Worked with customers in the Reserve Capacity and SAC Task Force to improve acceptability and equity of SAC.

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. Improvements include the following efforts.

- **Business Continuity/Pandemic Response Plan:** MCES is working with the Council's Continuity of Operations Program coordinator to refine its response and continuity plans.
- **Departmental/Area Safety Audits:** Safety audits were completed on a monthly basis at all MCES facilities by safety committees. Results were shared and discussed, and corrective actions were developed for areas of concern. The MCES Safety unit also completed annual or biannual safety audits at all MCES facilities to ensure that identified corrective actions were actually sustainable. MCES Safety created "The Six Steps to Safety Excellence" to evaluate and track the safety management program's successes and improvements.

2010 safety improvements include:

1. Incorporating personal protective equipment and job hazard analysis into all work areas.
2. Increasing recognition for excellent safety performance.
3. Increasing employee accountability.
4. Encouraging employees to take ownership of safe work.

Capital Project Safety: A major effort was developed in 2008 to address ongoing contractor safety issues, including a Contractor Safety Program to address safety expectations for all MCES contractors. Contractor safety improved significantly in 2010 and results were above expectations.

The program included:

1. Contractor pre-work safety meetings for all 2010 capital projects.
2. Construction site safety committees that regularly discussed site safety issues, completed site safety audits, and increased site safety awareness. MCES Safety performed contractor site safety audits to verify safety issues were addressed.
3. MCES Safety reviewed all requests for proposals before capital projects were put out for bid.

MCES Workforce Plan: More than 40% of MCES employees are currently eligible or will be eligible within the next five years for retirement. The 2008-2012 Workforce Plan was created to help address the challenges of succession planning and recruiting diverse candidates. Plan implementation was continued through 2010.

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.

Among the initiatives being implemented under the *Water Resources Management Policy Plan* are the following activities.

Inflow & Infiltration (I&I) Reduction Program

- The I&I mitigation program with local governments is ongoing. Fifteen communities have ongoing work that is scheduled to be completed in 2012. Another five communities have been granted extensions that will result in post-2012 work completion.
- I&I grant program implementation and pursuit of funding for I&I work conducted by private parties is under way. Grant program from state bond money was launched in Oct. 2010 for December proposals.
- The *Water Resources Management Policy Plan* was amended in 2010 to address I&I, based on recommendations from a customer task force.

Wastewater Treatment Master Plan

The plan was updated to address more stringent phosphorus and nitrogen limits. It is currently in early stages of study.

Rural Growth Center Policy

- Agreement was reached on the long-term acquisition of New Germany treatment plant. Actual plant acquisition is scheduled for 2015.
- Plans to acquire sites for future water reclamation plants on the Crow River and in Scott County are temporarily on hold.

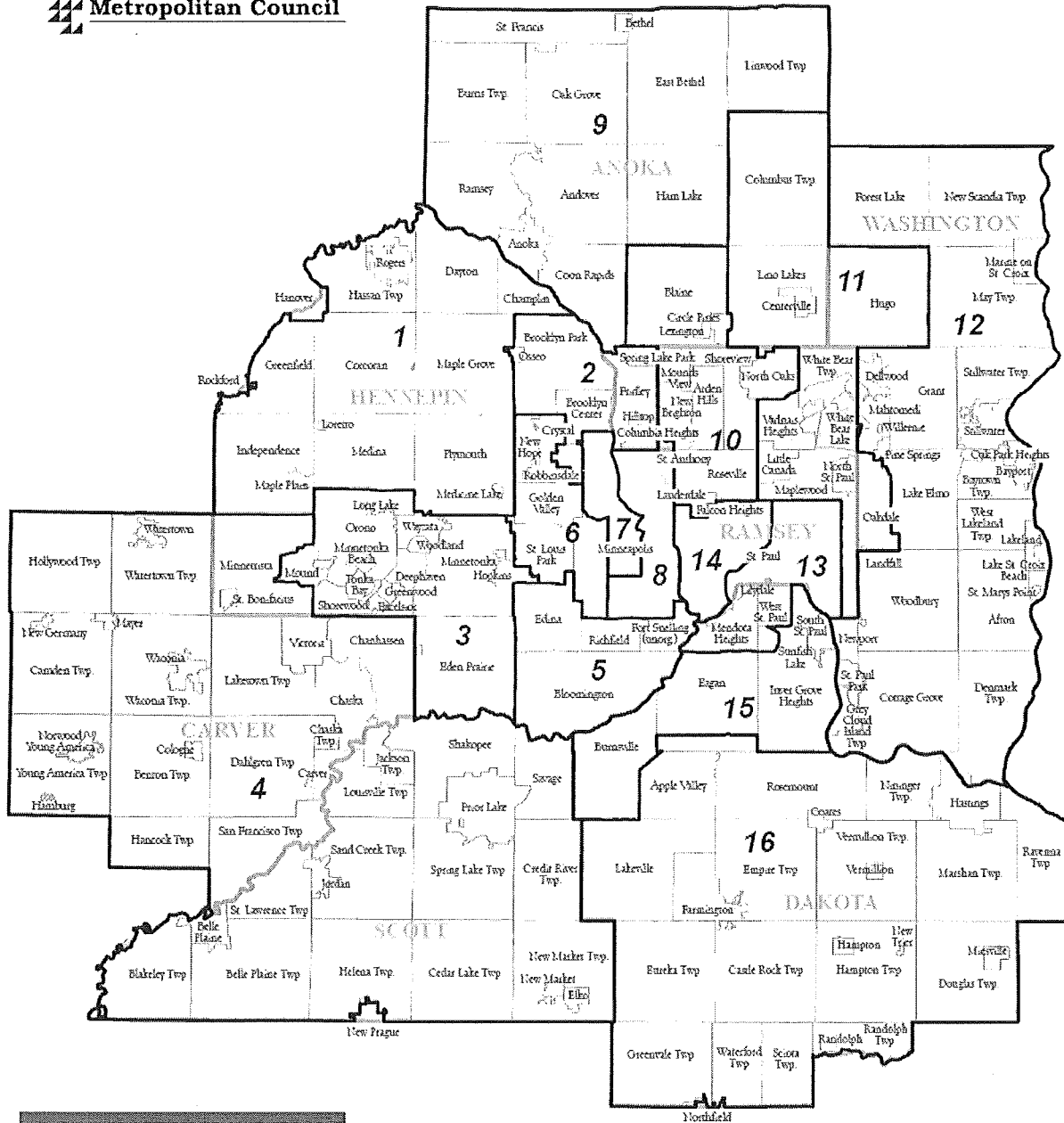
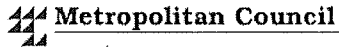
Metro Area Water Supply Planning

- Pursuant to 2005 legislation, MCES has been actively conducting water supply planning activities with input from the Metropolitan Area Water Supply Advisory Committee.
- The Metropolitan Area Water Supply Master Plan was approved by the Metropolitan Council in March 2010 and by the DNR Commissioner in July 2010. The plan provides information and resources to guide sustainable water supply development.
- The Water Supply Advisory Committee met twice in 2010 and continues to provide input about the Council's water supply planning efforts.
- Several local and regional water supply studies were completed to further assess water supply availability associated with the East Bethel water reclamation facility and the connection between surface water and ground water across the region.

Appendix

Maps and Budget Summary

Metropolitan Council Districts and Members March 2011



Council Members

Chair—Susan Haigh

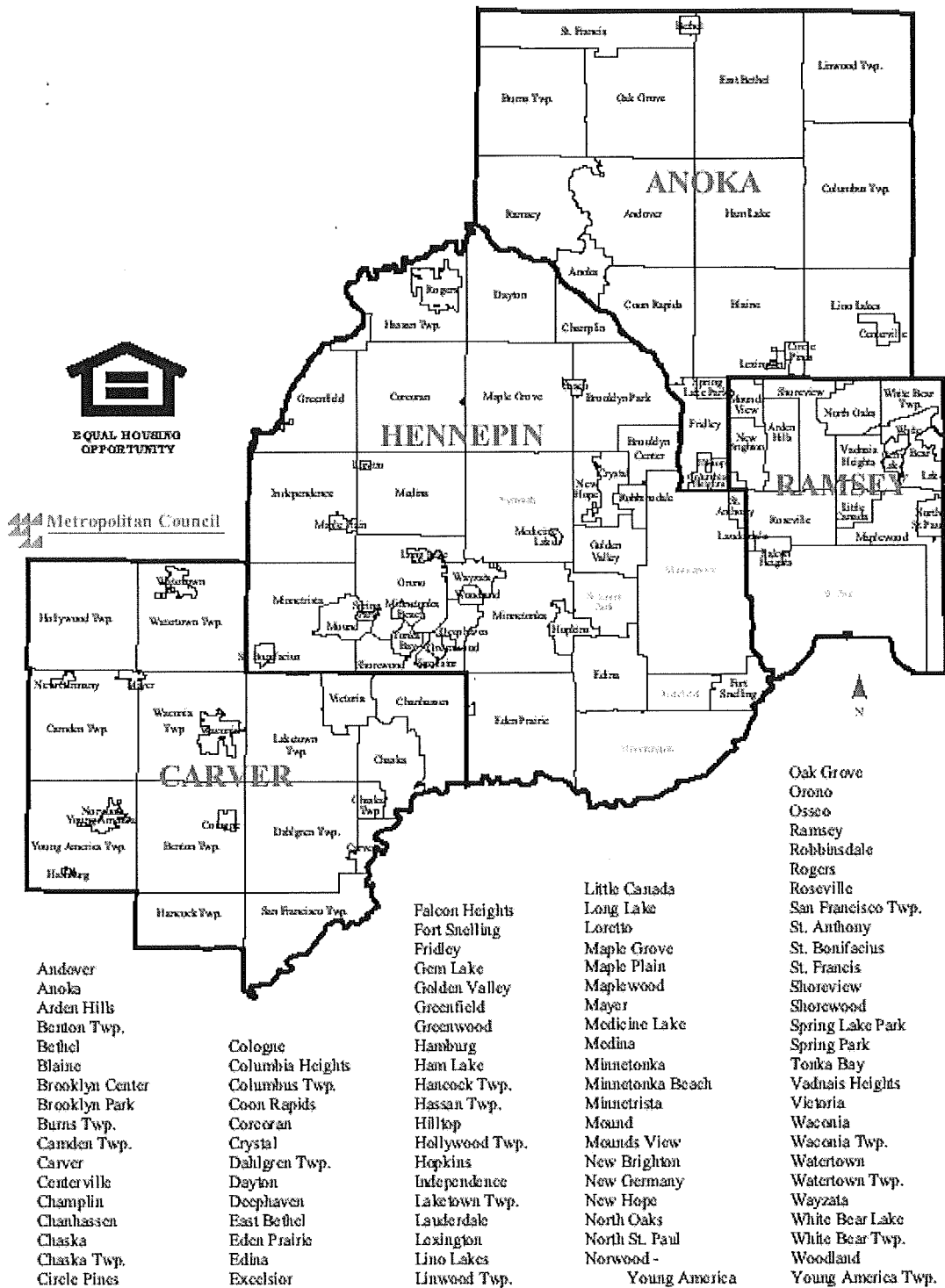
- 1 Roxanne Smith
- 2 Lona Schreiber
- 3 Jennifer Munt
- 4 Gary Van Eyll

- 5 Steve Elkins
- 6 James Brimeyer
- 7 Gary L. Cunningham
- 8 Adam Duinick

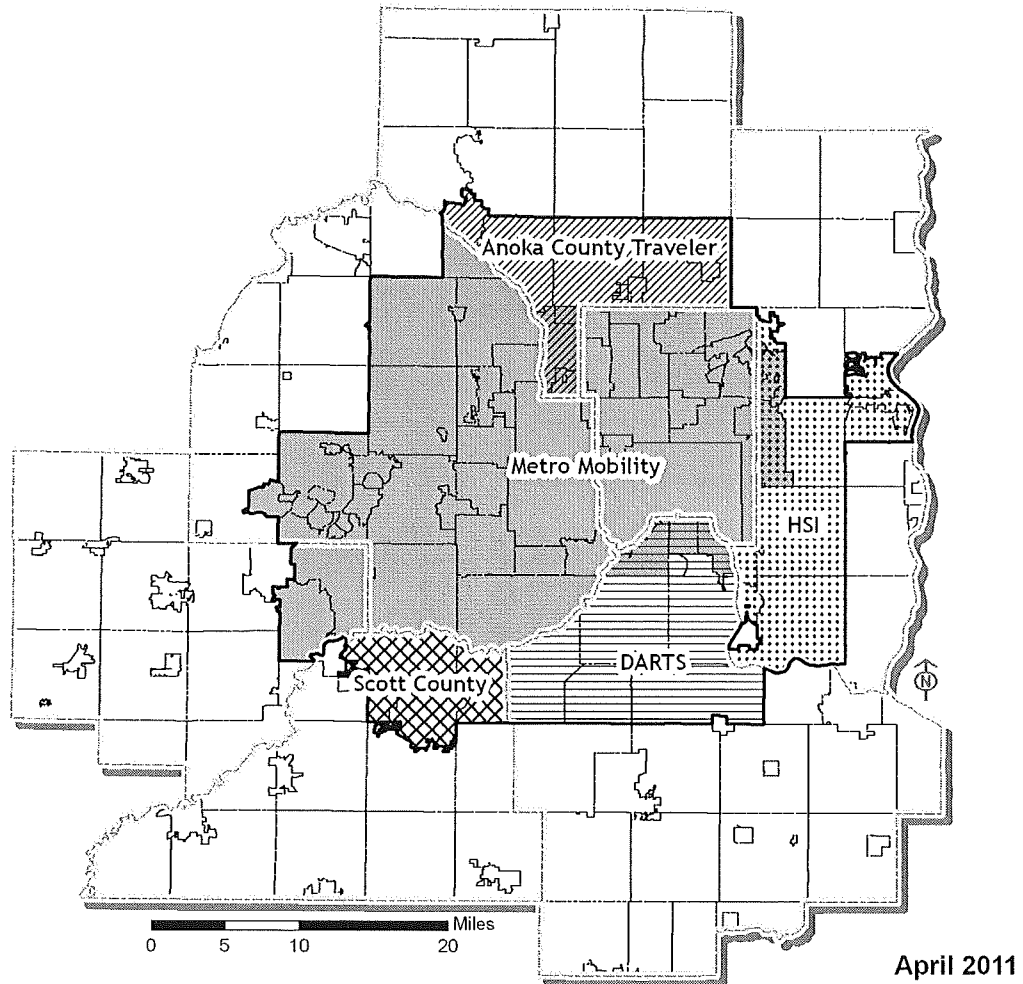
- 9 Edward Reynoso
- 10 John Doan
- 11 Sandy Rummel
- 12 Harry Melander

- 13 Richard Kramer
- 14 Jon Commers
- 15 Steven T. Chávez
- 16 Wendy Wulff

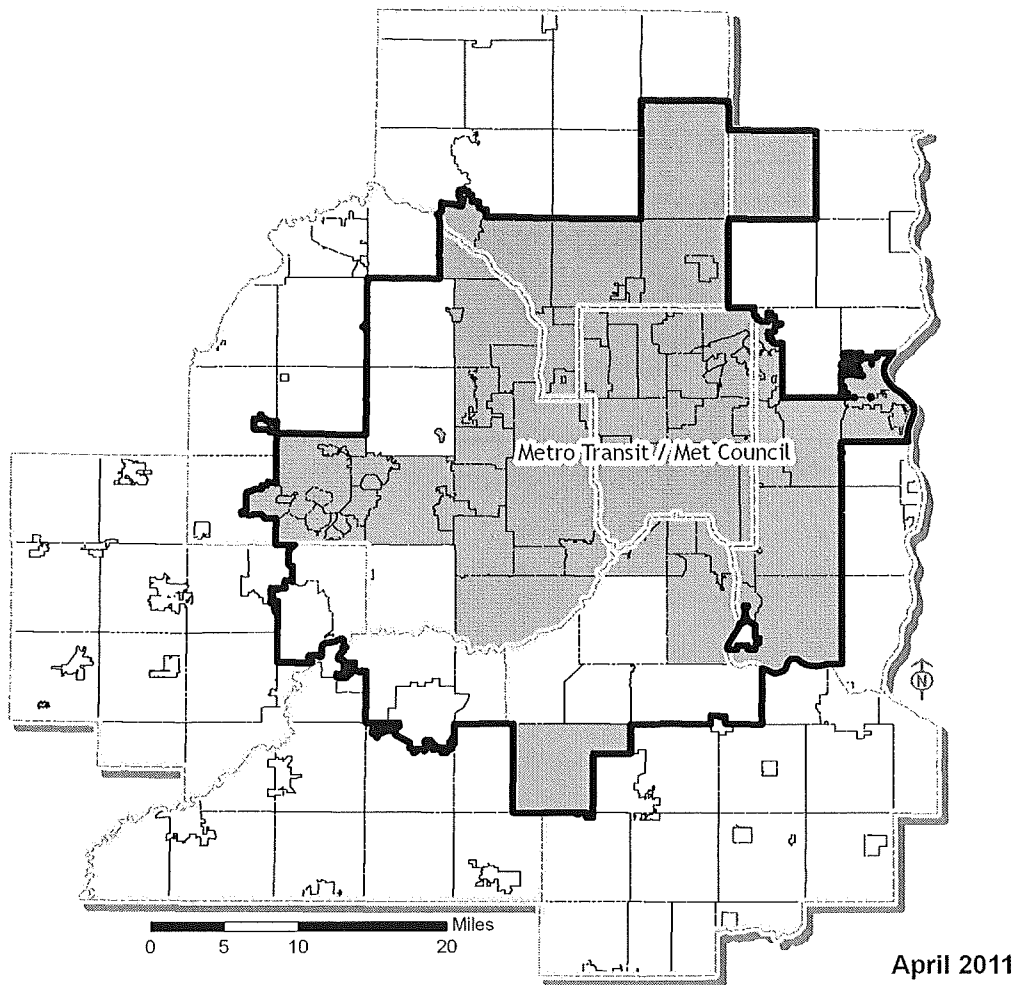
Metro HRA Participating Communities



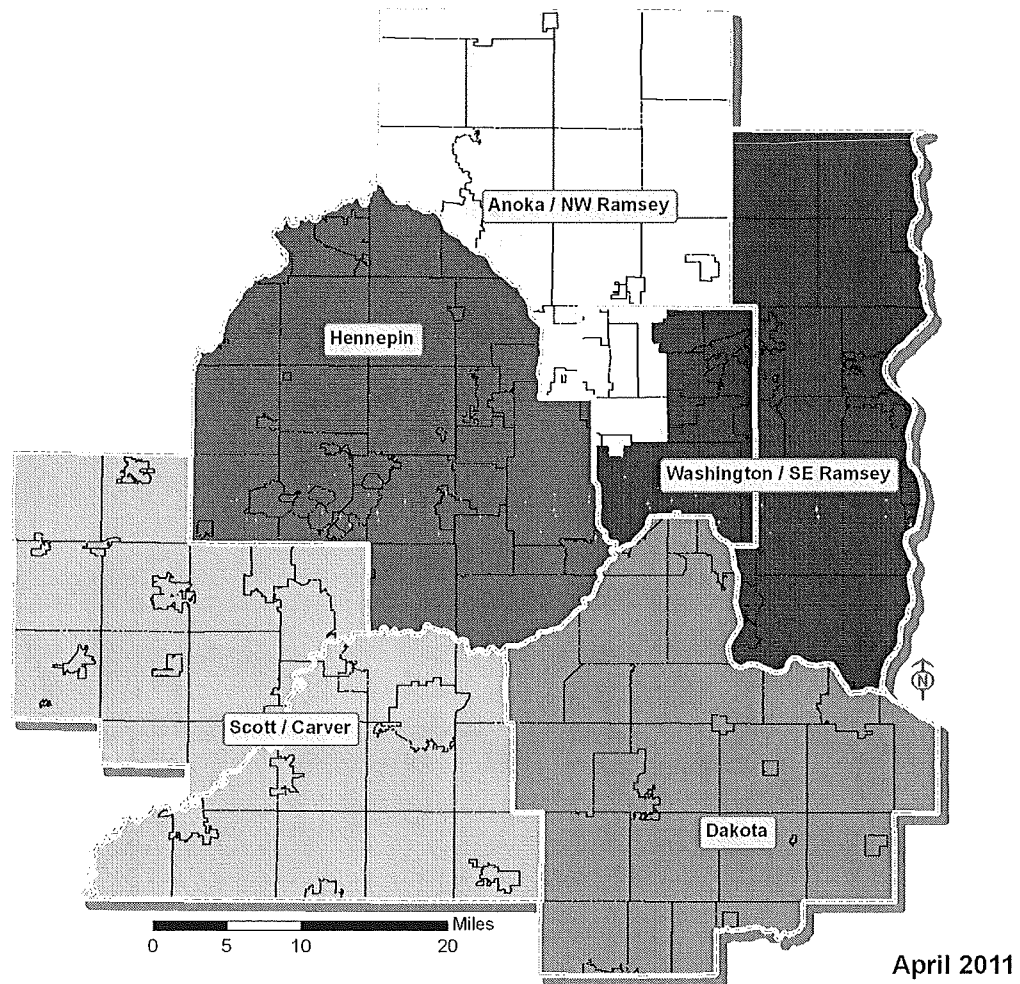
Metro Mobility and Other ADA Services



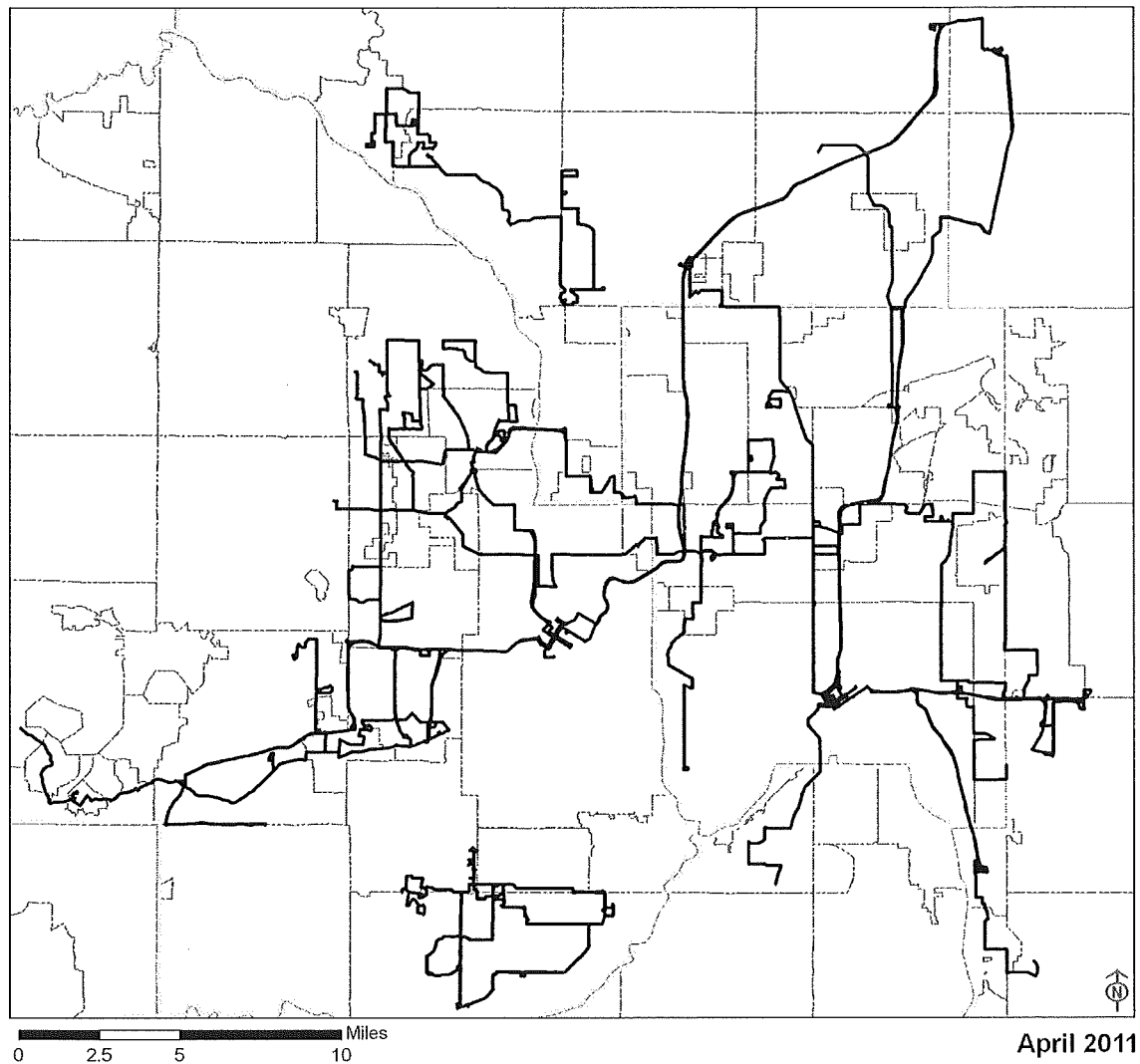
Metro Transit / Met Council Service Area



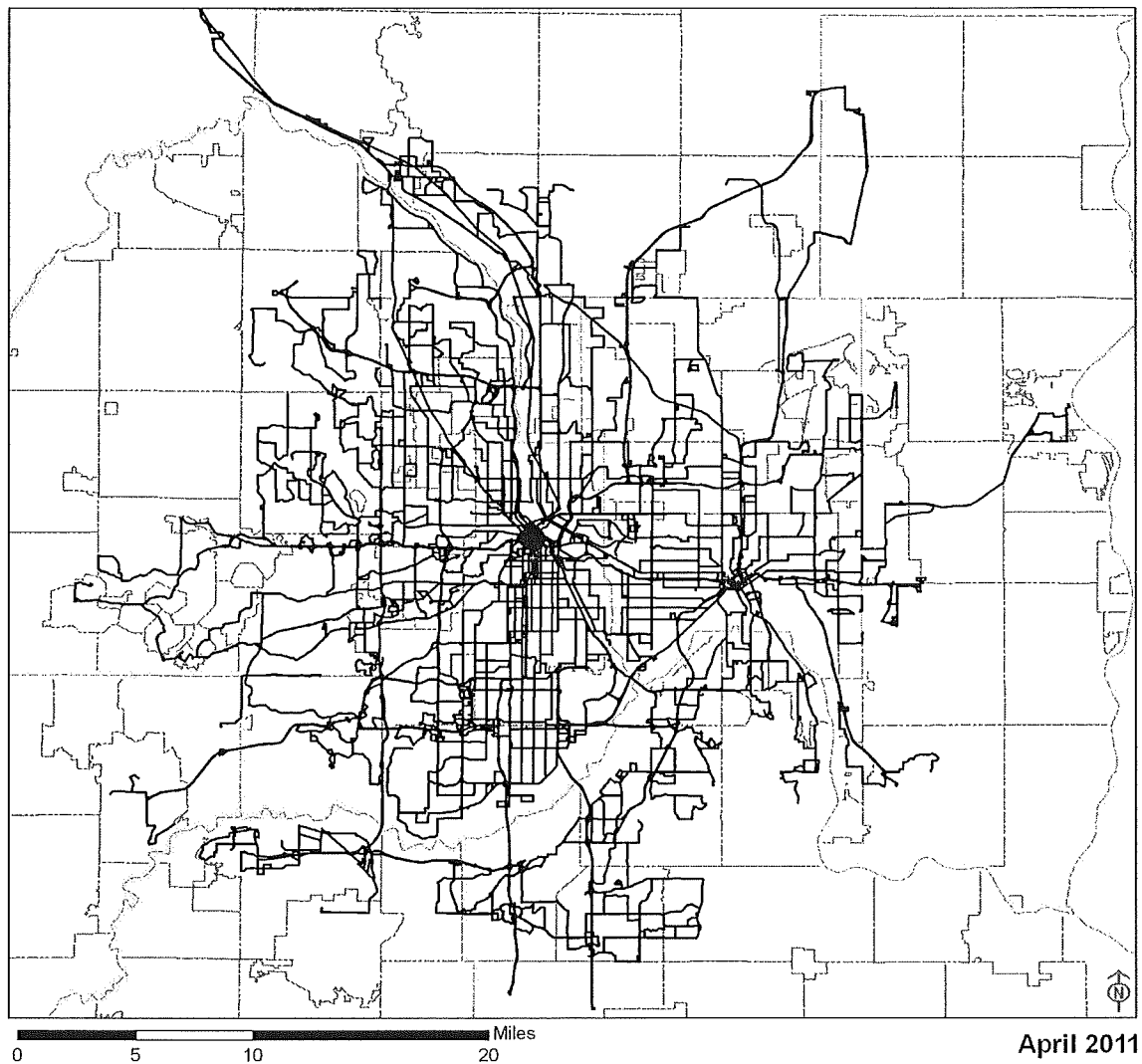
Transit Link Dial-a-Ride Service Areas



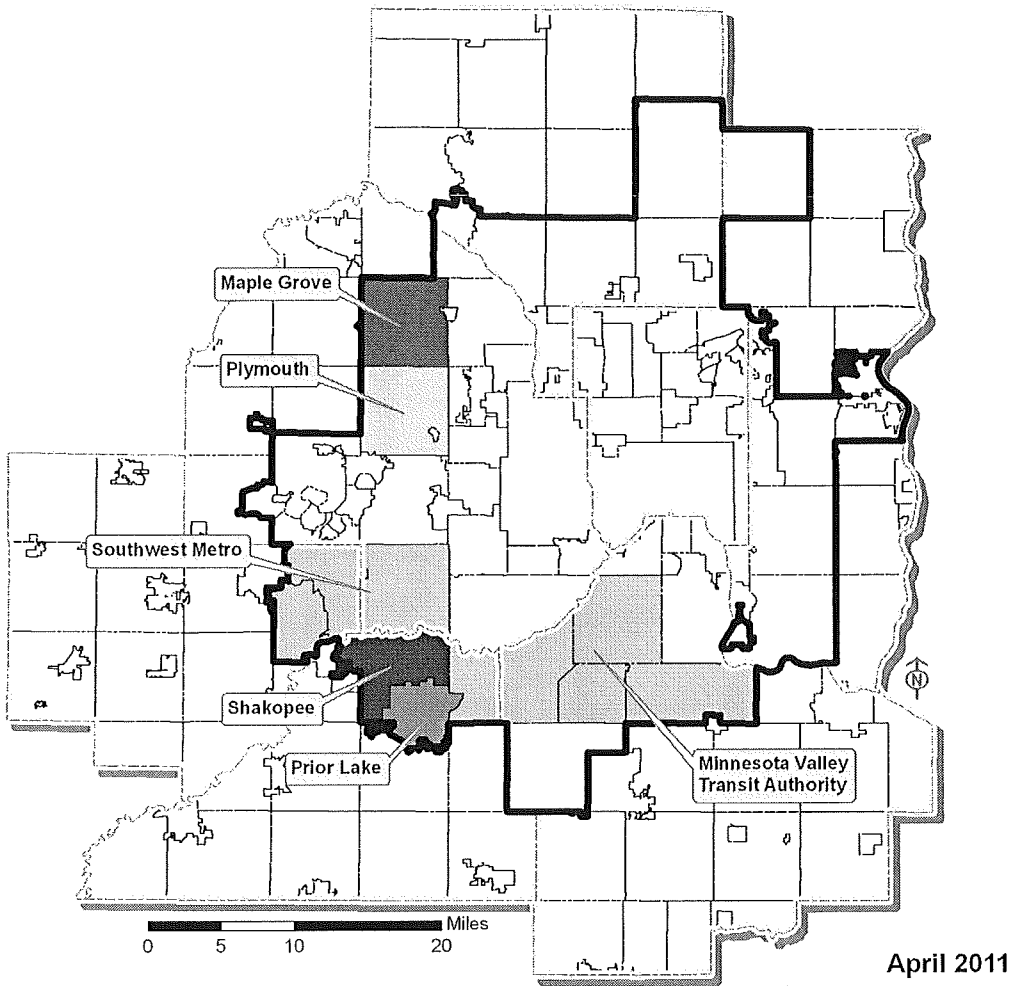
Privately Contracted Regular Route Transit



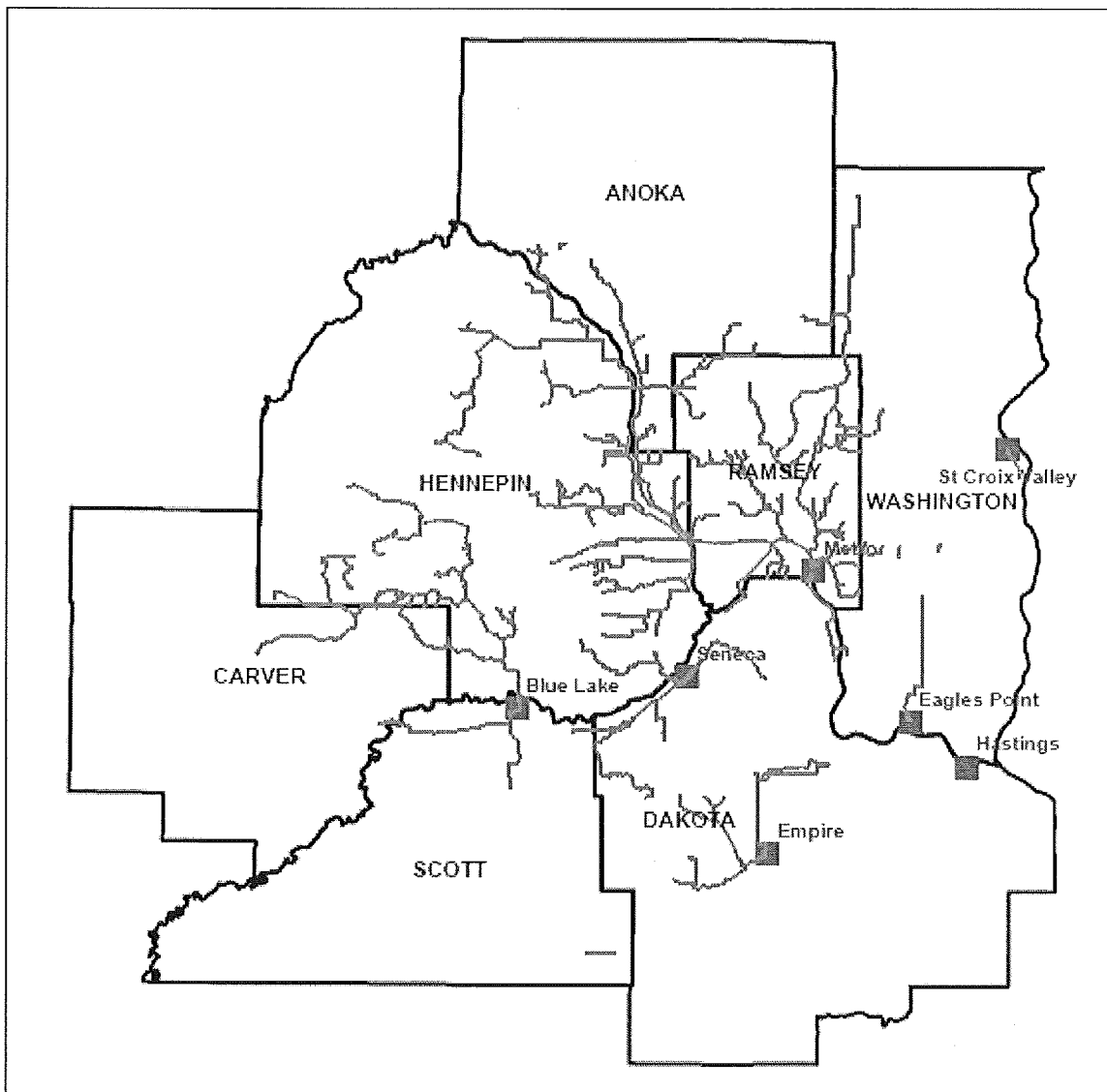
Metropolitan Area Regular Route Transit Service



Suburban Transit Providers



Environmental Services Wastewater Treatment Plants and Interceptors



Metropolitan Council Budget Summary

	REGIONAL ADMINISTRATION / COMMUNITY DEVELOPMENT AND HRA OPERATING ONLY			ENVIRONMENTAL SERVICES DIVISION INCLUDING DEBT SERVICE			TRANSPORTATION DIVISION OPERATING ONLY		
	BUDGET	Unaudited Actual Ledger Year to Date	Favorable (Unfavorable) VARIANCE	BUDGET	Unaudited Actual Ledger Year to Date	Favorable (Unfavorable) VARIANCE	BUDGET	Unaudited Actual Ledger Year to Date	Favorable (Unfavorable) VARIANCE
EXTERNAL REVENUE									
Property Taxes	\$ 12,555,894	\$ 12,620,917	\$ 65,023	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Revenue	4,542,633	5,070,505	527,872	-	139,339	139,339	32,320,990	25,650,521	(6,670,469)
State Revenue	512,651	553,095	40,444	175,944	188,634	12,690	214,261,285	213,935,468	(325,817)
Local Revenue/Other Gov't Revenue	126,000	79,145	(46,855)	-	-	-	14,997,842	15,113,693	115,851
ES Fees	-	-	-	207,440,000	209,959,504	2,519,504	-	-	-
Fares & Related Revenue	-	-	-	-	-	-	104,361,319	98,872,884	(5,488,435)
Interest	861,390	936,878	75,488	2,000,000	900,330	(1,099,670)	755,290	1,243,604	488,314
Other Revenue	2,811,820	4,273,899	1,462,079	525,000	471,074	(53,926)	11,812,771	741,808	(11,070,963)
Total Revenue	\$ 21,410,388	\$ 23,534,439	\$ 2,124,051	\$ 210,140,944	\$ 211,658,881	\$ 1,517,937	\$ 378,509,497	\$ 355,557,978	\$ (22,951,519)
EXPENDITURES									
Salaries, Wages, & Fringes	\$ 27,291,316	\$ 25,835,263	\$ 1,456,053	\$ 65,301,456	\$ 63,463,506	\$ 1,837,950	\$ 220,022,124	\$ 210,192,469	\$ 9,829,655
Consulting & Contractual	10,645,446	8,297,511	2,347,935	13,053,955	9,447,803	3,606,152	18,144,341	11,546,930	6,597,411
Materials, Chemicals & Supplies	442,450	530,573	(88,123)	6,853,400	5,752,841	1,100,559	43,555,895	39,890,558	3,665,337
Chemicals	-	-	-	8,019,730	6,025,741	1,993,989	-	-	-
Rent & Utilities	617,720	2,695,599	(2,077,879)	17,520,387	17,044,671	475,716	8,163,000	7,459,142	703,858
Printing	351,000	261,911	89,089	69,444	71,059	(1,615)	259,006	122,378	136,628
Travel	464,548	283,746	180,802	276,125	126,849	149,276	465,483	190,041	275,442
Insurance	143,000	142,120	880	900,000	1,005,081	(105,081)	5,134,448	5,437,383	(302,935)
Operating Capital	1,045,200	378,589	666,611	2,018,800	1,726,734	292,066	517,940	587,987	(70,047)
Debt Service Expense	-	-	-	92,659,444	92,659,444	-	-	-	-
Other Expense	4,941,610	4,027,671	913,939	977,122	951,799	25,323	7,248,762	25,752,031	(18,503,269)
Transit Programs	-	-	-	-	-	-	75,466,976	50,899,484	24,567,492
Total Expenditures	\$ 45,942,290	\$ 42,452,983	\$ 3,489,307	\$ 207,649,863	\$ 198,275,528	\$ 9,374,335	\$ 378,977,975	\$ 352,078,403	\$ 26,899,572
Operating Income/(Loss)	\$ (24,531,902)	\$ (18,918,544)	\$ 5,613,358	\$ 2,491,081	\$ 13,383,353	\$ 10,892,272	\$ (468,478)	\$ 3,479,575	\$ 3,948,053
Transfers from	\$ 26,870,579	\$ 25,811,880	\$ (1,058,699)	\$ 6,062,442	\$ 5,820,413	\$ (242,029)	\$ 10,948,476	\$ 12,692,546	\$ 1,744,070
Transfers To	(7,475,356)	(4,253,574)	(3,221,782)	(11,053,520)	(19,203,767)	(8,150,247)	(17,097,059)	(14,894,920)	2,202,139
Surplus/(Deficit)	\$ (5,136,679)	\$ 2,639,762	\$ 1,332,877	\$ (2,499,997)	\$ (1)	\$ 2,499,996	\$ (6,617,061)	\$ 1,277,201	\$ 7,894,262