



3 0307 00033 7439

May 2002

Regional

Regional

# Report

2001

## Performance Evaluation Report

A Report to the Minnesota  
Legislature

HT394  
.T9  
M482  
2001

## **Metropolitan Council Members**

**Ted Mondale, Chair**

**Saundra Spigner – District 1**

**Todd Paulson – District 2**

**Mary Hill Smith – District 3**

**Julius C. Smith – District 4**

**Phil Riveness – District 5**

**Frank Hornstein – District 6**

**George Garnett – District 7**

**Carol A. Kummer – District 8**

**Natalie Haas Steffen - District 9**

**Jim Nelson – District 10**

**Roger Williams – District 11**

**Marc Hugunin – District 12**

**Daniel Galles – District 13**

**Lee Pao Xiong – District 14**

**Vacant - District 15**

**John Conzemius – District 16**

***T***he 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 is the regional planning and operating organization for the seven-county Twin Cities area. The Council advocates Smart Growth to ensure vital communities and a competitive region. It runs the regional bus system, collects and treats wastewater, manages regional water resources, plans regional parks and administers funds that provide housing opportunities for low- and moderate-income individuals and families.

---

The graphic preparation and printing of this publication cost \$350 for a total of 100 copies.

Publication no. 21-02-022

---

# CONTENTS

## INTRODUCTION

The Twin Cities Region and the Metropolitan Council-----	1
Purpose of Report -----	1
Division Functions -----	2
Organization of Report -----	3
Summary of 2001 Priority Areas-----	3

## PROGRAM EVALUATION SECTIONS

RECEIVED

MAY 24 2002

### Policy Alignment and Development Unit

Overview-----	10
Regional Growth Strategy -----	12
Smart Growth Twin Cities Project -----	14
Rural Issues Work Group-----	15
Livable Communities Programs -----	16
Planning and Technical Assistance -----	17
Metropolitan Radio System -----	18
Metropolitan Parks System-----	19
Metropolitan Council Housing and Redevelopment Authority -----	21
Metropolitan Council GIS -----	24
Research-----	26

LEGISLATIVE REFERENCE LIBRARY  
STATE OFFICE BUILDING  
ST PAUL MN 55155

### Transportation Division

Overview-----	27
Regional Transit Ridership -----	28
Metropolitan Transportation Services -----	30
Metro Transit-----	38
Transit Services Performance Charts and Tables -----	44

### Environmental Services Division

Overview-----	47
Strategic Results-----	47
Smart Growth Alignment -----	48
Effective Communications and Community Relations -----	51
Enhanced Quality of Life-----	53
Competitive Regional Services and Infrastructure -----	56
Next Steps-----	58

## APPENDIX

Map of Metropolitan Council Districts
Map of HRA Participating Communities
Map of Metro Transit Service Area
Map of Opt-Out Communities
Map of Metro Mobility and Other ADA Services
Map of Rural Transit Providers
Map of Community-based Urban Programs
Map of Privately Contracted Regular Routes
Listing of Transit Ridership by Service Type
Map of Environmental Services Sewer Service Network
Financial Summary, Budget to Actual Comparisons
Listing of Reports with Additional Information

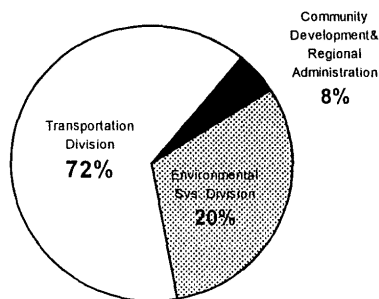
## Introduction

### The Twin Cities Region and the Metropolitan Council

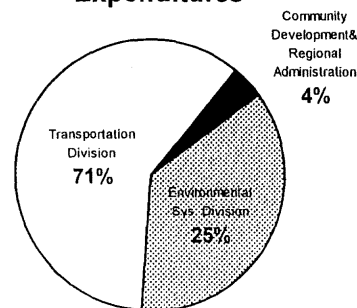
The seven-county metropolitan area is a growing and economically stable region with a population of more than 2.6 million. This region's strong economy has an unemployment rate well below the national average and a projected population growth of 930,000 people between now and the year 2030. The Metropolitan 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 Housing and Redevelopment Authority (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 Policy Alignment and Development, along with standing committees to deal with each of these areas. The Council has approximately 3,800 employees and annual expenditures of approximately \$380 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 **Policy Alignment and Development Unit** includes functions such as Planning & Technical Assistance, Research, Regional Growth Strategy, Geographic Information Systems, 800 MHz Radio Project, 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** owns and maintains approximately 600 miles of regional sewers and treats up to 300 million gallons of wastewater daily at eight regional treatment plants. MCES supports the Council's smart growth mission by protecting the public health and environment and providing its customers efficient and effective water resources management to ensure that:

- Sufficient sewer capacity exists to serve planned development,
- Sufficient capital investments are made to preserve water quality in the region,
- Wastewater collection and treatment services are provided in a cost- and quality-competitive manner,
- Local plans provide for adequate water supply and nonpoint pollution prevention in the region, and
- Local action is catalyzed through water quality improvement grants.

The **Transportation Division** includes Metro Transit and Metropolitan Transportation Services. 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 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 Policy Alignment and Development Division section. Transit redesign and ridership and light rail transit development 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 2001 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 that 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 goals.

## Quality of Life

### *Smart Growth: Creating Livable Communities*

With the launch of *Smart Growth Twin Cities*, an initiative aimed at developing more walkable neighborhoods and transit-friendly communities, the Council created links between transportation, housing, environment and land use policies, investments and actions.

The Council invests regional, state and federal funds to create affordable housing, job growth, livable communities and transportation options, as well as to protect the environment. The investments help communities throughout the region make smart choices about how to develop and redevelop, and leverage millions of additional dollars in private and public investment while providing jobs and business growth.

Livable Communities investments in 2001:

# Metropolitan Council 2001 Performance Evaluation Report

## Introduction

---

- **Affordable housing grants:** \$1.9 million total to 20 communities to support development, redevelopment and rehabilitation of rental and ownership housing for households with low and moderate incomes.
- **Smart growth demonstration grants:** \$7.5 million to six communities for mixed-use, transit- and pedestrian-friendly developments that demonstrate efficient growth and incorporate livability features the public prefers.
- **Smart growth opportunity grants:** \$500,000 to 10 communities to support projects in the predevelopment stage that show promise as demonstration projects.
- **Tax base revitalization grants:** \$4.39 million to eight communities to clean up 13 polluted sites for redevelopment and job creation. Matching funds of \$906,000 for five projects were put on hold pending state budget decisions.
- **Metro Environment competitive grants:** \$1.8 million for local projects to improve the quality of the region's lakes and rivers. Projects include educational programs, stormwater runoff management, nonpoint source pollution reduction, water quality research and others.
- **Metro Environment targeted grants:** \$1.25 million for projects of regional significance—water quality enhancements for Smart Growth Twin Cities opportunity sites; the regional natural resources inventory; local environmental planning assistance; implementation of alternative stormwater management techniques; and environmental education.

### *A New Blueprint for Growth*

The results of the Smart Growth Twin Cities initiative will provide input to the Council's new *Blueprint 2030*, a regional smart growth action plan. The *Blueprint 2030* is a new approach to shaping growth and development through smarter growth and investment, using community-based planning, reshaping regional policies, and providing funding and other incentives.

The Council will complete the new regional action plan, *Blueprint 2030*, in 2002. It will be a comprehensive strategy for regional policy revisions and new investments, focused on integrating transportation, development and environmental protection to support our quality of life. Development of the strategy relies upon collaboration with communities, citizens and stakeholder groups in shaping policies and putting them into effect.

*Blueprint 2030* will incorporate the Council's Smart Growth Twin Cities initiative, as well as updated local comprehensive land-use plans. Of the 193 local plans required by state law to be reviewed by the Council every 10 years, 190 were submitted and reviews completed by the end of 2001.

### *Investing in the Mississippi Riverfront*

With funding support from the McKnight Foundation, the Council launched a 24-month initiative starting in November 2001 to create an action framework for revitalization, development and preservation in the Mississippi River corridor from St. Paul to Hastings. Working with a broad coalition of stakeholders, the Council and urban design consultant Calthorpe Associates will coordinate a series of stakeholder and public participatory workshops to set priorities for riverfront implementation and investment.

This initiative builds on the extensive planning efforts already completed by local communities, nonprofits, business and industry, and government agencies. These community planning activities include comprehensive plans, river corridor plans, capital improvement and environmental protection plans; they will be integrated into an overall corridor action framework for revitalization, development and preservation.

### ***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 on increasing attention and resources on reducing and preventing indirect or nonpoint source pollution from surface water runoff pollution. As part of that effort, the Council provides incentive grants to support the nonpoint source pollution reduction efforts of diverse groups.

In 2001 the Council awarded \$1,805,222 for competitive grants to improve the quality of the region's lakes and rivers with Smart Growth connection as one of the criteria and stormwater management practices and educational projects as the primary focus. The Council also approved about \$1,250,000 for targeted environmental grants in four categories that will result in water quality enhancements for Smart Growth Twin Cities opportunity sites, continued support to the regional natural resources inventory, local environmental planning assistance, implementation of alternative stormwater management techniques, and environmental education. Of the \$1,250,000, \$300,000 is targeted for Smart Growth opportunity sites that will implement environmental strategies.

### ***Creating New Geographic Information Data-Sharing Tools***

In response to a regional land parcel data pilot project in 2001, the Twin Cities region's geospatial data collaborative, MetroGIS, launched an initiative to develop an Internet-based tool to distribute geospatial data. The new tool will allow users to select a specific geographic area and the desired data characteristics, then either view the data online without special software or download it directly. Besides meeting the needs of data users, the new tool provides excellent protection to data producers.

MetroGIS makes data sharing available to local governments, the Metro Council and other public agencies in the region. The Council funds this effort with in-kind contribution from participating agencies. Geospatial data is used for growth planning, community development and other functions from mosquito control to crime prevention.



## **Infrastructure**

### ***Restructuring Transit Service***

The Council in 2001 continued a major initiative to restructure transit service throughout the region to increase ridership and system efficiency. With extensive input from community residents and local officials in the west and northeast metro area, routes were changed to better serve development and housing, job growth centers and other shifts in development patterns. Service improvements include better community-to-community connections, improved reverse commute options, better express service and new transit centers, park-and-ride lots, transfer and boarding points.

### ***Light Rail Construction Makes Progress***

Construction of the 11.6 mile Hiawatha light rail transit (LRT) line began in 2001 and was nearly 30 percent complete at year's end. The region's first LRT route will connect downtown Minneapolis with Minneapolis-St. Paul International Airport (MSP) and the Mall of America.

Construction is underway on seven of 17 stations along the route and tunneling began at MSP to accommodate track underneath the airport. Utility relocation in preparation for construction in downtown Minneapolis is proceeding.

Hiawatha LRT service will be integrated with buses, park-and-ride lots, and improved pedestrian and bikeway connections, offering more choices and convenience. The line will open with partial service from downtown Minneapolis to Fort Snelling in late 2003, with full service scheduled for the end of 2004. Projected ridership is 19,300 passengers daily in 2004.

### ***Riverview Busway Corridor***

The Council in late 2001 gave final approval to the \$46 million Riverview Corridor busway project, which would link Maplewood Mall and Mall of America via downtown St. Paul and the airport. Metro Transit was ready to begin construction of the Riverview busway when in early 2002 the state legislature withdrew \$40 million of funding for the \$46 million initiative as part of its plan to address the state's revenue shortfall.

### ***Aviation Crucial to Competitive Economy***

The Council in 2001 completed work with a multi-party advisory task force in preparation for updating its aviation policy plan to align with smart growth priorities. Issues include land use compatibility and safety zones, assessment of 1993 dual-track aviation forecasts, new 2020 general aviation forecasts, as well as aircraft noise and performance measures for the airport system.

The uncertainty created in the wake of the September 11 terrorist attacks rocked the aviation industry and had a major impact on industry and airport revenues. The Council will monitor financial and safety impacts on system airports closely to determine how capital improvements should move forward.

### ***Affordable Housing***

The first families moved into homes in 2001 owned by the Council's Housing and Redevelopment Authority (Metro HRA) under the Family Affordable Housing Program. The Council obtained city approval for a total of 150 units in nine suburban communities in Anoka, Hennepin and Ramsey Counties for rental by moderate and low income families.

Metro HRA in 2001 achieved 100 percent use of its Section 8 housing vouchers despite record low vacancy rates and escalating housing costs in the region. This means that 2,400 new families have located stable housing, increasing the federal government's investment in the region by more than \$8 million a year. The Council serves more than 5,500 low-income seniors, families and people with disabilities in Anoka, Carver, and suburban Hennepin and Ramsey Counties through the program.

### ***Improving Efficiency While Protecting the Environment***

In 2001, the Council collected and treated 105.6 billion gallons of wastewater from 104 communities in the region and maintained an excellent record of near-perfect compliance with clean water discharge permits. This was accomplished despite record flood conditions in the spring.

The success of a three-year budget reduction goal competitively decreased wholesale wastewater rates that the Council charges cities by 12.6 percent from 1998 through 2001. The reductions allowed cities to pass the cost savings on to their citizens or invest in their own infrastructure projects. The Council continues to pursue its goal to be among the nation's five best wastewater utilities in the nation in terms of rates and service quality by 2005.

The Stillwater Treatment Plant (renamed the St. Croix Valley Treatment Plant) tied for first place as "Best Medium Advanced Facility" in the nation in a U.S. Environmental Protection Agency (EPA) competition. The award, presented in October, commended staff for "Outstanding Operations and Maintenance" of a wastewater treatment plant.

A key capital project, construction of a 10 million gallon per day treatment plant at the site of the Cottage Grove Plant, is on schedule. Upon completion the plant will be renamed Eagles Point Plant and will provide service for the communities of Cottage Grove and eastern Woodbury.

Several other important capital projects continued in 2001 that 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 over a five-year period.

## **Communications and Community Relations**

### ***Engaging citizens to shape growth***

The Smart Growth Twin Cities public initiative, with funding support from the McKnight Foundation, brought together community leaders and citizens to envision how the region should accommodate future growth and ensure our quality of life. For the region-wide phase, about 375 people attended 10 “regional scenario” workshops, where participants engaged in an interactive planning exercise to create scenarios for where and how future growth should occur in the east metro, northwest metro and southwest metro.

In the local phase of the initiative, a partnership with six communities capitalized on site-specific growth opportunities. Another 400 people attended Opportunity Site workshops and meetings, where participants helped plan walkable, transit-oriented neighborhoods with a mix of uses and open space that will serve as models for other development and redevelopment projects in the region. The six sites are in St. Paul, St. Paul/Maplewood, Chaska, St. Anthony, Ramsey and Brooklyn Center. Consultants Calthrope Associates used the design alternatives created at the workshops to produce specific site plans for community review in 2002.

The results of the initiative will provide input to *Blueprint 2030*, the Council’s regional growth action plan.

### ***Improved Web Communications***

Information on how the Twin Cities region is growing smarter is now more prominent on the Council’s newly designed web site, at [www.metrocouncil.org](http://www.metrocouncil.org). The web site boasts a clean new look with lively graphics, a streamlined structure, and highlights on regional services offered to communities and citizens.

Citizens and stakeholders use the site for a wide mix of business, community and entertainment purposes, including: checking bus schedules and route information, purchasing bus passes, ordering land use map CDs, planning outings to regional parks, and voicing opinions on light rail station designs, busways and riverfront development.

In 2001, the site also hosted the first-ever regional online discussion between business and community leaders and citizens. Major topic areas focused on traffic congestion, affordable housing and future growth. The discussion drew more than 600 comments in 21 days.

Throughout 2001, visitor sessions to the Council’s web site were up 49 percent to nearly 1.5 million sessions for the year, while average daily hits topped 200,000, up 94 percent for the year. Online sales of bus passes increased 163 percent from a year earlier. The site’s most popular areas continue to be the transit index, bus schedules and the innovative trip planner.

### *Enhanced Community Relations*

With the help of a newly reorganized public affairs unit, the Council was able to more effectively reach out and engage citizens, communities and other stakeholders in implementing key initiatives of regional importance. Community relations specialists were named to support Council members' efforts to carry the Council's new Smart Growth agenda out into the region's communities. The specialists help Council members build awareness and support among the public and decision-makers for regional approaches to manage growth. They also work closely to coordinate activities with other Council staff, including outreach coordinators, sector reps, watershed coordinators and Communications and Metro Transit employees involved in various community relations initiatives.

### **Alignment**

#### **Transportation and Parks Policies Focus on Smart Growth**

Following broad community input, the Council adopted new policies for transportation and parks and open space. The transportation plan aims to double the capacity of the transit system by 2020, and includes policies to focus transportation funds to support and encourage highly livable, mixed-use development concentrations along major transportation corridors.

The parks plan contains policies to site new parks and trails with priority on protecting land with important natural resource features rather than recreation potential. Parks master plans will be required to include a natural resources inventory and spending proposals to restore degraded resources.

The Council engaged teams of scientists and specialists from several agencies to conduct an inventory of natural resources in the metropolitan area. The inventory will be used by the Council and local communities to help shape growth in a way that helps preserve the environment.

## **Policy Alignment and Development**

### **Overview**

The mission of the Policy Alignment and Development Unit is to provide high quality, coordinated, planning, policy and program development to support regional growth and reinvestment; identify and analyze strategic regional issues; provide leadership in facilitating community collaboration; and deliver assisted housing through existing programs to low income households in the region.

Core Policy Alignment and 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.
- Implementation of the Livable Communities Act and its three funding accounts.
- Delivery of rent assistance programs for seniors, households with disabled members, and families.
- Assistance with the creation of lifecycle housing in the region.
- Provision of 150 Family Affordable Housing Program units.

In 2001, the Policy Alignment and Development Unit:

- Embarked on a major effort to update and revise the *Regional Blueprint* and the Regional Growth Strategy in January 2001. Smart Growth Twin Cities is one part of this comprehensive effort. December 2002 is the target date for completion. Not only will the three components of Smart Growth Twin Cities be melded into this effort, but also the extensive agency-wide planning and implementation activities in Policy Alignment and Development, Environmental Services, and Transportation/Metro Transit.
- Adopted 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.

## **Metropolitan Council 2001 Performance Evaluation Report**

### **Policy Alignment & Development**

---

- Published 70,000 copies of *Regional Parks–Twin Cities 2002 Metropolitan Area Map and Guide*. This guide illustrates the location and recreational activities offered at regional parks, park reserves, special recreation features, regional trails, State Parks and State Trails, plus the location of State wildlife management areas, local public boat launches, and fishing piers.
- Worked with communities to resolve issues as they prepared their comprehensive plans. The Council staff incorporated current local data regarding land use, zoning, and development constraints into its revised forecasts.
- Reviewed 49 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 49, along with the 115 reviewed up through 2001, brought the total number of comprehensive plans reviewed to 164.)
- 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.
- Used 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 December 2001.
- Through a major collaborative regional research project, analyzed 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.
- Administered the federal Section 8 Housing Choice Voucher Program on behalf of seniors, households with disabled members, and families throughout the region through the Metro HRA. Council staff and contracted community employees provided direct client services to 5,000 program participants in nearly 100 communities.
- The Metro HRA continued to provide rent subsidies and support services to over 700 households with special needs throughout the region through funding opportunities available from federal, state, and local resources.
- Provided additional housing-search assistance to Section 8 applicants through Metro Housing Options through the Metro HRA in collaboration with its non-profit partners. The program provides services to families looking to relocate to areas of lower poverty concentrations that provide for greater educational and employment opportunities.

- Established the Family Affordable Housing Program to develop units in collaboration with suburban jurisdictions to further implement the terms of the Hollman consent decree calling for the development and operation of federally assisted low rent housing in the suburban metropolitan area.
- Initiated a contract for services to assess the barriers to fair housing and issues of housing discrimination in cooperation with several metropolitan jurisdictions. 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**

The Council's work in this area included the following activities:

- **Regional Growth Strategy:** linking and aligning the environmental, transportation, and policy alignment and development goals, objectives, and policies. Using the physical development framework of the *Blueprint 2030* to connect and mutually support regional economic competitiveness and a high quality of life in the urban, suburban, rural and agricultural communities that comprise the metropolitan area. This integration will move the Regional Growth Strategy emphasis on the Metropolitan Urban Service Area (MUSA) to a more complex and comprehensive strategy that focuses on corridors, nodes and hubs.
- **Strategic Investment:** setting priorities and aligning regional investment to maximize the benefits of the limited public resources - linking and aligning Council programs and divisions; coordinating investments/decisions with other public bodies, nonprofits and foundations, and business groups.
- **Environment (Natural Resource Inventory and Assessment):** using watershed capacity and natural resources and environmental features to shape development decisions and choices and provide cost effective wastewater treatment; aligning and linking water quality improvement grants and other programs to promote efficient resource and infrastructure use; and protect significant natural systems that contribute to a high quality of life in the region.
- **Transportation:** identifying and developing regional multimodal transportation facilities, corridors and nodes (higher activity, compact community/neighborhood centers and transportation hubs). Use transportation investments as a shaper of development to increase transportation choices and to link nodes to adjacent urbanized community/neighborhood areas via an interconnected system of local streets, pedestrian pathways/sidewalks and bikeways.
- **Policy Alignment and Development:** enhanced community livability, choices and opportunities throughout the region. Use Policy Alignment and Development investments and programs to promote efficient use of infrastructure and land, to serve

as models of smart growth infill and new development, and to expand affordable and lifecycle opportunities.

- **Citizen and Community Engagement:** linked citizen/stakeholder/constituency building with their active and effective engagement in regional decision-making. Key examples: Housing and Land Use Advisory Committee, Regional Environment Partnership, Hiawatha LRT, and Smart Growth Twin Cities.
- **Affordable Housing:** In 2001, the Council put in place an objective set of criteria for measuring affordable and lifecycle housing performance by communities. Their performance in this area will be one of several factors considered as the Council makes discretionary funding decisions regarding transportation, Policy Alignment and Development, and environmental protection funding. In collaboration with the Transportation Advisory Board, a \$3 million set-aside program to aid transportation activities that enhance new affordable housing was authorized. Several recommendations from the Mayors' Regional Housing Task Force report were part of a multi-agency sponsored legislation package to streamline housing development.
- **Development Models:** Smart Growth Twin Cities Opportunity Sites. Six sites were selected as models for integrated and compact land use and public-private partnerships for implementation (aligning Council programs, divisions and incentives with local government, nonprofits, foundations and the private sector).
- **Natural Resource Corridor as Shaper of Development:** the new Regional Parks Policy Plan on protecting land with quality natural resources in addition to recreational potential. The guide calls for the planning, finance, and coordination of a regional network of parks and natural areas interconnected by ecological and recreational corridors.
- **Transit and Land Use Investment:** expanded funding for the transit system, including the regular route bus system and Hiawatha LRT, and linking investment so that land use and transportation mutually reinforce one another - jobs/housing links, transit service redesign.
- **Advisory Committee:** Reconstituted 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.
- **Regional Growth Strategy:** Aligned 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.
- **Housing Incentives:** Structured criteria and priorities of funding mechanisms to create incentives for communities to expand affordable housing opportunities, such as TEA-21 and LCA accounts.



- **Local Comprehensive Plans:** Reviewed local comprehensive plans for consistency with the *Regional Blueprint* and metropolitan system plans and advised communities on achieving *Blueprint* policy goals (also see “Planning and Technical Assistance”).
- **Adjacent Counties:** Established linkages and working relationships with counties adjacent to the metro area through the Association of Minnesota Counties and the Minnesota-Wisconsin Boundary Area Commission.
- **Technical Assistance:** Provided visual materials and models of good planning practice for local government, developers, civic and business groups, and citizens using the Metro 2040 multimedia presentation
- **Smart Growth Network:** Continued to participate as a member of the Minnesota Smart Growth Network.
- **Smart Growth Initiative:** Co-led, with the Minnesota Department of Natural Resources, 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.
- **Collaborated on the Smart Growth Initiative** with 10 other state and regional agencies: 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 2000 – a two-and-a-half-year effort with three main thrusts:

- In the regional scenarios track, the Council is working 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, creating models for comparing regional development scenarios, enhancing the Council’s transportation model, and creating three alternative 2020 development scenarios. Evaluation of alternative regional scenarios for 2020 will provide a basis for formulating the Council’s *Blueprint 2030*.

## **Metropolitan Council 2001 Performance Evaluation Report**

### **Policy Alignment & Development**

---

- 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, community design workshops, preparation of alternative site plan concepts, and drafting of preferred alternatives continued through 2001.
- In the sub-regional implementation track, the Council will work with 21 communities and four counties sharing the resource of the Mississippi River from St. Paul to Ravenna Township. This collaborative work will build upon past efforts and identify new opportunities that will align an implementation strategy that leverages funding sources to ensure the corridor continues to benefit from the ecological significance, economic potential, and community relationship to the river, while accommodating growth. This work will be accomplished due to the receipt of a \$300,000 grant from the McKnight Foundation. The initial phase will conclude October 31, 2002.
- A \$500,000 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.

### **Rural Issues Work Group**

In June 2000, the Council established a Rural Issues Work Group comprised of eight Council members whose districts include rural lands. The work group's stated mission: To formulate and recommend policies that: serve the Region's Rural Growth Centers with necessary public services and infrastructure; and preserve the rural character and the natural resource base of the Region's Rural and Permanent Agricultural Areas. During 2001, the work group:

- Developed recommendations for Council actions to ensure the long-term availability of aggregate resources in the region. This was done following a study of aggregate supplies within the seven counties and a series of meetings with local officials, mining industry representatives, environmental groups, and others.
- Convened a series of six public meetings--one in each of the metropolitan counties with agricultural lands--to talk with local officials and the public about the challenges and opportunities of rural living near the edge of the Twin Cities urban area.
- Completed a thorough review of current policies for the region's rural areas.
- Developed a package of proposed policies and implementation strategies for the region's rural areas that will be forwarded to the full Metropolitan Council early in 2002 for incorporation into *Blueprint 2030*.

The Rural Issues Work Group expects to complete its work early in 2002.

## **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 over 12,000 affordable rental units and nearly 60,000 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 lifecycle 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 negotiate housing goals with the Council. They are then eligible to compete for funding from the three accounts in the Livable Communities Fund as well as pollution cleanup funds available from the Minnesota Department of 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 2001, 20 grants were awarded totaling \$5,300,000 to help clean up 123 acres of polluted land in seven communities. These projects will generate over \$6.5 million in increased annual net tax capacity and 972 new jobs paying an average hourly wage of \$17.30.
2. **Livable Communities Demonstration Account** supports projects that demonstrate walkable, connected land use patterns. Funded projects have a mix of housing in type and cost, are linked to transit, where available, and most have commercial, civic or other uses that support daily needs and community activities. Twelve grants totaling \$7,470,000 were awarded in 2001 for demonstration projects in six communities. Of these funds, \$970,000 were supplemental funds the Council made available to support transit use in funded projects.

Included in the funded projects are models of infill mixed-use development that improve livability in old and new 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, with the exception of one that is well under construction.

In addition, 10 projects in the planning stages that show promise of developing into smart growth projects were awarded "opportunity" grants through this account. The grants, totaling \$500,000, will help shape projects located in 10 cities in the region.

- 3. Local Housing Incentives Account (LHIA)** expands housing opportunities through grants to eligible communities to meet negotiated affordable and lifecycle housing goals. In 2001, the Metropolitan Council approved 13 grants totaling \$1.9 million to help develop 336 new rental units, the rehabilitation for sale of 79 homes, and 43 new ownership units, and assist in the improvement of up to 600 homes. These grants will support affordable housing activities in 20 cities. Most of the rental units are affordable to low- and moderate-income households. These LHIA awards will leverage over \$63 million in total development and rehabilitation investments.

## **Planning and Technical Assistance**

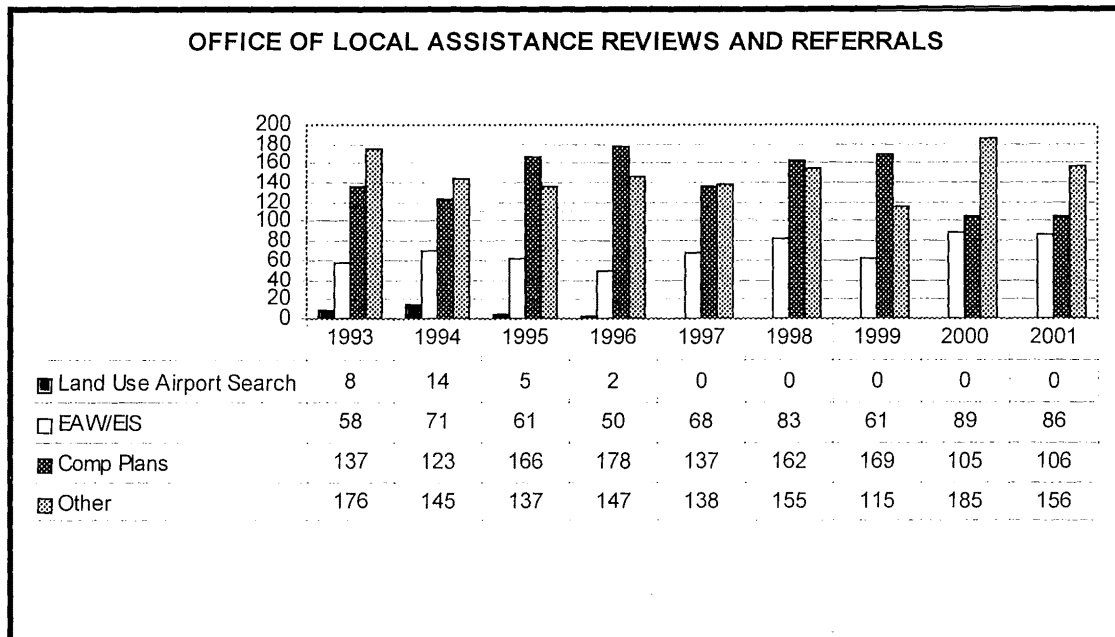
The Planning and Technical Assistance Department conducts reviews of comprehensive plan amendments and updates as well as environmental submissions, and leads discussions and reviews of metropolitan urban service area changes. As part of providing assistance to communities as they update their comprehensive plans and strengthening relationships with local governments, the Metropolitan Council was involved in the following activities in 2001:

- Provided a direct, personal link between the Council and local governments for answering questions and resolving issues through its sector outreach program.
- Conducted 348 plan reviews and referrals, including reviewing overall plan updates of 49 communities.
- Administered 16 Mississippi National River and Recreational Area (MNRRA) grants to eligible communities (10 closed out, 6 ongoing). Reviewed 15 critical area plans and continued contacts with 31 local governments.
- Prepared information submissions to State Planning on issues of annexation, consolidation and incorporation.
- In response to a request from the city of Bloomington and a petition from citizens, the Council conducted a metropolitan significance review of noise impacts of the proposed Black Dog Amphitheater in Burnsville. After conducting hearings and entering into a binding agreement with the developer, the Council found that the proposed amphitheater was not a matter of metropolitan significance.

## Metropolitan Council 2001 Performance Evaluation Report

### Policy Alignment & Development

The chart and table below show the number and type of planning and technical assistance reviews and referrals administered by the Council from 1993 through 2001.



Note: The "Other" category includes many different kinds of referrals including those related to the National Pollution Discharge Elimination Systems, US Corps of Army Engineers, watershed district plans, water supply plans, controlled access highway plans, critical area reviews, and Minnesota Municipal Board annexations, and Housing Revenue Bond Programs, etc.  
EAW = Environmental Assessment Worksheets      EIS = Environmental Impact Statement

## Metropolitan Radio System

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.

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 2001, the legislature extended the life of the board beyond its original sunset date of June 30, 1999, to July 1, 2004. The Metropolitan Council continues to provide administrative support for the board and serves as the board's fiscal agent.

In 2001, with Council staff support, the Metropolitan Radio Board:

## **Metropolitan Council 2001 Performance Evaluation Report**

### **Policy Alignment & Development**

---

- Oversaw installation and testing of the entire backbone system by Motorola and subcontractors.
- Achieved formal Initial Acceptance of the system by owners.
- Worked to develop and publish Interim Standards, Protocols and Procedures for system operation, with completion expected early in 2002.
- Began development of a system user training plan.
- Sponsored a Public Safety Wireless Network symposium on interoperability in June 2001.
- Continued efforts to improve communications among members, constituent groups, and other potential future participants in the region-wide system, and improve image with legislature.
- Obtained general liability insurance coverage for the regional system through the Department of Administration's Risk Management Fund effective November 28, 2001.
- Initiated application to transfer licenses and obtain FCC extension of unused NPSPAC 800 MHz channels for future users.
- Planned for independent administration of the board effective in 2002.
- Continued to work to obtain legislative authority to use 911 funds more flexibly to assist local units of government to pay capital costs of joining system.

### **Metropolitan Parks System**

The metropolitan regional park system open for public use in 2001 encompasses 48,015 acres of parkland and trails. This includes 38 regional parks, four special recreation features, 11 park reserves, and 160 miles of trails in 18 regional trails.

Total park visits in 2001 have not been estimated yet, but based on the 29.2 million visits in 2000, it is reasonable to project that 29.4 million visits occurred in 2001. This projection, like the estimate in 2000, 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

## **Metropolitan Council 2001 Performance Evaluation Report**

### **Policy Alignment & Development**

---

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, three Rivers Park District, (formerly 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 September 2001, the Metropolitan Council adopted 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 2001, and three open houses/public hearings in April 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 June 2001, the Minnesota Legislature appropriated \$5,645,000 of Environmental Trust Funds recommended by the Legislative Commission on Minnesota Resources 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 \$5,645,000, the Council committed \$3,762,600 in bond funding.

The legislature also appropriated \$1 million of Lottery in Lieu of Sales Tax revenue as a pass-through grant to the city of St. Paul to reconstruct East Como Lake Drive and related trails.

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 2001:

## **Metropolitan Council 2001 Performance Evaluation Report**

### **Policy Alignment & Development**

---

1. St. Croix Bluffs Regional Park, Washington County, for partial reimbursement to the county for acquiring the park in 1995 from Ceridian Corporation.
2. Como Conservatory, St. Paul, for phase one reconstruction of the Fern House and associated growing house.
3. Bunker Hills Regional Park, Anoka County, for campground visitor building, utilities, parking, relocating the equestrian center, and 1.5 miles of trails.
4. Elm Creek Park Reserve, Three Rivers Park District, for rebuilding 9.3 miles of trails.
5. Central Mississippi Riverfront Regional Park, Minneapolis Park & Recreation Board, for matching \$1.385 million of TEA-21 funds to construct a historic plank road and pedestrian circulation system within the Mill Ruins Park.
6. Grass-Vadnais-Snail Lake Regional Park, Ramsey County, to begin picnic area construction at Sucker Lake.
7. In 2001, the Legislature also appropriated \$1 million as a pass-through grant to the city of St. Paul for reconstructing East Lake Drive and related trails at Como Regional Park.

The Legislature also appropriated \$4 million of state general funds and \$4,130,000 of lottery proceeds in lieu of sales tax revenue to operate and maintain the regional park system. The funds were granted to 10 regional park implementing agencies by the Council.

About 14.5 percent of the budgeted 2001 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 73.5 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 Policy Alignment and Development Unit 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 communities throughout the metro HRA's service 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; and inspections staff in five additional localities assist in performing housing quality inspections.

Major 2001 accomplishments of the HRA:



**Metropolitan Council 2001 Performance Evaluation Report**  
**Policy Alignment & Development**

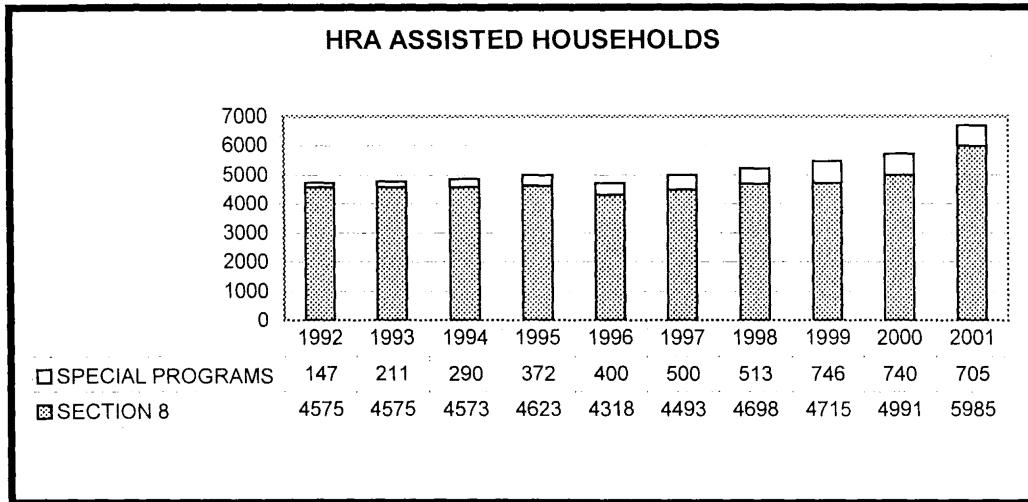
---

- Administered the Section 8 Housing Choice Voucher Program that provides federal rent subsidies to 6,000 households to locate decent and affordable housing within the metropolitan region.
- Added 1,200 new participants to the Housing Choice Voucher program during 2001, 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, four 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 2001, 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 two 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 three of operation, Metro Housing Options enrolled 87 new property owners to participate as landlords and assisted 38 families to successfully relocate within the metro area.
- Over 180 rental properties, representing nearly 4,000 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. As 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.

## Metropolitan Council 2001 Performance Evaluation Report

### Policy Alignment & Development

- Completed program development and began administration of the Section 8 Welfare to Work Program allocation of 150 Housing Choice Vouchers. The Welfare to Work vouchers are made available to families specifically working to achieve economic self-sufficiency. In 2001, the Metro HRA reached full utilization of this allocation at a time of extremely low vacancy rates and soaring rental prices.
- Began program development and administration of the Section 8 Mainstream program of 200 Housing Choice Vouchers. The Mainstream Program is designed to assist applicants on the Section 8 waiting list where the household head or spouse is



disabled. The program design includes a provision to survey the service needs of the applicant. The HRA refers the applicant to known service providers.

- Began unique partnership between the funding sources of the Family Housing Fund and the Minnesota Housing Finance Agency, and the Dakota Community Development Agency and Metro HRA to develop a pilot homeownership program called Home Steps which is designed for up to 50 participants. Additionally, the partnership includes the counseling agency of Thompson Associates, Inc. to provide homeownership education and budget counseling. The Home Steps Program will provide no interest down payment, closing cost, affordability gap, and/or rehabilitation assistance up to \$30,000 per household. Participant enrollment is anticipated in 2002.
- Added 238 Preservation Housing Choice Vouchers related to Section 236 contract opt outs by the property owners of McKnight Terrance in White Bear Lake and Shingle Creek Towers in Brooklyn Center. Completion of voucher issuance to affected tenants and initiation of rental subsidies will begin in 2002. Additionally, the Hunters Park contract opt out in Arden Hills involved providing preservation assistance to 14 tenants and was absorbed within the Metro HRA's existing Section 8 allocation.

## **Metropolitan Council 2001 Performance Evaluation Report**

### **Policy Alignment & Development**

---

- Added 50 Housing Choice Vouchers to the Metro HRA's Section 8 allocation through the return of program administration from the city of Columbia Heights.

The chart below shows the number of households assisted by the Metro HRA between 1993 and 2001 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 five areas during 2001:

#### **1. Support Smart Growth Twin Cities Project**

- Over 50 GIS files on 86 CDs have been delivered to Calthorpe Associates for use in the Smart Growth modeling process. While many of the files are from the GIS data library, several new data sets were also developed for use in the Smart Growth project. Notable developments include:
  - Integration of bus stop and route GIS data use and maintenance into day-to-day business operations at Metro Transit.
  - The first ever mapping of planned land use on a region-wide basis.
  - Community changes to comprehensive plans are being integrated with the Council maintained regional growth strategies data.
  - Over 1.5 million jobs were located in the GIS and used to map job densities in the region.

#### **2. Interpret Land Use**

The 2000 Land Use preliminary data has been completed in record time for use in the *Blueprint 2030* project. The entire region was interpreted and checked during 2001 and a municipal review of the information has begun.

#### **3. Census 2000 Support**

Census data began to be available this year. GIS has processed both the TIGER GIS data and Census statistical data for use in mapping and other GIS processing. Hundreds of maps have been plotted to quickly fill Census information requests through the Data Center. GIS and Research Maps produced a variety of maps by using census data.

4. Make GIS more accessible through the use of Arc View and the Internet

A variety of GIS products were developed during 2001. They include traditional paper maps, including: a job density map, rural policy issues maps, natural resources maps, a variety of maps showing property values, lot size and age of housing, and Livable Communities and Smart Growth maps. Less traditional products included several movies that illustrate Twin Cities residential development over the past 150 years, bus system activity over a 24-hour period, and passenger counts along a specific bus route. GIS products other than maps have included major address matching projects to allow address information from HRA and Environmental Services to be mapped in the GIS. These efforts have improved the Council's ability to deliver services and keep citizens informed about the possible impact of Environmental Services construction projects.

The GIS unit has transitioned to use Arc8.1 software and all professional staff attended training and are using Arc8.1. This transition was a major upgrade that required coordination of the software and equipment installation, application development, and training.

Internal access to GIS products was made easier this year through the implementation of the Map Gallery on Council Info. Anyone with access to Council Info can view the 200+ posted maps, print small maps, and request large maps via e-mail to the Data Center.

Several interactive maps called Map Services were developed to allow user access to GIS maps without the need to use GIS software. One of the Map Services was awarded the Grand Prize for the International Geography Network Challenge sponsored by ESRI and National Geographic Society.

5. MetroGIS

Implementation of the MetroGIS Business Plan included these notable accomplishments:

- Agreement was reached with each county to authorize the Council to assemble their parcel data into a regional parcel data set and redistribute this data to the MetroGIS user community opening the way to widespread data sharing of key GIS data.
- Awarded one of 10 NSDI grants to participate in the Web Mapping Service test bed project.
- Began development of a state-of-the-art data distribution mechanism that provides the functionality desired by the user community. The distribution mechanism will be especially useful in making region-wide parcel data available to the Council and participants of MetroGIS.

## **Research**

In 2001, the Research program:

- Processed and analyzed the first three Census products--first count, demographic profiles, and Summary File 1. Worked with newspapers on early stories and provided data to public and interested governments.
- Delivered the *Annual LCA Report Card* on progress made by regional communities toward providing affordable and lifecycle housing for metro area residents. The document fulfills the legislative charge given to the Council in the 1995 Livable Communities Act. The 2001 report summarizes five years of housing construction activity for the LCA for years 1996 through 2000. Analysis of governmental, nonprofit, and marketplace efforts are included as well as current and historical overall housing trends in the region.
- Developed new regional forecasts for population, households, and employment based on early Census data.
- Completed a joint study with the Builders Association of the Twin Cities - *2001 Urban Land Supply Update*.
- Concluded 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.
- 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 – Metropolitan Transportation Services and 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:

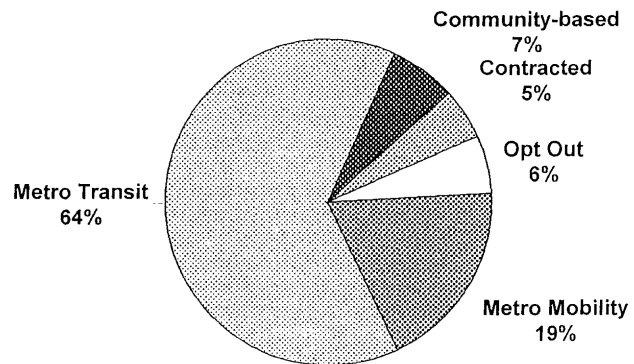
- Develops transportation policy for the metropolitan region and implements transportation policy through its own programs and through coordination with the federal government, state government, and local governments.
- Develops and updates the five-year transit plan, the federal Transportation Improvement 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 complementary paratransit service.
- Administers 36 different types of contracted transit services
- Promotes transit and other alternative modes of transportation through Metro Commuter Services programs and with travel demand management organizations

## Transit Ridership

The Twin Cites region has five types of transit providers.

- Metro Transit: Is the largest provider of transit service in the region. It provides primarily large bus regular route service throughout much of the Twin Cities region.
- Opt Out Communities: Twelve communities have chosen to provide their own transit service. Some provide service through contracts with private companies, some through contracts with Metro Transit, and some operate service directly.
- Contracted Regular Route: Approximately 5% of regular-route transit services are contracted with non-profit organizations and private companies.
- Community-based: Dial-a-ride service is provided in rural parts of the seven county region and in certain cities which have chosen to provide their own transit service. This service is provided through contracts with private providers, non-profit organizations, and governmental entities.
- Metro Mobility/ADA: Provides transit services to persons with disabilities who are unable to use the regular transit system.

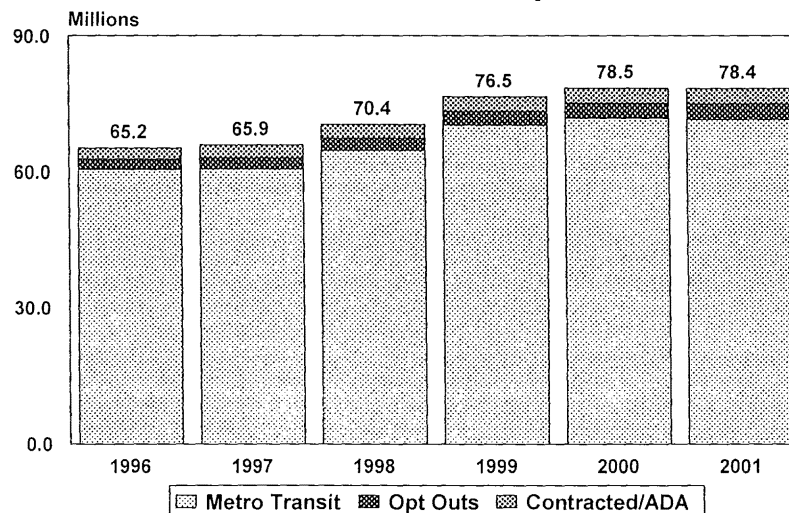
Hours of Bus Service: 2000



## Regional Transit Ridership

Although ridership growth was flat from 2000 to 2001 due to a fare increase, ridership increased 20.3% from 1996 to 2001.

Transit Ridership



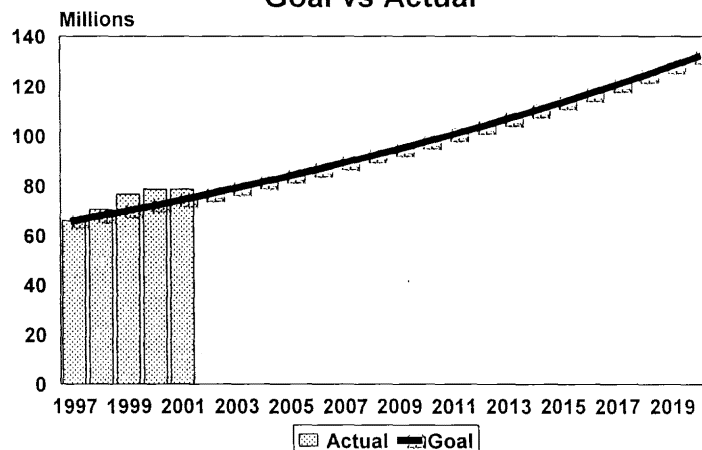
**Metropolitan Council 2001 Performance Evaluation Report**  
Transportation Division

<b>Twin Cities Ridership</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>1996- 2001</b>
Opt-Outs	2,319,129	2,446,142	2,687,314	3,020,546	3,245,370	3,377,941	45.7%
Contracted	864,579	1,240,096	1,528,923	1,723,089	1,817,635	1,872,129	116.5%
Community-based	366,463	388,161	367,123	361,245	380,978	369,365	0.8%
Metro MO/ADA	1,174,493	1,197,052	1,183,579	1,164,861	1,204,805	1,223,298	4.2%
Metro Transit	60,466,548	60,623,266	64,644,231	70,268,727	71,840,231	71,570,739	18.4%
Total	65,191,212	65,894,717	70,411,170	76,538,468	78,489,019	78,413,472	20.3%

### Progress on Doubling Ridership by 2020

The Metropolitan Council set a goal via the Transportation Policy Plan of doubling transit ridership by 2020. Substantial ridership growth occurred from 1997 through 2000, but in 2001 ridership was flat due to a July 1, 2001 fare increase and a slowing economy. However, the strong growth in previous years leaves ridership ahead of the pace needed to double by 2020. Future ridership growth will be dependent upon funding levels, the economy, service improvements, and highway congestion levels.

### Doubling the Transit System by 2020 Goal vs Actual



Key factors contributing to the past ridership increase are:

- **Service improvements:** A program of systematically reviewing all bus routes (called Sector Studies) has been put in place.
- **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 a benefit to promote alternative transportation modes. In 2001, there were 52 companies enrolled in the Metropass program with 15,180 active riders. The number of bus rides taken with a Metropass rose nearly 43 percent in 2001 to 4.6 million rides. A similar program was implemented at the



University of Minnesota. By the end of 2001, 11,640 students enrolled in the Upass program for fall semester, riding 1.8 million times.

- **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.

## **METROPOLITAN TRANSPORTATION SERVICES**

In 2001, the Transportation and Transit Development department was renamed Metropolitan Transportation Services. This department has three main functions:

- performing transportation planning for the metropolitan area.
- providing for transit service through 36 private, public, and non-profit transit service providers to the seven county metro area through four major programs: Metro Mobility, opt-out communities, contracted regular-route service, and community-based programs.
- promoting 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 also includes state, regional and local government.

Federal regulations require the Council to prepare a long-range transportation plan, which must be updated every three years. A revision to the *Transportation Policy Plan* was adopted in 2001. This involved a thorough update of all facets of the land transportation policy plan.

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 21<sup>st</sup> Century (TEA-21). The process includes broad citizen and interested group input. In 2001 the 2002-2004 TIP was prepared and adopted for inclusion in the State Transportation Improvement Program (STIP). Other major planning activities in 2001 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*.

- The *2020 Transit Master Plan* was updated to 2025 in 2001, as part of the *Transportation Policy Plan* update. 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). In 2001 Council staff began working with Metro Transit on Sector 5 (South Minneapolis/Highland Park) and Sector 8 (Northwest Suburbs). Sector One and Two changes continued to be implemented in spring 2001. 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 along lower-density routes
- In 2000, all needed funding was secured to construct the Hiawatha Light Rail Transit line. Construction began in January 2001. Planning and development for this transit line has been progressing on time and on budget.
- 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. In 2001, staff also continued working with Metro Transit on preliminary engineering and environmental studies of busways in the Riverview and Minneapolis Northwest corridors.

## **Highway Planning**

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

- During 2001, numerous comprehensive plans and environmental documents (EISs and EAWs) were reviewed to determine consistency with regional transportation plans. Late in 2001, two transportation planners were transferred to the Policy Alignment and Development Department to do these reviews and assure better alignment between the Council's land use and transportation planning activities.

- 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 2001, two loans were made to Richfield for right-of-way for the future expansion of I-494 and 35W/Penn Avenue interchange, and a loan was made to Maple Grove for TH 610.
- 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, as well as all six of MN/DOT's high priority Inter-Regional Corridor (IRC) studies, which are scheduled for completion early in 2002.

### **Air Quality Planning**

The Council does long-term planning required by the Transportation Efficiency Act for the 21<sup>st</sup> 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 2001, a conformity analysis of the Transportation Improvement Plan (TIP) was completed 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 federal TEA 21 funding. This includes three programs: Surface Transportation Program (STP), Transportation Enhancements Program (TEP) and Congestion Mitigation/Air Quality (CMAQ) programs.

During the summer of 2001, project applications were solicited for funding in 2005-2006, of projects from MN/DOT, cities, counties, and transit providers. One hundred sixty-four applications were received, requesting a total of \$396 in federal funds. The Transportation Advisory Board (TAB) and its Technical Advisory Committee began evaluating these projects in the fall. This evaluation will be completed this spring and a list of projects totaling about \$75 million will be approved as part of the 2003-2006 Transportation Improvement Program to be prepared in summer, 2002.

### **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*, and travel forecasts for the *2001 Travel Policy 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 continued on the Year 2000 Travel Behavior Inventory (TBI). The 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 was delayed due to the ramp meter shutdown in the fall of 2000. Household travel surveys were completed in 2001. The TBI data will be analyzed in 2002 and used to modify and recalibrate the travel-forecasting model.

### **Transportation Administration**

- The Council prepared and adopted a 2002 Unified Planning Work Program, 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 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 2001 highlights include:

- **Aviation Policy Planning**
  - Studies to update the 1996 *Aviation Policy Plan* continued in 2001, including definition of service areas for each regional system airport, ground access, environmental and economic impacts, airports capability, and improvements to the planning process.

## Metropolitan Council 2001 Performance Evaluation Report

### Transportation Division

- Initiated work on integrating *Regional Blueprint* and *Aviation Policy Plan*.
- Prepared an evaluation of the Minneapolis-St. Paul International Airport (MSP) 1993 major airport dual-track forecasts as initial step in forecast process. Further work on 2020 MSP forecasts will be delayed pending additional assessment of implications of September 11, 2001, concerning the aviation industry and economic recession.

#### • Coordination

- Continued efforts with the Metropolitan Airports Commission (MAC) on update of the Part 150 Noise Mitigation Program for MSP International Airport. The update has been submitted for review/approval by the FAA, and includes information on the low-frequency noise issue. The review is anticipated to take about 18 months.
- 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.
- Assisted MN/DOT aeronautics with initiation of air service study to be conducted in 2002.

#### • System Implementation

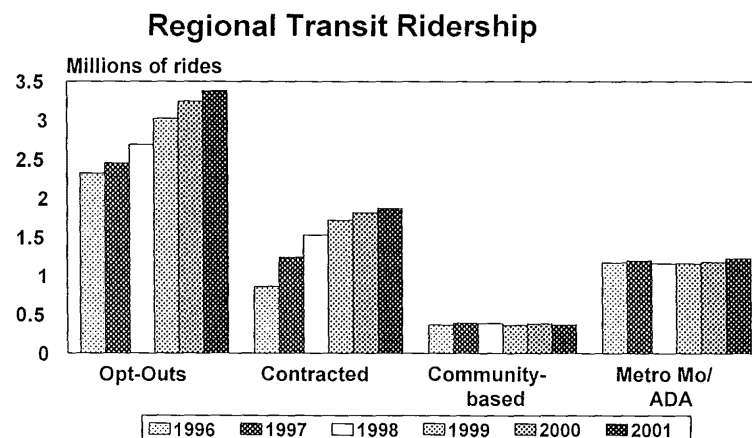
- Review of reliever airports' long-term comprehensive plans.
- Review of community comprehensive plans as concerns the aviation system plan.
- Review of the (MAC) annual capital improvement program.
- Review of airport environmental studies.

### Transportation Systems Implementation

The Transportation Systems Implementation section provides transit service through 36 private, public, and non-profit transit service contracts through four major programs: Metro Mobility, opt-out communities, contracted regular-route service, and community-based programs.

#### Ridership

Opt-out and regular-route systems have experienced substantial increases in ridership from 1996 to 2001 (45.7 percent for opt outs and 116.5 percent for contracted routes). For 2001, ridership



increased 4.1 percent for the opt-outs and 3 percent for contracted routes. Growth in the opt-out and contracted regular-route ridership is due to the same forces as the overall regular-route transit system.

Ridership for community-based programs has remained relatively steady, with less than a 1-percent growth from 1996 to 2001. Growth in the community-based 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 grew 4.2 percent from 1996 to 2001. Growth has also remained small, due in part to the growing accessibility of regular-route buses. By 2004, every transit vehicle in the region will be accessible to persons with mobility disabilities.

### **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. Four of these communities – Plymouth, Maple Grove, Prior Lake, and Shakopee – operate their own municipal programs. Apple Valley, Burnsville, Eagan, Savage, and Rosemount created an intergovernmental entity called Minnesota Valley Transit to provide transit in their communities. Chaska, Chanhassen, and Eden Prairie created another intergovernmental entity, 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 2001, ridership in the opt-out system increased 45.5 percent.

### **Contracted Regular Routes**

The Metropolitan Council contracts for approximately 5 percent of the metro area’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 innovation (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 2001 included:

- Implementing final changes in the Roseville Circulator through Sector 2 Redesign Studies.
- Beginning a new cross-town route from Sun Ray Mall to Maplewood Mall via Century Avenue.

- Completing replacement of the Lorenz Bus Lines suburban fleet.
- Adding trips to the Anoka-St. Paul and Hodgson Street routes.
- Complete restructure of the St. Louis Park/Hopkins routes in the Three Cities Redesign Plan.
- Route improvements on the BE-Line and Route 55.
- Sector 2 route redesigns in the White Bear Lake area for peak period circulators.

Ridership for these routes increased 116 percent from 1996 to 2001.

### **Community-based Service**

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 percent from 1996 to 2001. Notable changes to this system in 2001 included:

- Requests to study new dial-a-ride services for Minnetonka.
- Start-up of new community-based dial-a-ride operations in the City of Edina and with PRISM, a north Hennepin County service.
- Phase 2 of implementing SMART DARTS, an intelligent transportation system.

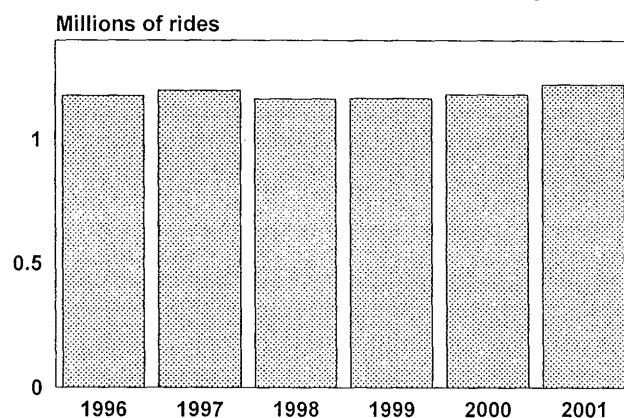
### **Metro Mobility**

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 2001 ridership for Metro Mobility was 1,029,205, an increase of 1.4% over 2000 ridership levels. Additional funding from the State legislature and new initiatives have allowed Metro Mobility to add service, increase ridership and bring trip denials to an all-time low of under 1% in November and December of 2001.

The MMSC worked closely with providers last year to make service operate more efficiently. New four-year demand service contracts were executed with Laidlaw Transit Service Inc. and Transit Team Inc. These contracts allow for:

**Metro Mobility/ADA Ridership**



## **Metropolitan Council 2001 Performance Evaluation Report**

### **Transportation Division**

---

- Increased revenue hours by 8% over the previous four-year contract
- Realignment of service areas, resulting in increased efficiency
- Increased fleet by 15 vans

The Taxi Ticket program was initiated in October of 2001. Under this program, riders who are denied a trip on Metro Mobility can contact a licensed taxi provider to schedule a trip and mail in a ticket issued by the Metro Mobility Service Center to be reimbursed for taxi fare, up to \$16.

The Council was able to transfer ownership of its retired Metro Mobility vehicles to licensed taxi companies in the metropolitan area, making more lift-equipped vehicles available to the disability community. The availability of accessible vehicles provides more transit options and greater flexibility for Metro Mobility riders. Transfer of these vehicles also enhanced the viability of the Taxi Ticket program for non-ambulatory Metro Mobility riders.

The 2001 initiatives, in addition to improvements made during 2000, such as supplemental service, excessive cancellation policy for standing orders and the Assured Ride program, have led to the Metro Mobility program nearing the FTA goal of zero trip denials for ADA services.

### **Metro Commuter Services**

Metro Commuter Services works with individuals and businesses to encourage alternatives to driving alone. The two major program activities are to:

- Provide regional programs/incentives to encourage commuters to use alternatives to driving alone. MCS also provides regional programs/incentives to encourage employers to provide information on transportation alternatives to their employees. Some of the programs include Regional Guaranteed Ride Home Program, Commuter Check, ridematching, preferred and discounted pool parking, and Van-GO!
- Serve as a resource to all of the Transportation Management Organizations in the Twin Cities metro area. These include, Downtown Minneapolis TMO, Saint Paul TMO, Midway TMO, Golden Triangle TMA, and the I-494 Corridor Commission.

This program is funded with a CMAQ (Congestion Mitigation and Air Quality) grant with a match provided by Metropolitan Council and revenue brought in by MCS.

In 2001 Metro Commuter Services:

- Processed over 17,000 match requests from individuals looking for car/van pool partners, park-and-ride lots and bike buddies.



- Registered almost 3,000 new car/van pools.
- Added more than 13,000 new commuters to the RidePro database.
- Added more than 10,000 commuters using alternative transportation to the Guaranteed Ride Home program.
- Accepted more than 8,400 registrations for programs via the Metro Commuter Services web site. Reflects an increase from 5,500 in 2000.
- Strengthened partnerships with TMA/TMOs by connecting all of them up to RidePro. RidePro is a custom software program that allows MCS to run car/van pool matches, register commuters for various programs, track employer activity, and track employer program involvement. RidePro allows the TMA/TMOs that provide regular reports to the Council to obtain their monthly statistics faster and easier and allows them to spend more time on their outreach instead of researching numbers.
- Continued participation in the Golden Triangle TMA demonstration. We are currently testing a web-based ridematching system in this area for possible implementation in the metro area in late 2002/early 2003.

## **METRO TRANSIT**

Metro Transit is the primary public transportation agency in the Minneapolis/St. Paul, area and the 11<sup>th</sup> largest bus system in the nation. It delivers more than 90 percent of the fixed-route ridership in the region with a fleet of 974 buses operating on 142 local, express and contract routes.

Ridership in 2001 was 73.3 million. Metro Transit had the sixth fastest growing bus ridership in America for the first half of 2001. Then a systemwide fare increase on July 1 resulted in ridership declines for the second half of the year. As a result, Metro Transit finished 2001 with about 200,000 fewer rides than 2000. The ridership decline in 2001 was the first in five years. On a positive note, the ridership decline following the fare increase was 1.5 million rides less than forecast, indicating the loss of ridership was less severe than national and local models projected based on a 25-cent increase in bus fares.

Nevertheless, ridership exceeded goals promised to the Minnesota State Legislature. For the two-year funding cycle that ended on June 30, 2001, Metro Transit pledged to deliver 138 million rides. It closed the biennium with 147.3 million miles, 9.3 million rides and 6.5 percent ahead of the goal.

Strong ridership 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 grow both in ridership and reputation. That effort was

## **Metropolitan Council 2001 Performance Evaluation Report**

### **Transportation Division**

---

recognized in 2001 when Metro Transit was named one of the 10 most improved transit systems in the nation by Metro Magazine.

#### **Customer Satisfaction**

Despite the mid-year fare increase, overall customer satisfaction with Metro Transit service remained high in 2001 with 89 percent of customers giving the agency positive marks.

#### **Bus Maintenance**

On-street reliability goals have been exceeded for five consecutive years. In 2001, the maintenance division achieved nearly 8,000 miles between road calls, a nine- percent improvement over 2000.

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.

#### **Bus Transportation**

During the second half of 2001, the transportation division improved customer service dramatically. Reductions in complaints were recorded in every complaint category, except two, when compared with the first half of the year.

During 2001, 20 Metro Transit operators were recognized for achieving 25 years of accident-free driving, the foundation of customer confidence. Another 56 operators were saluted for achieving top customer service and safety standards during five, 10 and 20 years of service. In addition, bus operator Jack Berner, winner of Metro Transit's annual skills competition, placed seventh among 72 operators competing the international bus rodeo hosted by the American Public Transportation Association.

#### **Fleet Modernization**

Metro Transit took delivery in 2001 of 80 Gillig 40-foot coaches and has five hybrid electric buses on order. An industry solicitation was being prepared for bids to produce 25 new articulated buses.

Each new vehicle is equipped with a wheelchair lift, bike rack and security camera system. At year end, 690 buses had on-board video surveillance systems.

#### **On-Line Customer Service**

Metro Transit rolled out automated trip planning on its website, [www.metrotransit.org](http://www.metrotransit.org), in 2001. The agency was 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.

Customers used the site's interactive trip planner more than 680,000 times in 2001. Use grew steadily from 12,000 per month in January to 69,000 in December.

Annual research shows more customers are finding their bus information electronically. The number of riders citing the web site as their primary source of information jumped from nine percent in 2000 to 22 percent in 2001, putting it second only to printed bus schedules in popularity. The quality of information on the agency's web site also has improved. In 2001, the number of respondents rating site content as "excellent" increased by three percent while those rating it as "fair" dropped by three percent.

While still in its infancy, e-commerce continues to grow on the website. Nearly \$140,000 in e-commerce transactions were made in 2001, an increase of 163 percent. Customers purchased nearly 6,300 bus passes in 2001, compared with fewer than 2,300 the year before.

### **Marketing – Employer Outreach**

More than 50 companies now subsidize bus passes for their employees under the Metropass program. Metropass customers took 4.6 million transit trips in 2001, a 43% increase over 2000. 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 the 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 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 and contributed strong ridership throughout 2001. The UPass program is a partnership with the University of Minnesota, which is faced with congestion and limited parking. In 2001, Upass holders took 1.8 million rides.

### **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.

## **Metropolitan Council 2001 Performance Evaluation Report**

### **Transportation Division**

---

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

The effectiveness of advertising, however, is judged by its ability to attract new riders to sample the service. In 2001, the percentage of new riders rose to 16 percent from nine percent in 2000.

#### **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 2001, nearly one of every four fairgoers – more than 400,000 people – 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. Evidence of the strong labor-management bond was creation in 2001 of two programs designed to give jointly selected union members the skills necessary to transition to supervisory positions.

#### **Human Resources – Driver Recruitment**

The three-year labor agreement signed in 2000 included a more attractive job for part-time bus operators. 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 and by April 1, 2001 reached its goal of hiring 260 part-time operators. The campaign included radio and television advertising, direct mail and garage open houses.

#### **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

## **Metropolitan Council 2001 Performance Evaluation Report**

### **Transportation Division**

---

rebuilding the transit system to respond to current travel demand and community development patterns.

In June 2001, Metro Transit completed a restructuring of routes in the northeast sector of St. Paul. As a result, ridership on these routes is up three percent at the same time – in the second half of 2001 – that overall Metro Transit ridership was down about three percent.

#### **Engineering and Facilities**

The Twin Cities is a national leader in the development of bus-only shoulders with a total of 175 miles now available to buses when adjacent traffic slows or stops. The initiative is the work of Team Transit, a cooperative effort 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.

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 was ready to begin construction of the Riverview busway, linking Maplewood Mall and Mall of America via downtown St. Paul and the airport, when the state legislature in early 2002 withdrew funding for the \$46 million initiative as part of its plan to address the state's revenue shortfall. Planning continues on the Northwest Corridor busway project, which would join Rogers with downtown Minneapolis, largely with improved transit along County Road 81, Highway 100 and I-394.

In September, Metro Transit opened its first new bus garage in a decade. The new 185-bus East Metro garage, which replaced the 92-year-old Snelling facility, serves routes in St. Paul and its suburbs. A new 100-bus garage is planned on about one-half the land at the Snelling site. Metro Transit plans to work with the City of St. Paul and the Midway area on a joint development project on the balance of the land. In addition, construction is nearly complete on a new Transit Control Center, which handles communications among buses and support vehicles. The 24-hour operation handled 850,000 calls from buses in 2001 and dispatched support to bus drivers 24,200 times.

In the past year, Metro Transit has added 10 major customer facilities – the new Uptown Transit station along with four custom passenger-waiting shelters at the University of Minnesota and five in downtown Minneapolis.

The cleanliness of customer facilities is a major new initiative and led to the creation in 2001 of the Minneapolis downtown bus stop task force of business leaders and transit officials.

### **Customer well-being**

A re-focused Metro Transit police department is addressing quality-of-life issues that often beset transit. During a one-week period in October 2001, for example, officers visited customers at bus shelters and transit stops 1,247 times (up from 79 in July), made contact on the line with 406 bus operators (up from 79) and conducted 268 security checks of transit facilities (up from 133).

The transit police department is in the processing of hiring its first full-time patrol officers. These 10 officers will concentrate on downtown Minneapolis and downtown St. Paul.

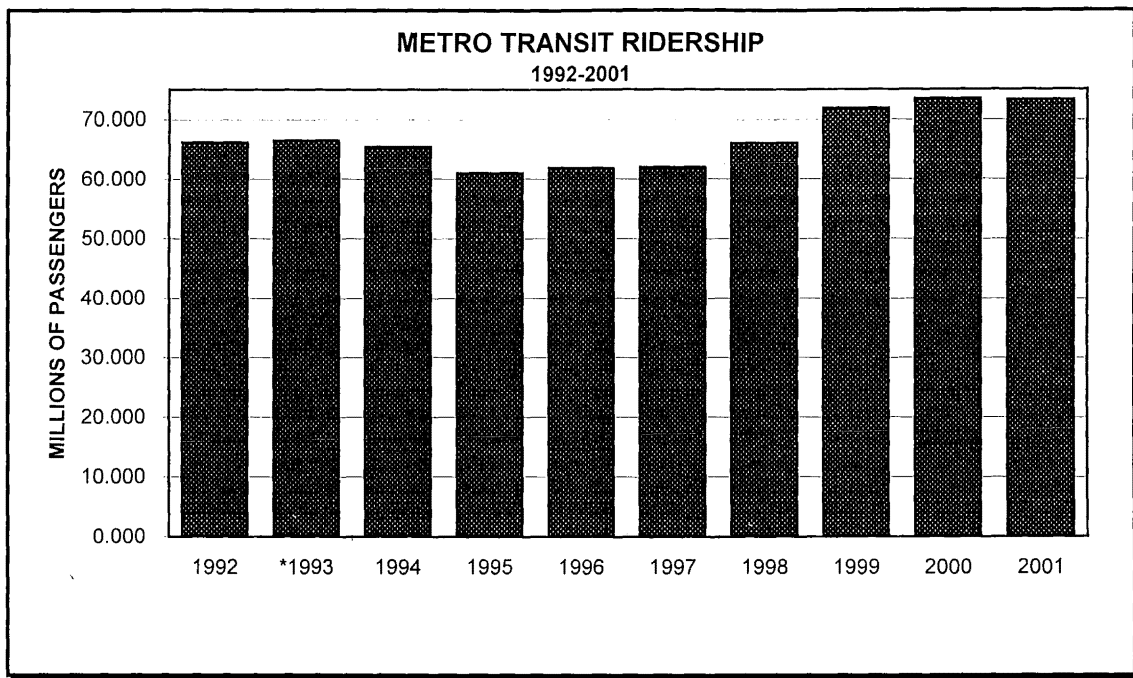
### **Light Rail Transit**

The state's first light-rail project was 32 percent completed at the end of 2001. Ground was broken on the 11.6-mile line in January 2001 following receipt of a \$334 million full-funding grant agreement from the Federal Transit Administration. The \$675.4 million initiative will link downtown Minneapolis with the airport and Mall of America with stops at 17 stations. Full service will open in late 2004 with partial service from downtown to Fort Snelling beginning in October 2003.

During its first year of construction, the project is on time and on budget. Construction is managed by the Minnesota Department of Transportation through a design-build contract with Minnesota Transit Constructors while on-airport light-rail construction is managed by the Metropolitan Airports Commission. The Metropolitan Council is the grantee of federal funds, and Metro Transit a unit of the council will operate the system.

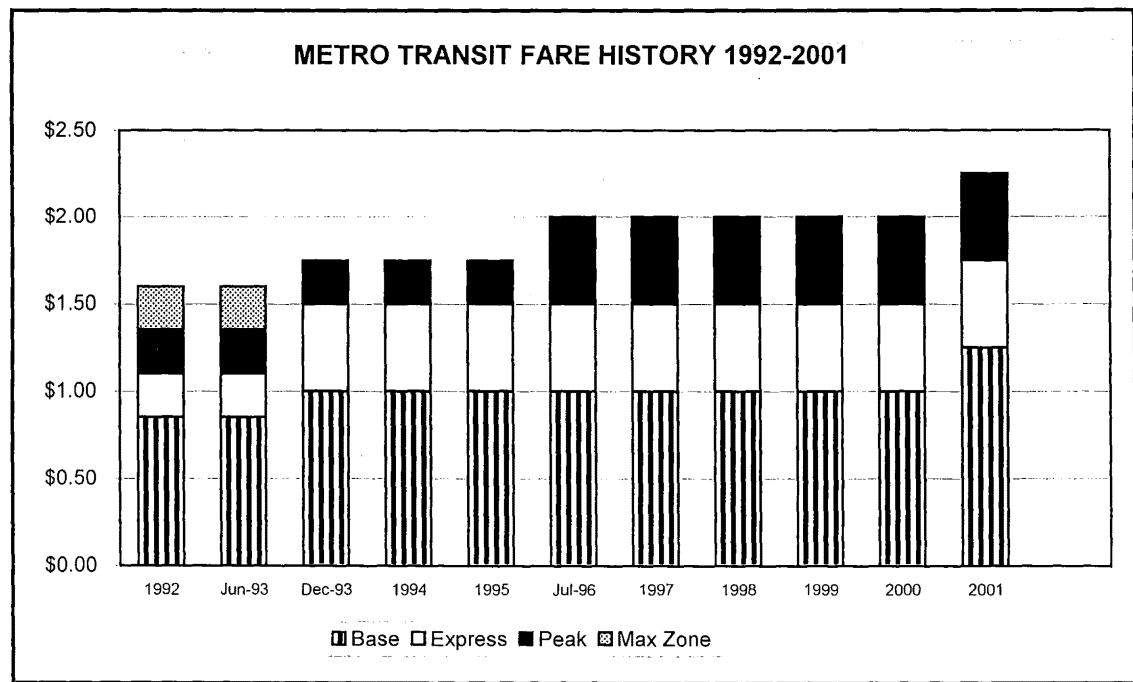
Light-rail service will include 26 cars operating at 7.5-minute intervals during peak periods and at 10- to 30-minute intervals at other times. Initial daily ridership will be 19,300, growing to nearly 25,000 as service matures. The line will be supported by two park-and-ride facilities and coordinated bus service at key stations.

Major milestones in 2001 included the start of boring 1.8 miles of tunnels beneath Minneapolis/St. Paul international airport, delivery of 4,500 tons of rail and 33,000 concrete rail ties, private utility relocation on Fifth Street in downtown Minneapolis, construction of a light-rail maintenance and operations center, groundbreaking for five stations and initial construction of light-rail vehicles in Mexico.



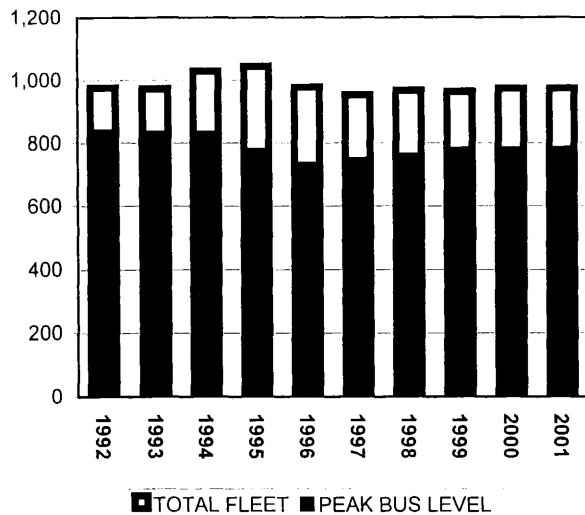
	1992	*1993	1994	1995	1996	1997	1998	1999	2000	2001
TOTAL	66.221	66.512	65.467	61.059	61.888	62.045	66.027	71.874	73.478	73.348

\* includes regular route opt-out ridership

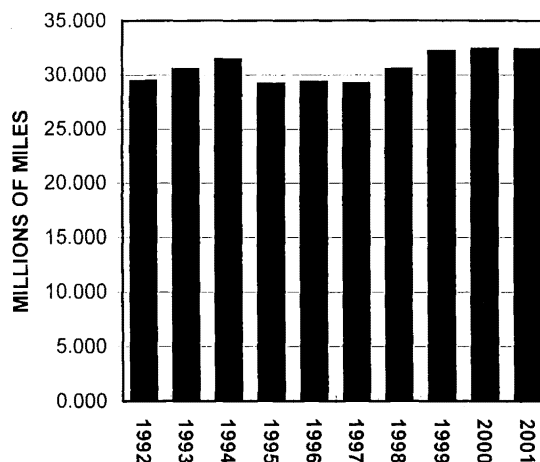


CHARGES	YEAR OF CHANGE										
Regular fare	1992	Jun-93	Dec-93	1994	1995	Jul-96	1997	1998	1999	2000	2001
Base	\$0.85	\$0.85	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$ 1.25
Express	\$0.25	\$0.25	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$ 0.50
Peak	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$ 0.50
Max Zone	\$0.25	\$0.25									

**METRO TRANSIT FLEET SIZE AND  
 PEAK BUS LEVEL  
 1992-2001**



**METRO TRANSIT TOTAL MILES  
 OPERATED  
 1992-2001**



TOTAL FLEET

PEAK BUS LEVEL

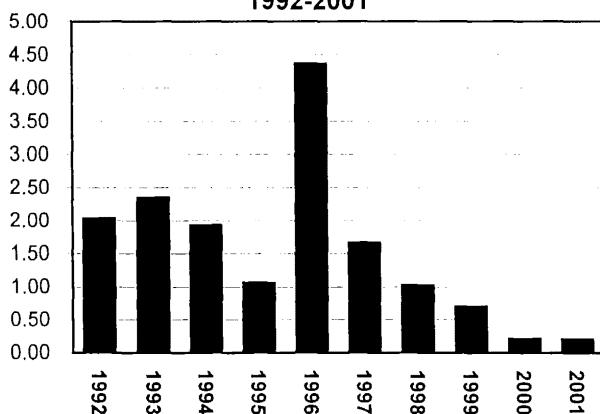
MILES OPERATED

MISSSED TRIPS

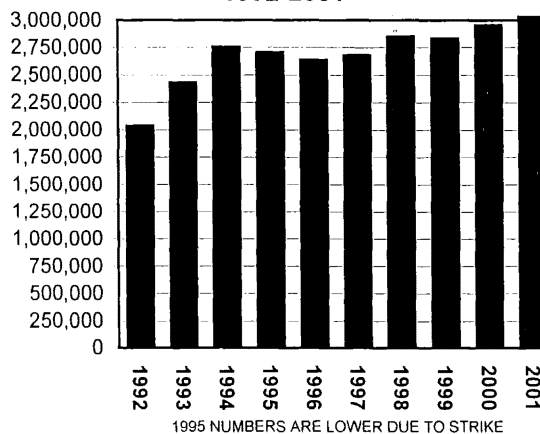
INFORMATION CALLS HANDLED

1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
976	973	1,029	1,045	978	953	968	963	974	974
842	837	837	781	735	751	764	784	785	786
29.228	30.344	31.209	28.979	29.140	29.000	30.340	32.000	32.238	32.207
2.00	2.31	1.89	1.03	4.33	1.63	0.99	0.67	0.18	0.17
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	3,610,931

**METRO TRANSIT AVERAGE DAILY  
 TRIPS MISSED  
 1992-2001**

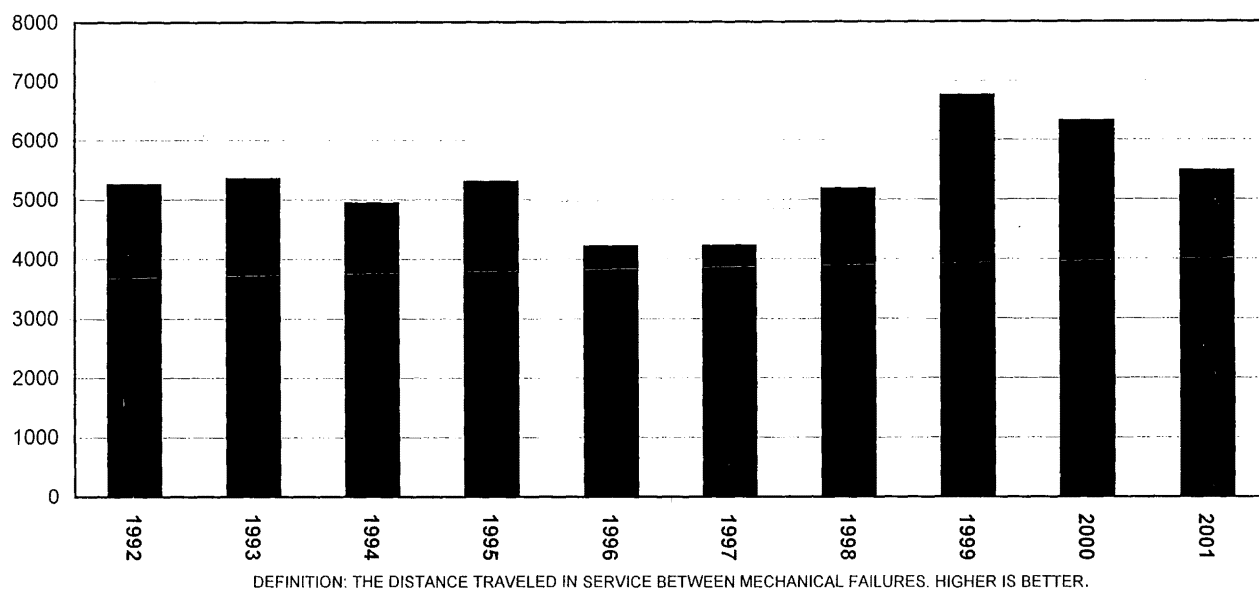


**METRO TRANSIT INFORMATION  
 CALLS HANDLED  
 1992-2001**





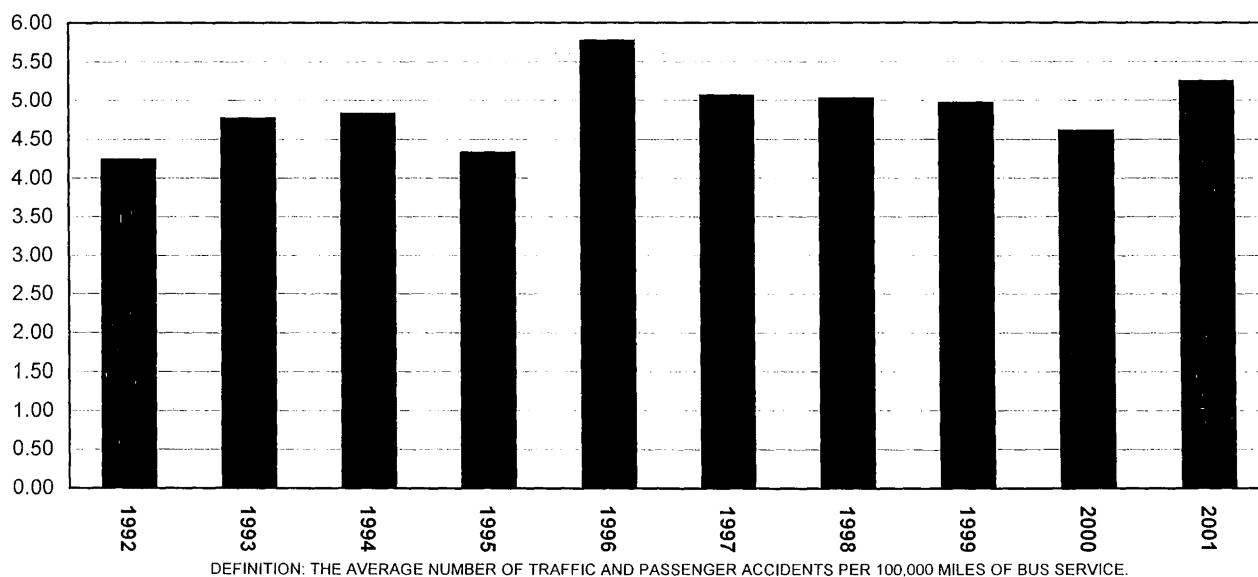
**METRO TRANSIT MILES BETWEEN ROAD FAILURE  
1992-2001**



MECHANICAL FAILURES  
ACCIDENTS

1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
5208	5308	4889	5256	4169	4176	5130	6700	6269	5438
4.20	4.73	4.79	4.29	5.74	5.03	4.99	4.93	4.57	5.21

**METRO TRANSIT ACCIDENTS PER 100,000 MILES DRIVEN  
1992-2001**



## **Environmental Services Division**

### **Overview**

As one of the public service divisions of the Metropolitan Council, Metropolitan Council Environmental Services (MCES) exists to support the Council's smart growth mission by protecting the public health and environment and 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 currently living, working and recreating 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 2001 include the following:

- MCES met its three-year budget reduction goal even though the region was hit with record spring floods that resulted in stepped-up operations at three of the eight treatment plants. Rates were lowered by 12.6 percent from 1998–2001, providing cities the opportunity to pass the cost savings on to their citizens or invest in their own infrastructure projects.
- MCES's Stillwater Treatment Plant, renamed the St. Croix Valley Treatment Plant, tied for first place as "Best Medium Advanced Facility" in the nation in a U.S. Environmental Protection Agency (EPA) competition. The award, presented in October, commended staff for "Outstanding Operations and Maintenance" of a wastewater treatment plant.
- MCES awarded \$1.8 million for competitive grants with smart growth connection as one of the main criteria. About \$1.25 million was approved for targeted environmental grants with \$300,000 available to Smart Growth Opportunity Sites.
- MCES continued to align its future direction within the context of regional growth and the development of an updated *Regional Blueprint*.

### **Strategic Results**

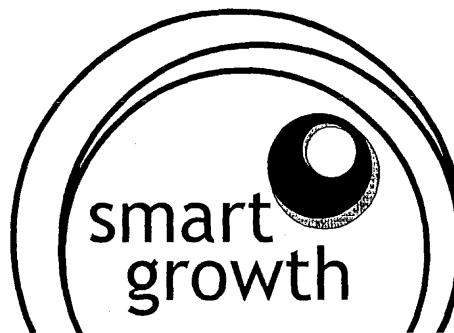
Results for 2001 are organized under MCES's four strategic goals, which align with the Council's strategies and core mission:

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

Ten specific objectives, aligned with the four strategic goals, provide a record of progress and a basis for review by our customers and stakeholders. The following information lists the objectives and provides examples of results for each.

## 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 regional growth pressures, rising customer expectations, shifts in technology and science, and the marketplace (private-sector competition).

MCES' 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 objectives (numbers 1 through 3) with the performance measures and highlights of results that define the success of the smart growth alignment strategy.

### **Objective 1: Develop regional environmental policies in partnership with other agencies within the context of smart growth.**

MCES supported the Regional Environment Partnership (REP) and helped coordinate workgroups.

- The REP steering committee chartered workgroups and is monitoring them to facilitate coordinated activities in Stormwater Phase II, Grants Coordination and Natural Resource Inventory (NRI) policy planning.
- The REP steering committee helped formulate feedback and guidance to the Environment Policy Plan and input to the *Blueprint 2030*.
- The June MetroEnvironment Breakfast Series meeting at the Science Museum supported networking and partnership. It was well attended and profiled one of the Smart Growth Opportunity Sites.

MCES staff completed policy analysis and discussion for formulating strategies to help connect the environment to the 2002 Blueprint update and related documents.

- Cross-divisional teams have been established for the Blueprint and Smart Growth.
- The Environment Committee approved the scope and work plan for the Environment Policy Plan.

- Background issue papers on wastewater, water quality, water supply, river corridors, noise and odor, energy, air, brownfields and solid wastes were presented to the Environment Committee for policy direction.
- Data gaps in the Natural Resource Inventory project have driven the need for funding and studies in the areas of water supply and aggregate resources. Action initiated by MCES included the following:
  - Partnered with the Department of Natural Resources (DNR) counterparts to develop a common regional natural resource inventory,
  - Partnered with the Minnesota Geological Survey to provide better information on groundwater recharge, and
  - Completed and received Council approval on aggregate policy direction and legislative initiatives; drafted legislation.
- Staff contributed to the Metropolitan Council-defined Smart Growth progress indicators for “Growing Smart in Minnesota,” one of the 29 initiatives that comprise the Governor’s “Big Plan.”

**Objective 2: Strengthen the connection between the environment and Smart Growth agenda in concrete ways.**

MCES administered competitive grants to achieve water quality outcomes that support and enhance other Council policies and objectives and approved targeted grants that include Smart Growth Twin Cities and other demonstration projects.

- The Council awarded \$1,805,222 for competitive grants with Smart Growth connection as one of the criteria and stormwater management practices and educational projects as the primary focus.
- In May the Council approved about \$1,250,000 for targeted environmental grants in four categories. Of that, \$300,000 is to be made available to Smart Growth Opportunity Sites.

MCES facilitated inclusion of the Mississippi River as a Smart Growth demonstration opportunity site and facilitated coordination among American Heritage River Initiative (AHRI), Mississippi National River and Recreation Area (MNRRA), and related programs.

- McKnight Foundation funding of \$300,000 was obtained to develop an implementation plan for Smart Growth in the Pool Two stretch of the Mississippi River. The kickoff event was well attended and received positive coverage by major media. Community workshops will begin in early 2002.
- The Minnesota Mississippi River Parkway Commission was continued, enabling implementation of a Great River Road development study, with the potential of strengthening local tourism programs.

## Metropolitan Council 2001 Performance Evaluation Report

### Environmental Services Division

---

- Workgroups actively working on shared issues of interest to local government and organizations participating in MNRRA have made significant progress on the brownfields to greenspace issue and the development of a surface water use management plan.
- An effective forum for community input on the Urban Rivers Act study will be completed in January 2002.

### **Objective 3: Develop the water resources management infrastructure in support of regional growth.**

MCES assessed the existing pollution impact on metro area watersheds and began development of specific pollution reduction targets that would achieve the no adverse impact Council policy goal. Progress on target pollution loads for each of the three watersheds identified includes the following.

- The research and development staff continued to characterize the loading of PCB and mercury from the Minnesota River Basin.
- Automated water quality monitoring stations were established at 25 sites in 23 of 46 metro area watersheds for continuous measurement of stream flow and pollutant loads.
- The design and structure of the data warehouse was completed for the Environmental Information Management System (EIMS). Five water-monitoring data sets were loaded through the year 2000 with web site access in progress.

MCES made significant progress on an infrastructure *Master Plan* (wastewater treatment planning, rural growth center needs, and water supply planning).

- The *Master Plan* is being coordinated with the *Blueprint* and *Environment Policy Plan* and will be developed in draft form in April 2002 and finalized in March 2003.
- Planning efforts continued on the integration of rural growth center needs with policies in the *Blueprint* and *Environment Policy Plan*.

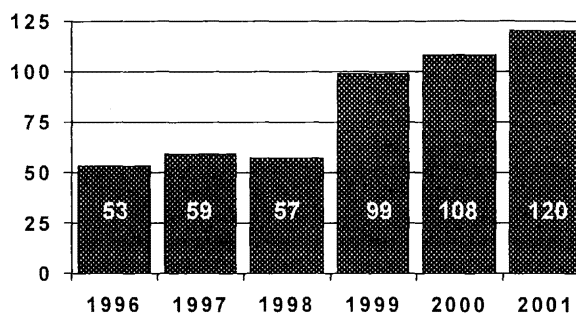
MCES implemented key capital projects.

- The Metro Plant Solids Project is ahead of schedule with equipment in place and site preparation initiated. The building contract is scheduled for construction in the summer of 2002.
- The South Washington County Plant (to be named Eagles Point Plant upon completion) is on schedule. The interceptor project is about nine months behind schedule because of lift station siting problems.
- The Empire Wastewater Treatment Plant facility plan was completed in November 2001. The outfall pipe facility plan was delayed by three months because of routing concerns.

## Effective Communications and Community Relations

*Resulting in: Engaged and empowered customers*

Citizen Assisted Lake Monitoring (# of lakes in program)



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, non-profit and for-profit groups, and employees. Following is the objective (number 4) with the performance measures and highlights of related results that define the success of this strategy.

### Objective 4: Ensure customer service and partnerships.

MCES staff ensured alignment with the Council's Smart Growth mission and public affairs strategy by continuing participation of policy plan workgroup members on the Blueprint communications team to coordinate policy plan outreach efforts with regional efforts. Other measures of customer service and partnerships included the following:

- Web site outreach included updating and expanded use of web-based delivery of testing data to allow for more effective decision making by providing data in a timely, user-friendly format.
- Treatment plant "neighborhood" outreach included:
  - Renaming the Stillwater Plant to St. Croix Valley Plant to better reflect the area being served,
  - Collaborating with the City of Cottage Grove on the name for the new wastewater treatment plant being built on the site of the Cottage Grove Plant. Upon completion, the new plant will be called Eagles Point Plant, and
  - Continuing efforts for reducing odor emissions at the Metro Plant included developing testing protocols to reduce odor emissions related to the South St. Paul forcemain.
- The MetroEnvironment Breakfast Series included the Smart Growth vision and alignment message.

MCES demonstrated the added value of Council provided services in the form of programs, projects and educational activities.

- Technical assistance was provided to industrial users on pretreatment, water conservation and pollution prevention.

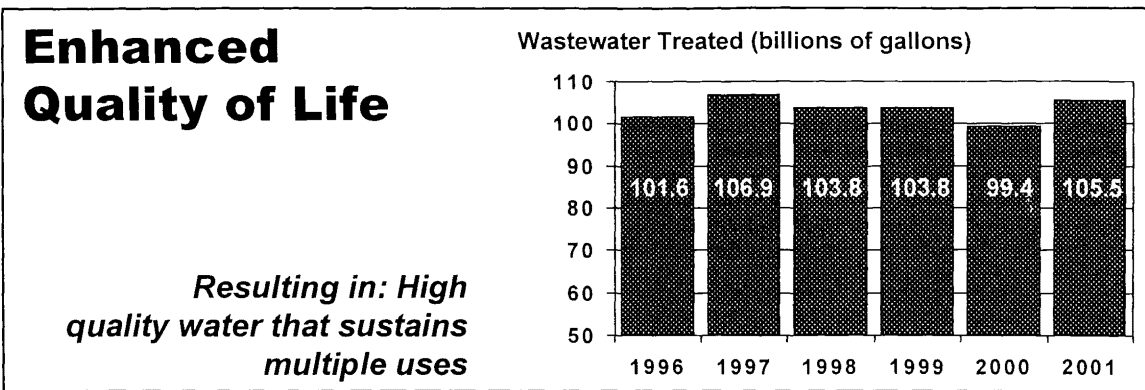
**Metropolitan Council 2001 Performance Evaluation Report**  
Environmental Services Division

---

- Progress continued on the development of the Environmental Information Management System (EIMS): i.e., data qualifiers were made available for delivery with testing data that meet EIMS requirements.
- Educational testing that benefited the region included the following:
  - Cost-effecting testing service to 23 state and local government agencies that provided the opportunity to expand environmental quality activities at a reduced cost to the public, and
  - Office of Environmental Assistance (OEA) training and other related information on sustainable materials and supplies for the procurement staff.
- The National Park Service's National Education Award was presented to MCES as a partner and founder of the Big River Journey Scholarship Program.
- The MEP-grant funded "Rivers to the Sea" CD-ROM was included as one of the "Top 10" education programs in 2001 as ranked by the U.S. EPA.

MCES continued implementing customer service standards and survey recommendations to achieve a satisfaction rating greater than 88 percent, with a focus on neighborhood issues.

- Customer service standards were published and distributed to all Regional Administration and MCES employees and were included in the new-employee orientation programs.
- Customer satisfaction is reported at a high level based on:
  - The Council-sponsored Twin Cities survey and MCES-sponsored survey of industrial users,
  - The delivery on the promise to reduce MCES rates,
  - The involvement of communities in capital projects,
  - The quick response and attention to treatment-related problems resulted in minimal/mitigated damage, including: spring flooding and storm damage; major sewer spill caused by a private contractor; and 11 additional spills at MCES interceptor locations. All included extensive water quality monitoring of impacted surface waters,
  - The Volunteer Stream Monitor Partnership was implemented with Council funding. The Citizen-Assisted Lake Monitoring Program continued with 120 lakes monitored by volunteers, and
  - The reinforced security measures at MCES facilities in response to national and international terrorist attacks.



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-adopted *Water Resources Management Policy Plan*, is on watershed-based planning and leveraging of water supply and water quality related efforts, regulating industrial users of the wastewater system, and providing wholesale service to municipalities within the urban service area through operation and maintenance of the regional wastewater utility.

Following are the objectives (numbers 5 through 7) with the performance measures and highlights of related results that define the success of this strategy.

**Objective 5: Continue to operate wastewater collection and treatment facilities at a high performance level.**

MCES treated wastewater to greater than 99.8 percent compliance with permit conditions.

- The effluent standard compliance was 99.8 percent for the year. In January, the Empire Plant exceeded one weekly and one monthly CBOD5 concentration limit.
- Metro air emission compliance included the following activities:
  - The Title V air emissions permit was issued on March 13, after extensive discussion with the Minnesota Pollution Control Agency,
  - The Metro Plant staff made improvements to various procedures that should decrease opacity excursions, and
  - The Metro Plant air consent decree was issued between the Council and the U.S. EPA resolving air emissions entered in federal district court on March 16. The plant had 12 feedrate exceedances (below projected number) in 2001 for which stipulated penalties were paid. The majority occurred during April floods. The overall total is on track with the original estimate.



MCES maintained an internal audit program that ensures environmental compliance:

- A quality-assurance team was established that coordinated oversight process.
- The internal environmental audit program was resumed.

MCES achieved wastewater industry recognition for meeting high performance standards:

- Four plants received AMSA gold awards and three received AMSA silver awards.
- The Stillwater Treatment Plant, renamed the St. Croix Valley Treatment Plant, tied for first place as “Best Medium Advanced Facility” in the nation in a U.S. Environmental Protection Agency (EPA) competition. The award, presented in October, commended staff for “Outstanding Operations and Maintenance” of a wastewater treatment plant.
- Other recognized accomplishments included compliance with NPDES permit limits, cost-saving initiatives, staffing and training, process control, equipment maintenance, public education, and safety education.

**Objective 6: Update and implement procedures to improve project delivery and reduce capital expenses for wastewater infrastructure.**

MCES capital expenses are on track for a 10 percent reduction over a five-year period and staff is investigating innovative contract incentives (“fee-at risk”) to align consulting engineers interest with maximum value for the Council.

MCES’s Rosemount/Empire project is on schedule as is the Elm Creek (Medina) interceptor project. The South Washington County interceptor project is behind schedule because of lift station siting issues.

MCES developed an annual facilities report to better connect plant capacity with local comprehensive plans resulting in more accurate projection of communities’ needs.

**Objective 7: Implement comprehensive strategies for protection of rivers, lakes and streams.**

MCES implemented the phosphorus reduction strategy, including biological phosphorus removal at the Metro Plant.

- The Metro Plant biological phosphorus removal project is under construction and scheduled for completion in mid-2003.
- The Eagles Point Plant biological phosphorus removal will be on-line by the end of 2002.
- The Rosemount Plant chemical phosphorus removal project will be operational by late summer 2002.

## **Metropolitan Council 2001 Performance Evaluation Report**

### **Environmental Services Division**

---

- The Empire Plant expansion, scheduled for the end of 2004, will have biological phosphorus removal facilities.

MCES implemented the mercury reduction strategy, including 60-70 percent reduction of air emissions at the Metro Plant.

- The Metro Plant solids processing project with mercury removal facilities is on track for completion in mid-2005. The mercury reduction equipment contract was awarded.
- A community-wide dental mercury study was completed and shows the significant impact that dental clinics have on mercury loadings: Cottage Grove (29 percent), Hastings (44 percent).
- Low and ultra-low mercury testing techniques were developed and await certification.

MCES increased the effectiveness of grants, technical assistance and review of plans as incentives for local units of government.

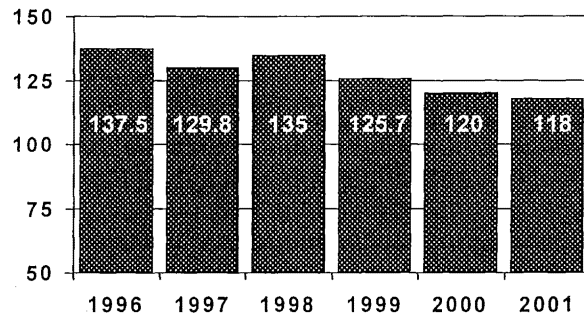
- Staff performed 218 environmental reviews that included 74 comprehensive plant amendments; 83 Alternative Urban Area-wide Reviews (AUAR) and environmental assessments; 40 federal permits; 15 watershed and surface water management plans and 6 miscellaneous projects. Effectiveness of the reviews was illustrated in the cases of General Mills' proposed expansion of the once-through cooling water system, the Apple Valley Cobblestone AUAR and numerous instances of communities agreeing to implement septic tank system management plans.
- A Best Management Practices Manual was completed and distributed through a training forum. This will assist local units of government and watershed management organizations manage runoff on small urban sites.
- Technical expertise was provided to help integrate stormwater management techniques in the design of light rail transit stations.
- An agreement was reached on the Metropolitan Airports Commission (MAC) glycol discharge issue.
- Over 18,000 lab analyses were completed within the Council that provided more efficient utilization of grant funds.

MCES addressed emerging environmental issues that may impact regional water quality and wastewater treatment plant operation. For example, staff partnered with the U.S. EPA, U.S. Geological Survey, and University of Minnesota to study the presence and effects of endocrine-disrupting compounds in wastewater treatment plant discharges and area rivers.

## Competitive Regional Services and Infrastructure

*Resulting in: Continued  
innovative and  
value-added results*

Wastewater Rates (per 100,000 gallons)



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 quality and cost-effective wastewater utility management.

Following are the objectives (numbers 8 through 10) with the performance measures and highlights of related results that define the success of this strategy.

### **Objective 8: Continue to move the organization toward being a competitive utility within the marketplace.**

MCES completed a three-year budget reduction plan that resulted in a 12.6 percent reduction in wholesale wastewater rates.

MCES identified competitive improvement goals related to cost and value to achieve best 5 by '05 status, which means being in the top five in the nation in the wastewater collection and treatment industry.

- Two measures were identified: 1) a financial index based on a combination of retail rates in the region and MCES's operation and maintenance costs, and 2) a quality index based on emission of four major pollutants. Base data for measures have been compiled.
- A new gainsharing group incentive tool is being developed to better align employees' interests with organizational cost savings. This is a common practice in the private sector.

MCES revised the Human Resources plan to include a four-year projection of employee skills and training requirements, and to address retention and recruitment concerns. This revised plan was communicated to Regional Administration and Environmental Services in July.

MCES completed the development of an Information System (IS) Master Plan in mid-2001 and is managing and monitoring prioritized IS projects. Projects and targets for 2001 remained on track. Commonalities were identified in different areas and, where possible, projects were coordinated.

**Objective 9: Contain long-term debt through capital cost savings efforts and innovative debt financing.**

MCES formalized a debt management plan with elements that included 1) using life-cycle cost-benefit-risk analyses, 2) borrowing smarter, and 3) reassessing staging of capital projects.

- Capital cost saving initiatives were researched to reduce debt, keeping the planned 10 percent reduction over a five-year period on track.
- The subsidized PFA loan secured in 2001 totaled \$75 million.
- Innovative forward refunding was completed in March.
- An \$11.5 million Pay-As-You-Go (PAYG) plan resulted in reduction of future debt and debt service payments. Staff is planning for increased PAYG in 2002.

MCES contributed to Council maintenance of AAA bond rating by maintaining adequate reserve and contingency funds and assisting the Council policy development of funding for long-term retiree medical benefit liability.

**Objective 10: Achieve rate system equity through improvements to industrial revenue, service availability charge, reconveyance and cost-sharing structure.**

MCES investigated alternative rate structures, including reconsideration of service availability charge (SAC) in terms of a potentially redefined regional wastewater system. The SAC legislation was unsuccessful in 2001 and rate alternatives will be reviewed as part of the Environment Policy Plan scheduled for 2003.

MCES Implemented task force recommendations related to industrial waste fees, reconveyance, and cost sharing.

- Recommendations for industrial waste fees resulted in the following actions: 1) implemented change to the strength charge calculation method adopted in 1998 that will continue through a 10-year phase in, 2) implemented interim load charge rate for septage received from counties adjacent to the metro area under a one-year trial acceptance, and 3) adopted a "full cost" load charge rate for out-of-area waste acceptance to begin in 2002.
- Recommendations for reconveyance resulted in staff pursuing three reconveyances to local governments: 1-MN-320 agreement signed with Minneapolis, conversations with Capital Region Watershed (Troutbrook facilities), and St. Paul (1-SP-214) resolution is in progress.
- Recommendations for cost sharing resulted in adoption of and implementation of policy that was based on the task force initiatives.

## Metropolitan Council 2001 Performance Evaluation Report

### Environmental Services Division

---

#### Next Steps

To assist in achieving the goals for 2002, MCES has developed 10 strategies and associated performance measures. These 10 strategies align with the Council's and MCES's four priorities.

Priorities	Strategies 2002
<b>Focus Alignment</b>	<ol style="list-style-type: none"><li>1. Support Regional Administration efforts for completion of <i>Blueprint 2030</i> and Environmental Services' <i>Policy Plan</i>.</li><li>2. Support Council policies and objectives by administering grants to achieve water quality outcomes.</li></ol>
<b>Enhance Infrastructure</b>	<ol style="list-style-type: none"><li>3. Continue operation of Wastewater Collection and Treatment System at a high performance level.</li><li>4. Implement key capital improvements to support smart growth and regulatory compliance goals.</li><li>5. Manage approved 2002 operating budget.</li><li>6. Achieve reduction in capital expenses.</li></ol>
<b>Enhance Quality of Life</b>	<ol style="list-style-type: none"><li>7. Continue implementing regional water resources strategies in order to reach the Council policy goal of no adverse impact.</li><li>8. Enhance competitive position within industry.</li></ol>
<b>Building Community</b>	<ol style="list-style-type: none"><li>9. Promote diversity externally in the procurement and contracting areas.</li><li>10. Enhance the effectiveness of customer service and partnerships.</li></ol>

# Metropolitan Council Members

Building Communities That Work

Created by the Minnesota Legislature in 1967 to "coordinate the orderly and economic development of the metro area," the Metropolitan Council is the regional planning organization for the seven-county Twin Cities metropolitan area. The Council advocates Smart Growth for vital communities and a competitive region. It runs the regional bus system, collects and treats wastewater, manages regional water resources, plans regional parks and administers funds that will provide housing opportunities for low- and moderate-income individuals and families. The 17-member Metropolitan Council board is appointed by and serves at the pleasure of the Governor to represent equal- population districts.

Council meetings are 2nd and 4th Wednesdays, Regional Growth Policy Committee meets alternate Wednesdays. Standing committees—Transportation, Rail Transit, Livable Communities, Environment and Management—meet on biweekly schedule. Check [www.metrocouncil.org](http://www.metrocouncil.org) for schedule.



**Chair:**  
**Ted Mondale**  
*Region-at-large*



**District 1:**  
**Sandra Spigner**  
*Northwestern  
Hennepin County*



**District 2:**  
**Todd Paulson**  
*Brooklyn Center,  
Brooklyn Park,  
Crystal, New  
Hope, Robbinsdale*



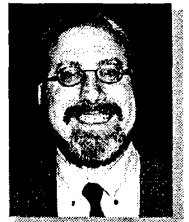
**District 3:**  
**Mary Hill Smith**  
*Edina, Hopkins,  
eastern Lake  
Minnetonka  
communities*



**District 4:**  
**Julius C.  
(Jules) Smith**  
*Lakeville, Eden  
Prairie, Carver  
County, most of  
Scott County*



**District 5:**  
**Phil Riveness**  
*Shakopee, Savage,  
Bloomington,  
Richfield*



**District 6:**  
**Frank Hornstein**  
*Golden Valley,  
St. Louis Park,  
southwestern  
Minneapolis*



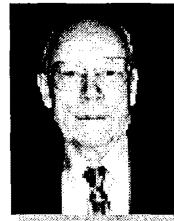
**District 7:**  
**George Garnett**  
*Downtown and  
north Minneapolis,  
portion of south  
Minneapolis*



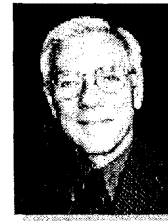
**District 8:**  
**Carol Kummer**  
*Eastern half  
of Minneapolis*



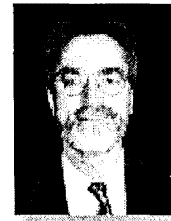
**District 9:** Natalie  
**Haas Steffen**  
*Anoka county except  
Coon Rapids,  
Fridley, Columbia  
Heights, Hilltop*



**District 10:**  
**James Nelson**  
*Coon Rapids,  
Fridley, Hilltop,  
Columbia Heights,  
St. Anthony,  
New Brighton,  
Mounds View*



**District 11:**  
**Roger Williams**  
*Most suburban  
communities  
in northern  
Ramsey County*



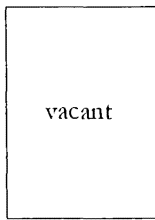
**District 12:**  
**Marc Hugunin**  
*North and central  
Washington County,  
North St. Paul,  
portion of Maplewood*



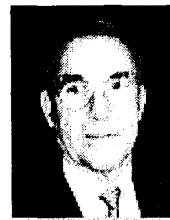
**District 13:**  
**Daniel Galles**  
*Southern half  
of St. Paul*



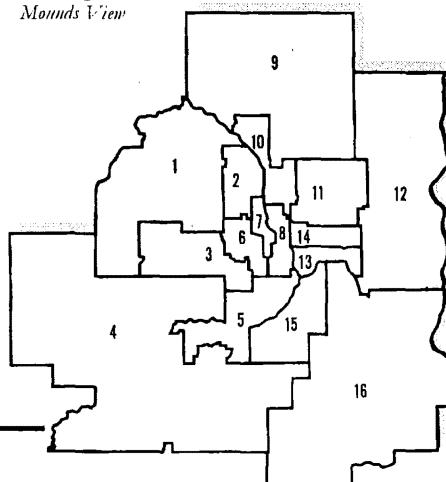
**District 14:**  
**Lee Pao Xiong**  
*Northern half of  
St. Paul, Lauderdale,  
Falcon Heights*



**District 15:**  
*Mendota, Mendota  
Heights, Eagan,  
Lilydale, Burnsville,  
Apple Valley*



**District 16:**  
**John Conzemius**  
*South Washington  
County, large portion  
of Dakota County*



## Mission

Improve regional competitiveness in the global economy so the Twin Cities metropolitan region is one of the best places to live, work, raise a family and do business.

# METRO HRA

## Participating Communities

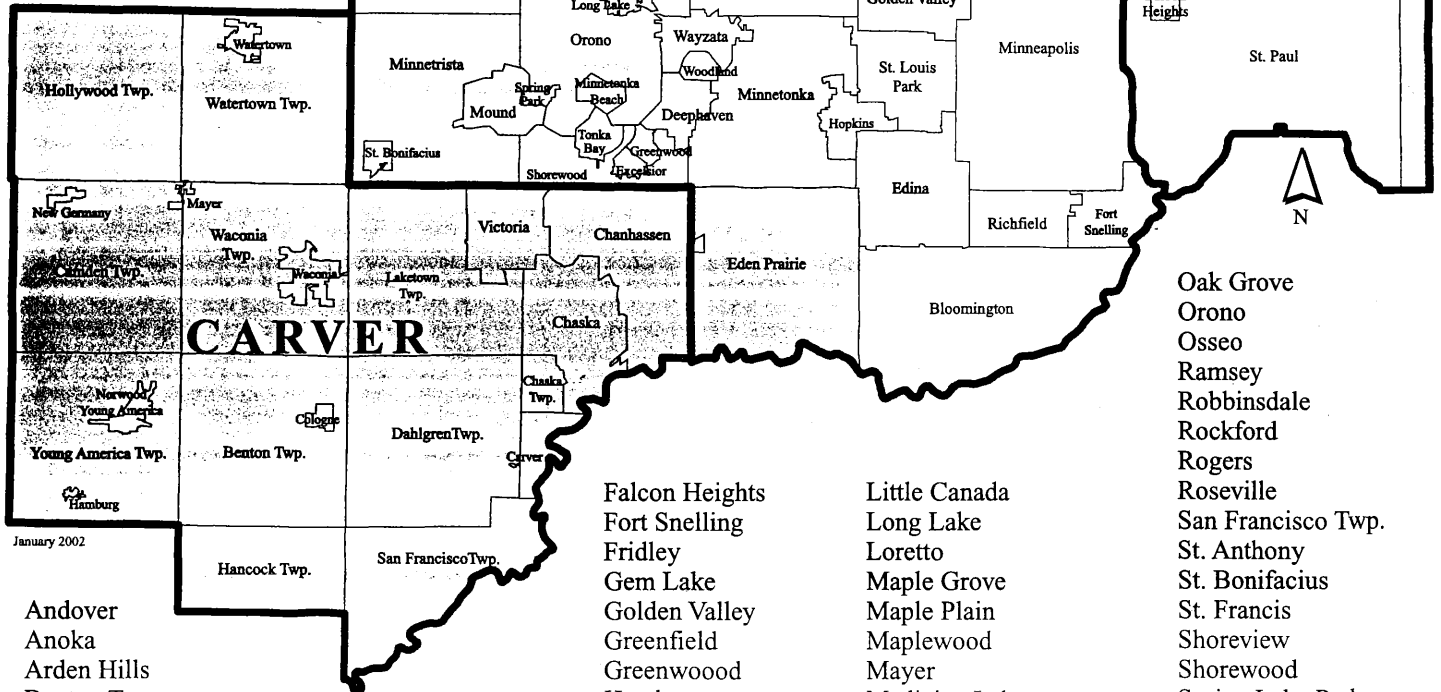
(Revised January 2002)

You may use your Metro HRA  
Section 8 Housing Choice Voucher  
in any one of the following  
shaded communities:



EQUAL HOUSING  
OPPORTUNITY

**Metropolitan Council**  
*Building communities that work*



January 2002

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

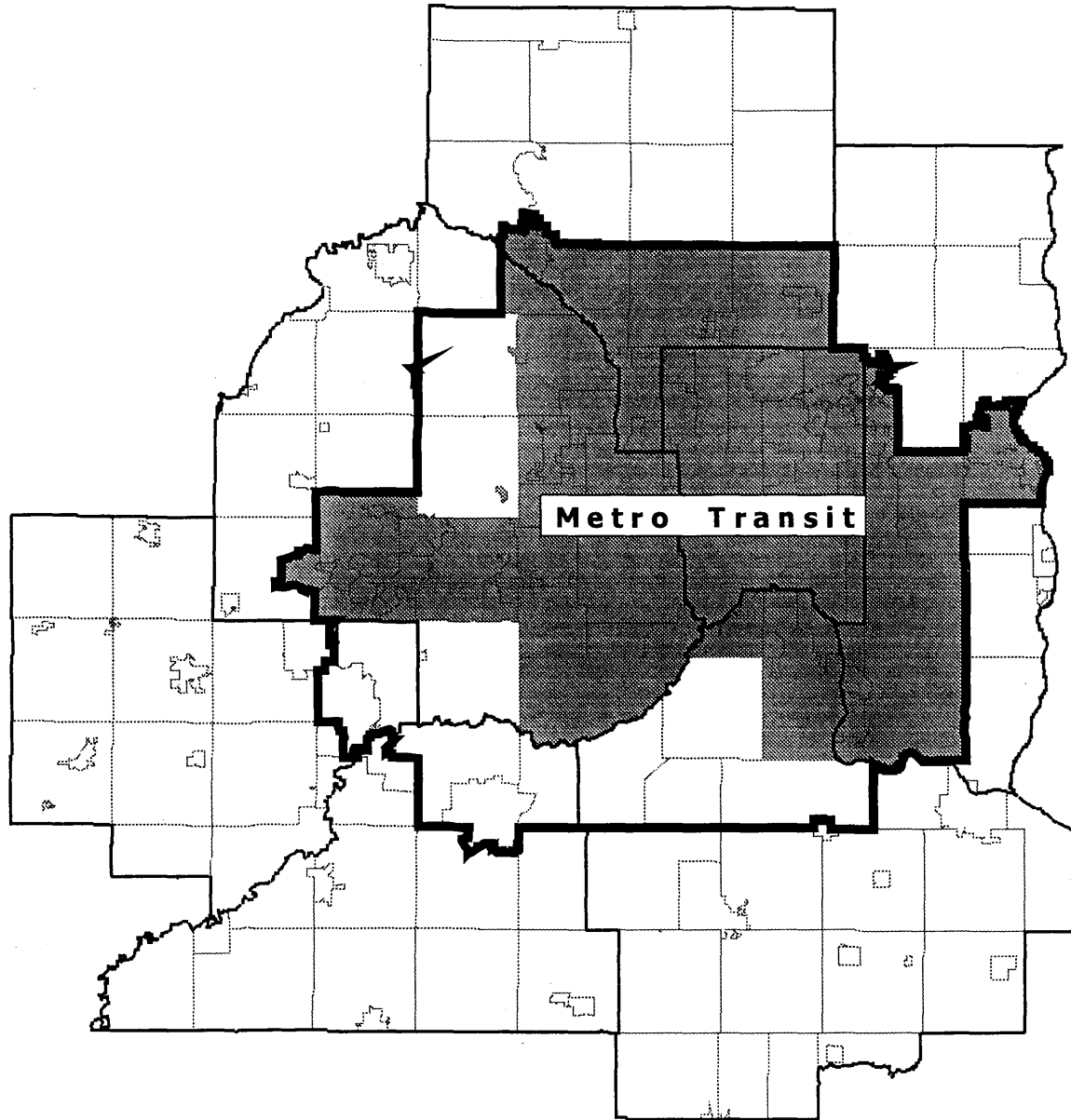
Cologne  
Columbia Heights  
Columbus Twp.  
Coon Rapids  
Corcoran  
Crystal  
Dahlgren Twp.  
Dayton  
Deephaven  
East Bethel  
Eden Prairie  
Edina  
Excelsior

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

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

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

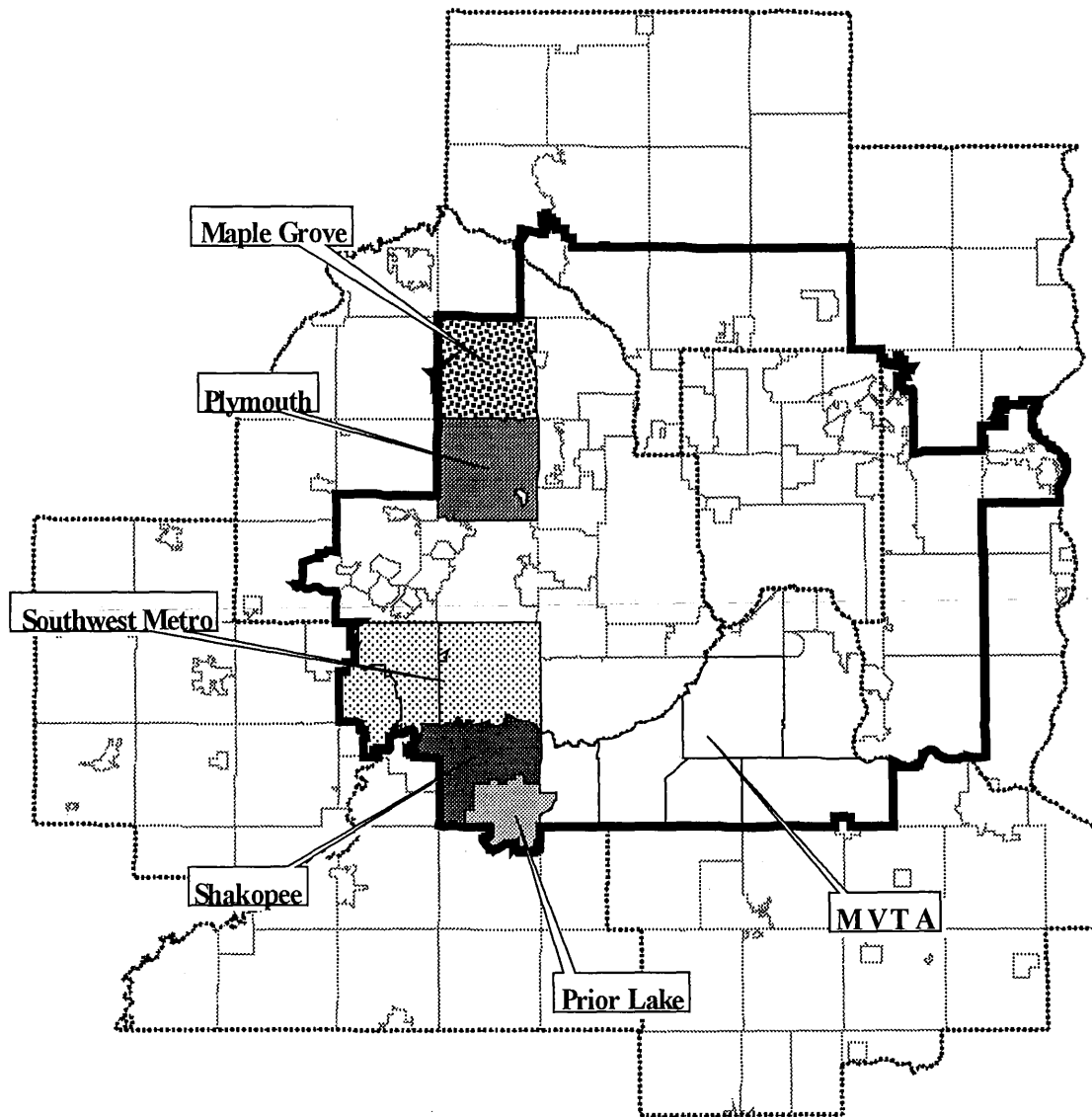
## Metro Transit Service Area



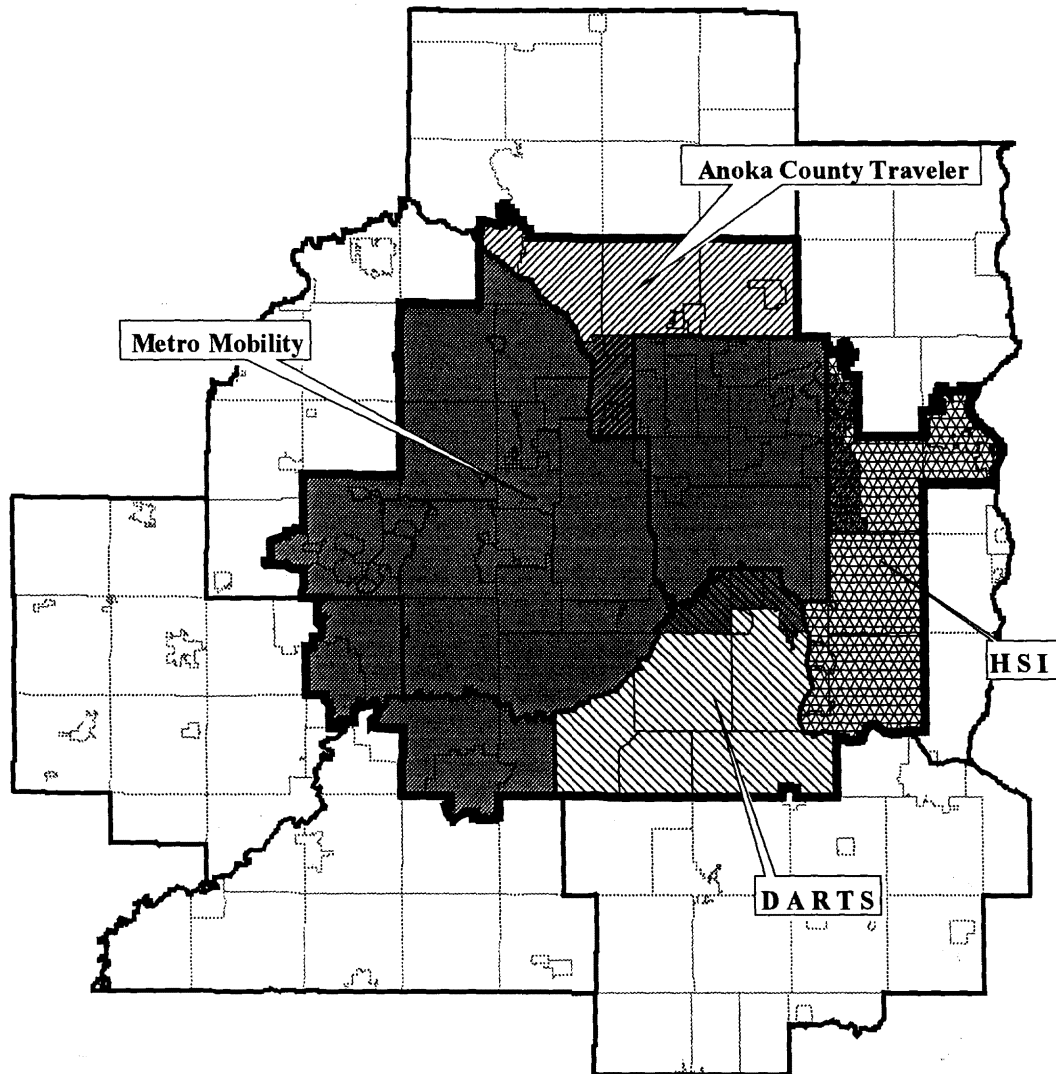
The heavy boundary inside the seven county area is the boundary of the Transit Taxing District. Prior to 2002, this boundary defined the area that the Metropolitan Council and opt out communities levied property taxes for regular route transit service. In 2002, operating costs will no longer be funded from property taxes. This boundary currently represents boundaries of regular route service provided by the Metropolitan Council.



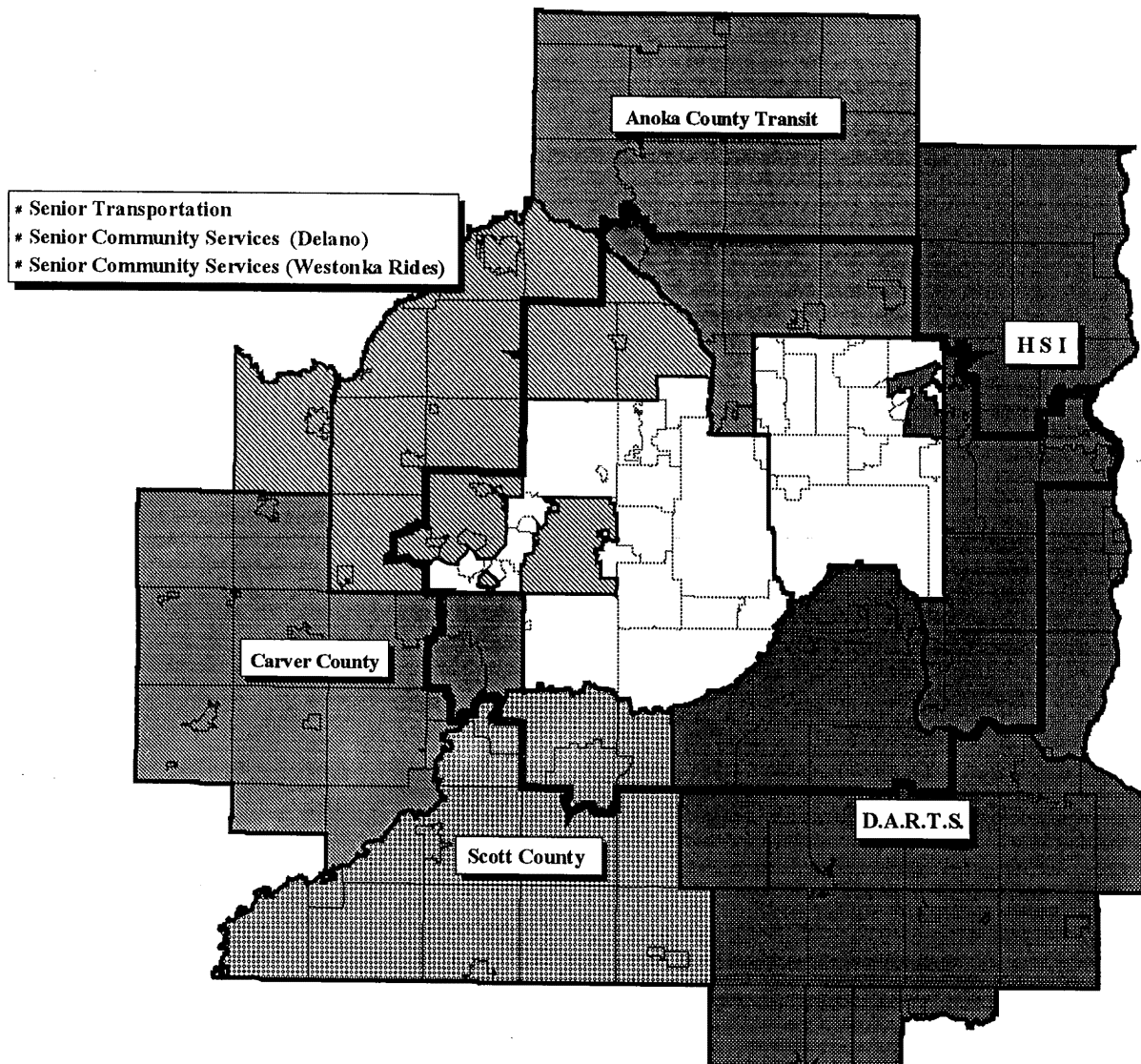
## Opt Out Communities



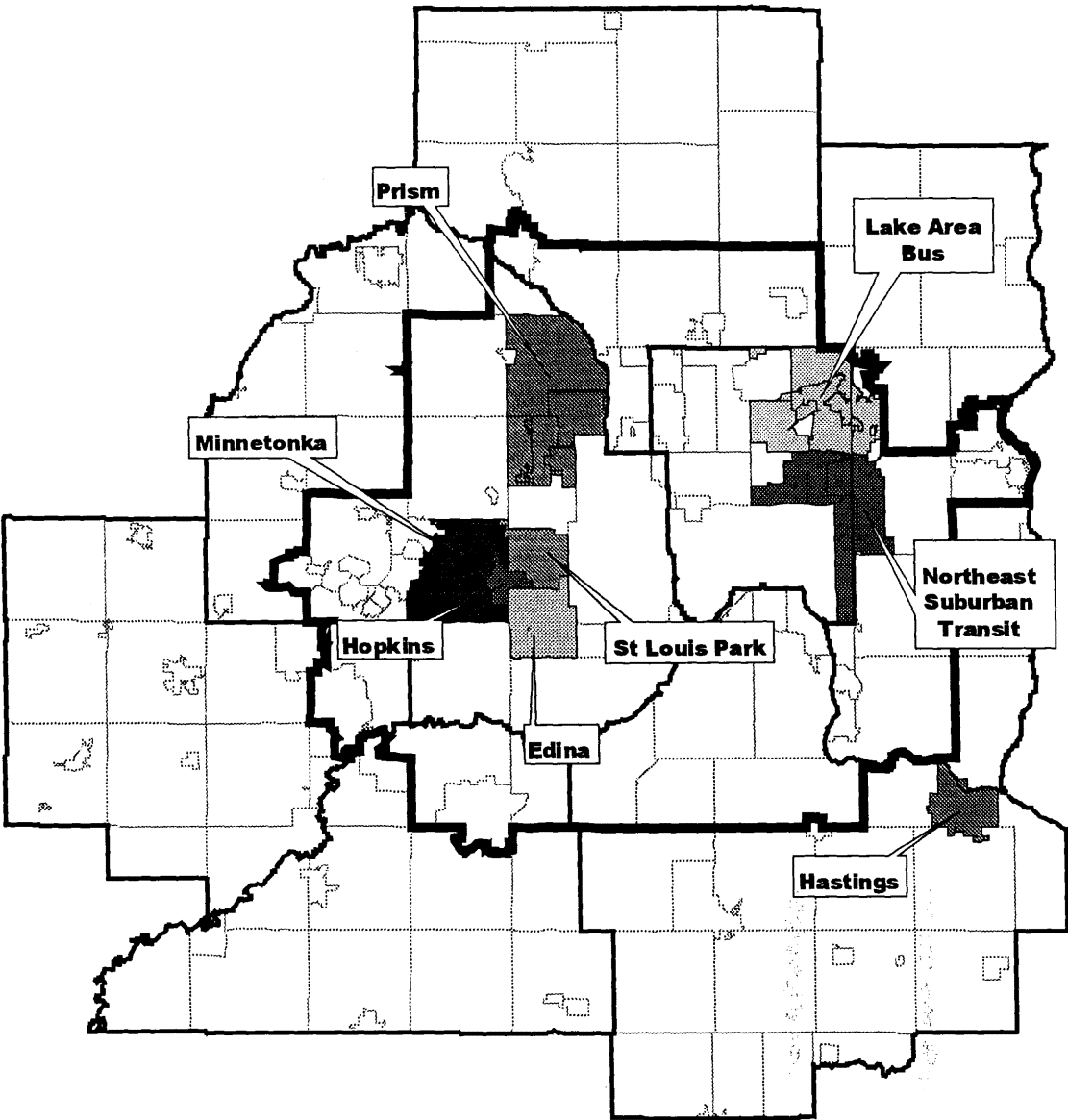
## Metro Mobility Service Area



## Community-based Rural Programs

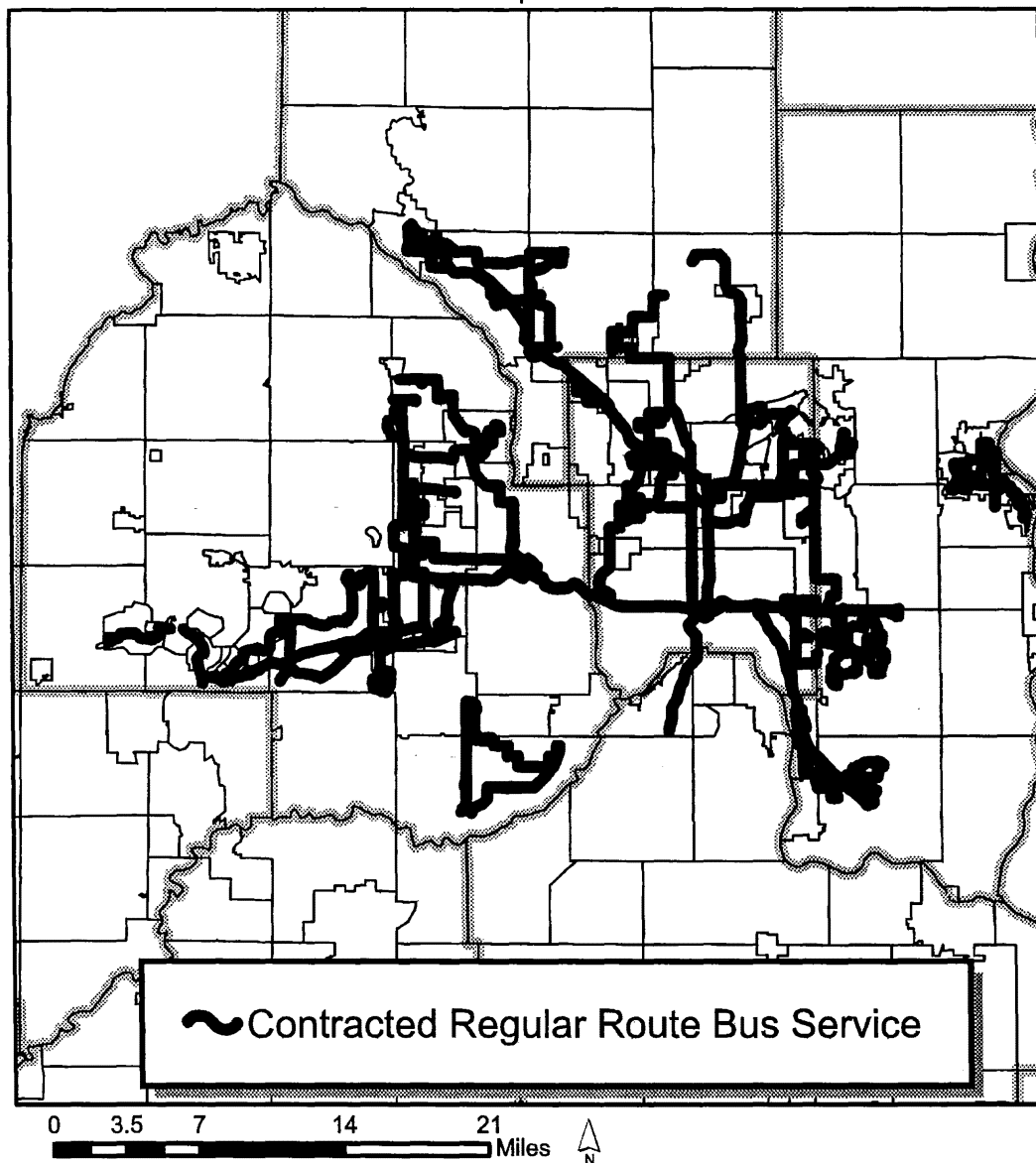


Community-based Urban Programs



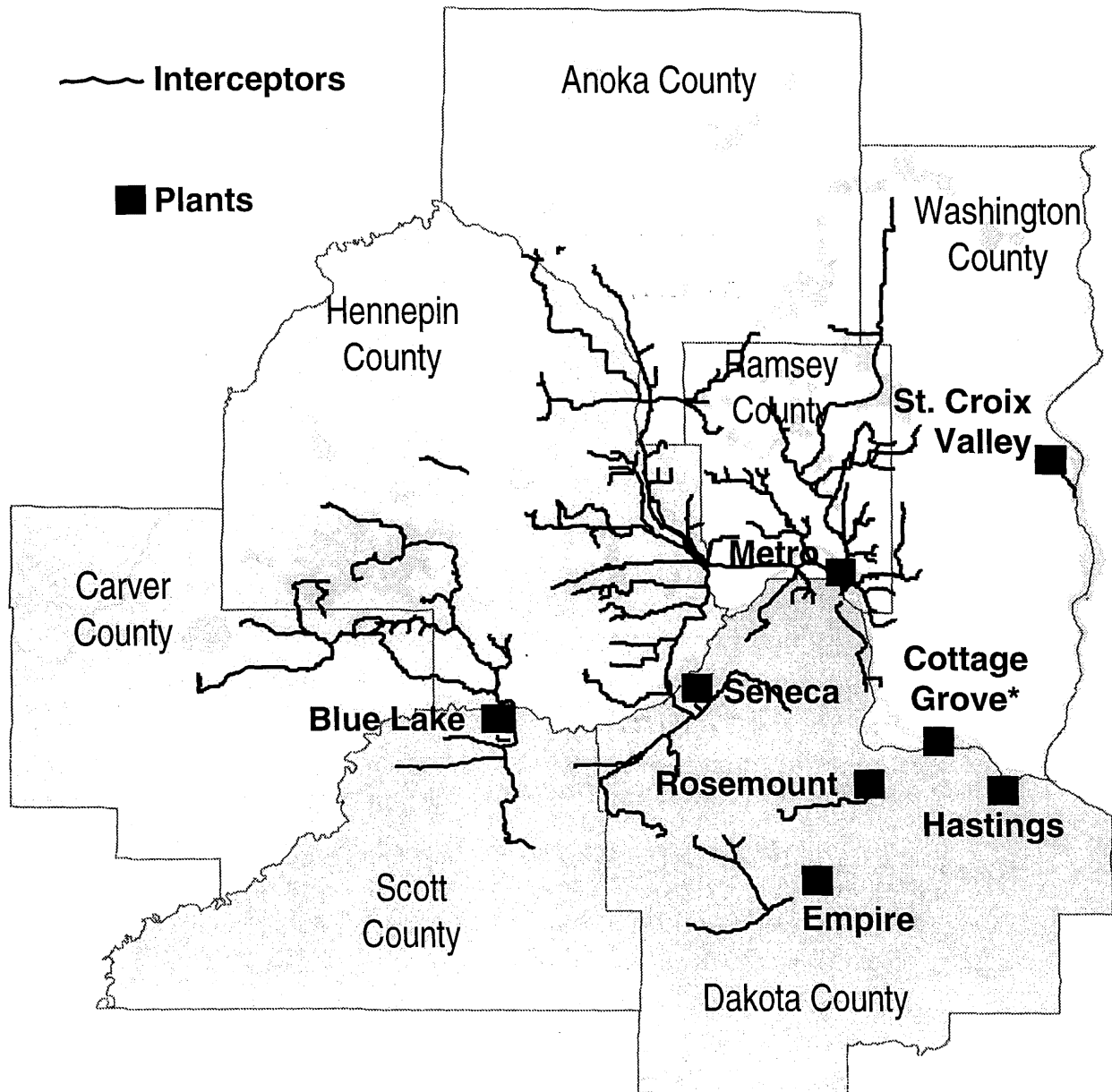
## Privately Contracted Regular Routes

Extent of Contracted Regular Route Bus  
Service in the Twin Cities Metropolitan Area



# APPENDIX

## Metropolitan Council Environmental Services Wastewater Treatment Interceptors and Plants



\*The Cottage Grove Wastewater Treatment Plant is being replaced by a larger 10 mgd treatment plant and will be called Eagles Point Plant when completed.

January 2002

**Twin Cities Transit Ridership**
**1996 - 01**

<b>Metro Transit</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>Change</b>
Metro Transit	60,448,421	60,623,266	64,643,921	70,276,774	71,840,231	71,570,739	18.4%
<b>Opt Out</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>Change</b>
MVTA	1,271,357	1,339,931	1,488,124	1,704,792	1,811,096	1,896,001	49.1%
SW Metro	452,287	453,590	491,304	527,604	571,000	588,040	30.0%
Maple Grove	281,889	305,133	345,266	406,085	450,372	476,500	69.0%
Plymouth	256,837	288,301	310,163	330,065	360,902	392,400	52.8%
Shakopee	56,759	59,187	52,457	52,000	52,000	25,000	-56.0%
Opt Out Total	2,319,129	2,446,142	2,687,314	3,020,546	3,245,370	3,377,941	45.7%
<b>Community</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>Change</b>
Edina	--	--	--	--	--	2,935	--
Osseo	--	--	--	--	518	1,594	--
STEP	2,454	1,743	2,369	2,031	3,018	2,874	17.1%
Hopkins	15,134	12,784	10,759	11,041	15,202	14,102	-6.8%
NEST	29,971	30,840	27,585	26,414	26,489	23,093	-22.9%
Lake Area Bus	20,033	20,100	22,820	28,439	31,504	30,844	54.0%
Hastings	26,404	26,637	28,747	30,294	32,278	30,815	16.7%
West Hennepin	-	-	-	1,684	1,882	1,730	--
Anoka Linwood	2,907	2,900	1,907	1,992	2,182	1,308	-55.0%
Anoka Volunteer	5,442	4,319	4,115	4,597	4,728	3,742	-31.2%
Delano	7,924	8,046	9,756	10,119	10,628	10,761	35.8%
Senior Trans	6,526	5,533	7,926	10,003	11,775	8,714	33.5%
Westonka	11,210	10,748	13,339	14,064	13,762	11,566	3.2%
HSI	25,046	32,569	26,161	29,458	31,055	39,543	57.9%
Carver	32,527	33,619	34,715	31,197	34,693	31,025	-4.6%
DARTS	36,326	38,868	43,722	35,822	42,828	39,433	8.6%
Scott	50,606	53,805	59,633	58,662	57,528	66,397	31.2%
Anoka Traveler	93,953	105,650	73,569	65,428	60,908	48,889	-48.0%
Community Total	366,463	388,161	367,123	361,245	380,978	369,365	0.8%
<b>Paratransit</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>Change</b>
Metro Mobility	1,005,886	1,005,470	1,011,900	992,125	1,040,619	1,026,993	2.1%
Anoka ADA	46,276	52,037	36,453	32,573	28,749	24,357	-47.4%
DARTS ADA	84,761	90,692	96,161	97,350	92,906	108,011	27.4%
HSI ADA	37,570	48,853	39,065	42,813	42,531	63,937	70.2%
ADA Total	1,174,493	1,197,052	1,183,579	1,164,861	1,204,805	1,223,298	
<b>Contracted</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>Change</b>
DARTS 417	NA	NA	1,795	4,534	5,584	4,821	--
St Croix Valley	NA	NA	NA	19,242	22,193	19,753	--
LAB	5,163	20,953	22,198	22,354	23,105	30,844	497.4%
Route 66/614	NA	NA	NA	25,111	23,176	27,967	--
Westonka	NA	14,595	30,957	30,126	30,080	27,092	--
South County	NA	16,352	67,861	65,627	68,434	67,394	--
Roseville Circ.	88,648	87,763	91,714	107,567	108,539	149,792	69.0%
Anoka	NA	17,909	80,399	101,357	125,085	142,109	--
East Metro	39,652	155,092	169,916	197,066	221,723	218,335	450.6%
Route 55	233,710	223,816	225,536	231,922	221,945	220,132	-5.8%
North Suburban	196,704	183,468	188,051	212,296	248,316	283,529	44.1%
BE-Line	240,865	232,923	247,770	287,896	295,580	292,133	21.3%
West Metro	32,184	261,430	378,425	412,880	423,875	388,228	1106.3%
Valley Transit	27,653	25,795	24,301	5,111	-	-	-100.0%
Contracted Total	864,579	1,240,096	1,528,923	1,723,089	1,817,635	1,872,129	

# APPENDIX

## METROPOLITAN COUNCIL ANNUAL PERFORMANCE REPORT YEAR-END FINANCIAL RESULTS BASED ON (UNAUDITED) QUARTERLY REPORT DATA-2001

	REGIONAL ADMINISTRATION /COMMUNITY DEVELOPMENT INCLUDING HRA and PARKS			ENVIRONMENTAL SERVICES DIVISION INCLUDING DEBT SERVICE			TRANSPORTATION DIVISION OPERATING FUND ONLY		
	(1) BUDGET	Actual Ledger Year-to-Date	Favorable (Unfavorable) VARIANCE	BUDGET	Actual Ledger Year-to-Date	Favorable (Unfavorable) VARIANCE	(2) BUDGET	Actual Ledger Year-to-Date	Favorable (Unfavorable) VARIANCE
<b>EXTERNAL REVENUE</b>									
Property Taxes	\$8,224,500	\$8,265,971	\$41,471				\$72,200,800	\$72,698,228	\$497,428
Federal Revenue	\$46,922,883	\$45,890,111	(\$1,032,772)	\$300,000	\$354,042	\$54,042	\$11,403,960	\$18,611,256	\$7,207,296
State Revenue	\$14,919,847	\$10,475,226	(\$4,444,621)				\$76,618,014	\$75,832,129	(\$785,885)
Local Revenue/Other Govt Revenue	\$1,315,511	\$1,218,554	(\$96,957)				\$326,250	\$828,553	\$502,303
ES Fees				\$131,021,900	\$131,648,770	\$626,870			
Fares & Related Revenue							\$70,772,315	\$67,880,270	(\$2,892,045)
Interest	\$525,000	\$760,633	\$235,633	\$1,700,000	\$1,473,433	(\$226,567)	\$1,031,260	\$2,511,530	\$1,480,270
Other Revenue	\$2,764,188	\$3,397,670	\$633,482	\$175,000	\$160,635	(\$14,365)	\$6,142,478	\$1,296,821	(\$4,845,657)
<b>Total Revenue</b>	<b>\$74,671,929</b>	<b>\$70,008,165</b>	<b>(\$4,663,764)</b>	<b>\$133,196,900</b>	<b>\$133,636,880</b>	<b>\$439,980</b>	<b>\$238,495,077</b>	<b>\$239,658,787</b>	<b>\$1,163,710</b>
<b>EXPENDITURES</b>									
Salaries, Wages, & Fringes	\$20,879,694	\$21,142,814	(\$263,120)	\$51,629,871	\$52,398,378	(\$768,507)	\$152,220,945	\$150,321,970	\$1,898,975
Consulting & Contractual	\$9,073,934	\$8,351,158	\$722,776	\$5,480,116	\$5,921,818	(\$441,702)	\$54,419,904	\$47,529,124	\$6,890,780
Materials, Chemicals & Supplies	\$1,209,165	\$556,129	\$653,036	\$7,511,356	\$8,492,845	(\$981,489)	\$19,331,232	\$17,133,698	\$2,197,534
Rent & Utilities	\$2,769,647	\$2,333,636	\$436,011	\$14,505,000	\$14,504,184	\$816	\$4,173,372	\$3,848,086	\$325,286
Other Expenses	\$1,262,384	\$1,246,984	\$15,400	\$905,570	\$581,708	\$323,862	\$5,219,706	\$4,928,281	\$291,425
General Allocation Expense	\$667,000	\$801,109	(\$134,109)	\$10,592,617	\$8,994,856	\$1,597,761	\$10,886,041	\$10,648,048	\$237,993
Capital Outlay/User Charges/Etc.	\$698,696	\$737,557	(\$38,861)	\$1,849,506	\$1,584,167	\$265,339	\$151,645	\$3,925,109	(\$3,773,464)
Pass Thru & Other Grants	\$57,687,958	\$52,013,877	\$5,674,081					\$1,505,000	(\$1,505,000)
Debt Service Expense				\$64,566,000	\$64,574,984	(\$8,984)			
<b>Total Expenditures</b>	<b>\$94,248,478</b>	<b>\$87,183,264</b>	<b>\$7,065,214</b>	<b>\$157,040,036</b>	<b>\$157,052,940</b>	<b>(\$12,904)</b>	<b>\$246,402,845</b>	<b>\$239,839,316</b>	<b>\$6,563,529</b>
<b>Operating Income/(Loss)</b>	<b>(\$19,576,549)</b>	<b>(\$17,175,099)</b>	<b>\$2,401,450</b>	<b>(\$23,843,136)</b>	<b>(\$23,416,060)</b>	<b>\$427,076</b>	<b>(\$7,907,768)</b>	<b>(\$180,529)</b>	<b>\$7,727,239</b>
Transfers from	\$19,974,744	\$19,624,257	(\$350,487)	\$25,470,100	\$25,092,000	(\$378,100)	\$5,463,978	\$3,646,158	(\$1,817,820)
Transfers To	\$1,677,524	\$1,680,274	(\$2,750)	\$2,328,874	\$2,315,971	\$12,903	\$7,525,847	\$4,627,585	\$2,898,262
<b>Surplus(Deficit)</b>	<b>(\$1,279,329)</b>	<b>\$768,884</b>	<b>\$2,048,213</b>	<b>(\$701,910)</b>	<b>(\$640,031)</b>	<b>\$61,879</b>	<b>(\$9,969,637)</b>	<b>(\$1,161,956)</b>	<b>\$8,807,681</b>

1) Passthrough expenditures were below budget due to lower state funding of Parks grants. Such funding is partially contingent on lottery sales that were below projections.

2) The year-end deficit was less than budget due to federal revenues and interest earnings exceeding budget, and actual expenses below budget.



## APPENDIX

## Listing of Reports with Additional Information

Additional information regarding the Council's 2001 work program and performance are available in the documents listed below. These documents are available from the Council Data Center, telephone (651)-602-1140.

<b>Title</b>	<b>Date or Publication Number</b>	<b>Prepared by:</b>
Environmental Services 2001 Performance Report	32-02-006	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 2002 Unified Budget	21-01-050	Metropolitan Council
Metropolitan Council Comprehensive Annual Financial Report for Year ended December 31, 2001	(To be Published later)	Metropolitan Council
2001-2004 Transportation Improvement Program for the TCMA 2000	35-01-042	M.C. -- Transportation Division
Twin Cities Commuting Area Transportation System Performance Audit 1999	1999	M.C. -- Transportation Division
2002-2003 Transportation Unified Planning Work Program for the TCMA 2001	35-01-045	M.C. -- Transportation Division
Options, Alternative, and Strategies for Future Metro Mobility/ ADA Paratransit Service 2001	2001	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 2000	74-01-003	M.C.--Community Development Division