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Regional

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Report

2000

Performance Evaluation Report

A Report to the Minnesota
Legislature

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The mission of the Metropolitan Council is to improve regional competitiveness in the global economy so that this is one of the best places to live, work, raise a family and do business.

The Metropolitan Council coordinates regional planning and guides development in the seven-county area through joint action with the public and private sectors. The Council also operates regional services, including wastewater collection and treatment, transit and the Metro HRA B an affordable-housing service that provides assistance to low-income families in the region. Created by the legislature in 1967, the Council establishes policies for airports, regional parks, highways and transit, sewers, air and water quality, land use and affordable housing, and provides planning and technical assistance to communities in the Twin Cities region.

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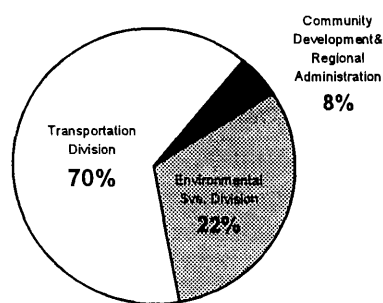
Introduction

The Twin Cities Region and the Metropolitan Council

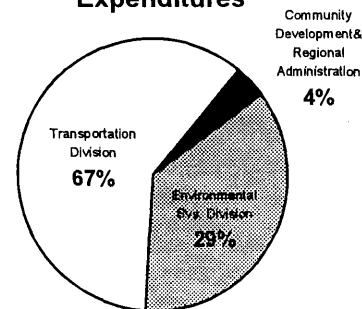
The seven-county metropolitan area is a growing and economically stable region with a population of more than 2.6 million. This region's strong economy has an unemployment rate well below the national average and a projected population growth of 500,000 people between now and the year 2020. The Metropolitan Council guides the future growth and redevelopment of this region.

A chairperson and 16 Council members representing districts, all of whom are appointed by the governor, oversee this agency. The agency's duties include guiding development in the seven-county area through regional planning and providing essential regional services – wastewater collection and treatment, transit and the Metro HRA, an affordable-housing service that provides assistance to low-income families in the region. To carry out these duties, 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 3,800 employees and annual expenditures of approximately \$330 million to carry out its planning and service functions.

Number of Employees



Expenditures



Purpose of 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.

The purpose of this report is to provide a record of the services provided and service levels achieved by the Council in the context of historical trends, performance measures and budget compliance. This annual report includes multi-year performance measures for all major operations and summarizes significant accomplishments by division. In future reports, additional performance measures will be added as the Council expands its performance measurement practices.

Division Functions

The **Community Development Division** includes functions such as Comprehensive Planning, Research, Geographic Information Systems, 800 MHz Radio Project, Parks and Open Space, the Metropolitan Housing and Redevelopment Authority, and Livable Communities. The division is responsible for:

- Focusing on Smart Growth in integrating activities and aligning resources for investing in the region and implementing a regional growth strategy.
- Providing coordinated planning of regional growth and redevelopment.
- Aligning local comprehensive plans with regional development guidance.
- Identifying and analyzing strategic issues.
- Providing leadership in facilitating community collaboration.
- Delivering assisted housing services.
- Implementing the Livable Communities Act.
- Making metropolitan geographic information services technology and products available to an increasing number of customers.
- Staffing the Metropolitan Radio Board.

The **Environmental Services Division** consists of two departments – Environmental Planning and Evaluation and Wastewater Services – working in concert with the Division Director's Office of Administration and Business Planning. The division is responsible for water resources management services that include the following:

Regional water resources planning to ensure that:

- Sufficient sewer capacity exists to serve planned development;
- Sufficient capital investments are made to preserve water quality in the region; and
- Local plans provide for adequate water supply in the region.

Water quality operations to ensure that:

- Regional water quality is sustained by the optimal mix of pollution prevention and point and nonpoint source solutions;
- Wastewater collection and treatment services for 104 customer communities and approximately 800 industrial users are provided in a cost- and quality-competitive manner; and
- Local action is catalyzed through incentives, including water quality grants.

The **Transportation Division** includes (1) Metro Transit and (2) Transportation and Transit Development. The division is responsible for:

- Ensuring a basic level of mobility and a comprehensive set of transit and paratransit services for all people in the metropolitan area to the extent feasible.
- Cooperating with private and public transit providers to ensure the most efficient and coordinated use of existing and future transit services.
- Maintaining public mobility in the event of emergencies or energy shortages.

- Providing leadership in defining an integrated and balanced transportation system (highway, transit, airports, and non-motorized modes) to support the efficient movement of people and goods.
- Coordinating intermodal transportation and land use planning.
- Coordinating regional aviation planning.

Organization of Report

The report is organized into four major sections. The first three discuss division and subunit results. The fourth includes budget comparisons, appendices and maps showing Council districts, sewer service network, transit service area, and Metro HRA service area.

Council efforts with respect to Smart Growth, regional growth strategy, affordable housing and Livable Communities and the Metropolitan Radio Board are discussed in the Community Development Division section. Transit redesign and transit ridership are discussed under the Transportation Division. The Environmental Services section discusses environmental quality, efforts to abate point source and nonpoint source pollution, and redesign of programs, processes and services to be more cost-competitive and position the Council and region strategically for the future.

Summary of 2000 Priority Areas

With Smart Growth as its guiding principle, the Council is focusing on four primary regional strategies to achieve its purpose.

- **Quality of Life:** Provide tools and support so those cities can build communities where quality of life is first-rate.
- **Infrastructure:** Provide high-quality, cost-effective services.
- **Communications and Community Relations:** Build support among the public and decision-makers for regional approaches to benefit the region.
- **Alignment:** Focus all the work of Council members and staff to align resources and achieve the Council's goals.

Quality of Life

Planning for Smart Growth

In 2000, the Council kicked off "Smart Growth Twin Cities," a first-ever regional initiative that will put the public at the helm of steering how the region grows in the future. Smart Growth Twin Cities adopted an innovative urban-design-based strategy to shape and define what growth will look like for the region. With the McKnight Foundation as a project partner to greatly expand public involvement and the nationally renowned urban-design firm Calthorpe Associates to support the Council's work, expected project outcomes include:

- A baseline model of the environmental and economic consequences of current and planned growth throughout the region.
- Alternative land use plans at the subregional and community levels that most effectively take advantage of existing and planned transportation networks,
- Smart Growth development at six community “opportunity sites” in the region, with residents of the selected cities involved in designing the developments.

Affordable Housing

In January 2000, the Metropolitan Council established its Family Affordable Housing Program to promote regional affordable housing opportunities and help implement the provisions of the Hollman consent decree. To help meet a critical shortage of affordable housing, the Metropolitan Council will own and operate up to 300 units for low-income families in communities throughout the Twin Cities region. The Council is exercising its powers as a housing and redevelopment authority, and will use federal money to develop and operate affordable housing units as public housing at scattered sites throughout the region.

Suburban communities that have worked previously with the Council in providing subsidized housing support this action because of the increased efficiency and lower costs due to the regional delivery of this service. The goal of the decree is to expand housing choices for families with very low incomes. The decree requires the development of 770 replacement-housing units by April 2002.

Under the Family Affordable Housing Program, the Council will partner with cities, funding organizations and developers to build new units or acquire existing units. The units will be scattered throughout suburban Hennepin, suburban Ramsey and Anoka Counties, which are all part of Metro HRA’s current operating area.

Based on the amount of federal housing development funding that the Minneapolis Public Housing Authority (MPHA) intends to make available to the Council at this time, the Council intends to develop 50 new Hollman units in suburban locations under an agreement with the MPHA. Depending on time and the availability of adequate development funding, the Council may develop additional Hollman units.

The Council’s Housing and Redevelopment Authority (HRA) administers Section 8 housing assistance to about 5,000 households in over 100 communities in the seven-county area. The number of households receiving assistance increased by more than 600 in 2000.

Mayor’s Task Force on Affordable Housing

A task force of Twin Cities area mayors appointed by the Metropolitan Council issued a report in November 2000 assessing the availability of affordable housing in the region. The mayors found that a variety of factors contribute to ballooning housing costs and

recommended several actions to increase the availability of quality housing and dignified living conditions for people of all incomes and stages of life. The Council will use the recommendations to develop legislative initiatives and help shape its own policies and programs.

Cleaner Rivers and Lakes

The Metropolitan Council has an outstanding record of reducing direct or point source pollution in the region's waterways. In recent years, the Council has focused increasing attention and resources on reducing and preventing indirect or nonpoint source pollution from surface water runoff pollution.

For example, three Council staff watershed coordinators work closely with metro area watershed districts and local governments to develop strategies to effectively handle storm water runoff to meet regional water quality goals. In addition, the Council provides incentive grants to support the nonpoint source pollution reduction efforts of diverse groups.

In 2000, the Council awarded \$1 million in Metro Environment Partnership Grants to 25 organizations for projects to improve the quality of the region's lakes and rivers currently impacted by nonpoint source pollution. The grants were the first of a five-year program that will award a total of \$7.5 million. The goals of the program are to reduce nonpoint source pollution, protect ratepayer investments in the wastewater treatment system, and advance Smart Growth principles of using natural resources wisely and preserving the environment. The first grants will leverage an additional \$900,000 in public and private funding.

Rural Area Policies

In 2000, the Council created the Rural Issues Work Group with the mission of formulating and recommending policies to serve the region's Rural Growth Centers as well as preserve the rural character and the natural resource base of the region's Permanent Rural Area (PRA) and Permanent Agricultural Area (PAA) as identified in the Council's *Regional Blueprint*.

The Rural Issues Work Group looked at Council policies for the PAA, PRA and Rural Growth Centers and it will present to the Council policies, tools and incentives, including legislation.

In partnership with the Minnesota Geological Survey, the Council completed a report on aggregate resources in the Twin Cities area. The report documented the dramatic reduction in aggregate resources due to paving over of the resources by urban/suburban development and the fragmentation of deposits into sites that cannot be economically mined.

Infrastructure

Light Rail

Construction began on the region's first light rail transit (LRT) line in early 2001. The 11.6-mile Hiawatha Line will run from downtown Minneapolis to the Mall of America. Operation begins in 2003.

The Federal Transit Administration (FTA) in 2000 approved \$334 million for construction of the Hiawatha Line and forwarded its approval to Congress for a 60-day review period and final award in January 2001.

The Council engaged community and business groups and neighborhoods to design LRT stations and helps create adjacent development plans. The Hiawatha Line includes 17 stations from First Avenue in Downtown Minneapolis to the Mall of America, with two at Minneapolis-St. Paul International Airport.

Hiawatha LRT is the first link in what will become a network of commuter rail, light rail and transitways that will enhance the region's well-established bus service. The Council in 2000 also approved funding to begin design of three exclusive busways in the region. The priority corridor is the Riverview Corridor, running from downtown St. Paul to the international airport.

The Council will promote Smart Growth along dedicated transit corridors. Linked to high-quality transit service, these projects will include a mix of housing, retail, offices and green space in a walkable environment.

Transit Facilities

Several new transit facilities made significant progress or opened in the 2000. The Council's plan is to double the service capacity by 2020 in order to ease traffic congestion, give people more choices of where to live and how to travel in the region, and save taxpayer dollars.

Transit Improvements

With input from cities and local residents, Metro Transit is changing routes and schedules to better serve new development, job growth centers and other shifts in development patterns in the region. It is the biggest overhaul since the system became public 33 years ago. Planners divided the transit-taxing district into nine sectors and are restructuring the bus route system on a sector-by-sector basis. The goal is to simplify transit routes, eliminate duplication, improve bus-to-bus connections, suburb-to-suburb routes, and enhance service to serve customers more frequently. Transit restructuring plans are developed with input from cities and local residents and are presented to the public in a series of public open houses and hearings. Restructuring of service in all nine sectors is

expected to take five years. Current ridership data, demographics, housing density and land use are all being examined as part of the study.

Transit Ridership

In 2000, ridership gains on Metro Transit routes slowed to an estimated two percent as many routes reached capacity. While ridership gains are slowing from record gains in recent years, Metro Transit in November 2000 was still 6.3 million rides, or 6.4 percent, ahead of the pace needed to reach a goal of 138 million rides during the two-year state funding cycle that ends June 30, 2001.

While Metro Transit provides the vast majority of bus service in the region, the Council also outsources about 60 routes, and several communities provide their own bus service. These services, including Metro Mobility, the transit service for people with disabilities, provided an estimated seven million additional rides in 2000.

Metro Mobility, the main regional public transportation program for people with disabilities, was rated among the nation's best based on findings and a comprehensive evaluation by a panel of national paratransit experts in 2000.

Metro Mobility provided door-through-door service for about 21,000 certified riders. Total ridership was just over one million in 1999.

Improving Efficiency While Protecting the Environment

In 2000, the Council collected and treated nearly 100 billion gallons of wastewater from 104 communities in the region and maintained an excellent record of near-perfect compliance with clean water discharge permits, even as it reduced costs and constructed additional capacity. This was accomplished in concert with reductions in expenses and staff, and amid capital project planning and construction to serve the region's future growth.

A three-year \$20-million budget reduction goal will competitively decrease wholesale wastewater rates that the Council charges cities by 12.6 percent from 1998 to 2001. The reductions allow cities to pass the cost savings on to their citizens or invest in their own infrastructure projects. The Council's goal is to be among the nation's best five wastewater utilities in the nation in terms of rates and service quality by 2005.

A key capital project completed in 2000 was the construction of new solids processing facilities at the Blue Lake Plant in Shakopee, including the first public-private partnership operating part of the regional wastewater collection and treatment system.

Several other important capital projects advanced in 2000. The second phase of the Elm Creek interceptor in Maple Grove was completed. Planning continues for the new South Washington County Plant, to be completed in 2002, and for new Metro Plant solids facilities, to be on line in 2004. These projects will enhance the region's quality of life by

reducing pollutants such as mercury and phosphorus, and will provide sufficient infrastructure to accommodate Smart Growth. The Council is engaging local constituents to a greater degree than ever before, and has reduced long-range capital budgets by 10 percent from earlier estimates.

The Council is also addressing watershed and wastewater capacity within and beyond the metropolitan urban service area (MUSA) and developing a 50-year plan to supply the necessary infrastructure at the best cost.

Communications and Community Relations

Web Communications

The Council's web site receives more than 80,000 hits daily, with 60 percent of those on the transit page that allows people to plan their bus trip. In 2000 the Council installed a new software program that makes possible almost instantaneous bus trip planning through the Council's web site.

Consensus Building Around Environmental Issues

The Council brought community leaders together to forge a consensus on the region's key environmental priorities and challenges and to devise strategies to address them in light of anticipated growth and related land use. Water quality and quantity emerged as a leading environmental issue identified by the Council's Regional Environmental Partnership in 2000. In the fall of 2000, task groups were established and began developing strategies for these specific issues: coordination of grants; innovation in storm water permitting; and comprehensive and coordinated environmental resource planning.

A long-range goal is to develop strategies for the Council's *Regional Blueprint* and *Water Resources Management Policy Plan* as they are revised and broadened to a more inclusive environmental policy plan for the region.

Geospatial Data-Sharing

MetroGIS is a collaboration of local governments, the Metropolitan Council and other public agencies in the Twin Cities area that develop, use and share geospatial data. Geospatial data is a powerful tool to improve information for decision-making. Visualization of data allows policymakers and the public to understand more easily the relationships between land use, transportation networks, housing, rivers and lakes, open space and other features. Data sharing, the central role of GIS, eliminates government inefficiencies as organizations share data rather than each develop what they need themselves.

Metro GIS created and made available a pilot regional parcel database in 2000. The database covers the seven-county metro area and contains an estimated 900,000 parcels.

Working in cooperation with the seven counties, MetroGIS made progress in 2000 on development of several other regional databases.

Alignment

The Metropolitan Council has focused on Smart Growth to establish priorities, integrate activities and align its resources for investing in the Twin Cities region. Smart Growth means linking transportation, land use, economic development and housing. Taxpayers can save \$1.5 million over the next 20 years in the region if Smart Growth practices are implemented.

The Council's Smart Growth initiative provides local communities and the public with tools to evaluate their growth patterns and develop in ways that preserve the environment and make the best use of infrastructure and other public investments.

Community Development Division

Overview

The mission of the Community Development Division is to provide coordinated planning of regional growth and redevelopment, identify and analyze strategic regional issues, provide leadership in facilitating community collaboration, and deliver assisted housing services.

Core Community Development activities include:

- Analysis and implementation of regional growth management policy, including the coordination of local comprehensive plans with regional systems.
- Collection, analysis, forecasting and provision of data for the region and analysis of regional trends.
- Regional parks coordination.
- Organizational support for Geographic Information Systems (GIS) and MetroGIS activities.
- Analysis and promotion of cooperative governance and service delivery approaches throughout the region.
- Delivery of rent assistance programs for seniors, households with disabled members and families.
- Assistance with the creation of life-cycle housing in the region.

In 2000, the Community Development Division:

- Prepared a public-comment draft of a revised *Regional Recreation Open Space Policy Plan*. The updated plan was based in part on input from over 100 citizens participating in 10 focus group meetings regarding issues and solutions that should be considered in updating the plan. The plan will undergo public review in April via public open houses and hearings, and is expected to be adopted in May 2001.
- Worked with communities as they prepared their comprehensive plans to resolve issues. The Council staff incorporated current local data regarding land use, zoning and development constraints into its revised forecasts.
- Reviewed 71 local comprehensive plan updates that were found to be in conformity with the Council's aviation, recreation open space, wastewater services and transportation policy plans and consistent with housing and other chapters of the *Metropolitan Development Guide*. (These 71, along with the 44 reviewed before 2000, brought the total number of comprehensive plans reviewed to 115.)

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Community Development Division

- Prepared annual population and household estimates for communities in the region. Estimates are delivered to Department of Revenue and Department of Transportation for use in Local Government Aid calculations and the municipal state-aid road formula, respectively.
- Continued developing a comprehensive set of regional indicators to measure the status of the region's economy, environment, infrastructure and social well-being. This was the third year of an annual monitoring process and supported the Council's State of the Region event in November 2000.
- Continued a major collaborative regional research project to analyze the fiscal impacts of two growth scenarios on different land use categories for eight communities – from central cities all the way out to the developing suburbs. Cities participating include Minneapolis, St. Paul, Roseville, Richfield, Apple Valley, Coon Rapids, Shakopee, and Cottage Grove.
- Through the Metro HRA, continued to administer the federal Section 8 Housing Choice Voucher Program on behalf of seniors, households with disabled members and families throughout the region. Council staff and contracted community employees provided direct client services to 5,000 program participants in nearly 100 communities.
- Through funding opportunities available from federal, state and local resources, the Metro HRA continued to provide rent subsidies and support services to over 700 households with special needs throughout the region.
- In collaboration with its nonprofit partners, the Metro HRA provided additional housing-search assistance to Section 8 applicants through Metro Housing Options. The program provides services to families looking to relocate to areas of lower poverty concentrations that provide for greater educational and employment opportunities.
- To further implement the terms of the Hollman consent decree calling for the development and operation of federally assisted public housing in the suburban metropolitan area, the Council established the Family Affordable Housing Program to develop public housing units in collaboration with suburban jurisdictions.
- In cooperation with several metropolitan jurisdictions, the Council initiated a contract for services to assess the barriers to fair housing and issues of housing discrimination. A final report will identify impediments to fair housing and make specific recommendations for action by participating jurisdictions and housing providers in the region.

Regional Growth Strategy

In 2000, the Council continued implementation of its 2040 Regional Growth Strategy, adopted in 1996, to guide the region toward accommodating expected growth. The Council's work this area included the following activities:

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Community Development Division

- Reconstituting the Housing and Land Use Advisory Committee (HLUAC) to provide advice to the Council regarding the implementation of the *Regional Blueprint*, including Metropolitan Urban Service Area (MUSA) policy and practice, Council alignment policy, and housing issues.
- Aligning spending priorities for regional services and facilities to support the Regional Growth Strategy, including review of federal TEA-21 (transportation) criteria for the 2001 solicitation of grant applications.
- Structuring criteria and priorities of funding mechanisms to create incentives for communities to expand affordable housing opportunities, such as TEA-21, LCA Demonstration Account, and the sewer availability charge.
- Reviewing local comprehensive plans for consistency with the *Regional Blueprint* and metropolitan system plans and advising communities on achieving *Blueprint* policy goals (also see “Local Assistance”).
- Establishing linkages and working relationships with counties adjacent to the metro area through the Association of Minnesota Counties and the Minnesota-Wisconsin Boundary Area Commission.
- Using the Metro 2040 multimedia presentation to provide visual materials and models of good planning practice for local government, developers, civic and business groups and citizens.
- Partnered with the Department of Agriculture on an LCMR study of how to improve agricultural preservation techniques.
- Continued to participate as a member of the Minnesota Smart Growth Network and co-sponsoring the statewide Smart Growth conference and Smart Growth Design Awards 2000 in December 2000.
- Co-leading with the Minnesota Department of Natural Resources in the Governor’s Smart Growth Initiative to address three goals:
 - (1) Maximize economic opportunity for all while protecting and enhancing the assets that make Minnesota a great place to live – healthy communities, clean air and water, and Minnesota’s unique natural, cultural and historical areas;
 - (2) Manage natural resources and agricultural land to ensure they are sustained for future generations; and
 - (3) Be fiscally prudent by building on existing public investments and avoiding future costs down the road.
- Eleven state and regional agencies are collaborating on the Smart Growth Initiative: Minnesota Planning; the Metropolitan Council; the Departments of Transportation, Natural Resources, Agriculture, Trade and Economic Development, Revenue and Finance; the Environmental Quality Board; the Office of Environmental Assistance; and the Pollution Control Agency.

Smart Growth Twin Cities Project

The Council's Smart Growth Twin Cities initiative officially began in July – a two-and-a-half-year effort with two main thrusts:

- In the regional scenarios track, the Council will work with communities and the public to develop regional land use strategies that more effectively take advantage of existing and planned transportation networks, especially those in the Council's *Transit 2020 Master Plan*. To date, work has focused on gathering baseline data and creating models for comparing regional development scenarios.
- In the opportunity sites track, the Council selected six sites for which detailed land use and design plans will be prepared to create models that demonstrate Smart Growth principles. Work to date has focused on kickoff meetings, during which each site was toured with local officials followed by discussion of site opportunities and constraints. Gathering and analyzing site background data and information is continuing into 2001.

A \$250,000 grant from the McKnight Foundation supports the project's public education campaigns about Smart Growth as well as public involvement efforts to create new, community-based implementation strategies linking Smart Growth, land use, transportation and environmental factors.

Local Assistance

As part of providing assistance to communities as they update their comprehensive plans and strengthening relationships with local governments, the Metropolitan Council was involved in the following activities in 2000:

- The Council continued its sector outreach program, which provides a direct, personal link between the Council and local governments for answering questions and resolving issues.
- The Council conducted 379 plan reviews and referrals, including reviewing overall plan updates of 71 communities.
- Sixteen Mississippi National River and Recreational Area (MNRRA) grants were also administered to eligible communities (10 closed out, 6 ongoing). Reviews of 15 critical area plans were conducted and contacts with 31 local governments were continued.
- The Council continued to prepare information submissions to State Planning on issues of annexation, consolidation and incorporation.
- The Council became involved in a Metro Significance Review for the Burnsville Amphitheatre, and has hired acoustic consultants to analyze noise issues.

Livable Communities Programs

One hundred and three Metropolitan area communities (for 2001) continue to participate in the Livable Communities program to help expand affordable housing opportunities, recycle polluted sites and implement compact development models in the region. These cities have negotiated housing goals with the Council that, if achieved, would add nearly 13,000 affordable rental units and nearly 65,000 affordable ownership units throughout the region by the year 2010.

More than 90 percent of the targeted developing communities have agreed to participate in the Livable Communities program. The developing communities are where job growth is highest and the need for affordable and life-cycle housing is most apparent.

Incentives in the 1995 Metropolitan Livable Communities Act (LCA) legislation encourage communities throughout the region to address several key issues:

- The shortage of affordable housing in the seven-county metro area.
- The need to redevelop declining neighborhoods.
- An abundance of polluted land that thwarts economic opportunity.
- The need for new models that demonstrate development patterns that link land use, transportation services and jobs.

Communities voluntarily participating in the program develop housing goals in cooperation 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 Trade and Economic Development (DTED). This funding includes loans and grants that come from the following sources:

1. **Tax Base Revitalization Account** helps cities pay to clean up polluted land and make it available for commercial and industrial development, thus restoring tax base and jobs near existing housing and services. In 2000, 20 grants were awarded totaling \$5,208,802 to help clean up 85 acres of polluted land in 10 communities. These projects will generate over \$6 million in increased annual net tax capacity and 765 new jobs paying an average hourly wage of \$16.30.
2. **Livable Communities Demonstration Account** supports projects that demonstrate walkable, connected land use patterns that are linked to transit. Funded projects have a mix of housing in type and cost, and commercial, civic or other uses that support daily needs and community activities. Seven grants totaling \$7.9 million were awarded in 2000 for demonstration models in six communities. Total development investments add up to \$238 million.

Included in the funded projects are models of infill mixed-use development that improve livability in older residential and commercial areas and attract public and private investment; establish compact suburban town centers; make stronger links between housing, transportation and jobs; and facilitate transit-oriented development in the Hiawatha LRT corridor. All are ready for construction soon.

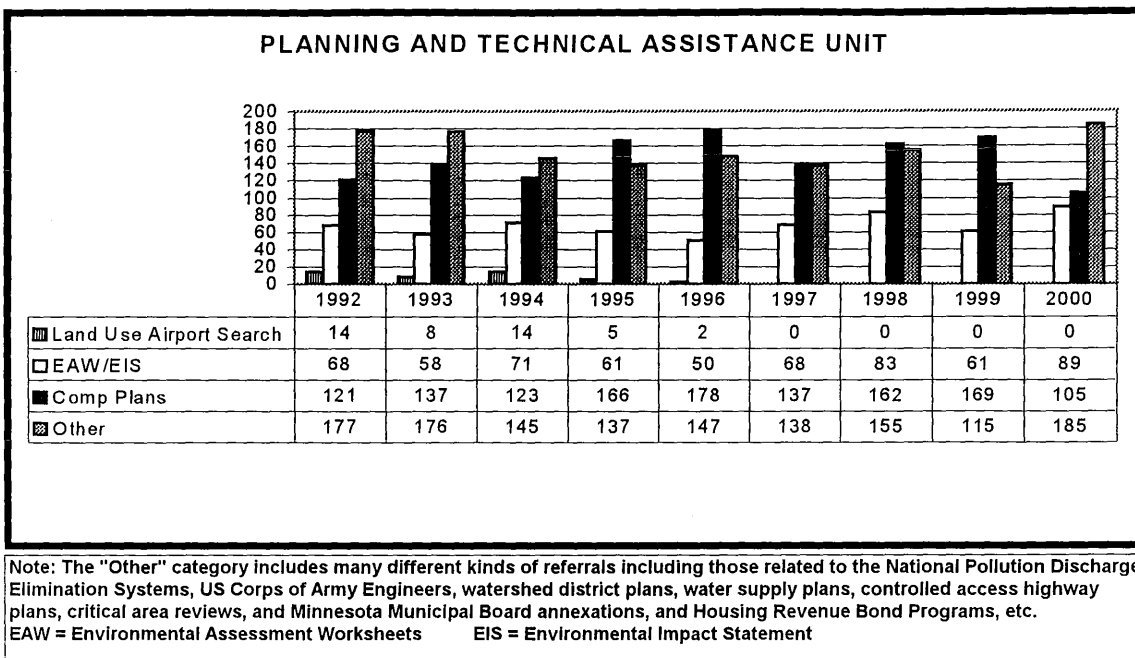
Five projects in the early stages that show promise of developing into models were awarded grants through the Council's planning assistance grant fund. The grants, totaling \$493,500, will help shape projects located in three cities and in a number of Hennepin County communities in the Hwy. 81 transportation corridor. Proposals in this planning category were funded in previous years with LCDA funds. Using a different source of funding in 2000 for planning projects allowed more LCDA funds to be used for projects that are ready for construction.

3. **Local Housing Incentives Account (LHIA)** expands housing opportunities through grants to eligible communities to meet negotiated affordable and life-cycle housing goals. In 2000, the Metropolitan Council approved 14 grants totaling \$1.6 million to help develop 104 new rental units, and rehabilitate another 127 units, construct 33 new ownership units and assist in the improvement of up to 600 homes. These grants will support affordable housing activities in 18 cities. Most of the rental units are affordable to low- and moderate-income households. These LHIA awards will leverage over \$23 million in total development investments.
4. **The Inclusionary Housing Account (IHA)** was a new program authorized by the legislature in 1999. The program assists communities in developing innovative and inclusionary housing that includes a variety of housing types and costs, and demonstrates cost-reduction or cost-avoidance because of regulatory incentives made available by the local community for that housing development. In 2000, 11 grants totaling \$4.2 million were approved and awarded to eight cities. These grants will assist the development of 503 new rental units, and in the ownership of 127 new units. These IHA awards will help leverage over \$100 million in total housing investments in these communities. All of the 1999 appropriation of \$4 million has been awarded.

Planning and Technical Assistance

The Community Development Division conducts reviews of comprehensive plan amendments and updates as well as environmental submissions, and leads discussions and reviews of metropolitan urban service area changes.

The chart and table below show the number and type of Local Assistance reviews and referrals administered by the Council from 1992 through 2000.



Metropolitan Radio System

The Metropolitan Council has provided staff and financial support for the development of a highly efficient, cost-effective, region-wide, two-way public safety radio system. This system will serve the communications needs of governmental jurisdictions in the metropolitan area as well as the counties of Isanti and Chisago. The system shares the 800-megahertz channels allocated to metropolitan area governmental jurisdictions by the Federal Communications Commission (FCC), as well as the network infrastructure of towers, transmission facilities, computer controllers and software.

In 1995, the legislature authorized the creation of a new political subdivision – the Metropolitan Radio Board. This board was charged with development and implementation oversight of a system plan for a region-wide public safety radio system.

In 1999, the legislature extended the life of the Board beyond its original sunset date of June 30, 1999, to June 30, 2002.

The Metropolitan Council continues to provide administrative support for the board and serves as the board's fiscal agent.

In 2000, with Council staff support, the Metropolitan Radio Board:

- Completed the leasing of all antenna, radio and console sites;
- Received a legislative appropriation of 9-1-1 funds to meet revenue projects;
- Approved the application from and entered into a contract with North Memorial Medical Transportation to join the first-phase backbone as a participant in the metro system;

- Completed the building remodeling and all other civil construction in preparation for installation of the radio equipment;
- Successfully completed the factory acceptance testing of the microwave system at Harris Microwave in San Antonio, Texas, the interoperability system at E.F. Johnson, Waseca, Minnesota, and the integration of the base radios and controllers at Motorola in Schaumburg, Illinois;
- Installed all antennas at each site;
- Accepted shipment of all equipment to be installed at each site;
- Initiated a process for writing and approving a standards, protocols and procedures manual for the operation of the system among first-phase participants and other metropolitan entities who will inter-operate with the system members;
- Established a website for improved communications with the public and among member agencies.

Metropolitan Parks System

The metropolitan regional park system open for public use in 2000 encompasses 48,015 acres of parkland and trails. This includes 38 regional parks, four special recreation features, 11 park reserves, and 136 miles of trails in 18 regional trails.

Total park visits in 2000 have not been estimated yet. But based on the 29.2 million visits in 1999, it is reasonable to project that 29.4 million visits occurred in 2000. This projection, like the estimate in 1999, is considerably higher than in the past few years and reflects updated and more accurate fall, winter and spring use estimates for the parks and trails. Updated seasonal use estimates were available from data collected in the *1998/99 Regional Parks Visitor Study*.

The Metropolitan Parks and Open Space Commission (MPOSC) was established by the Minnesota Legislature in 1974 as an agency of the Metropolitan Council. The commission's job is to advise and assist the Council in acquiring and developing a system of regional parks and recreation open space facilities in the Twin Cities metropolitan area.

The MPOSC plays a key role in shaping the regional park system, but it has no operating duties or ownership of any park or trail land. The parks and trails are owned and operated by 10 implementing agencies: Anoka, Carver, Dakota, Ramsey, Scott and Washington Counties, the Suburban Hennepin Regional Park District, the Minneapolis Park and Recreation Board, and the cities of St. Paul and Bloomington.

In addition to updating and revising the annual estimate of visitation to the regional parks system, data from the study has been used to examine and update the *Regional Recreation Open Space Policy Plan*. Data from the study is also being used by the managing agencies to update individual park and trail master plans.

In 2000, Council began a major revision of the guiding policy for the regional park system. The *Regional Recreation Open Space Policy Plan* provides the goals and policies that

guide acquisition, development, redevelopment, financing and planning for the regional park system. Updating the plan has involved considerable public comment, including 10 public workshops held across the region during the spring and summer of 2000, many hours of meetings with the Metropolitan Parks and Open Space Commission, the Livable Communities Committee and the Metropolitan Council, a public review period in January of this year, and three scheduled open houses/public hearings scheduled for early April of 2001.

The updated policy plan reflects the Council's Smart Growth agenda. It provides important new policies on cross-jurisdictional planning, integrated resource management, an emphasis on natural resource planning and protection, and ties to policies found in the policy documents for the Council's Transportation and Environmental Services Divisions.

In May of 2000, the Minnesota Legislature appropriated \$5 million for Regional Park system land acquisition, rehabilitation and facility development to finance a portion of the 2000-01 capital improvement program for Regional Parks. As a 40 percent match to the \$5 million, the Council committed \$3.3 million in bond funding.

In August, the Legislative Commission on Minnesota Resources recommended that \$5,645,000 of Environmental Trust Funds be appropriated in 2001 to finance another portion of the 2000-01 regional parks capital improvement program. If that appropriation were made, the Council would issue \$3,763,300 as a 40 percent match to the appropriation.

To meet the Council's commitment, bonds are issued when necessary to meet cash flow needs. The timing to issue bonds is coordinated with other Council bond issues. The following is a cross-section of major park projects funded in 2000:

1. Lake Waconia Regional Park, Carver County, for reimbursement to the county for acquiring 31 acres for this park.
2. Como Conservatory, St. Paul, for the design/engineering work to rebuild the Fern House and associated growing house.
3. Minnehaha Parkway Regional Trail, Minneapolis Park and Recreation Board, for rebuilding five miles of trail with associated bridges and shoreline restoration of Minnehaha Creek.
4. Bald Eagle-Otter Lake Regional Park, Ramsey County, for picnic shelter, restroom, play area and trails plus architectural design work to expand the Tamarack Nature Center.
5. Bunker Hills Regional Park, Anoka County, for rebuilding 2.5 miles of park roads, one mile of paved trail, trail crossing of a railroad, plus lighting, electric utility relocation and signage.
6. Big Rivers Regional Trail, Dakota County, for trail connections to the I-494 and Highway 55 bridges.
7. Cleary Lake Regional Park, Scott County and Scott-Hennepin Parks, for partial financing to rebuild four miles of paved bike/hike trail that was originally built in 1979.

Metropolitan Council 2000 Performance Evaluation Report

Community Development Division

In 2000, the Legislature also appropriated \$600,000 as a pass-through grant to the city of South St. Paul for erosion control at Simon's Ravine in Kaposia City Park. The Legislature also appropriated \$16 million as a pass through grant to the City of St. Paul to complete the construction of the Como Park Education Resource Center.

The Legislature also appropriated \$4.5 million of state general funds and \$5,537,000 of lottery proceeds in lieu of sales tax revenue was appropriated to operate and maintain the regional park system. The funds were granted to 10 regional park implementing agencies by the Council.

About 20 percent of the budgeted 2000 operations and maintenance costs for the park system was financed with these state revenues. About 12 percent was funded with park user fees/charges and the remaining 68 percent was funded with property taxes levied by the park implementing agencies.

Metropolitan Council Housing and Redevelopment Authority

The Metropolitan Council Housing and Redevelopment Authority (Metro HRA) is a work unit of the Community Development Division and administers housing assistance programs for seniors, households with disabled members and families in over 100 metropolitan communities in suburban Hennepin, Ramsey, Anoka and Carver Counties.

The majority of assistance provided by the HRA is through the federally funded Section 8 Housing Choice Voucher Program that allows the user to locate suitable private market housing in all communities throughout the metropolitan area. In addition to the staff based at Metropolitan Council offices, contract staff in six localities within the region serve as community representatives and assist in administering the Section 8 program.

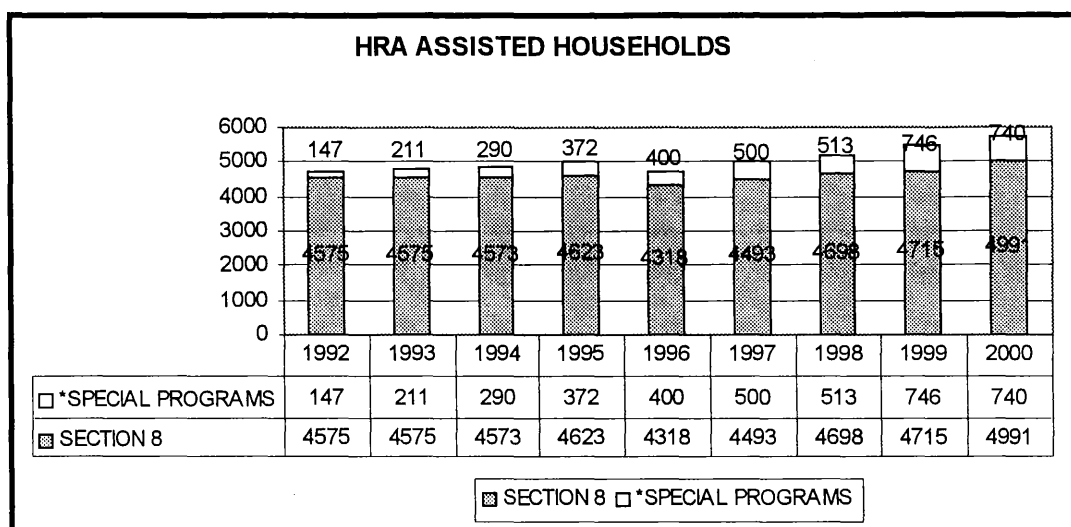
Major 2000 accomplishments of the HRA:

- Administered the Section 8 Housing Choice Voucher Program that provides federal rent subsidies to 5,000 households to locate decent and affordable housing within the metropolitan region.
- Added several hundred new participants to the Housing Choice Voucher program during 2000, despite unfavorable rental market conditions. A severe shortage of affordable housing throughout the region was evidenced by extremely low vacancy rates, rent increases exceeding 10 percent, conversion of existing subsidized housing to market-rate units and the lack of production of rental units.
- Administered a number of specialized housing assistance programs through federal, state and local funding that include housing subsidies and support services for people who are homeless or mentally ill, families who have members with disabilities, and persons with HIV/AIDS. These programs include two Bridges programs, three Shelter + Care allocations, the Rental Assistance for Family Stabilization (RAFS) program, county-funded supported housing program, and two programs providing Housing

Opportunities for Persons with AIDS. These programs served over 700 individuals and families during 2000, with case management services provided through partnering agencies.

- Ongoing implementation of the Family Unification Program and the Family Self-Sufficiency (FSS) Program. The Family Unification Program provides rent subsidies to enable families to reunite in cases where the lack of adequate housing may be preventing the family as a whole from thriving. The FSS Program assists families in working toward economic self-sufficiency and utilizes the resources and expertise of community-based social service agencies.
- Continued implementation of the Metro Housing Options program with services provided through a consortium of three nonprofit organizations. The program recruits new landlords to the Section 8 program and provides housing counseling services to families that currently reside in high poverty areas throughout the region. During year two of operation, Metro Housing Options enrolled 94 new property owners to participate as landlords and assisted 46 families to successfully relocate within the metro area.
- Administered the Minnesota Housing Finance Agency (MHFA) Deferred Loan, Revolving Loan, and Accessibility Loan Programs. These programs make available home rehabilitation funds for elderly and disabled homeowners in suburban Ramsey County.
- Over 130 rental properties representing nearly 5,000 units in the region that applied for State of Minnesota 4d property tax classification were monitored and inspected by Metro HRA staff in order to ensure compliance with the terms of the program.
- Provided ongoing support for the HousingLink, a nonprofit clearinghouse created as a result of the Hollman consent decree. With its mission to provide a “one-stop shop” approach for affordable housing information, the HousingLink developed a comprehensive database of vacancies, two affordable housing directories, a “best practices” software application, as well as implemented a number of drop-in sites. At one of the pilot drop-in sites, the Metro HRA has created a resource room that makes available a number of resource directories to people seeking affordable housing.

The chart below shows the number of households assisted by the Metro HRA between 1992 and 2000 through the Section 8 programs, and through other special housing programs.



Metropolitan Council's Geographic Information System

The objective of the Council's GIS is to provide relevant geographic information and services to support Council policy and operational concerns. GIS efforts have resulted in outcomes for three main areas during 2000:

Outcome #1. Accurate information is available for operational and decision-making activities.

- Many of GIS efforts supported the Smart Growth Twin Cities project, which needed a GIS component at the beginning of the project. Future land use plans for nearly all 186 communities were collected and digitized for use in the GIS. Smart Growth indicators were developed and the first of these indicators were delivered to the consultants on the project. Work was begun on a new version of the Regional Growth Strategy data. The transportation modeling data has also begun to be linked to the GIS so information can be moved between the two systems.
- While the interpretation of 1997 land use data was completed in 1999, the process of making the information available to users occurred in 2000. GIS completed a coordinated rollout of the land use data that included Internet, CD and traditional products.
- The Council flew aerial photography for the region in May of 2000. This photography was then converted into images that can be used in the GIS. The imagery is needed to complete the 2000 land use interpretation. CDs of the imagery are being distributed to the public and other government agencies through the Council's Data Center.
- Preparations continued for the delivery of the 2000 Census data. This includes the development of the first half of a spatially accurate census geography data set that is compatible with parcel and other shared data. Census data, ortho imagery and parcel

data were collected for April 2000 to enhance their usefulness when used in combination with each other.

Outcome #2. Staff have access to GIS technology in an appropriate and easy to use form.

- Phase 2 of the transit-route editing tool was tested and completed in time for use in the collection of data needed for the Smart Growth Twin Cities project. This application will continue to serve Metro Transit Service Planning in the development of new and changed bus routes. It will also allow other units of the Council to use current bus route information in their business activities such as transit itinerary planning, modeling and land use planning.
- The Council's GIS unit maintains standardized data sets, file organization, data distribution, system planning, consulting and training. These are enterprise wide services that help GIS users through out the Council do their jobs efficiently and effectively.

Outcome #3. GIS capability is efficiently developed through shared GIS data and expertise.

The MetroGIS initiative is how this outcome is being accomplished. The Council is one of 12 members on the MetroGIS Policy Board, comprising local elected officials. The other eleven members represent cities, school districts, watershed districts and each county. The Council agreed to provide the staff support and non-staff expenses needed to collaboratively define the form and function of a regional GIS, which has become known as MetroGIS. MetroGIS reached a number of major milestones in 2000:

- The Council approved the 2001 MetroGIS budget request and acknowledged its intent to continue its primary MetroGIS sponsorship role through 2003.
- The Public Sector Regional Parcel Data Set Pilot Project got under way. The results of this project will provide policy direction for several fundamental MetroGIS functions.
- MetroGIS DataFinder's design was enhanced and the site was accepted as a node of the National Spatial Data Infrastructure (NSDI).
- Significant progress was made in developing several priority regional data sets: 1990 Census Geography, Planned Land Use, School District Jurisdictional Boundaries, and Hydrology.
- MetroGIS representatives played a significant role in shaping the emerging National GeoData Alliance.

Research

In 2000, the Research Program:

- Prepared annual population and household estimates for communities in the region. Estimates are delivered to Department of Revenue and Department of Transportation for use in Local Government Aid calculations and the municipal state-aid road formula, respectively.
- Delivered the *Annual LCA Report Card* on progress made by regional communities toward providing affordable and life-cycle housing for metro area residents. The document fulfills the legislative charge given to the Council in the 1995 Livable Communities Act. The 2000 report summarizes four-years of housing construction activity for the LCA years, 1996 through 1998. Analysis of governmental, nonprofit and marketplace efforts are included as well as current and historical overall housing trends in the region.
- Produced a Regional Indicators report – an ongoing effort to monitor and report on regional trends and issues. The report supported the Council's November 2000 State of the Region event with expanded measurement of the region's economy, environment, infrastructure, and social well-being, comparing conditions in the Twin Cities area with other metropolitan areas. Subsequent work during the year focused on identifying and analyzing key indicators to track on an annual basis, in response to priorities established by Council members and the Council's Smart Growth initiative.
- Conducted a major collaborative, regional research project to analyze the fiscal impacts at the local level of two development scenarios for eight communities – from central cities all the way out to the developing suburbs. Cities participating include Minneapolis, St. Paul, Roseville, Richfield, Apple Valley, Coon Rapids, Shakopee and Cottage Grove.
- Assisted the State Planning Agency and Census Bureau in preparing for 2000 Census, including Census awareness activities (promotions to help get a better count) and assistance in State Planning's review of preliminary counts.
- Produced regular reports on building permits, economic and other indicators, and progress of the Livable Communities program.

Transportation Division

The Metropolitan Council sets policy, plans, coordinates, administers and operates a cost-effective system of transit services that is responsive to the needs of residents of the Twin Cities metropolitan area.

The Transportation Division is composed of two units – (1) Transportation and Transit Development and (2) Metro Transit – and is responsible for regional transportation planning including aviation, highway, and transit systems as well as transit operations.

The Metropolitan Council's *Transportation Policy Plan* policies:

- Focus investments to help implement the *Regional Blueprint* and the Regional Growth Strategy to support the region's economic vitality and quality of life.
- Pursue an adequate level of transportation funding.
- Make investments based on need.
- Promote public participation when formulating and implementing transportation policy.
- Promote implementation of a regional network of dedicated transitways.
- Develop transit compatible with different land use patterns and socioeconomic conditions.
- Promote innovation, efficiency, and greater diversity of options through increased competition in delivering transit services.
- Improve transit service coordination and passenger safety to make transit more attractive.
- Provide transit services for persons with disabilities in full compliance with the 1990 Americans with Disabilities Act.
- Support use of travel demand management techniques to reduce peak-period trips.

To accomplish these overall goals, the Metropolitan Council:

- Develops transportation policy for the metropolitan region and implements transportation policy through its own programs and through coordination with the federal government, state government, and local governments.
- Develops and updates the five-year transit plan, the federal Transportation Improvement Program (TIP) for the metropolitan area.
- Acts as the federally designated Metropolitan Planning Organization and manages the allocation of federal transportation funds.
- Operates Metro Transit, the region's largest provider of regular-route transit service.
- Operates Metro Mobility, the region's paratransit service.
- Administers 32 different types of contracted transit services

- Promotes transit through Metro Commuter Service programs and with travel demand organizations

Transit Ridership

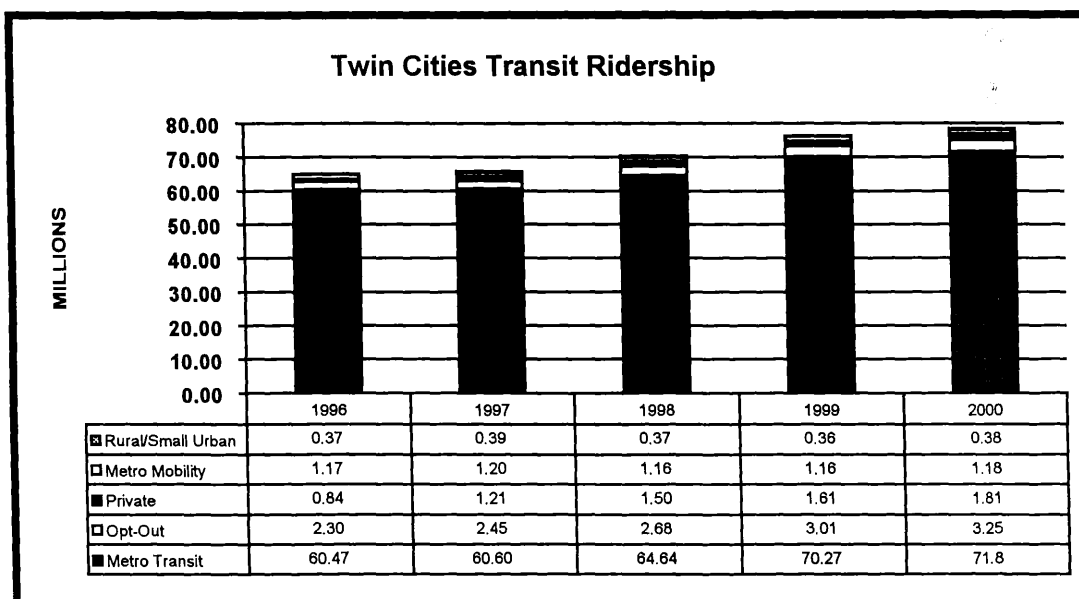
The Twin Cities region has five types of transit providers.

- **Metro Transit:** Provides primarily large bus regular route service
- **Opt Out Communities:** Twelve communities in the region have chosen to opt out of regional transit service. They levy their own property taxes and provide their own transit service. Some of this service is provided through contracts with private companies, some through contracts with Metro Transit, and some operate their own service directly.
- **Contracted Regular Route:** Approximately 5% of regular-route transit service is contracted with private providers. These include both non-profit organizations and private companies.
- **Rural/Small Urban (Community-based):** Dial-a-ride transit service is provided outside of the Transit Taxing District but within the seven county metropolitan area. This service is provided through contracts with In addition, certain cities within the Transit Taxing District have chosen to provide transit services.
- **Metro Mobility:** Provides transit services to persons with disabilities who are unable to use the regular transit system.

Ridership and Service by Type of Provider

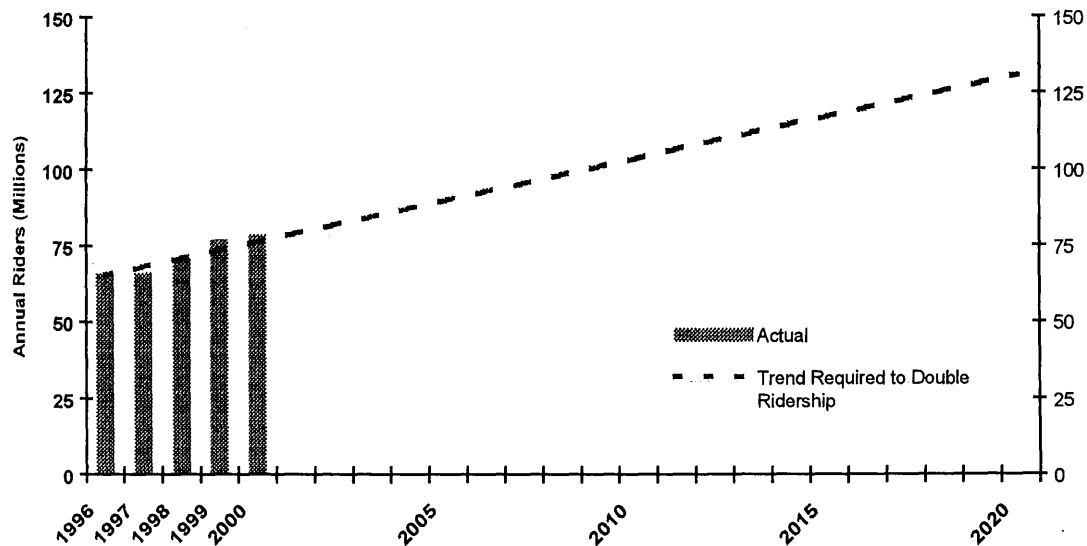
Metro Transit is the largest of the five providers, making up 63.5% of the service hours in the region. Metro Transit also carries 91.6% of the region's passengers.

Ridership increased 20.4% from 1996 to 2000, with non-Metro Transit ridership exceeding 6.6 million in 2000.



The Metropolitan Council is ahead of meeting the goal of doubling ridership by 2020

Ridership Trends



To achieve the goal of doubling of ridership by the year 2020 will require a sustained annual average increase of 3.5% between the years 1996 and 2020 – a pace that has been exceeded during recent years. From 1996 to 2000, growth averaged 5.1%.

The key factors contributing to the ridership are:

- **Service improvements:** A program of systematically reviewing all bus routes (called Sector Studies) has been put in place. Implementation of the results of these studies began to be put in place in 2000.
- **Fleet reliability and appearance:** At Metro Transit, new bus maintenance routines have been put in place, increasing reliability by 90%. In addition, an aggressive program of bus cleaning and painting has been put into operation.
- **Transit Ambassador Training:** Metro Transit has established an improved customer relations program for all bus drivers.
- **Employer outreach/marketing:** Metropass is a program where businesses provide subsidized bus passes to employees as benefits and to promote alternative transportation modes. In 2000, 40 companies were enrolled in Metropass and 3.2 million rides were provided through this program. In addition, the UPass program was launched. Students at the University of Minnesota can buy deeply discounted bus passes. Between September and December 2000, 700,000 rides were provided through this program.

- **Transit Advantages:** The region has over 125 miles of bus-only shoulder lanes, 15 synchro-lights and 73 ramp meter bypasses. These transit advantages give buses a substantial timesaving over automobiles in many locations.
- **Increased commuting costs:** Parking costs in the downtowns have increased, as has the costs of gasoline.

Transportation and Transit Development

Transportation and Transit Development has three main functions:

- It performs transportation planning for the metropolitan area.
- It provides for transit service through 36 private, public, and non-profit transit service providers to the seven county metro area through four major programs: (1) Metro Mobility, (2) Opt-Out Communities, (3) Contracted Regular-Route Service, and (4) Rural/Small Urban programs.
- It promotes transit usage through programs for commuters and through travel-demand management programs.

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. In return, the metropolitan region is eligible for federal transportation grant funds. This planning process includes state, regional and local government.

The Council is also responsible for the selection of projects for federal funding and the preparation of a three-year 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 the 1997 Transportation Efficiency Act for the 21st Century (TEA-21). The process includes broad citizen and interested group input. Major planning activities in 2000 are discussed below.

Transit Planning Activities

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

- A revision to the *Transportation Policy Plan* was developed during the year 2000, with adoption in 2001. This involved a thorough update of all facets of the policy plan, including a substantial public comment period and revision process.

- The *2020 Transit Master Plan* was completed in 2000. This plan lays out a framework to double the capacity of the existing bus system and the development of a system of transitways in the Twin Cities, including dedicated busways, commuter rail, light rail, and bus only shoulder lanes. It also put forward the financing requirements to implement this plan.
- A program of reviewing the routes and frequency of bus service, called Sector Studies, began implementation in 2000. This process develops the optimum placement of bus routes based on current land use and demographics. This process is complete for Sectors One and Two (northeast of downtown Minneapolis and north of downtown St. Paul). Changes include:
 - strengthened grid system for bus routes
 - reduction in branches from core routes
 - increased service to transit hubs
 - increased frequency on major routes
 - day express routes between downtowns and hubs
 - the use of flex-routes in lower-density routes
- In 2000, all needed funding was secured to construct the Hiawatha Light Rail Transit line. Planning and development for this transit line has been progressing.
- A study of park-and-ride lots continued to inventory all of the lots, their condition and features, and to determine usage patterns. Revised guidelines for determining placement, size, and other features of park-and-ride lots were drafted.
- Staff participated with others from Mn/DOT, Metro Transit and the county regional rail authorities in doing feasibility studies for several transitway corridors, including the Northstar Corridor, Central Corridor, Dan Patch Line and Rush Line. Staff also participated in a study of the feasibility of a historic trolley in the Midtown Greenway/Southwest corridor. Late in 2000, staff began working with Metro Transit on preliminary engineering and environmental studies of three busway corridors: Riverview, Minneapolis Northwest, and the Midtown Greenway/Southwest
- Transportation staff worked with Mn/DOT to complete Phase II of a Commuter Rail Study for the Metro Area.

Highway Planning

The Council participates with Mn/DOT in highway planning activities to ensure implementation of the policy direction established by the Council in the *Regional Blueprint* and the *Transportation Policy Plan*.

- 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 2000, no loans were made.

- The Council participated in several interagency corridor studies including I-35W, I-35E, TH 52, I-494/TH61, Wakota Bridge, TH 13 and CSAH 27.
- During 2000, numerous comprehensive plans and environmental documents (EISs and EAWs) were reviewed to determine consistency with regional transportation plans.

Air Quality Planning

The Council does long-term planning required by the Transportation Efficiency Act for the 21st Century (TEA-21) to integrate study of congestion management, transportation, land use and air quality planning with the requirements of the 1990 Clean Air Act Amendment (CAAA). In 2000, a conformity analysis was done of the new Transportation Policy Plan (TPP) and the three year Transportation Improvement Plan (TIP) to ensure the implementation of these plans would not violate air quality standards.

CMAQ/STP Allocation Process

The Federal Government has designated the Metropolitan Council as the Metropolitan Planning Organization (MPO). In this role, the Council approves the selection of projects recommended by the Transportation Advisory Board (TAB) for the 2000 – 2004 federal TEA 21 funding. This includes three programs: Surface Transportation Program (STP), Transportation Enhancements Program (TEP) and Congestion Mitigation/Air Quality (CMAQ) programs.

During 2000, this process involved solicitation of projects from Mn/DOT, cities, counties, and transit providers, evaluation of these projects by the Transportation Advisory Board (TAB) and Technical Advisory Committee, and selection a list of approved projects. In addition, an extensive evaluation was conducted after this process was completed.

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. Council staff maintains socioeconomic data and obtains travel and traffic count data from Mn/DOT to monitor, revise, and update travel forecasts to the year 2020. 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 *Transportation Policy Plan*.

- The regional travel demand model was used to prepare transit ridership forecasts for the 2020 Master Plan.
- Work continued on responding to requests for forecast travel demand data and providing assistance and model review to consultants and agencies.

- Council staff has assisted consultants on several regional-scale transportation and transit projects that required forecasts, including such projects as the Riverview Transitway Study.
- Work began on the Year 2000 Travel Behavior Inventory (TBI). The 2000 TBI will consist of several surveys to determine current travel patterns in the Twin Cities region and update the regional travel demand model. Survey work began in 2000 but the TBI was delayed due to the ramp meter shutdown in the fall of 2000. The TBI data will be used to modify and recalibrate the travel-forecasting model.

Transportation Administration

- The Council prepared and adopted a 2001 Unified Planning Work Program (UPWP), which ensures that all agencies involved in transportation planning in the metropolitan area (including the Council, Mn/DOT, MAC and MPCA) coordinate their efforts.
- The Council prepared and administered federal planning grants including quarterly progress reports.
- The Council provided staff support to the numerous TAC/TAB committees composed of representatives from many agencies and local units of government, and in the case of the TAB, private citizens as well.
- The 2001-2004 TIP was prepared and adopted for inclusion in the State Transportation Improvement Program (STIP).
- The Council continued to work with Mn/DOT and the U of M Center for Transportation Studies on the Transportation and Regional Growth Study.

Aviation Planning Activities

The Council is responsible for preparing and maintaining the Twin Cities regional aviation system plan. It also coordinates aviation planning and development activities with local, state, and federal governmental units, airport users and citizens. Year 2000 highlights include:

- **Aviation Policy Planning**
 - Update of the 1996 *Aviation Policy Plan* continued in 2000, including the preparation of issue papers concerning land use compatibility guidelines for aircraft noise, and airport safety zoning.
 - Developed updated 2000 – 2020 General Aviation forecasts for all system airports.
 - Prepared an evaluation of the Minneapolis-St. Paul International Airport (MSP) 1993 major airport dual-track forecasts as initial step in forecast process. 2020 MSP forecasts work will commence in 2001.

- **Coordination**

- Continued efforts with the Metropolitan Airports Commission (MAC) on update of the Part 150 Noise Mitigation Program for MSP International Airport.
- Provided on-going facilitation of federal, state, and local land acquisition and development projects in the general Ft. Snelling area, including Hiawatha Corridor LRT development.
- Continued efforts with the MAC to provide public sewer and water at reliever airports.

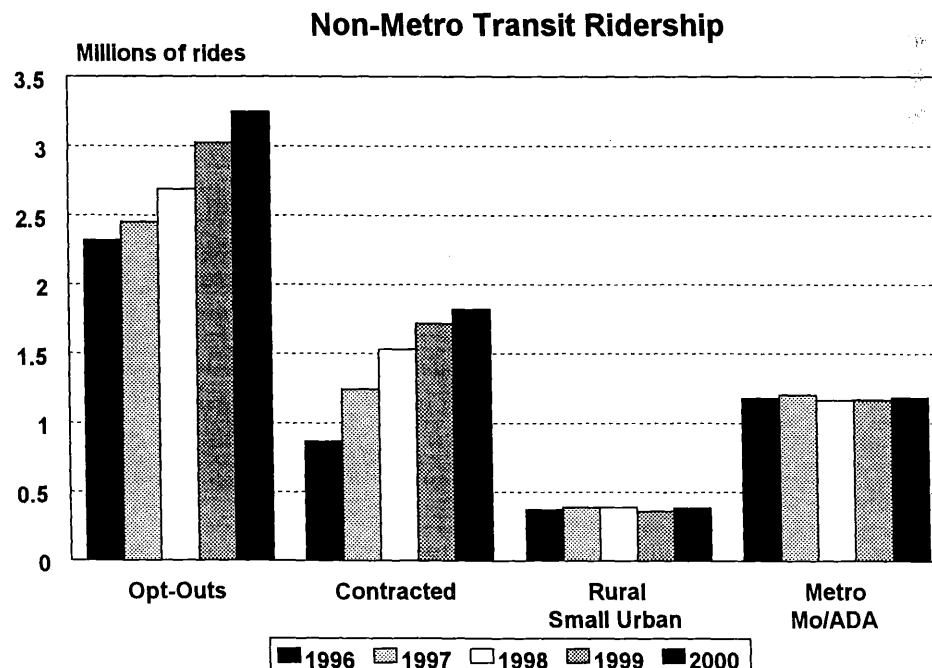
- **System Implementation**

- Review of reliever airports long-term comprehensive plans.
- Review of community comprehensive plans as concerns the aviation system plan.
- Review of the (MAC) annual capital improvement program (CIP).
- Review of airport environmental studies.

Transit Services

The opt-out and regular-route systems have experienced substantial increases in ridership, while the ridership of the rural and small urban programs and Metro Mobility has remained steady. The growth in the opt-out and contracted regular-route ridership is due to the same forces as the overall transit system.

Growth in the rural and small urban programs has been flat due to the introduction of regular-route services that have shifted ridership to less costly regular-route service. Metro Mobility/ADA ridership has also remained flat, due in part to the growing accessibility of regular-route buses.



Opt-Out 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.

Three of these communities – Plymouth, Maple Grove, and Shakopee – operate their own municipal programs. Apple Valley, Burnsville, Eagan, Prior Lake, Savage, and Rosemount created an intergovernmental entity called Minnesota Valley Transit to provide transit in their communities. Chaska, Chanhassen and Eden Prairie created Southwest Metro Transit.

These communities contract with a variety of providers, including private providers and Metro Transit to provide service. Some operate their own buses. They also select their own routes and levels of services.

From 1996 to 2000, ridership in the opt-out system increased 39.9%.

Contracted Regular Routes

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

- Provides a competitive benchmark for costs.
- Can be less expensive due to synergies with private providers using the buses for charter service when they are not needed for public transit.
- Allows for innovative (new types of routes, experimental service, etc.) without commitment of permanent resources.
- Supports local control of service by providing resources directly to communities.

Notable changes to this system in 2000 included:

- Redesigning the Roseville Circulator through the Sector Studies.
- Beginning a new cross-town route from Roseville to Maplewood Mall.
- Beginning a Shoreview flex route.
- Redesigning Lorenz bus lines to Anoka and on Rice Street.
- Completing the replacement of the fleet on Route 55.
- Adding trips to the Woodbury-Minneapolis route.

Ridership for these routes increased 110% from 1996 to 2000.

Rural/Small Urban

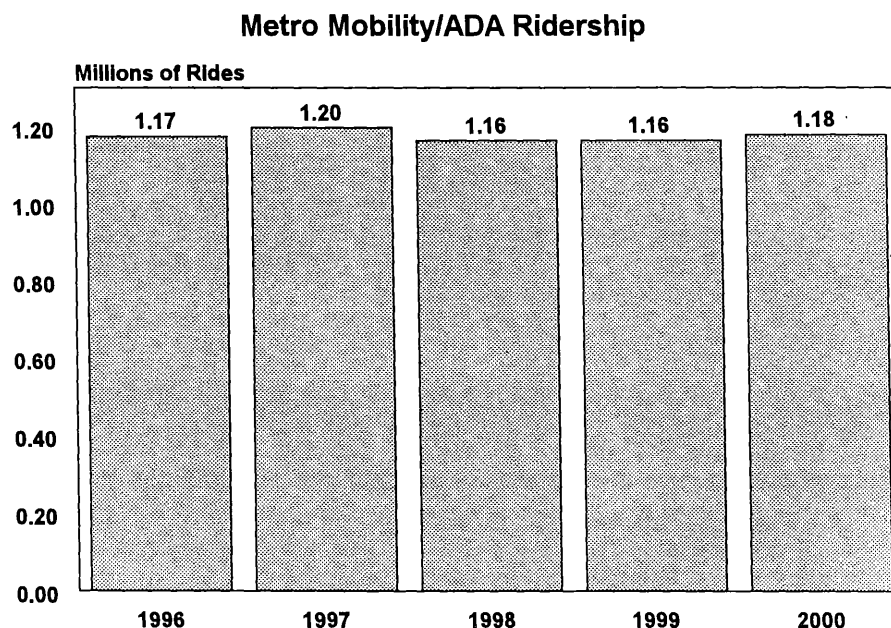
Community-based services include demand-responsive operations that include medium-sized buses, small buses, and volunteer driver services in a community or county. Ridership for these routes increased 4% from 1996 to 2000. Notable changes to this system in 2000 included:

- Requests to study new dial-a-ride services for Edina, Minnetonka, and Northwest Hennepin County.
- SMART DARTS, an intelligent transportation system.
- The CAB flex-route experiment.

Metro Mobility/ADA

The American with Disabilities Act (ADA) requires that transit services be provided to persons who physically cannot use the regular-route bus system. The law requires this service be at the same level as regular-route bus service and serve the same geographic areas as the regular routes.

The 2000 ridership for Metro Mobility was 1,015,407, an increase of more than 2% from 1999. This reverses a slight ridership decline that occurred over the previous four years.



Several program efficiencies implemented in 2000 were successful in addressing trip denials, as reflected in the 3.4% denial rate for the year. Supplemental service, initiated in May, provides limited ADA service to contracted Day Training and Habilitation and adult daycare facilities. Shifting these riders from the demand service to supplemental service has resulted in a decrease of denials during peak travel times.

The Standing Order Excessive Cancellation Policy has also proven to be a successful means of freeing up demand service while providing more efficient use of standing orders. Basically this policy revokes standing order privileges for riders who cancel their standing orders more than 50% of the time. Removing these underutilized standing orders has allowed other standing order applicants to fill these vacant standing order spots, thus further freeing up demand service.

The Assured Ride Program was implemented in 2000 to further improve quality of service for Metro Mobility/ADA riders. The Assured Ride Program, mirroring a similar program for the fixed-route service, offers frequent riders four \$25 coupons each year for emergency situations.

The Driver Incentive Program, initiated in 1999, was continued in 2000. It has been an effective tool in assuring adequate driver coverage by providing a bonus to the Metro Mobility contractors for reaching 98% of its contracted hours.

The year-long recertification of Metro Mobility/ADA riders concluded in 2000. Recertification of riders is required by the ADA and must be conducted every three to five years. The program certifies an average of 310 new riders per month. Approximately 17,000 riders were certified to use for Metro Mobility/ADA service as of December 2000.

The Metro Mobility program was given high marks in a peer review conducted in February 2000. The panel, consisting of paratransit experts, evaluated all components of the program and ranked Metro Mobility as one the best programs of its kind in the nation.

Congestion Management and Transit Marketing

Transportation and Transit Development focuses on two types of programs to manage congestion and promote transit: Metro Commuter Services and Travel Demand Management programs.

Metro Commuter Services

Metro Commuter Services works with businesses to help them increase their employees' transit usage. In 2000 Metro Commuter Services:

- Added almost 32,000 individuals to the ride-matching database.
- Distributed almost 6,000 match lists for individuals looking for car and vanpools.

- Registered over 3,000 new car/van pools.
- Increased the number individuals registered in the Regional Guaranteed Ride Home program by more than 40%, while the percentage of reimbursements dropped from 7% to less than 6%. Doubled the number of coupons registered individuals receive annually to 4 and increased the value of the coupons from \$20 to \$25.
- Held more than 45 commuter fairs.
- Continued the new Commuter Check program to allow employers and employees to take advantage of the new Tea-21 legislation allowing for tax breaks for transit riders and vanpoolers. In little more than one year, 29 companies signed up.
- Strengthened the partnership between the Minneapolis and Saint Paul Transportation Management Organizations by working together on projects.
- Accepted more than 5,500 registrations for programs via the new Metro Commuter Services web site. Reflects an increase from slightly more than 1,500 the year before.
- Completed more than 75 commuter surveys for employers to aid in promoting alternative transportation at the work site.
- Designed a new vanpool incentive program for employers and commuters to use in areas where transit does not exist and the ridership is too low for regular transit. Program starts in February 2001.
- Hosted an information session for the Federal Executive Board for more than 75 representatives from various Federal Agencies in the Twin Cities Metro Area.
- Hosted the 10th Annual Commuter Choice Awards to recognize individuals, agencies and employers who promote alternative transportation.
- Started partnership with Mn/DOT to increase TDM strategies in the I-494 corridor during the scheduled construction.
- Partnered with the American Lung Association to promote use of E-85 fuel.

Travel Demand Management (TDM) Programs

Travel demand programs work to reduce congestion by helping businesses work directly on transportation and congestion issues. TDM strategies include helping companies develop car and van pools, preferential parking for car and van pools, providing bicycle incentives, and providing transit facilities and other transit programs. It also promotes scheduling work to shift trips out of peak periods.

Staff from the Metropolitan Council worked with Travel Demand Management Organizations in downtown Minneapolis, downtown St. Paul, the I-494 corridor, the Golden Triangle and in Midway.

Metro Transit

Metro Transit is the primary public transportation agency in the Minneapolis/St. Paul, Minnesota, area. It provides more than 90% of the fixed-route service in the region with a fleet of 938 buses operating on 125 local, express and contract routes.

Ridership in 2000 was 73.5 million, a 2.1% increase over 1999 and the highest ridership in 15 years. As of December 2000, Metro Transit had achieved year-over-year ridership increases for 39 consecutive months.

The ridership growth exceeds ridership goals promised to the Minnesota Legislature. For the two-year funding cycle that ends on June 30, 2001, Metro Transit pledged to deliver 138 million rides. It closed 2000 6.3%, or 6.5 million rides, ahead of the pace needed to reach the goal. Metro Transit, in fact, is on track to reach 146 million rides for the biennium.

The 2000 ridership growth continues a tradition of ridership success. Over the past four years, ridership has increased 18.4% while capacity has increased just 10.5%.

Ridership growth is not a function of luck. It is the product of a committed and creative workforce of 2,600 employees dedicated to public service. The result is a compendium of success that contributes to ridership growth.

Customer Satisfaction

Metro Transit achieved a 10-percentage point improvement in overall customer satisfaction over the past four years as the agency has focused on enhancing its products and services.

Bus Maintenance

On-street reliability goals have been exceeded for four consecutive years. In 2000, the maintenance division set a goal of 6,500 miles between road calls for disabled buses, and it achieved nearly 8,000 miles between road calls last year.

Cleanliness is a cornerstone of customer confidence. In addition to nightly bus washing and interior cleaning, the maintenance division has virtually eliminated graffiti damage to buses and facilities. Any graffiti found by drivers or mechanics is addressed overnight. In 2000, this resulted in 5,000 person hours of maintenance commitment.

Since the anti-graffiti vandalism program was initiated, 8,000 damaged seat cushions have been replaced and 4,000 etched bus windows have been replaced and vandal shields installed. Aggressive maintenance improved the functioning of Metro Transit fareboxes. In 2000, the agency achieved a 31% increase in boardings between farebox-related road calls.

Bus Transportation

In 2000, the bus transportation division beat its accident goal of 4.8 per 100,000 miles by achieving a rate of 4.49. In addition to fewer accidents, the division also achieved a 10% reduction in customer complaints about driver behavior. This is a positive result of Transit Ambassador training, Metro Transit's first multi-day customer courtesy and communications program for its operators. More than 700 drivers have completed the course.

During 2000, 17 Metro Transit operators were recognized for achieving 25 years of accident-free driving.

Fleet Diversification

During 2000, Metro Transit continued its fleet diversification program by adding 25 small buses to its fleet of 40-foot coaches, articulated buses and over-the-road coaches.

The 23-passenger buses permit Metro Transit to more closely match bus size with market demand. The small buses are deployed in neighborhood service to bring customers to transit hubs for connections. They also are assigned to lightly use cross-town services. In addition to the small buses, Metro Transit placed an order in 2000 for five hybrid electric buses that promise higher fuel mileage and less impact on air quality.

Metro Transit made a decision in 2000 to equip all new buses with bike racks. This followed a successful bike-rack test program on one route.

Customer Service

Metro Transit prepared to roll out automated trip planning on its website, www.metrotransit.org in March 2001. The agency will be one of only four in the nation to offer this service.

The trip planner permits customers to enter their departure and arrival data so that the computer can plan their transit trip, complete with walking directions, fare information and access to maps. The trip planner employs the same cutting-edge technology used by representatives of the Metropolitan Transit Information Center.

Marketing – Employer Outreach

More than 40 companies now subsidize bus passes for their employees under the Metropass program. Metropass customers took 3.2 million transit trips in 2000, a 60% increase over 1999. Metropass “hardwires” transit into the benefits packages of leading Twin Cities employers, helping them recruit and retain employees. Metropass also builds

strong bonds between Metro Transit and business community at a time when the region is struggling to find solutions to traffic congestion and the high cost of parking.

In addition to Metropass, another 525 companies sell modestly discounted bus passes in the workplace to their employees under a program called TransitWorks.

Marketing – UPass

UPass – a program of discounted bus passes for students – debuted at the Twin Cities campuses of the University of Minnesota in September 2000. UPass is a partnership with the University of Minnesota, which is faced with congestion and limited parking. In less than four months, students took more than 700,000 trips.

Marketing – Advertising

To stimulate ridership and to build brand identity, Metro Transit develops annual radio, television and print advertising campaigns. The campaigns have built ridership, improved awareness of Metro Transit and contributed to a positive image and reputation of transit services in the region.

Metro Transit was honored by the American Public Transportation Association for producing the best transit television advertising in the nation. It was the only transit agency to receive a national Obie from the Outdoor Advertising Association of America and, in February 2001, was honored by the Retail Advertising and Marketing Association of America for its print campaign.

Marketing – Special Events

In an effort to stimulate trial ridership and to build community support, Metro Transit engages a number of high-visibility special events throughout the year. The largest of these efforts is transit service to the Minnesota State Fair.

In 2000, one of every four fairgoers – 415,000 people (including Minnesota Governor Jesse Ventura) – used Metro Transit to attend the fair. About two-thirds of these riders are not regular customers, giving Metro Transit a chance to introduce citizens to transit service in a fun atmosphere. Other special events include a partnership with Miller Brewing for free rides on St. Patrick's Day as well as service to Holidazzle, Grand Old Days, Minneapolis Aquatennial, Minnesota AIDS Walk and more.

Labor Relations

Through concerted outreach and involvement, Metro Transit maintains a strong positive relationship with its largest union – Local 1005 of the Amalgamated Transit Union. The result is fewer grievances and arbitrations and high employee morale. A new three-year labor agreement was signed in 2000 covering 2,200 of Metro Transit's 2,600 employees.

Human Resources – Driver Recruitment

The new labor agreement included a more attractive job for part-time bus operators with an increase from \$10.78 an hour to \$14.03 and with 30 hours of work a week guaranteed. In the tight labor market, part-time recruitment had been unsuccessful, resulting in more work being delivered at overtime. Metro Transit began a major driver recruitment program on November 1, 2000, to address a shortage of 261 part-time operators. The campaign includes radio and television advertising, direct mail and garage open houses. Through the end of January 2001, Metro Transit is on pace to reach its hiring goals by April 1, 2001.

Service Development

Metro Transit is engaged in a comprehensive restructuring of transit service in the region for the first time in its history. On a quadrant-by-quadrant basis, planners have declared the transit map vacant and, working with customers, citizens and elected officials are rebuilding the transit system to respond to current travel demand and community development patterns.

The first phase of transit redesign – in areas north of Minneapolis – was implemented in September 2000. Service in Hopkins, St. Louis Park and Minnetonka will be restructured in March 2001. And a major realignment of service north of St. Paul will be implemented in June 2001.

Engineering and Facilities

Another 28 miles of bus-only shoulders were opened on freeways in the Twin Cities during 2000. The initiative is the work of Team Transit, a cooperative among Metro Transit, Minnesota Department of Transportation, cities and counties. Team Transit is dedicated to providing buses with speed/time advantages, to increase freeway capacity and to reward citizens who choose alternatives to driving alone.

The value of bus-only shoulders was clearly demonstrated during the recent ramp-meter shutoff. While motorists reported widely varying commuting times, Metro Transit was able to provide a consistent schedule of service to its customers. The Twin Cities is a national leader in the development of bus-only shoulders.

Metro Transit now has the lead for development of transitways in the region. Three potential transitways are under study in the Riverview, Northwest and Southwest corridors. Metro Transit is engaged in an environmental review for Riverview, a busway that would link St. Paul and its East Side with the airport.

Construction continues on a new bus garage for routes serving St. Paul and its suburbs. The new 185-bus East Metro garage, which will replace the 92-year-old Snelling facility,

will open in September 2001. In addition, construction began in 2000 on a new Transit Control Center, which handles communications among buses and support vehicles. The 24-hour operation handled 840,000 calls from buses in 2000 and dispatched support to bus drivers 22,400 times.

Light Rail Transit

Metro Transit successfully applied to the Federal Transit Administration in 2000 for a \$334 million full-funding grant agreement to underwrite the federal share of the Hiawatha light-rail line. FTA also completed a financial capacity assessment that determined that Metro Transit can effectively operate the light-rail line without compromising the bus network.

Groundbreaking for the Hiawatha line, held on January 17, 2001, attracted more than 800 guests.

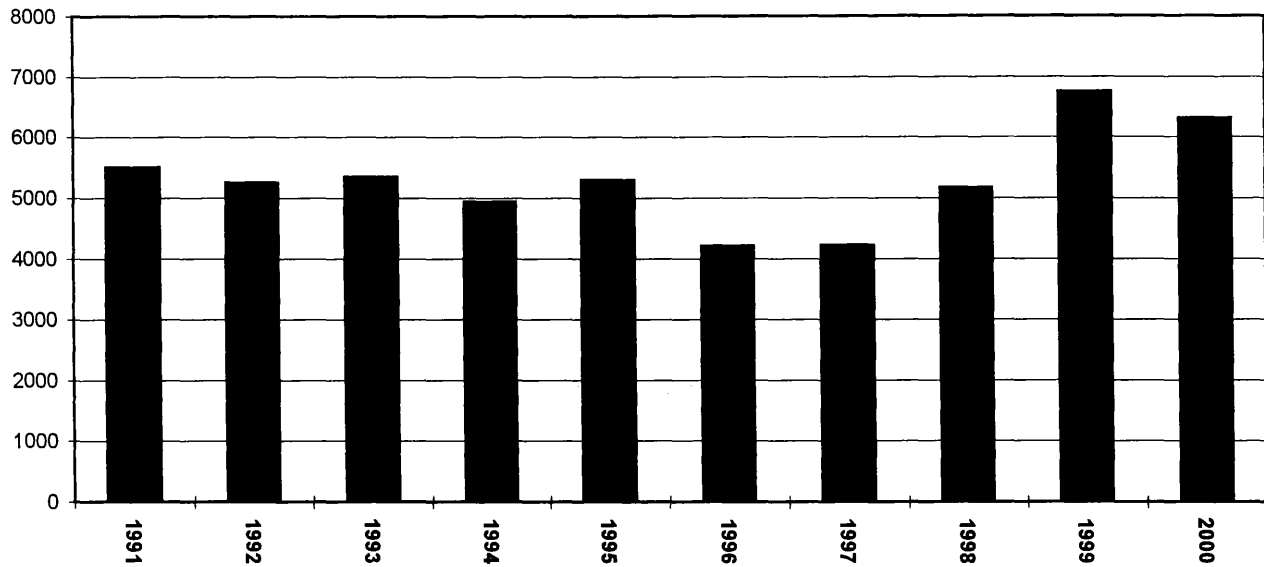
Metro Transit has created a rail operations unit, including an assistant general manager and directors of maintenance, rail transportation and safety. A contract has been signed with Bombardier Transit Corporation for the manufacture of low-floor light-rail vehicles and with O'Brien Kreitzberg to serve as design-build project manager.

Analysis for the Future

The Metropolitan Council is making progress on its goal of doubling transit ridership by 2020, an extraordinary challenge to all transit providers in the region. To achieve this goal, transit must become an intrinsic part of civic infrastructure. The achievements described above provide a foundation upon which Metro Transit and other transit providers can build. Modest ridership growth can be sustained through continued efforts at customer satisfaction, new programs, the right service and clean, reliable equipment.

Additional funding is needed to grow the transit system by 3.5% per year – the pace needed to double ridership by 2020. Light rail, commuter rail and busways are now poised to become a part of the regional transportation infrastructure. Metro Transit is proud of its recent accomplishments and looks forward to the challenge of providing even better transit service to the region.

**METRO TRANSIT MILES BETWEEN ROAD FAILURE
1991-2000**

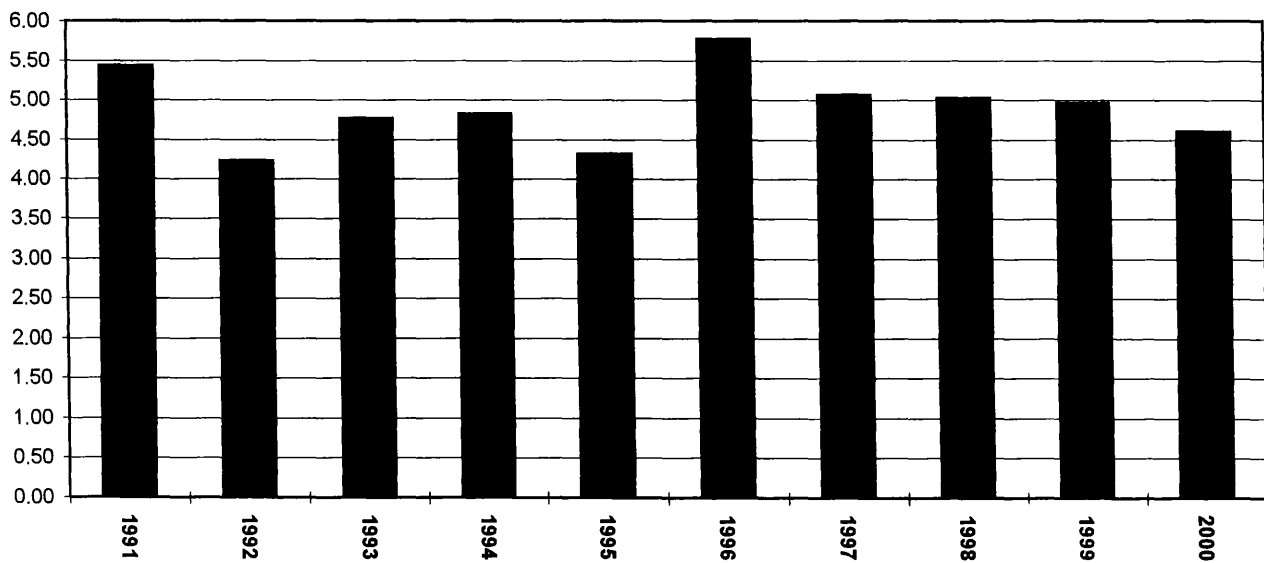


DEFINITION: THE DISTANCE TRAVELED IN SERVICE BETWEEN MECHANICAL FAILURES. HIGHER IS BETTER.

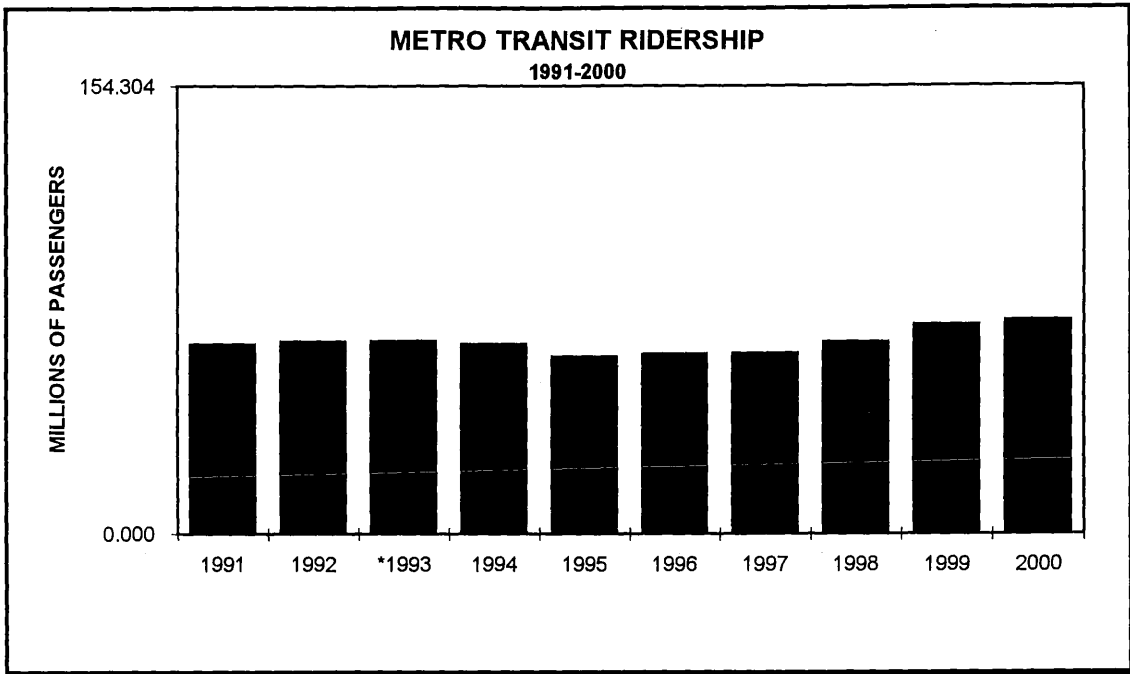
MECHANICAL FAILURES
ACCIDENTS

1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
5460	5208	5308	4889	5256	4169	4176	5130	6700	6269
5.40	4.20	4.73	4.79	4.29	5.74	5.03	4.99	4.93	4.57

**METRO TRANSIT ACCIDENTS PER 100,000 MILES DRIVEN
1991-2000**

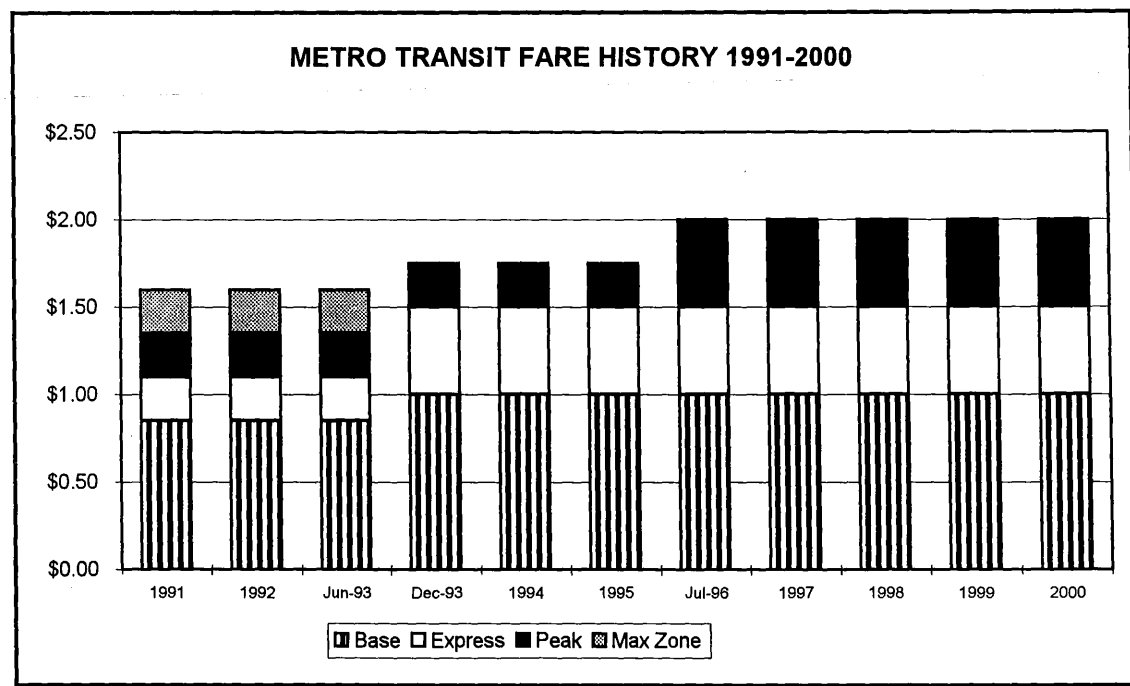


DEFINITION: THE AVERAGE NUMBER OF TRAFFIC AND PASSENGER ACCIDENTS PER 100,000 MILES OF BUS SERVICE.



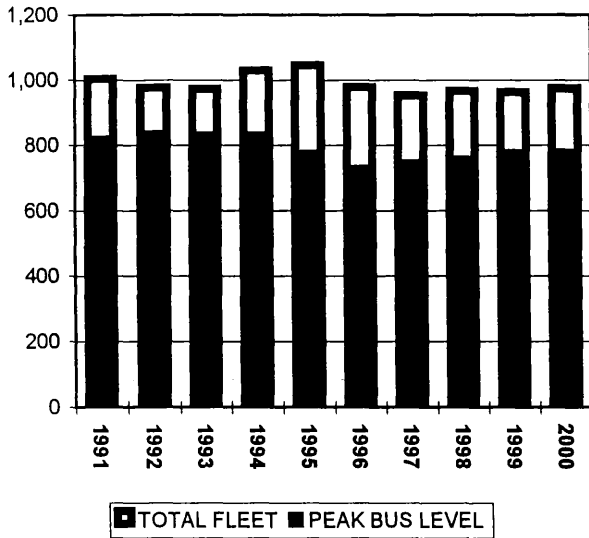
	1991	1992	*1993	1994	1995	1996	1997	1998	1999	2000
TOTAL	65.294	66.221	66.512	65.467	61.059	61.888	62.045	66.027	71.874	73.478

* includes regular route opt-out ridership

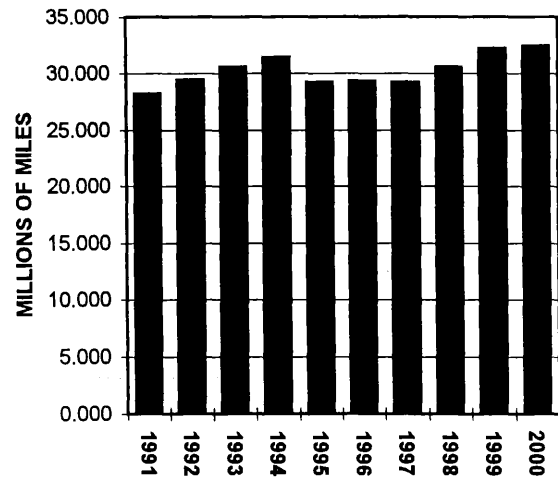


CHARGES	YEAR OF CHANGE										
Regular fare	1991	1992	Jun-93	Dec-93	1994	1995	Jul-96	1997	1998	1999	2000
Base	\$0.85	\$0.85	\$0.85	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Express	\$0.25	\$0.25	\$0.25	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50
Peak	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50
Max Zone	\$0.25	\$0.25	\$0.25								

**METRO TRANSIT FLEET SIZE AND
PEAK BUS LEVEL
1991-2000**



**METRO TRANSIT TOTAL MILES
OPERATED
1991-2000**



TOTAL FLEET

PEAK BUS LEVEL

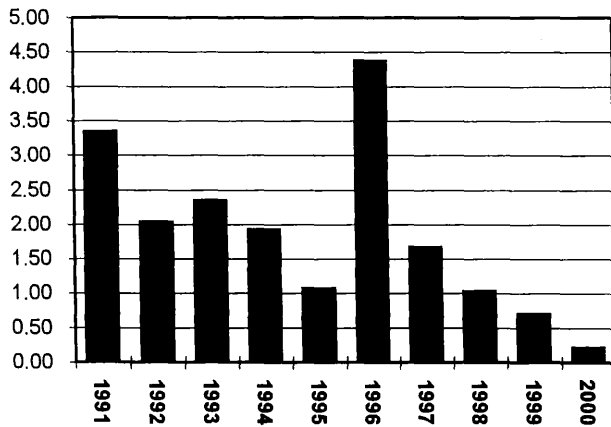
MILES OPERATED

MISSSED TRIPS

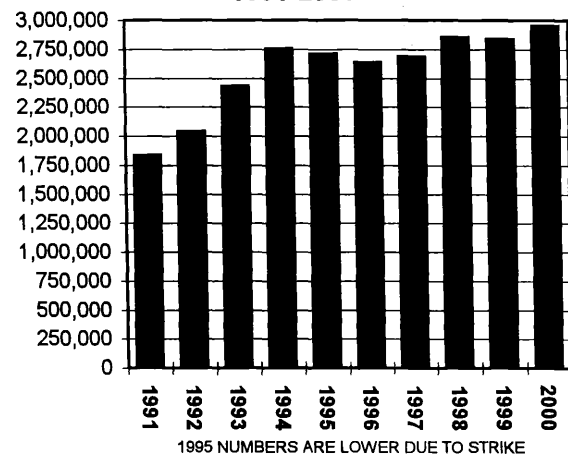
INFORMATION CALLS HANDLED

1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
1,005	976	973	1,029	1,045	978	953	968	963	974
827	842	837	837	781	735	751	764	784	785
27.996	29.228	30.344	31.209	28.979	29.140	29.000	30.340	32.000	32.238
3.30	2.00	2.31	1.89	1.03	4.33	1.63	0.99	0.67	0.18
1,810,175	2,015,360	2,410,235	2,734,305	2,685,114	2,616,539	2,663,621	2,830,641	2,814,000	2,934,272

**METRO TRANSIT AVERAGE DAILY
TRIPS MISSED
1991-2000**



**METRO TRANSIT INFORMATION
CALLS HANDLED
1991-2000**



Environmental Services Division

Overview

As one of three line divisions of the Council, Metropolitan Council Environmental Services (MCES) exists to support the Council's Smart Growth mission by protecting the public health and environment and by providing its customers efficient and effective water resources management. MCES, together with its partners, is sustaining the regional environment for future generations and is enhancing the quality of life for those who live, work and pursue recreation opportunities in the seven-county metropolitan area.

Moving forward to fulfill the responsibilities of the mission, MCES addressed challenges from the marketplace and customers, resulting in another successful year. Highlights from 2000 include the following:

- MCES aligned its strategic development along the Council's Smart Growth principles. For example, MCES developed a Regional Environment Partnership of key stakeholders to identify critical environmental issues and build new coalitions to address them in light of anticipated regional growth.
- MCES continued progress toward meeting its three-year, \$20 million budget reduction goal. This will decrease wholesale wastewater rates that MCES charges to cities by 12.6 percent from 1998 to 2001, allowing cities to pass the cost savings on to their citizens or invest in their own infrastructure projects.
- MCES maintained near-perfect compliance with clean water discharge permits, despite reducing expenses and staff, and amid capital project planning and construction that will better serve the region's future needs.
- MCES awarded more than \$1.7 million in 28 water quality improvement grants. These grants are catalyzing and leveraging additional resources to prevent urban and rural surface runoff pollution from entering the region's lakes and rivers.

Strategic Results

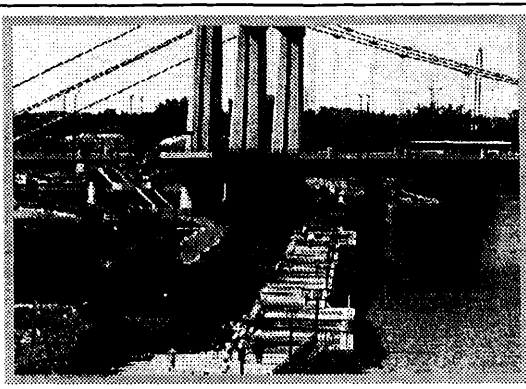
This section provides more detail on MCES's achievements. Results are organized under MCES's four strategic goals, aligned with the Council's strategies designed to achieve its core mission.

- Smart Growth Alignment
- Effective Communications and Community Relations
- Enhanced Quality of Life
- Competitive Regional Services and Infrastructure

Thirteen specific outcomes, aligned with the four strategic goals, provide a record of progress and a basis for review by our customers and stakeholders. The following information and charts list the outcomes and provide examples of results for each outcome area.

◆ **Smart Growth Alignment**

*Resulting in:
Enhanced quality of life in the
Twin Cities Metro region.*



Smart Growth alignment includes the responsibility to be aligned with the Council strategies, to ensure long-range planning occurs related to protection of the regional environment, and to position MCES for continued success through effective change management.

Driving forces for change include the marketplace (private-sector competition), rising customer expectations, shifts in technology and science, and regional growth pressures.

MCES's Smart Growth alignment is grounded in the belief that optimum results are achieved through effective partnerships, leveraging resources, and developing comprehensive watershed-based approaches. Following are the outcomes (numbers 1 through 3) with highlights of related results that define the success of the Smart Growth alignment strategy.

Outcome 1: Regional environmental agenda developed with stakeholder input and linked to the Council's *Regional Blueprint* and Smart Growth strategies.

- ◆ ***New Regional Environment Partnership.*** Identified critical issues; set the stage for joint strategies and action, including the update of Council's water policy plan and *Blueprint*. (Fifteen to 20 percent of this effort was completed, with substantial completion expected by December 2002.)
- ◆ ***Smart Growth Twin Cities Project.*** Contributed ideas and dollars to project. The selected "opportunity sites" are to include an environmental component. (Substantial completion is projected for 2002.)
- ◆ ***Aggregate Resources Depletion.*** Incorporated issue related to urbanization impacts into Council's rural issues agenda. (Strategy to extend availability of aggregate resources is to be developed in 2001.)

Outcome 2: Mississippi River corridor utilized to demonstrate Smart Growth principles.

- ◆ ***Smart Growth Demonstration.*** Established strong case for river corridor as corridor demonstration area, with staff support mobilized in both MCES and Community Development Divisions. Seeking McKnight grant to support project. (The project will probably be completed by 2002, with alignment occurring – see next item.)
- ◆ ***River Program Leveraging.*** Improved integration of American Heritage River initiative, Mississippi River Recreation Area and Critical Area Programs for leveraging resources to achieve results. (The effort has achieved 15 percent of potential, with momentum growing.)

Outcome 3: Watershed and wastewater capacity needs within and beyond Metropolitan Urban Service Area (MUSA) addressed.

- ◆ ***Wastewater Master Plans.*** Began Empire/Rosemount plant expansion planning, including consideration of stormwater management needs. Also began interceptor system master planning, including Northwest Hennepin growth needs and inventory of rural treatment center needs. Planning for the West and East service areas is just beginning. (Plant expansion is expected by December 2004; interceptor plan is due September 2001.)
- ◆ ***Impacts of On-Site Septic Systems.*** With MPCA, began study on the impact of septic tanks on groundwater per Smart Growth principles. Assessed Grey Cloud Island development proposal cross-functionally. (Study completion is expected by August 2001. There is a growing recognition of the issue's regional significance.)
- ◆ ***Watershed Basin Planning.*** Convened interagency Crow/St. Croix river basin task groups to prepare comprehensive management plans. Shifted Minnesota Basin planning to joint-power board oversight of multifaceted implementation of strategies. Mississippi Basin effort is focused on integration of river programs and incorporation of Smart Growth principles. MCES staff reviewed 260 local/watershed plans, permits and environmental documents in 2000. (The St. Croix review is under way. Shift to action is well under way in Minnesota Basin effort. See outcome 2 above regarding Mississippi.)
- ◆ ***Water Supply Demand.*** Completed modeling of demand by 197 regional communities and principal sectors of use. (The next phase is to determine if groundwater in subregions can meet demand.)

◆ **Effective Communications and Community Relations**

*Resulting in:
Engaged and empowered customers.*



Effective Communications and Community Relations is the second of four MCES business strategies. MCES's primary customers are its 104 municipal and more than 830 industrial ratepayers within the region. Additional stakeholders include federal, state and local agency partners, regulatory and oversight bodies, nonprofit and for-profit groups, and employees. Following are the outcomes (numbers 4 and 5), with highlights of related results that define the success of this strategy.

Outcome 4: Customer satisfaction rating of 88 percent maintained by continued implementation of survey recommendations.

- ◆ **Customer Responses.** Maintained a high level of satisfaction among municipal and industrial customers. There have been no major complaints, continued good anecdotal reports, and several positive press reports. (This is ongoing and current efforts are on track.)
- ◆ **Issue Resolution.** Addressed issues related to odors and meter/billing disputes. Involved customers to greater extent in capital project development. Kept commitment to reduce municipal rates. Continuously update website. (There will be substantial resolution of the current round of issues by early 2001.)

Outcome 5: MCES information network coordinated within Council framework.

- ◆ **MCES Information Network.** Selected several MCES staff with diverse jobs and responsibilities to form the Information Network. This network was designed to ensure MCES and Regional Administration management are kept abreast of issues and needs, to assist with day-to-day outreach activities and reinforce a focus on customer service, and to fill void created by downsized and reassigned communications staff. (The network was begun in February 2000, and optimization is under way.)
- ◆ **Restructured Council Framework.** Contributed to newly created public affairs department with ideas and personnel slots. (The Council framework was in place by the end of 2000.)

◆ **Enhanced Quality of Life**

*Resulting in:
Improved water quality that
sustains multiple uses.*



Enhanced Quality of Life is the third of four MCES business strategies. MCES enhances the quality of life in the region by protecting the public health and environment primarily through water resources management. The resources include three major rivers, more than 900 lakes and a large, multilayered groundwater supply.

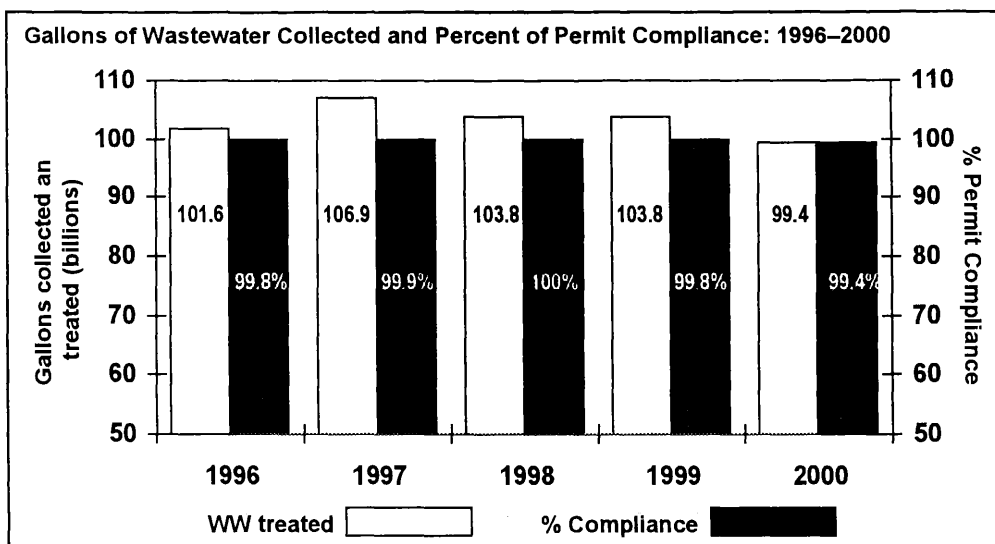
MCES's focus, identified by the Council's *Water Resources Management Policy Plan*, is on:

1. Watershed-based planning and leveraging of water supply and water quality-related efforts;
2. Regulating industrial users of the wastewater system; and
3. Providing wholesale service to municipalities within the urban service area through operation and maintenance of the regional wastewater utility.

The following describes the outcomes (numbers 6 through 10), with highlights of related results that define the success of this strategy.

Outcome 6: Wastewater treated to 99.4 percent compliance.

- ◆ **Wastewater Treatment.** Collected and treated below-normal year-end flow of nearly 100 billion gallons, achieving 99.4 percent discharge permit compliance despite staff reductions and transfers and other significant challenges. (Several MCES plants were awarded performance awards from the Association of Metropolitan Sewerage Agencies and the MPCA. The MCES industrial waste pretreatment program was determined to be in compliance according to an MPCA audit.) Refer to the graph on the following page.



Outcome 7: Air and odor complaints substantially resolved.

- ◆ **Air Emissions.** Resolved a dispute with the U.S. Environmental Protection Agency by signing a consent decree requiring an expedited fluid-bed incinerator (FBI) capital project. (The FBI project is on track for completion in 2004.)
- ◆ **Odor Issues.** Addressed issues in Minneapolis, Victoria and at the Metro Plant and some lift stations with odor-control projects. (Victoria construction is substantially done; Minneapolis completion is projected for December 2001. Metro capital projects have been modified.)

Outcome 8: Key capital projects kept on schedule.

- ◆ **Infrastructure Upgrades.** Kept Blue Lake and Metro Solids projects on schedule to provide enhanced quality. Initiated sewer capacity projects for South Washington County and Rosemount/Empire. (The Blue Lake project started up in November 2000; the Metro Solids/South Washington County contracts were awarded; the Cottage Grove permit was reissued August 2000; the Minneapolis Combined Sewer Overflow study is to be completed in 2001.)

Outcome 9: Phosphorus and mercury strategies kept on track.

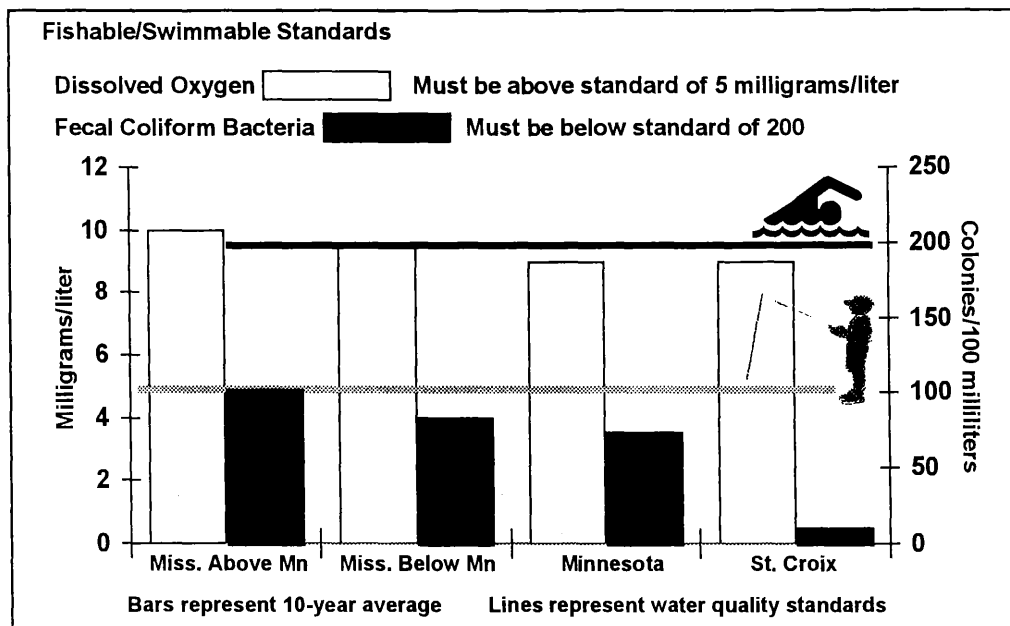
- ◆ **Phosphorus Strategy Implementation.** Designed phosphorus-reduction improvements at Metro Plant and addressed similar improvements at other plants in their facility plans; drafted comprehensive report on six coordinated phosphorus-reduction studies. Awarded grants to catalyze local action – see outcome 10 below. (The Metro Plant project design was submitted to MPCA in September 2000 with construction scheduled to be completed in 2003; a

phosphorus-reduction studies report will be made available in 2001; the grant awards are on track.)

- ◆ **Mercury Strategy Implementation.** Designed mercury scrubber into Metro Plant solids project with planned 70 percent removal efficiency; continued to improve analytical detection methods; dental community is contributing to mercury reduction in wastewater system; reached voluntary mercury agreement with MPCA. (The scrubber project is on schedule for 2004 implementation; mercury removal from four dental clinics is being tracked; a voluntary agreement with MPCA was issued in December.)

Outcome 10: Surface runoff pollution in metro rivers and lakes abated and local action catalyzed through grant monies and other leveraged programs.

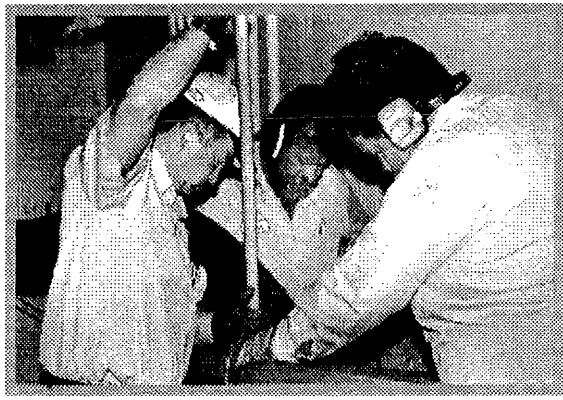
- ◆ **Water Quality Grants.** Awarded grants of \$1.75 million from the \$7.5 million, five-year MetroEnvironment Partnership fund for projects to reduce nonpoint source pollution. Projects range from stream assessment and monitoring to constructing "rain gardens," from installing filter strips along streams to watershed education programs. The second round of grants criteria included an explicit tie to other Council programs. (A total of \$2.8 million, 37 percent, was encumbered through January 2001; a new approach for targeted grants is being pursued; the second round of awards was made in January 2001.)
- ◆ **ISTS/Stormwater Grants.** Issued balance of funds from the ISTS (septic tank) grant program, a \$150,000 grant program to assist local governments in improving management of on-site septic systems. In addition, issued \$100,000 to eight cities and one watershed organization from the \$200,000 stormwater planning grant program. (No funds remain in the current ISTS or stormwater funds. The grants reflect progress in improving the readiness of cities to address septic tank systems management.)
- ◆ **I&I Grants.** Awarded \$275,000 of infiltration and inflow (I&I) grant dollars to communities that met criteria, which included compliance with Council comprehensive plan and other policy plan requirements, as well as participation in affordable housing programs. (The grants were awarded to 10 communities; no further I&I grants are anticipated.)
- ◆ **EIMS/Ambient Monitoring.** Developed "demonstration" environmental database management system (EIMS) and presented it to several audiences inside and outside the Council. (Full-scale operational EIMS is expected in 2001.)
- ◆ **River Quality.** Compiled data for three major rivers showing that dissolved oxygen and bacterial levels meet fishable/swimmable standards. (Toxic pollutants and nutrient loads from nonpoint pollution are now the major focus of attention.)



- ◆ **Citizen Volunteer Monitoring.** Began expanding a trained-volunteer program to supplement monitoring conducted by MCES and interagency efforts on area lakes and streams through Watershed Partners, a Council grant-supported consortium. (Volunteers monitored 100 of 124 lakes scheduled for 2000; volunteer monitoring of streams has begun.)
- ◆ **Sustainable Practices.** Prepared CD-ROM to assist a wide range of audiences with pollution prevention. An award-winning exhibit on water cycle and wastewater treatment was installed in the St. Paul Science Museum. “Green building” and stormwater best management practices are demonstrated through MCES’s lab building. (Outreach efforts have become more focused, with favorable feedback received. MCES is beginning to pursue sustainable procurement and facility design.)

◆ **Competitive Regional Services and Infrastructure**

*Resulting in:
Continued innovative and equitable results.*



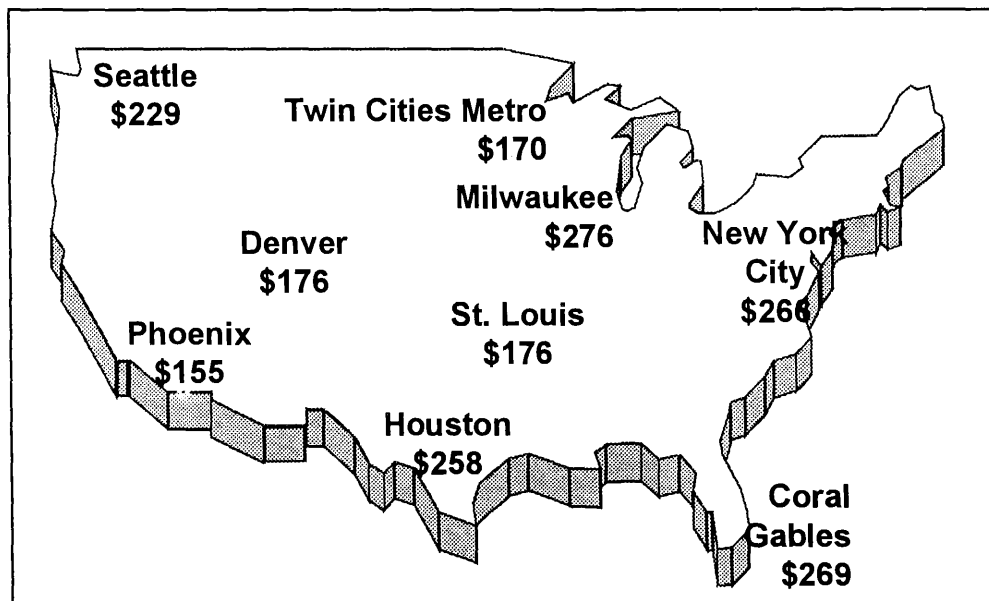
Competitive Regional Services and Infrastructure is the fourth of four MCES business strategies. Being competitive means that MCES will contribute to the economic vitality of the region by adding value through leveraged partnerships and resources and through high-quality and cost-effective wastewater utility management.

Following are the outcomes (numbers 11 through 13) with highlights of related results that define the success of this strategy.

Outcome 11: Targeted labor and non-labor operating expenses reduced to achieve the three-year, \$20 million budget reduction goal.

- ◆ **Budget Reduction Goal.** Reduced MCES's 2000 budget and corresponding wastewater rate and proposed 2001 budget and rate to achieve cost-reduction goal, meeting customer expectations, and improving the Council's competitive position. (Costs will be reduced from 1998 base budget by \$20 million by 2001; rate reductions amount to 12.6 percent for the three-year period.)
- ◆ **Staffing.** Achieved cuts in most of the 201 targeted employee positions through voluntarily transfers, early retirement and other efforts. Issued updated MCES human resources plan in July 2000, with a focus for 2001 on retraining, quality assurance, gainsharing, and positive performance. Quality assurance measures related to safety and environmental regulations are being reinforced. (Only five layoffs were necessary as part of the reduction in workforce between 1999 and 2001; workforce diversity has not been impacted substantially; staff are beginning to submit creative improvement and gainsharing plans.)
- ◆ **Non-Labor Expenses.** Reduced expenses in non-labor areas – for example, by savings related to energy-use reductions and business process modifications. Reduced energy costs through real-time-pricing contract with NSP (now Xcel Energy). Implemented MCES's computerized maintenance management system (CMMIS). (Energy costs have been reduced by more than \$500,000 per year. MCES received a MN Great! Award for the Metro Plant's energy recovery and wastewater handling. Optimization of CMMIS is expected in 2001.)

- ◆ **Revenue.** Conducted audits and reconciliations of Service Availability Charge (SAC) accounts and reviews of other revenue sources, which are yielding increased uncollected revenue. Issued SAC waivers to leverage affordable housing program. Completed new forecasts on flows and projected revenues from municipal customers. Completed retail rate comparison study. (MCES collected an additional \$115,000 SAC revenue. Waivers for 59 SAC units were granted, which account for \$64,000 of \$250,000 allotted for 2000. Below-average flows are projected. Average retail rate per household is competitive nationally – see map.)



Outcome 12: Long-term debt contained by reducing targeted capital project costs by more than 10 percent.

- ◆ **Unified Operating and Capital Budgets.** Incorporated cost-reduction goals for capital projects into integrated budgets. (Kept 2000 capital expenses under budget, thanks to 10 percent reductions in capital projects in 2001 budgets and containing long-term debt service.)
- ◆ **PFA Loans.** Obtained below market-interest loans from Public Facility Authority (PFA) for financing of capital projects. (A total of \$60 million in PFA loans was obtained in 2000.)

Outcome 13: Rate system equity enhanced through phased-in industrial rate changes and other system refinements.

- ◆ **Industrial Strength Charges.** Made expected progress in adjusting fees to improve equity between industrial and municipal users of system. Kept second year of

permit fee increases on schedule. (Twenty percent have been completed; completion is expected by 2008. Permit increases to be completed in 2001.)

- ◆ **Reconveyance/Cost-Sharing.** Achieved consensus-based agreement regarding protocol for cost sharing and reconveyances of sewer interceptors. (The Council approved procedures in August 2000. Cost-sharing agreements were completed with Woodbury, Cottage Grove and Hugo for interceptor projects.)
- ◆ **SAC Cost Allocation.** Made administrative adjustments, but change to cost-of-growth model has not yet been authorized by legislature. (It is not clear whether or when SAC legislation will be passed.)

Next Steps

MCES is looking forward to 2001, a year anticipated to be one of restored balance with a focus on providing value-added services. Such balance is essential, following three years of dramatic staff and cost reductions to improve MCES's competitive position within the wastewater industry. MCES is prepared to work toward the next level goal – performing among the best in class within the industry, while enhancing the region's water resources and overall environment.

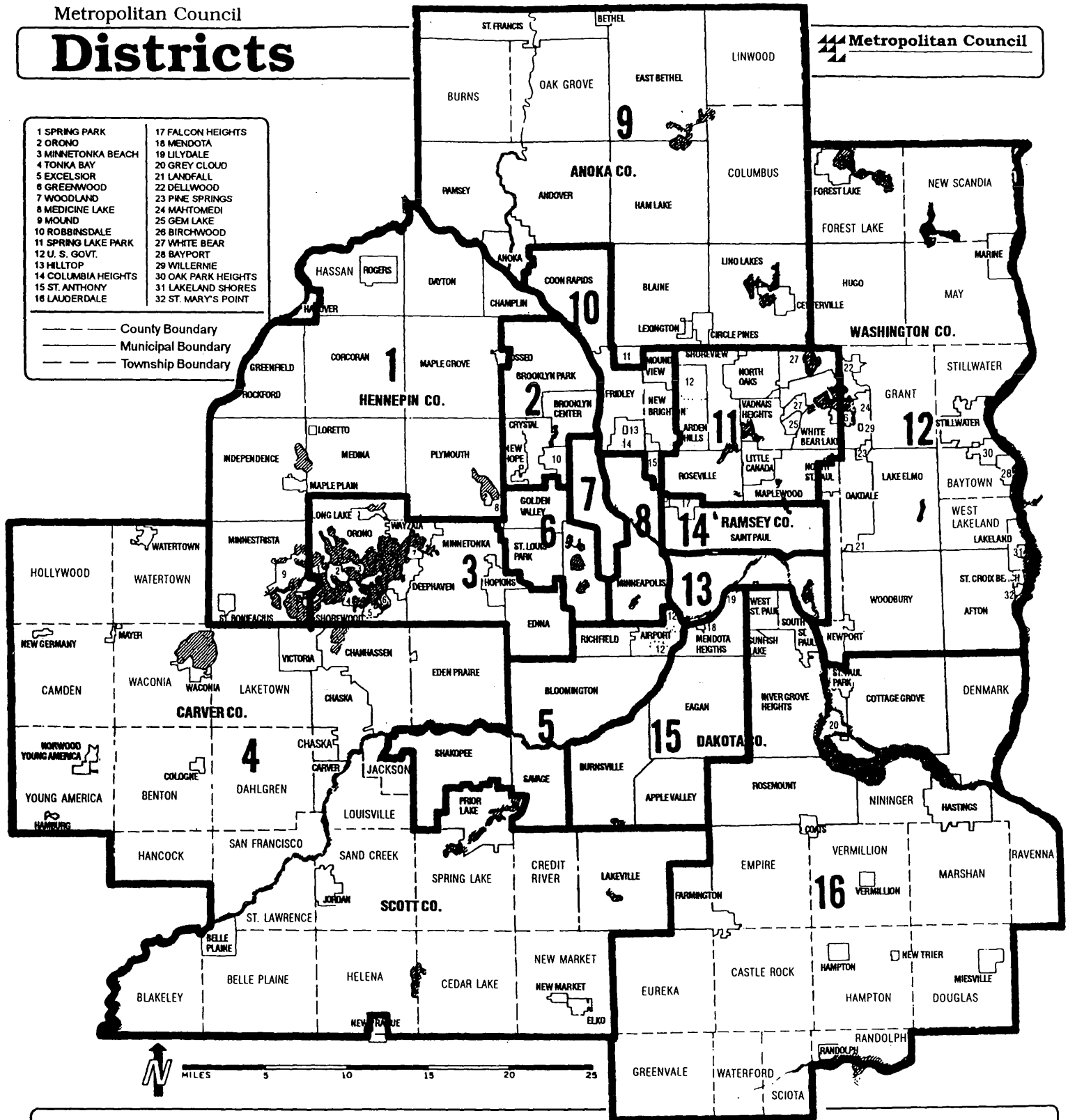
To assist in achieving this goal, MCES has developed 10 objectives and associated performance measures for 2001–2002. These 10 objectives align with the Council's and MCES's four strategic goals.

Strategic Goal	Outcomes 2001–2001
Smart Growth Alignment	<ol style="list-style-type: none">1. Develop regional environmental policies in partnership with other agencies within the context of Smart Growth.2. Strengthen the connection between the environment and Smart Growth agenda in concrete ways.3. Develop the water resources management infrastructure in support of regional growth.
Effective Communications and Community Relations	<ol style="list-style-type: none">4. Enhance customer service and partnerships.

Metropolitan Council 2000 Performance Evaluation Report
Environmental Services Division

Strategic Goal	Outcomes 2001–2001
Enhanced Quality of Life	<ul style="list-style-type: none">5. Continue to operate wastewater collection and treatment facilities at a high-performance level.6. Update and implement procedures to improve project delivery and reduce capital expenses for wastewater infrastructure.7. Implement comprehensive strategies for protection of rivers, lakes and streams.
Competitive Regional Services and Infrastructure	<ul style="list-style-type: none">8. Continue to move the organization toward being a competitive utility within the marketplace.9. Contain long-term debt through capital-cost savings and innovative debt financing.10. Achieve rate system equity through improvements to industrial revenue, service availability charge (SAC, reconveyance and cost-sharing structures.

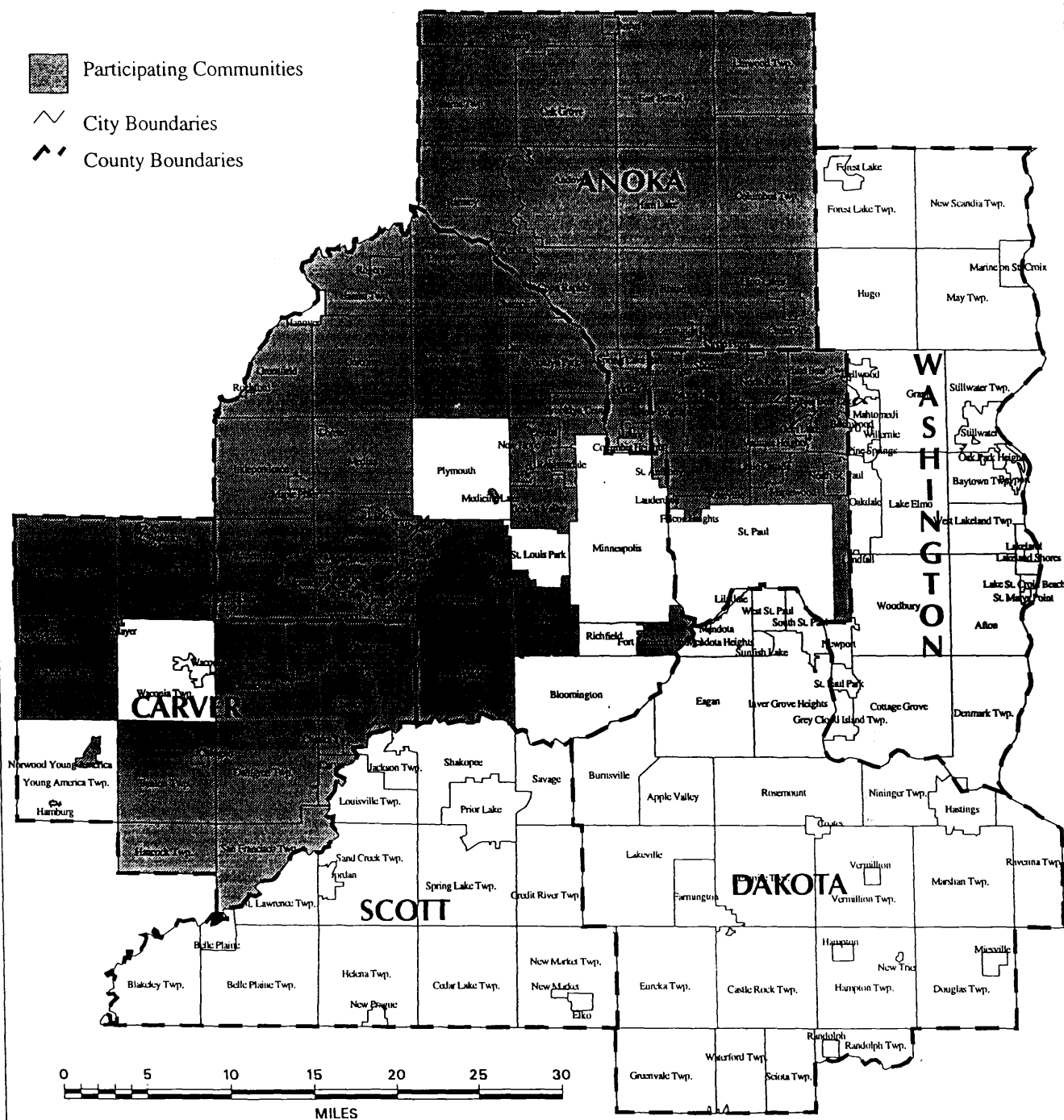
Districts



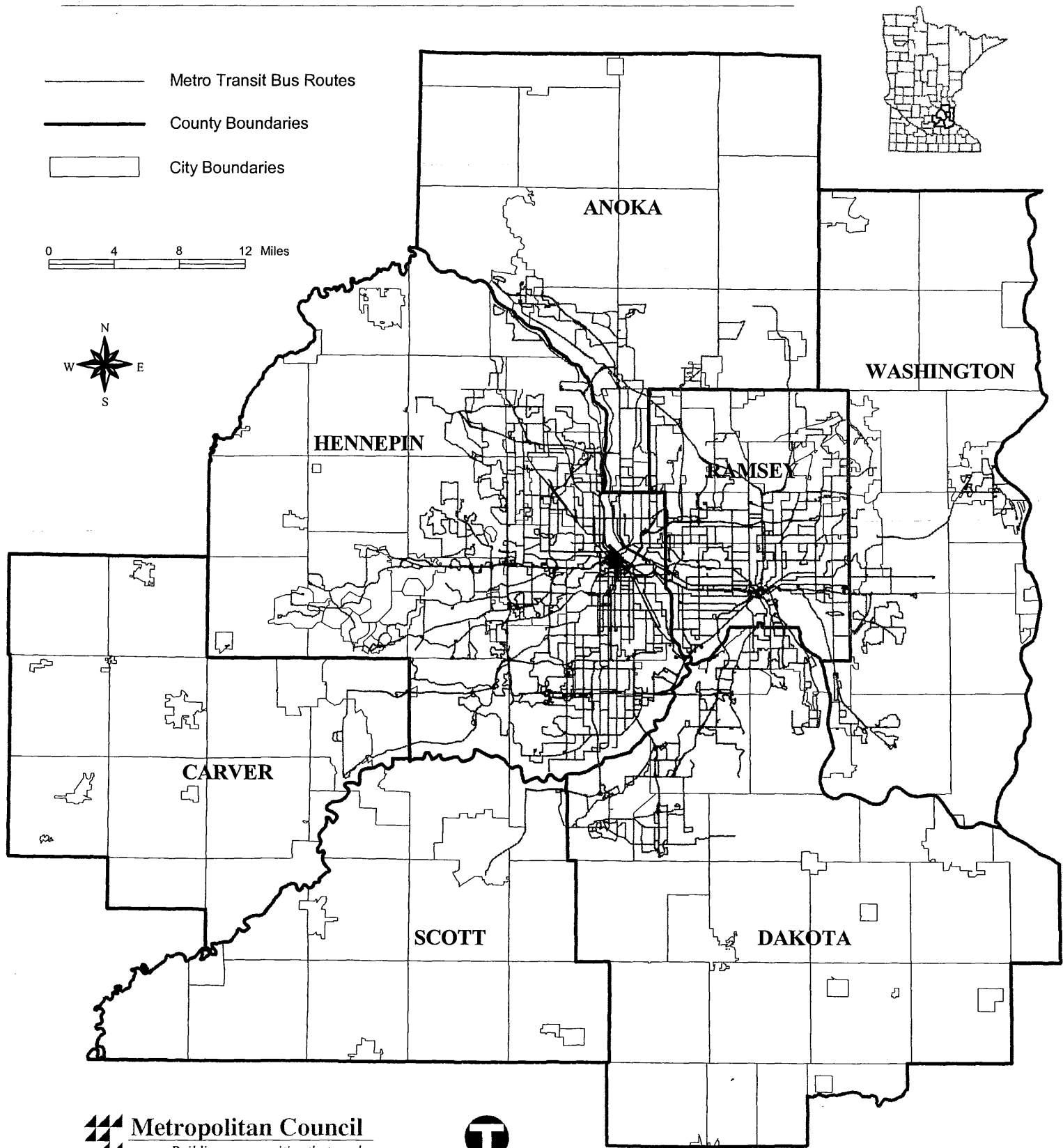
The Council members and their districts are as follows: Chair — Ted Mondale

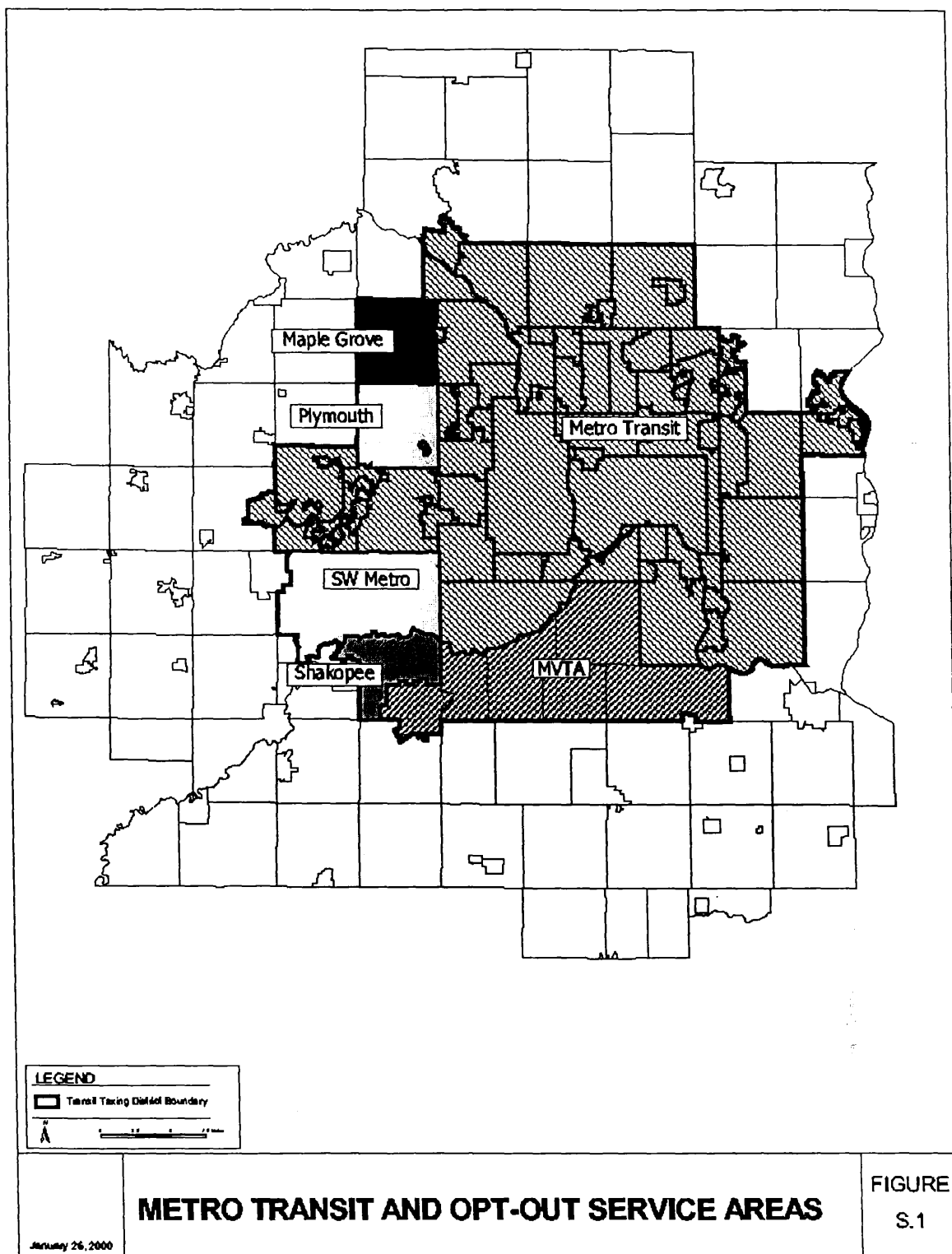
1 — Sandra Spigner, Plymouth	5 — Phil Riveness, Bloomington	9 — Natalie Haas Steffen, Ramsey	13 — St. Paul
2 — Todd Paulson, Brooklyn Center	6 — Frank Hornstein, Minneapolis	10 — James W. Nelson, Columbia Heights	14 — Lee Pao Xiong, St. Paul
3 — Mary H. Smith, Orono	7 — Minneapolis	11 — Roger Williams, Arden Hills	15 — Carolyn Rodriguez, Apple Valley
4 — Julius C. Smith, Chaska	8 — Carol A. Kummer, Minneapolis	12 — Marc Hugunin, Stillwater	16 — John Conzemius, Douglas Twp.

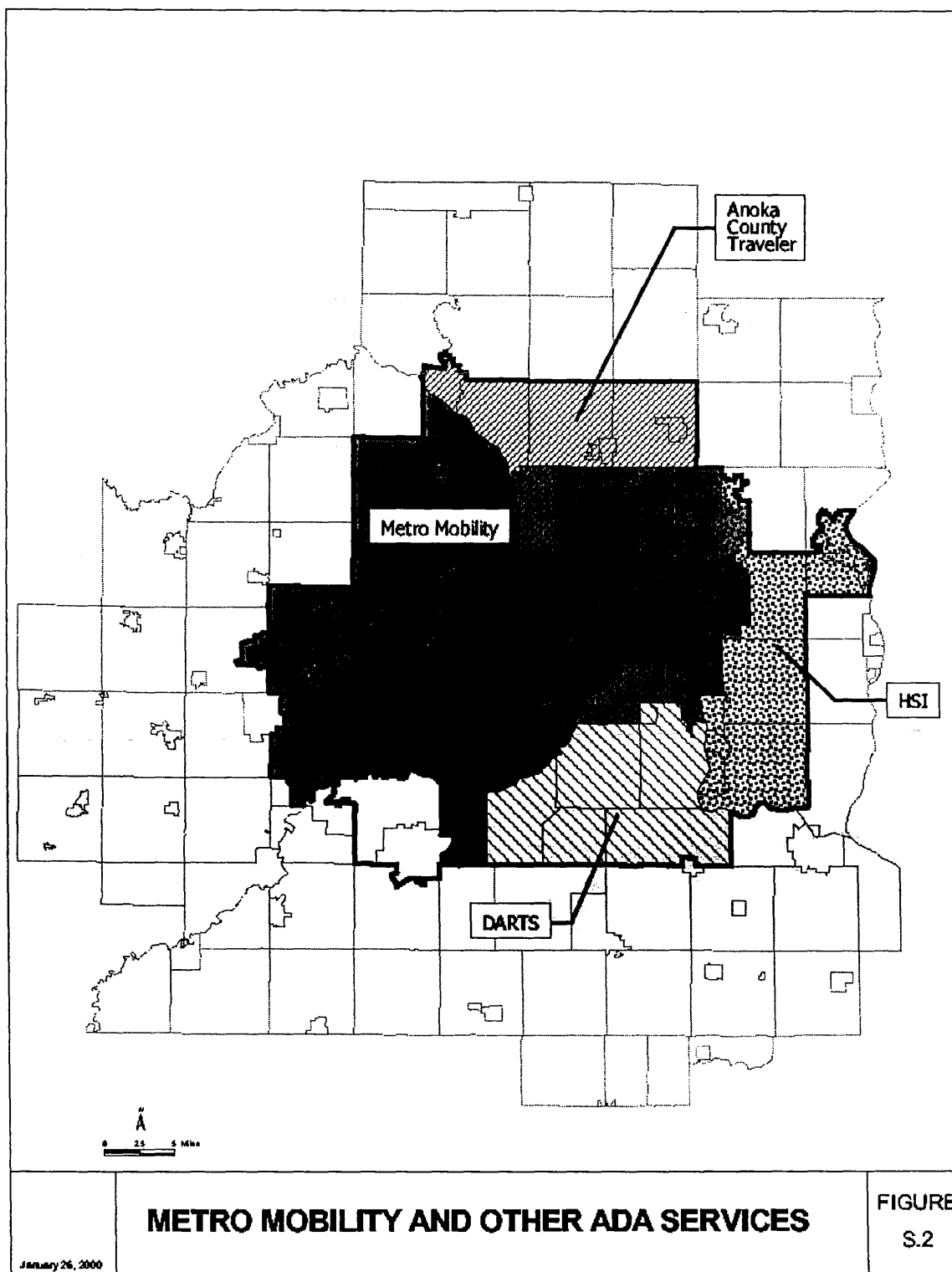
Metropolitan Council HRA Participating Communities

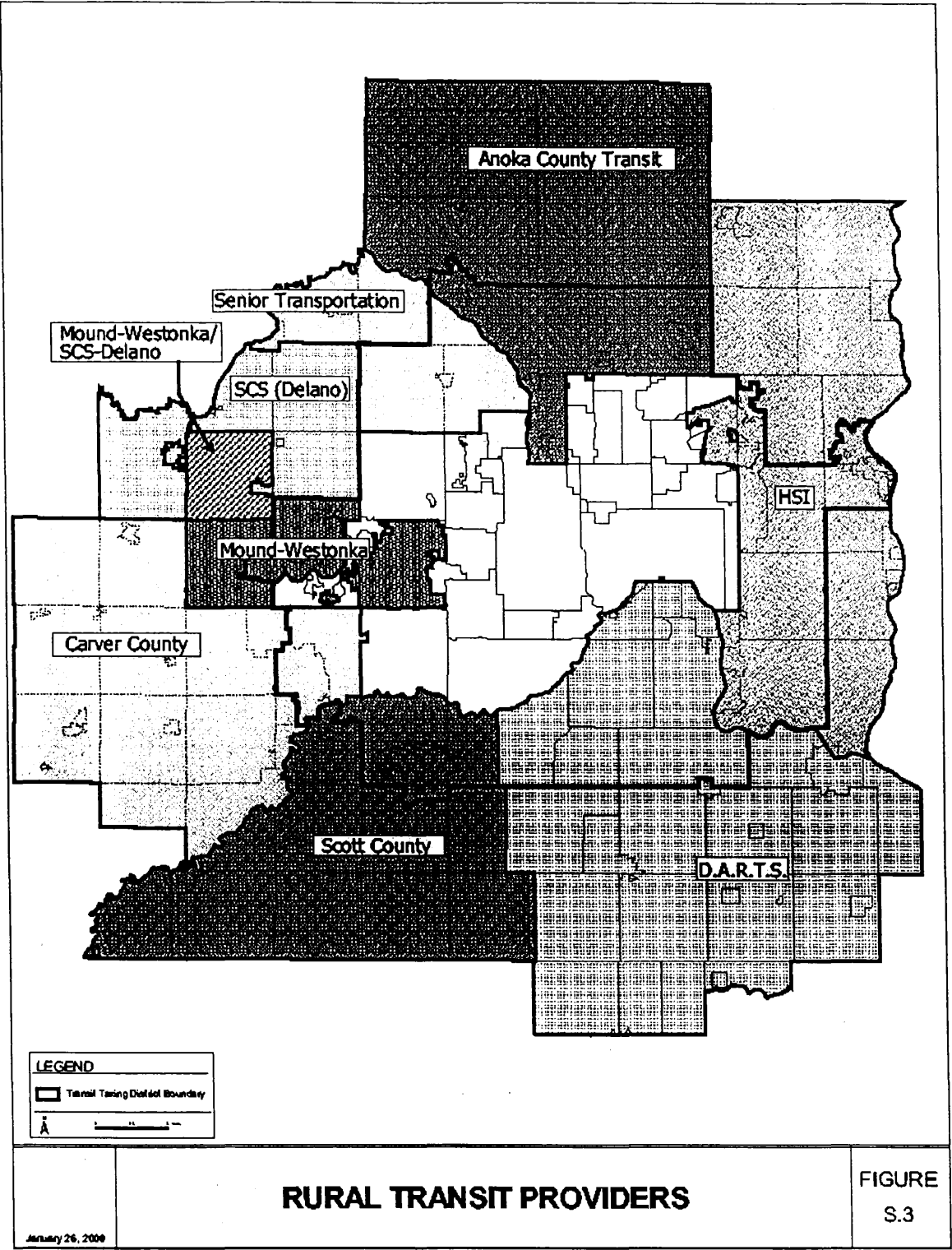


Twin Cities Metropolitan Area Transit System

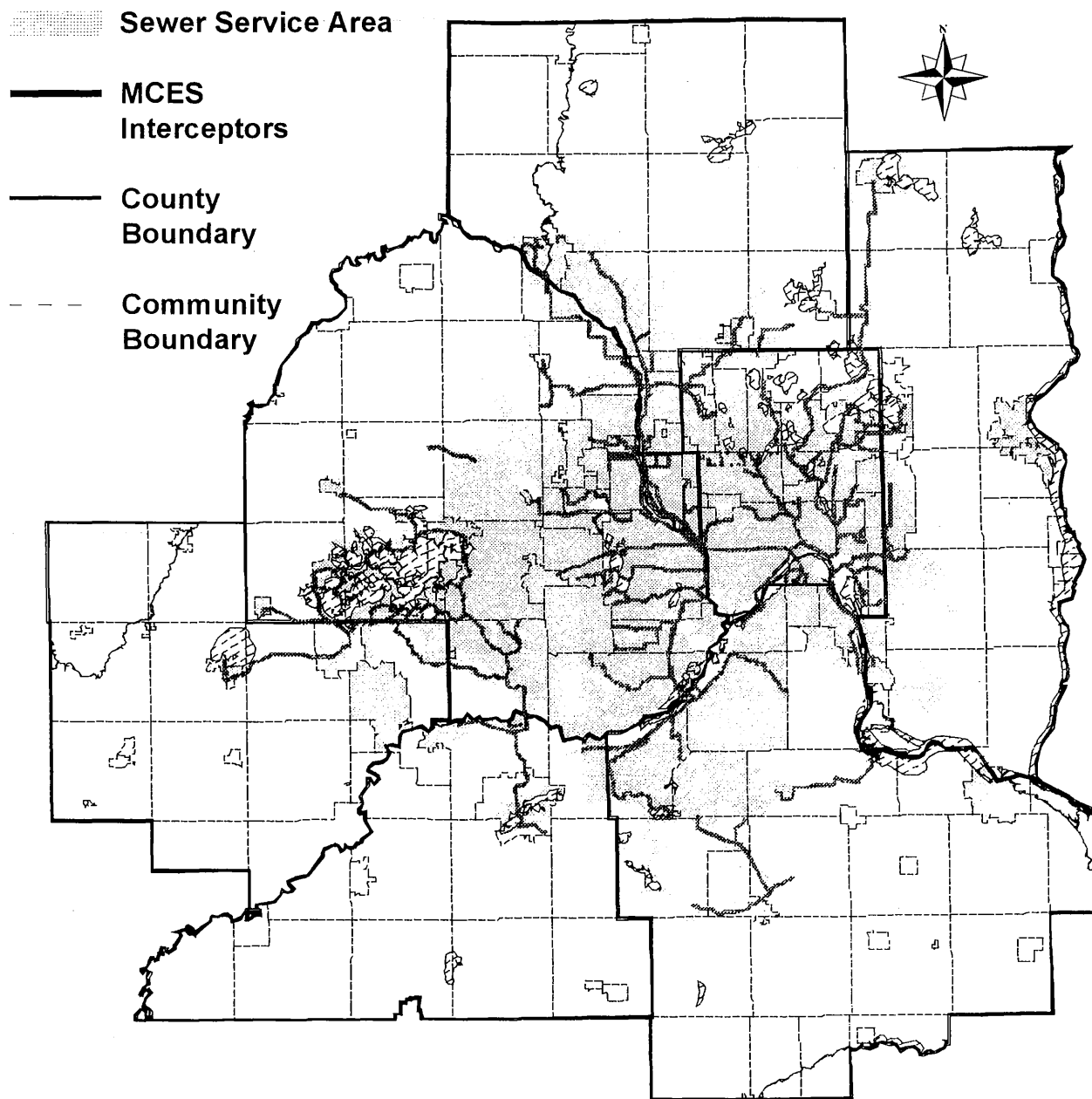








Metropolitan Council Environmental Services Sewer Service Network



APPENDIX

TRANSIT RIDERSHIP COMPARISONS BY SERVICE TYPE

Provider	Service Type	1996	1997	1998	1999	2000	% increase/ (decrease)
MVTA	Opt-Out	1,271,357	1,339,931	1,488,124	1,704,792	1,811,096	42.5%
SW Metro	Opt-Out	452,287	453,590	491,304	527,604	571,000	26.2%
Maple Grove	Opt-Out	281,889	305,133	345,266	406,085	450,372	59.8%
Plymouth	Opt-Out	256,837	288,301	310,163	330,065	360,902	40.5%
Shakopee	Opt-Out	56,759	59,187	52,457	52,000	52,000	-8.4%
TOTAL		2,319,129	2,446,142	2,687,314	3,020,546	3,245,370	39.9%
West Metro	Contracted	32,184	261,430	378,425	412,880	423,875	1217.0%
Be-Line	Contracted	240,865	232,923	247,770	287,896	295,580	22.7%
North Suburban	Contracted	196,704	183,468	188,051	212,296	248,316	26.2%
Route 55	Contracted	233,710	223,816	225,536	231,922	221,945	-5.0%
East Metro	Contracted	39,652	155,092	169,916	197,066	221,723	459.2%
Anoka	Contracted		17,909	80,399	101,357	125,085	100.0%
Roseville	Contracted	88,648	87,763	91,714	107,567	108,539	22.4%
South County	Contracted		16,352	67,861	65,627	68,434	100.0%
Westonka	Contracted		14,595	30,957		30,080	100.0%
66/614	Contracted					23,176	100.0%
LAB	Contracted	5,163	20,953	22,198		23,105	347.5%
St Croix Valley	Contracted					22,193	100.0%
DARTS 477	Contracted			1,795		5,584	100.0%
TOTAL		836,926	1,214,301	1,504,622	1,616,611	1,817,635	117.2%
Anoka	Rural/Small Urban	93,953	105,650	73,569	65,428	60,908	-35.2%
Scott	Rural/Small Urban	50,606	53,805	59,633	58,662	57,528	13.7%
DARTS	Rural/Small Urban	36,326	38,868	43,722	35,822	42,828	17.9%
Carver	Rural/Small Urban	32,527	33,619	34,715	31,197	34,693	6.7%
Hastings	Rural/Small Urban	26,404	26,637	28,747	30,294	32,278	22.2%
Lake Area	Rural/Small Urban	20,033	20,100	22,820	28,439	31,504	57.3%
HIS	Rural/Small Urban	25,046	32,569	26,161	29,458	31,055	24.0%
NEST	Rural/Small Urban	29,971	30,840	27,585	26,414	26,489	-11.6%
Hopkins	Rural/Small Urban	15,134	12,784	10,759	11,041	15,202	0.4%
Westonka	Rural/Small Urban	11,210	10,748	13,339	14,064	13,762	22.8%
Senior Transportation	Rural/Small Urban	6,526	5,533	7,926	10,003	11,775	80.4%
Delano	Rural/Small Urban	7,924	8,046	9,756	10,119	10,628	34.1%
Anoka Volunteer	Rural/Small Urban	5,442	4,319	4,115	4,597	4,728	-13.1%
STEP	Rural/Small Urban	2,454	1,743	2,369	2,031	3,018	23.0%
Anoka Linwood	Rural/Small Urban	2,907	2,900	1,907	1,992	2,182	-24.9%
West Hennepin	Rural/Small Urban				1,684	1,882	100.0%
Osseo	Rural/Small Urban					518	100.0%
TOTAL		366,463	388,161	367,123	361,245	380,978	4.0%
GRAND TOTAL		3,522,518	4,048,604	4,559,059	4,998,402	5,443,983	54.5%

APPENDIX

METROPOLITAN COUNCIL ANNUAL PERFORMANCE REPORT BASED ON QUARTERLY REPORT DATA-2000

	REGIONAL ADMINISTRATION/COMMUNITY DEVELOPMENT INCLUDING HRA			ENVIRONMENTAL SERVICES DIVISION INCLUDING DEBT SERVICE			TRANSPORTATION DIVISION OPERATING FUNDS		
	Budget	Actuals Ledger Year-to-date	Budget Variance	Budget	Actuals Ledger Year-to-date	Budget Variance	Budget	Actuals Ledger Year-to-date	Budget Variance
Net Property Taxes	\$8,082,600	\$8,167,259	\$84,659				\$66,639,904	\$66,558,126	(\$81,778)
Federal Revenue	\$28,997,298	\$26,114,968	(\$2,882,330)				\$8,030,894	\$7,232,802	(\$798,092)
State	\$8,401,134	\$10,663,557	\$2,262,423	\$300,000	\$354,820	\$54,820	\$70,026,196	\$69,205,590	(\$820,606)
Local/Other Govt Revenue	\$930,927	\$1,113,862	\$182,935				\$576,100	\$1,264,604	\$688,504
ES Fees				\$126,353,000	\$126,811,011	\$458,011			
Fares & Related Revenue							\$67,895,200	\$67,085,703	(\$809,497)
Interest	\$325,000	\$916,395	\$591,395	\$2,679,000	\$1,999,320	(\$679,680)	\$855,000	\$3,598,305	\$2,743,305
Other	\$3,897,529	\$2,223,173	(\$1,674,356)	\$300,000	\$67,084	(\$232,916)	\$5,370,900	\$1,100,527	(\$4,270,373)
Total Revenues	\$50,634,488	\$49,199,214	(\$1,435,274)	\$129,632,000	\$129,232,235	(\$399,765)	\$219,394,194	\$216,045,657	(\$3,348,537)
Salaries & Fringes	\$19,568,209	\$19,560,960	(\$7,249)	\$50,976,498	\$49,776,890	(\$1,199,608)	\$136,396,920	\$134,606,199	(\$1,790,721)
Consulting&Contractual	\$9,090,040	\$7,206,100	(\$1,883,940)	\$5,482,897	\$4,730,239	(\$752,658)	\$52,076,782	\$46,686,634	(\$5,390,148)
Materials, Chemicals & Supplies	\$1,218,255	\$883,984	(\$334,271)	\$8,355,060	\$8,199,370	(\$155,690)	\$18,349,960	\$17,733,209	(\$616,751)
Rent & Utilities	\$2,234,388	\$2,281,138	\$46,750	\$10,549,241	\$13,314,299	\$2,765,058	\$3,367,640	\$3,151,216	(\$216,424)
Other Expenses	\$1,303,395	\$1,119,309	(\$184,086)	\$855,861	\$860,755	\$4,894	\$3,374,455	\$4,163,930	\$789,475
General Allocation Expense	\$1,986,504	\$550,633	(\$1,435,871)	\$9,963,557	\$9,477,918	(\$485,639)	\$9,507,078	\$8,501,851	(\$1,005,227)
Capital Outlay/User Charges/Etc.	\$599,871	\$580,923	(\$18,948)	\$1,349,886	\$976,155	(\$373,731)	\$41,800	\$53,953	\$12,153
Pass Thru Expense	\$33,548,298	\$33,032,643	(\$515,655)						
Debt Service				\$63,300,000	\$63,257,048	(\$42,952)			
Total Expenses	\$69,548,960	\$65,215,690	(\$4,333,270)	\$150,833,000	\$150,592,674	(\$240,326)	\$223,114,635	\$214,896,992	(\$8,217,643)
Operating Income/(Loss)	(\$18,914,472)	(\$16,016,476)	\$2,897,996	(\$21,201,000)	(\$21,360,439)	(\$159,439)	(\$3,720,441)	\$1,148,665	\$4,869,106
Transfers From	\$18,342,566	\$18,359,789	\$17,223	\$21,201,000	\$21,201,000		\$228,150	\$628,296	\$400,146
Transfers To	\$1,302,000	\$1,299,000	(\$3,000)		(\$240,966)	(\$240,966)	\$2,366,650	\$2,628,778	\$262,128
Net Surplus/(Deficit)	(\$1,873,906)	\$1,044,313	\$2,918,219		\$81,527	\$81,527	(\$5,858,941)	(\$851,817)	\$5,007,124

APPENDIX

Listing of Reports with Additional Information

Additional information regarding the Council's 2000 work program and performance are available in the documents listed below. These documents are available from the Council Data Center, telephone 602-1140.

Title	Date or Publication Number	Prepared by:
Environmental Services 2000 Performance Report	32-01-007	M. C. -- Environmental Services Division
Navigating the Waters of Regional Change: MCES Strategic Business Plan Revised Edition: February 2001	32-01-014	M. C. -- Environmental Services Division
Water Resources Management Policy Plan, Adopted by the Council, December 1996	32-96-050	M. C. -- Environmental Services Division
Metropolitan Council 2000 Annual Report	14-01-001	Metropolitan Council
Metropolitan Council 2001 Unified Budget	21-00-050	Metropolitan Council
Metropolitan Council Comprehensive Annual Financial Report for Year ended December 31, 2000	(To be Published later)	Metropolitan Council
2001-2004 Transportation Improvement Program for the TCMA	35-00-029	M.C. -- Transportation Division
Twin Cities Commuting Area Transportation System Performance Audit	1999	M.C. -- Transportation Division
Transit Redesign-1996	35-96-009	M.C. -- Transportation Division
Metropolitan Council Transit Operations Business Plan--Setting Transit Redesign in Motion 1997-1998	35-96-048	M.C. -- Transportation Division
2001 Transportation Unified Planning Work Program for the TCMA	35-00-044	M.C. -- Transportation Division
Metro Livable Communities Act...Affordable Life-Cycle Housing Goals For Communities Initiating Participation in 2001	78-00-056	M.C.--Community Development Division
Report to the Legislature on Affordable Life-Cycle Housing in TCMA	74-01-003	M.C.--Community Development Division