

**Metropolitan Council**  
**1990 Annual Report to the Legislature**

**Jan. 15, 1991**

**Metropolitan Council  
Mears Park Centre  
230 E. Fifth St., St. Paul 55101  
612 291-6359  
TDD 291-0904**

**Publication No. 310-91-002**

# CONTENTS

ABOUT THIS REPORT .....	1
INTRODUCTION .....	2
LEGISLATIVE INITIATIVES FOR 1991 .....	3
POLICY PLANS .....	6
<b>MAJOR REPORTS AND THEIR RECOMMENDATIONS</b>	
<b>PRIORITY PROGRAMS</b> .....	8
Airport Planning .....	8
Housing .....	9
Human Investment Framework .....	10
Solid Waste .....	11
Transportation .....	13
Water Quality and Supply .....	14
<b>CONTINUING PLANNING PROGRAMS</b>	
Parks .....	15
Comprehensive Planning and Local Assistance .....	15
Other Activities .....	16
<b>FINANCIAL TABLES</b>	
Metropolitan Agencies 1990 and 1991 Agency Expenses .....	17
Metropolitan Council 1990 Revenue Budget .....	18
Metropolitan Council 1990 Budgeted Expenditures, by Division .....	19
Metropolitan Council 1990 Actual Revenues and Expenditures .....	20
Metropolitan Council 1991 Projected Revenue .....	22
Metropolitan Council 1991 Budgeted Expenditures, by Division .....	23

## ABOUT THIS REPORT

The Metropolitan Council is required by state law to submit to the Minnesota Legislature by Jan. 15 each year an annual report of its activities the previous year. To fulfill the requirements of Minn. Stat. 473.245, this report sets out the Council's recommendations for Metropolitan Area legislation. It explains regional policy plans adopted during the year and summarizes the comments of the affected metropolitan agencies, summarizes major Council studies and their recommendations, and provides Council budget information for 1990 and 1991. A list of local government plan amendments and applications for federal money submitted to the Council during 1990 is also required and is included in an appendix to this report.

## INTRODUCTION

The Metropolitan Council was created by the Minnesota Legislature in 1967 to develop a comprehensive plan to guide the growth of the seven-county Metropolitan Area. The Council is authorized by state and federal law to plan for large regional systems--airports, parks, highways and transit, and sewers--as well as for water and air quality, solid waste management, land use, aging, arts, health and housing.

The Council sets broad public policies. In some cases, metropolitan agencies carry out the policies. In other cases, the Council works with other units of government and the private sector to help implement its policies. The Council conducts research in such areas as demographics, construction and housing markets. It also serves as the housing and redevelopment authority for most of the communities in the Metro Area. The Council's Data Center provides data, publications, brochures, newsletters, maps and videos on a variety of governmental, economic, social and environmental planning topics and activities.

The Council has 17 members, 16 appointed by the governor to four-year, part-time terms from districts within the region roughly equal in population. The 17th member is a full-time chair, who is appointed by the governor to represent the region at large. The Council's work is supported by a full-time professional staff of about 200 people. Hundreds of residents from throughout the region are involved in various ways, including service on the Council's many advisory committees.

Council members serving in 1990 included: Steve Keefe, Minneapolis, Chair; Liz Anderson, St. Paul, District 1; Mike McLaughlin, St. Paul, 2; James Senden, New Brighton, 3; Carol Flynn, Minneapolis (until 3/90, when she was elected to the legislature) and John Pacheco, Minneapolis, 4; David F. Fisher, Minneapolis, 5; Alfred Babington-Johnson, Minneapolis, 6; Mary Hauser, Birchwood, 7; Donald Stein, Coon Rapids, 8; Ken Kunzman, Ham Lake, 9; John Evans, New Hope, 10; Dottie Rietow, St. Louis Park, 11; Gertrude Ulrich, Richfield, 12; Dirk deVries, Minnetonka, 13; Marcy Waritz, Chanhassen, 14; Margaret Schreiner, Eagan, 15; and Patrick Scully, Hastings, 16.

## LEGISLATIVE INITIATIVES FOR 1991

Much of the Metropolitan Council's work is carried out in response to legislative directives. In 1991 the Council will work on several fronts to address those directives--in airport planning, water supply and quality, solid waste, parks, metropolitan agency oversight and other areas.

During the 1991 legislative session, the Council anticipates bringing several recommendations to the capitol. However, the appointment of a new Council chair and several new members, as well as the state budget limitations, will undoubtedly affect the Council's legislative program. Potential Council requests are as follows.

### Airports

The Council does not expect to advance any airport planning legislation in 1991. The dual-track airport planning process is working well and no new legislation is required. The Council will, however, support the Metropolitan Airports Commission's request for an extension to the end of 1991 for developing a comprehensive plan for improving capacity at Minneapolis-St. Paul International Airport.

### Housing

The Washington County Housing and Redevelopment Authority (HRA) in 1990 requested that the Metropolitan Council allow it to operate a Section 8 rent assistance program independent of the Council's Metro HRA program. The Council approved the request and developed a transition plan to transfer the program. The Council seeks legislation to transfer the authority of its Metro HRA to operate a Section 8 program in Washington County to the county HRA.

The Council in 1990 established a regional housing task force to examine trends affecting the Metro Area's housing market and develop strategies to address them. The task force report is expected to be issued in early 1991. Several legislative recommendations are likely to be included.

The Council should be required by the legislature to develop a regional housing plan that identifies areas of surplus and shortage in the regional housing supply. It should help cities plan land use so they can make the best use of existing housing. It should also ensure that public funds are focused on housing that is in shortage in the region, not on subsidizing the creation of types of housing already in surplus.

The task force recommendations are expected to include ways to redesign state, federal and regional housing policies to take advantage of changing market conditions in the 1990s and lessons from past housing programs. The report of the task force is expected to be finalized by the Council in mid-March and recommendations are expected to be brought to the legislature at that time.

### Infrastructure Fund

The Council proposes to develop a regional capital investment planning program to identify infrastructure needs (for example, highways and transit) and the existing revenue sources and other user-related fees that can support them. Among the infrastructure needs that could be included are light rail transit, regional parks, highways, acquisition loans for a second airport, and

acquisition of abandoned railroad right-of-way for recreation and transit use. The program would be updated periodically and, perhaps, other infrastructure needs added.

The Council believes that existing resources will be inadequate to meet the infrastructure needs of the region, and that additional revenue sources will be necessary. The Council believes that such funding should not be dedicated to a particular aspect of infrastructure, but should be used to supplement other infrastructure funding where it is not adequate. The determination of how to allocate spending from such a fund should be established by the legislature based on Council planning recommendations. This funding may not be possible in the 1991 session because of budget difficulties, but the Council believes that eventually it will be essential.

### Land Use

In 1990 the Council made its annual evaluation of the agricultural preserves program. The program was established in 1980 to protect Metro Area farmland by placing it on an equal footing with farmland in Greater Minnesota, which is not affected by urban pressures for development. In part because of rising tax rates outside the Metro Area, the ag preserves tax credit has decreased dramatically in recent years--from a total of \$650,582 in 1986 to \$45,885 in 1990.

The credit should be increased to keep taxes on the Metro Area's farmland comparable with taxes on farmland outside the region. This would encourage reenrollment and overall participation in the program and would support long-term agriculture in the Metro Area.

Instead of basing taxes on statewide rates, the Council recommends that the program guarantee a minimum credit per acre. A minimum credit as high as \$5 per acre could be supported by the current funding source--a \$5 fee collected by Metro Area counties on deed transfers and mortgage registrations.

### Parks

The regional park system provides park services for the Metro Area in much the same way the state parks do for the rest of the state. The Council will request continued supplemental support of operating and maintenance costs for the regional park system. The Metropolitan Parks and Open Space Commission hopes that the 1990 appropriation of \$3 million will be increased to \$4 million in 1992, or \$8 million for the next biennium. This would amount to about 10 percent of the operating costs. A capital funding proposal for system acquisition and major development needs can be expected in the 1992 session.

### Solid Waste

The Council will hold public hearings in January on proposed new policies to address the economics of the solid waste system in the Metro Area. It is currently cheaper to landfill waste than it is to process it into energy. Economic incentives should encourage management of waste according to the hierarchy established in state law and Council policy: first, reduction; second, recycling; third, processing; and fourth, landfilling. Waste generators should pay more of the cost of managing waste so they have an incentive to reduce the amount they produce and recycle as much as possible.

The system also needs to be coordinated by the counties so that each kind of waste is recycled,

processed or disposed of in the most appropriate and cost-effective way. Since each county cannot have every kind of facility, they will need to cooperate to make the best use of existing and planned facilities. In addition, the counties should be responsible for managing the entire waste stream, not just municipal solid waste.

The Council will work closely with the Legislative Commission on Waste Management and others to amend existing legislation as needed to accomplish these improvements.

The Council also recommends that the legislature redefine "processed" and "unprocessible" to remove a loophole in the 1990 statute restricting the disposal of unprocessed waste in landfills.

### Transportation

The Transportation Study Board is completing its report on transportation needs and funding requirements for the state, and is expected to make specific recommendations for legislative action. In its role as coordinator and planner of the region's transportation system, the Council will analyze and take positions on the recommendations and other transportation matters likely to surface during the 1991 session. Two major potential issues relate to the implementation of light rail transit: who pays for the system and who designs and builds it.

The Council believes the major problem in transportation planning in the region is the separation between light rail transit planning by the Regional Transit Board (RTB) and highway planning by the Council and Minnesota Department of Transportation (MnDOT). The Council believes that the best way to make decisions about both highways and transit is to integrate the planning process at the Council and analyze transportation needs by corridor, rather than by the mode of transportation proposed to meet those needs. Under this process, the Council would look at the most congested corridors in the region and analyze the various alternatives for reducing congestion. Decisions within any corridor would be based on a cost-benefit comparison of highway and transit alternatives as is currently being done in the Interstate Hwy. 35W corridor.

To accomplish this, more flexibility will be needed in highway funding, since right now gas tax revenues--which go to MnDOT--can be used only for highway solutions, and transit funds--which go to the RTB--only for transit alternatives. It is not necessary to rededicate most of this revenue. A small fund that could be used for either alternative would be adequate to provide flexibility to make the smartest decision for each corridor. This flexibility could be provided with direct state appropriations or funds dedicated to transportation from the motor vehicle excise tax.

The Council supports financing LRT and other transportation needs in part through a regional infrastructure fund and recommends that the RTB and the MnDOT be in charge of implementing the system.

## POLICY PLANS

**Aviation Guide Chapter** - The Council in 1990 adopted one revised chapter of its Metropolitan Development Guide, the aviation chapter. This chapter charts the direction for regional aviation planning and development to the year 2020. It contains aviation goals, policies, review criteria, guidelines, a coordination and implementation process, and an airports system plan. The plan is designed to meet the forecasted aviation needs of the region, support the regional economy and improve the environmental situation.

The chapter is not only a guide for decisions to be made by the Council. It also provides policy direction to airport authorities and local communities in preparing and amending their comprehensive land use and airport development plans.

In general, the aviation guide chapter says, the existing metropolitan airports system is performing satisfactorily, although aircraft noise and runway capacity problems at MSP remain critical issues with respect to the long-term viability of MSP as the region's major airport.

The primary focus of the 1990 revision was to incorporate the dual-track major- airport planning process into the chapter. The MAC generally endorsed the revision, but suggested a few changes in reference to specific improvements at MSP and to the section on system development and priorities. Changes were made to take the suggestions into account.

**Recreation Open Space Guide Chapter** - In 1990 the Council approved a draft revised Recreation Open Space Development Guide/Policy Plan and set a public hearing for January 1991. Adoption of the plan is expected in March 1991. In the plan's most significant policy positions, the Council:

- Reaffirms its strong support for a regional system based on high-quality natural resources, rather than one that focuses on uniform geographic distribution or population location.
- Assigns top funding priority both to acquisition of land in danger of being lost to the system and to development/redevelopment of parkland where user demand is greatest.
- Establishes a strong new focus for planning, acquiring and developing a cohesive regional trail network. Seven new trails and a substantial extension of an existing trail are proposed.
- Reaffirms the responsibility of the state to fund major acquisition and development projects for regional parks that include unique natural resources and/or are widely used by visitors from Greater Minnesota.
- Identifies the urgent need to find a new major, reliable, long-term source of funding park system acquisition and development as a supplement to existing state aids and Metro Area bonds.
- Identifies the pivotal role assigned to the master plans prepared by the implementing agencies in the process of planning, programming and funding regional recreation open space.

**Draft Solid Waste Management Development Guide/Policy Plan** - In 1990 the Council issued a draft of its revised Development Guide chapter on solid waste management, adopted in 1985. Public hearings on the plan are scheduled for January 1991, and final adoption is expected in March 1991.

The solid waste system has changed greatly in five years. In the fiscal year ending June 30, 1990, the region recycled an estimated 23 percent of its garbage--nearly double from the previous year. It processed into fuel and energy another 33 percent at refuse-derived-fuel plants and incinerators



in the region. The new policy plan builds on this substantial progress and emphasizes the need for incentives to reduce waste, recycle more and make the system more efficient. The plan proposes:

- Mandatory recycling and mandatory weight- or volume-based fees for garbage collection.
- Greater cooperation among counties to develop a management system that ensures each kind of waste is recycled, processed and/or disposed of in the most appropriate and cost-effective manner. For example, this would mean that certain types of waste would be delivered to a particular facility based not just on proximity but on how well the facility can process that waste. The counties are expected to establish a centralized administrative structure to accomplish this coordination. If the counties cannot form such a structure, or if the organizational body established fails to accomplish the joint activities necessary to achieve the policy, the plan proposes that the Council take alternative steps to accomplish the task.

- A 50 percent recycling goal for the region by 2000, up from the current legislative mandate of 35 percent by 1993.

- A special tax on products, like many paints and household cleaners, that can pollute the air and groundwater when burned or buried. The revenue would fund programs to make sure these harmful wastes are collected, treated and disposed of in safe and environmentally sound ways.

- Higher fees at landfills to reflect all related costs and to encourage more waste reduction, recycling and processing. Currently it is cheaper to dump garbage at a landfill than at a resource-recovery facility.

- Emphasizing waste reduction, recycling and composting rather than scheduling any additional incinerators or refuse-derived-fuel plants beyond those planned between now and 1995.

- Requiring counties to plan for management of the entire waste stream, not just municipal solid waste.

- Requiring counties to complete the landfill siting process by January 1993 to ensure that the region will have the capability to dispose of waste that must be landfilled. The proposed plan will enable Metro Area counties to contract for waste disposal space outside the region in lieu of opening up these new metro landfill sites.

## MAJOR REPORTS AND THEIR RECOMMENDATIONS

### PRIORITY PROGRAMS

Each year, the Council identifies several priority issues and focuses its resources on them. The Council's 1990 priorities were airport planning, housing, integrated planning for human services, solid waste management, transportation and water quality.

#### Airport Planning

The Council's primary focus in airport planning during 1990 was the dual-track planning process mandated by the 1989 legislature. One track focuses on designating a search area (a large tract of land within which a site will be selected) for a possible replacement major airport for the region; the Council is conducting this planning. The second track involves finding ways to improve the capacity of the current major airport, Minneapolis-St. Paul International (MSP); the Metropolitan Airports Commission (MAC) is responsible for this track.

The Council is doing its work with the assistance of a 37-member task force. In mid-December the task force identified three candidate search areas. The Council is expected to approve the search areas in January 1991. By the end of 1991, after a comprehensive analysis including environmental review, public meetings and hearings, it will select one as the final search area. By 1996, the MAC will select a site within the search area and conduct an extensive environmental study of the site.

The Council, in consultation with the MAC, is also monitoring trends and forecasts of such factors as aircraft landings and takeoffs, the economy of the region, growth in passenger and freight travel, and changes in the airline industry. By monitoring these factors, the region and the legislature will be able to decide when--and whether--to implement one track or the other, or both.

In 1990, the Council conducted the first annual contingency assessment. The report concluded that the dual-track strategy is still on target. Forecasts showed continued growth in use of the airport, reflecting the strength and diversity of the Twin Cities Area economy. A companion report explained how aviation forecasts were made.

Other major airport planning activities and reports completed in 1990 included:

**Search Area Criteria for a New Major Airport** - This report details the criteria that will be used first to identify several candidate search areas and then to select a final search area for a potential new major airport. The main categories of criteria are metropolitan access, environmental impacts, general land requirements, airspace considerations, search area characteristics and policy considerations.

**New Major Airport Search Area Protection** - This report was the basis for 1990 legislation that gave the Council authority to help protect candidate search areas through joint review and approval of requests for rezoning at the local level. The Council can deny requests only if they are clearly inconsistent with the local comprehensive plan or with the development and operation of an airport. Once a final search area is selected, the Council has the authority to approve all zoning changes in order to prevent incompatible development and land speculation. The Council

was also given authority to review and comment on zoning variances in the final search area. In 1990 the Council also developed an alternative environmental review process for the search areas that combines state and federal requirements. The state Environmental Quality Board approved the process.

**Regional System Reliever Airports Study** - This draft report, adopted by the Council's reliever airport task force, concludes that the region's system of seven reliever airports cannot adequately meet future demand levels, and that the useful life of MSP will be shortened unless the reliever system is improved. To provide additional capacity and attract traffic from MSP, the report recommends adding one runway, hangars and an air-traffic-control tower at the Anoka County-Blaine Airport; continuing the search for a new reliever airport in the western metro area; and encouraging diversion of traffic to reliever airports with excess capacity. The report also recommends that no major capital investments be made at the Anoka or Airlake airports until the final major airport search area has been selected. Public hearings and Council adoption of the report were expected to occur in early 1991.

In 1991, the Council will continue with several legislatively required dual-track planning activities. They include conducting the second annual contingency planning assessment, holding public hearings on the candidate search areas and designating a final search area. The Council will also begin to develop policies for the potential reuse of MSP in the event the legislature chooses to build a new major airport.

## Housing

Much of the Council's work in housing in 1990 focused on identifying emerging housing trends and developing strategies to deal successfully with them. The Council brought Jack Kemp, U. S. Secretary of Housing and Urban Development, to speak at its State of the Region event, which focused on housing. Two major reports were published by the Council in conjunction with the event:

**Housing the Region: Moving Into the 1990s** - The Twin Cities Area housing market is changing. The population is continuing an age shift (the "baby-boomers" are getting older) that will mean a surplus of apartments and starter homes. At the same time, the region's housing stock is getting older, especially many of the starter-type homes that were built in the post-war boom. This may make it harder for people wanting to move into a larger home to sell their present home; it also may make home ownership affordable for more people. While the central cities and inner-ring suburbs are most affected by these trends, the entire region will be affected because the sale of a new or existing home is usually linked to the purchase/sale of another. At the same time these factors are present, there is still an acute shortage of low-cost rental housing in the region.

**A Regional Housing Strategy for the 1990s** - This State of the Region speech by Council Chair Steve Keefe focused on taking advantage of the impending excess of modestly sized and priced homes to help increase the supply of affordable housing for people with low incomes. He suggested strategies like targeting mortgage assistance to buyers of existing homes rather than new ones; focusing mortgage assistance on modestly priced homes; and helping families that have the income to buy a house but not the cash for the down-payment through a government-match savings program. Keefe also proposed ways to increase the supply of affordable rental housing, encourage more private reinvestment in neighborhoods, help cities prevent abandonment of housing and integrate housing with support services.

Following up on the State of the Region event Keefe, with Council approval, appointed a 43-member regional housing task force to shape new regional policies, programs and legislation for housing in the region. Task force members included legislators, local elected officials, builders, realtors, financial experts and community leaders. The group focused its discussion in four areas: rental housing, home ownership, housing and services, and neighborhood stabilization. Their report was expected to be issued in early 1991.

Other major Council housing studies published during the year include:

**Changes in the Subsidized Housing Market in the Twin Cities Metropolitan Area** - The suburbs increased their share of the seven-county Metropolitan Area's subsidized housing from 38 to 43 percent in the 1980s. The number of subsidized housing units increased by 12,000 from 1980 to 1989, but the population of renters increased proportionately. In both years about one out of seven renters received assistance. Despite this assistance, about one-third of all renter households paid more than 30 percent of their incomes for housing. Elderly people are much better served by subsidized housing than other groups. About half the region's subsidized housing is set aside for and occupied by elderly people, although they make up only 13 percent of the region's population in poverty. The report also found that large rental units are in particularly short supply.

**The Housing Market for Older People in the Twin Cities Metropolitan Area** - Many builders expect that the aging baby boomers will create a boom in the region's housing market for older people in a few years, but they may be expecting too much too soon. Most older people want to remain in their homes, and the vacancy rate for market-rate housing for older people in the Twin Cities Area is very high, 14 percent. An impending surplus of low-cost starter homes could be made worse if older people are encouraged to leave their homes for apartments. Communities should instead focus on making sure in-home services are available to help older people stay in their homes. The report also recommends rehabilitating existing units and reorienting services rather than building new units; developing innovative financial resources for older people who are house-rich but cash-poor; and increasing cooperation between communities to improve services and lower costs.

In 1991, the Council will act on the recommendations of the housing task force. It will also complete studies of housing development fees and neighborhood characteristics, continue to review housing development proposals and comprehensive plans, and publish the Housing Newsletter. New work will focus on the link between housing and services. The Council will identify the service needs of people in subsidized housing and the geographic distribution of that housing and other market-rate, low-cost housing. It will also assess the impacts of its policy on dispersing affordable housing throughout the region.

### Human Investment Framework

One of the Council's roles has been to analyze the region's long-term investments in physical facilities to determine the most effective way to spend public dollars. The Council is also taking on the role of analyzing investments in human resources. This analysis will give people who make human services policies and those who provide human services directly information they need on how to make the best of their investments. Among the Council's projects in this area are:

**Life Cycle Study** - A look at the life cycle and how life circumstances change in nine categories as people age; and how, as a result, demand changes for human services.

**Human Services Mapping - The development of a geographic map and inventory of human services and human service providers in the Metro Area.**

**Cultural Diversity Study - An analysis of how the current housing stock and housing programs do and do not match with housing needs--specifically, those needs influenced by people's cultural differences. The study will propose an analytic framework that can be applied to other areas such as transportation and health.**

Each of these projects will be completed in late 1990 or in 1991. In 1991 the Council will also:

- **Research total public and private expenditures on human services in the region.**
- **Identify and report on successful components of self-sufficiency programs in the U.S., with special attention to housing, services and employment.**
- **Conduct a study that applies economic tools to address human service issues or problems.**
- **Continue studies of policies that promote citizen empowerment, lifelong learning and investment in the region's human resources.**
- **Work with municipalities to identify methods and policies for successfully siting group homes and other facilities for persons with disabilities.**
- **Continue to convene a network of human service organizations and identify ways this group can collaborate.**

### **Solid Waste**

**The Council is in charge of planning the management of the Metro Area's solid waste disposal system. In this role, it studies ways to best manage the region's solid waste and develops policies for a regional management system. It also conducts environmental reviews of proposed facilities, administers an extensive grant program to encourage recycling and other alternatives to landfilling waste, and works with other agencies to develop coordinated approaches to dealing with solid waste.**

Major solid waste reports issued in 1990 are summarized below.

**Dakota County Resource Recovery Facility Environmental Impact Statement and Permit - The Council's study found that Dakota County's proposed garbage incinerator would have a minimal impact on the environment and public health. The county's proposed plant would burn an average of 640 tons per day of municipal solid waste to produce electricity. The study indicated that a person who spent his or her entire life (70 years) at the point of maximum exposure to the plant's emissions would have an estimated one-in-a-million chance of getting cancer from dioxins or other emissions.**

**Both the current and the revised policy plans recognize a need for additional solid waste processing capacity in the region. In 1990 an estimated 880,000 tons of unprocessed waste was landfilled. The Dakota County facility would process 233,600 tons of waste annually.**

**In October the Council approved issuance of a permit to Dakota County to build and begin operation of the garbage incinerator. The permit came with several conditions, including: 1) If the Council determines that more waste could be processed at the plant and there is a need for processing capacity, the county will be required to seek waste from other counties in the region or, if necessary, from outside the region. 2) Any waste brought to the plant that is not burned**

there or separated for recycling must be taken to another Metro Area facility for processing. 3) The county must report on its progress in developing an ash disposal or ash management facility until one is approved and operating. 4) The county must, within six months of permit issuance by the Minnesota Pollution Control Agency (MPCA), report to the Council on the methods and feasibility of pre-sorting and recovering household hazardous waste, recyclables and compostible waste delivered to the plant. 5) The county must meet the 1993 goal of recycling and composting at least 35 percent of its waste.

As of late 1990, the permit was being reviewed by the MPCA.

**Fiscal Year 1990 Abatement Progress Report for the Twin Cities Metropolitan Area** - The region used 36 percent less landfill space for municipal solid waste in the year ending June 30, 1990, than in the previous year, this report says. The region also recycled an estimated 23 percent of its garbage and turned another 33 percent into fuel at processing plants. The report contains several recommendations incorporated in the draft policy plan, including mandatory recycling and weight- or volume-based trash collection fees, higher fees at landfills, more efficient and cooperative use of the region's waste processing facilities and more cooperative and aggressive efforts to market recyclables. The report also says that in order to meet a 35 percent recycling goal by 1995, the region will have to expand the types and amount of materials it recycles, which may require collecting mixed recyclables.

**Fiscal Year 1990 Facilities Cost and Finance Report for the Twin Cities Metropolitan Area** - The shift away from landfilling solid waste to recycling and energy recovery has sharply increased the cost of collecting, processing and disposing of wastes in the region. The Metro Area spent about \$333 million to run its solid waste system from July 1, 1989, to June 30, 1990. That figure compares to \$185 million in 1988 and \$147 million in 1986. The costs in fiscal year 1990 were broken down as follows: \$161 million for collection of municipal solid waste; \$56 million for collection and processing of recyclables; \$45 million for waste processing to recover energy; and \$71 million to landfill unprocessed wastes, residuals from processing and ash.

**Metropolitan Landfill Abatement Account Fiscal Year 1990 Expenditures and Activities Report** - Operators of mixed municipal solid waste landfills in the region pay a \$2-per-cubic-yard surcharge on waste accepted and disposed of at the facilities. The Council receives \$1.50 of this surcharge, totaling just over \$1 million in fiscal 1990. That, combined with a previous balance in the account of about \$1 million and interest earnings, allowed the Council to spend or encumber nearly \$2.3 million in grants for projects designed to reduce landfill use in the region. Funds were also used for a metro-wide public education program to encourage residents to recycle and reduce yard waste.

**Demolition Debris Disposal in the Twin Cities Metropolitan Area** - The volume of demolition and construction material disposed of in the region has increased dramatically in the last decade. Large quantities of wood waste are going to demolition landfills. More should be done to recover this waste since it is recyclable and takes a great deal of space in landfills. In addition, a more uniform regulatory environment for demolition landfills among counties might put them on a more equal footing financially and minimize the risk of inappropriate disposal at poorly managed facilities.

In 1991, the Council will monitor the region's progress in implementing the solid waste policy plan and propose legislation to implement the plan. It will also report to the legislature on 1991 landfill abatement progress, review county solid waste master plans and prepare environmental reviews of proposed facilities. About \$4.6 million will be available in grants to support local

recycling programs, help develop and implement new ways to reduce and recycle the region's waste and continue regional recycling and waste reduction information programs.

## Transportation

The Council worked on several fronts in 1990 to deal with growing traffic congestion on the region's roadways. Among the Council's primary projects were:

- **The Travel Behavior Inventory (TBI).** The Council is coordinating this comprehensive survey of people's travel habits in the seven-county Metro Area. The data collected will help the region determine where to put its transportation investments over the next 20 years.
- **I-494 Traffic Demand Management Plan.** The Council worked with a group of developers and employers in the Interstate Hwy. 494 (I-494) corridor to develop ways to reduce traffic congestion in the area.
- **Transportation Funding.** The Council worked with the legislature's Transportation Study Board on an analysis of statewide transportation needs and funding requirements. A report was expected to be completed in early 1991.
- **Freeway upgrading.** The Council continued work with the Minnesota Department of Transportation and affected local governments and neighborhoods on environmental studies on I-494 and I-35W. Drafts of both studies are expected to be released in mid-1991.
- **Light rail transit.** In early 1990 the Council reviewed and approved, with some recommendations for changes, the Regional Transit Board's (RTB) light rail transit development and financial plan. The plan, which details what lines would be built and how they would be paid for, calls for a light rail transit (LRT) system of nine corridors to be built over 10 years, starting in 1992. The Council recommended a shorter tunnel for downtown Minneapolis than the one proposed by the RTB for the primary corridor connecting the two central cities. The Council also said that the RTB's recommended one-cent regional sales tax to help finance LRT should be reduced to one-half cent and be used for other regional infrastructure needs as well.

The RTB's LRT coordination plan, which proposes guidelines for the design, financing, construction and operation of LRT, was reviewed by the Council late in the year. The Council recommended that the RTB and the state transportation department be in charge of designing and building the regional LRT system. It reiterated its position that a one-half cent regional sales tax be used not just to help finance LRT, but to provide funds for regional highways, parks capital needs and other land acquisition programs. The Council also said the proposed schedule for building LRT was too ambitious and construction should be staged more slowly.

The Council authored the section of the coordination plan on land use. The plan suggests a process for cities to assess their current land use, identify opportunities for development and redevelopment, and identify ways to preserve existing stable neighborhoods and businesses along proposed LRT routes. It also provides guidelines to ensure that LRT station areas attract LRT use, are sensitive to pedestrian needs and incorporate neighborhood development and preservation goals.

**1991 Transportation Unified Planning Work Program for the Twin Cities Metropolitan Area -** The Council in 1990 continued to coordinate all major transportation planning activities through the Transportation Advisory Board (TAB) and its technical advisory committee. It issued a report describing the proposed transportation and transportation-related planning activities in the Metro Area for 1991. The overall budget for the activities is \$4.9 million. Participants in the planning activities included the Council, the state transportation department and pollution control agency,

the airports commission, and the RTB.

In 1991 the Council will continue its planning for major transportation corridors and its review of major LRT decisions such as the selection of an alignment for the corridor linking downtown Minneapolis and St. Paul. It will also continue to work with the state and other parties in developing and reviewing plans and programs for the metro highway system; provide a forum for discussing major regional transportation issues through the TAB; administer the right-of-way acquisition loan fund; and process and analyze data from the TBI and U.S. Census for future application in transportation planning.

### Water Quality and Supply

The Council is engaged in a number of activities to help ensure that the region's water supply is used wisely and that its quality is protected. In 1990, efforts focused on short- and long-term water supply plans for the region, studying groundwater protection methods, and working to reduce nonpoint source pollution in the Minnesota River basin. The Council reviewed the Metropolitan Waste Control Commission's (MWCC) implementation plan and secured permit renewal for continued operation of the Metro sewage treatment plant.

**Metropolitan Area Short-Term Water Supply Plan** - The severe drought of 1988 prompted the legislature to ask the Council to develop two plans to help the region deal with a reduced water supply. The first, a short-term water supply plan, was completed in February 1990. The plan addresses the amount of water available and used in the region, alternative courses of action during a drought, and recommended approaches to solving water supply and use problems. Among the report's recommendations are:

- To the extent possible, excess water flowing in the Mississippi River should be used as a primary source of water supply.
- Major water users in the Metro Area should first adopt a conservation approach to water use before looking for supplemental sources of water from outside the region.
- Alternative courses of action need to be considered in the event of a drought, including setting new levels for "critical" and "emergency" Mississippi River flow, determining which consumers of river water are affected first as water levels drop, and deciding how water consumption might be held down by increasing prices.
- Greater cooperation is needed between the Council, the Minnesota Department of Natural Resources (DNR), major regulators and users of the region's water (including the Army Corps of Engineers), and river communities.
- A state drought management authority should be established; the DNR is the logical choice. A state advisory group or standing drought task force should also be named, consisting at least of the MPCA, the Council, the MWCC, the Mississippi Headwaters Board, Northern States Power Co., and the cities of Minneapolis and St. Paul.
- Minn. Stat. 105.417 should be expanded to include all major water users of both surface and groundwater. No new water appropriation permits should be issued by the DNR unless a contingency plan is prepared by the user. A time limit should be established within which all existing permits will be reissued with the contingency plan requirement applied.

The Council in 1990 devoted major resources to developing the long-term water supply plan, which is due to the legislature in 1992. Technical reports that were completed as part of the plan development included studies of water availability, water demand, existing municipal water systems and alternative sources of water. In 1991, studies on water conservation, water quality during low



river flow, institutional issues related to water supply control, and financing will be completed to incorporate into the long-term plan.

Minnesota has been given a federal mandate to reduce by 40 percent nonpoint source pollution (urban and rural storm water runoff) in the Minnesota River by 1996. To aid in that effort, the Council created a 20-member technical work group made up of local planners, engineers and other technical staff. The group will assess the sources of nonpoint pollution in the river, identify the need for further research, define local and regional issues such as costs, recommend short- and long-range action plans and secure public support for implementation.

The Council was also asked by the 1990 state legislature to develop a water quality plan for the Metro Area. The plan will define acceptable pollutant loads in streams and rivers in the area. The Council's work in the Minnesota River basin is part of this plan preparation.

In 1991 the Council will also provide policy direction to the MWCC by reviewing its 1992 implementation plan and monitoring its activities; reviewing local comprehensive and sewer plans; completing a handbook that local governments can use to protect groundwater; and working with the DNR and other state agencies to develop an approach and criteria for determining the sensitivity of groundwater areas.

## CONTINUING PLANNING PROGRAMS

### Parks

**Regional Parks Allocation Plan** - The Council approved a plan to allocate \$20 million to park agencies in the seven-county Metropolitan Area to acquire and develop regional parks in 1991. Twenty-six projects in 19 parks will share the funds, which come from \$5 million in state bond revenues and \$15 million in regional Council bond revenue.

### Comprehensive Planning and Local Assistance

In 1990 the Council, through its Land Use Advisory Committee (LUAC), made a thorough study of its policies for the rural portion of the Twin Cities Area. Late in the year the LUAC issued a report of its evaluation and made several recommendations to the Council. Public hearings were held on the report, and the Council was scheduled to consider it in December.

Overall, LUAC recommended that the Council not drastically alter its policies for guiding rural residential development, but should give communities more flexibility to shape that development by allowing them to "cluster" homes on large parcels of land. Specifically, LUAC said the Council:

- Should keep its current density standard for rural housing, which is no more than one housing unit per 10 acres of land. Exceptions to the standard may be allowed, LUAC said. Some communities in the rural area have already permitted housing subdivisions at higher densities and could find it impossible to meet the standards. Exceptions should be considered for communities that have protected good agricultural land, implemented tightened on-site sewage disposal performance standards, and adopted a comprehensive plan that is consistent with other Council policies.

- Should consider two options that would allow communities to "cluster" more housing

units than under current Council policy. The maximum under one option would be 16 times the number of units currently allowed; under the other, four times. Housing units could be clustered on small lots and still meet the one-per-10 density standard, because the standard looks at the number of units over a large area in a community. It continues the policy of not prescribing a minimum lot size. Clustering could encourage a development pattern that's more efficient and cost-effective to provide with services than houses on large lots at the same density level.

Under the recommendations, housing units could be clustered anywhere in the rural area as long as the development doesn't overburden regional transportation or sewer systems. A development would also have to meet more-stringent standards for on-site sewage disposal systems, like having a second, backup drainfield location for septic-tank systems and a community-wide well-testing program.

If the Council decides to adopt any of the recommendations, it will need to amend its regional plan, the *Metropolitan Development and Investment Framework*. The effort to amend the framework would begin in 1991.

### Other Activities

In addition to adopting the major reports and policies described above, the Council in 1990 engaged in a variety of activities to carry out its regional mission. Following is a snapshot of this work:

- The Metropolitan Council's Housing and Redevelopment Authority (Metro HRA) distributed \$18.4 million in rent assistance payments to provide affordable housing to 4,377 households in 134 communities. Funding came through the Section 8 program of the U.S. Department of Housing and Urban Development.
- As the Area Agency on Aging, the Council allocated and distributed \$4.1 million in state and federal funds to sustain a wide variety of supportive services for older people in the region in 1991. Most of the funds were used for congregate dining, home-delivered meals and senior center services.
- The Council coordinated a major effort to publicize the 1990 census and encourage people to participate, especially people from groups that historically have been undercounted. Joining with the Council and the U.S. Census Bureau were the state minority councils, the Minority Media Coalition, the State Planning Agency, Hennepin and Ramsey Counties, the cities of St. Paul and Minneapolis, and other groups.
- The Council entered into a contract with the state legislature to produce an updated regional geographic base file incorporating 1990 census TIGER (Topologically Integrated Geographic Encoding and Referencing System) data. The resulting data base will be used by the legislature to draw new legislative districts. The Council also continued to develop plans for other products and services it will offer when 1990 census data has been tabulated and released.
- The Council transferred its arts program to a new, nonprofit agency called the Metropolitan Regional Arts Council.
- The Council undertook a major study of technology and health care. The report was expected to be issued in early 1991.
- The Council coordinated long-term financing totaling \$152.5 million for the regional agencies. This included a below-market-rate loan of \$65 million from the State Public Facilities Authority and bond issues of \$40 million for the Metropolitan Waste Control Commission; \$26 million for the Metropolitan Transit Commission; \$2 million for the Regional Transit Board; \$15 million for the Metropolitan Parks and Open Space Commission; and \$1.4 million for solid-waste landfill siting. The Council issued \$365,000 in certificates of indebtedness to finance computer equipment purchases for its own work.

**Table 1  
METROPOLITAN AGENCIES  
1990 AND 1991 AGENCY EXPENSES**

	<u>1990</u>	<u>1991</u>
Metropolitan Council	\$16,958,900	\$13,972,125
Metropolitan Airports Commission	65,064,000	70,755,000
Metropolitan Sports Facilities Commission	24,969,000	21,641,000
Metropolitan Waste Control Commission	121,271,000	128,518,000
Regional Transit Board	3,944,000	3,460,000
Metropolitan Transit Commission	125,985,000	134,800,000

Sources: 1991 Metropolitan Council Work Program and Budget  
1990 Metropolitan Agencies Consolidated Financial Report

Agency expenses for the Metropolitan Council reflect adopted and amended budgets for agency operations and exclude capital, passthrough and debt service expenses.

Agency expenses for the Regional Transit Board exclude capital expenses and grants to the Metropolitan Transit Commission and other transit providers.

Agency expenses for the Airports Commission, Sports Facilities Commission and Transit Commission include depreciation and bond interest. Agency expenses for the Waste Control Commission include debt service payments.

Table 2  
 1990 REVENUE BUDGET  
 (Amended through November 30, 1990)

REVENUES:

FEDERAL REVENUES:

UMTA	322,500
FAA	597,100
FHWA	450,600
Housing Assist. Fees	1,741,100
Area Agency on Aging	447,900
Sub-Total	<u>\$3,559,200</u>

STATE REVENUES:

Landfill Consultant	200,000
Landfill Education	400,000
Landfill Abatement	300,000
LCMR	35,000
MPCA	50,000
DOT - TBI	1,700,000
Hsg. Finance Agency	10,500
DD Newsletter	15,100
Regional Arts Plng.	107,800
GIS	25,000
MNDOT - Income Contract	<u>\$10,000</u>
Sub-Total	<u>\$2,853,400</u>

REGIONAL AGENCY REIMBURSEMENTS:

Waste Control Commission	269,300
Regional Transit Board	232,800
Airports Commission	246,000
Sports Facilities Commission	32,800
Regional Transit Board-Transportation Behavior Inventory	74,000
Waste Control and Transit Board-Office Services	<u>49,500</u>
Subtotal	<u>904,400</u>

MISCELLANEOUS REVENUES

EAW/EIS	110,500
Brooklyn Ctr. Hsg.	9,000
Teenage Pregnancy	34,400
Living-At-Home	14,500
McKnight Arts	17,000
Highway ROW	32,000
Park Audit Fees	46,800
State of Region	17,000
Publication Sales	25,000
Cash Mgmt. Fees	\$37,000
Intergov	
Computer equip sale	
Arts Interest	
Other Miscellaneous	<u>\$95,100</u>
Sub-Total Misc.	<u>438,300</u>

OTHER REVENUES

Proceeds Computer Lease	357,500
Arts Interest Income	<u>58,200</u>
Sub-Total	<u>415,700</u>

PROPERTY TAX LEVY \$7,812,700

INTEREST INCOME 325,400  
 Sub-Total Local Rev. 9,896,500  
 Revenue Subtotal 16,309,100

Other Sources and (Uses) of Funds:

Internal User Charges	\$528,500
Use of Unreserved Fund Balance	234,200
Addition to HRA Fund Balance	<u>(112,900)</u>

Total Revenue and Other Sources/Uses of Funds \$16,958,900

Table 3  
 1990 BUDGETED EXPENDITURES BY DIVISION  
 (Amended through November 30, 1990)

	DIRECT SALARIES, BENEFITS	CONSULTANTS	OTHER DIRECT COSTS	INDIRECT COSTS	TOTAL EXPENDITURES
<b>RESEARCH AND COMPREHENSIVE PLANNING</b>					
RESEARCH	\$567,300	\$66,383	\$41,411	\$411,308	\$1,086,402
COMPREHENSIVE PLANNING	\$326,800	\$0	\$15,131	\$249,563	\$591,494
DEPARTMENT MANAGEMENT	\$170,200	\$0	\$8,494	\$115,544	\$294,238
<b>METRO SYSTEMS</b>					
METRO GOVERNANCE	\$187,300	\$0	\$11,656	\$131,306	\$330,262
PARKS	\$51,300	\$0	\$62,098	\$50,583	\$163,981
NATURAL RESOURCES MANAGEMENT	\$458,900	\$20,000	\$28,011	\$312,126	\$819,037
SOLID WASTE MANAGEMENT	\$555,200	\$354,559	\$49,212	\$390,350	\$1,349,321
SOLID WASTE EDUCATION	\$41,100	\$375,000	\$6,820	\$24,079	\$446,999
TRANSPORTATION PLANNING	\$672,100	\$2,594,123	\$73,968	\$499,592	\$3,839,783
DEPARTMENT MANAGEMENT	\$100,500	\$0	\$4,618	\$71,479	\$176,597
<b>HUMAN SERVICES</b>					
HHS	\$659,400	\$56,206	\$173,958	\$508,967	\$1,398,531
AGING	\$267,300	\$25,000	\$87,842	\$196,439	\$576,581
METRO HRA	\$896,200	\$2,500	\$69,543	\$676,058	\$1,644,301
DEPARTMENT MANAGEMENT	\$160,800	\$0	\$49,226	\$111,781	\$321,807
<b>COMMUNITY SERVICES</b>					
REGIONAL DATA CENTER	\$314,900	\$13,000	\$96,078	\$251,264	\$675,242
PUBLICATIONS	\$60,700	\$0	\$0	\$35,562	\$96,262
COMMUNITY OUTREACH	\$215,900	\$0	\$48,444	\$159,047	\$423,391
<b>ADMINISTRATION</b>					
GENERAL ADMINISTRATION	\$106,311	\$0	\$645,243	\$637,279	\$1,388,833
<b>CHAIR'S OFFICE</b>					
CHAIR AND COUNCIL	\$205,200	\$5,000	\$152,909	\$170,039	\$533,148
LEGAL COUNSEL	\$246,000	\$0	\$149,127	\$178,072	\$573,199
TRANSPORTATION COORDINATOR	\$61,100	\$0	\$3,303	\$38,934	\$103,337
PARKS COORDINATOR	\$53,400	\$0	\$38,330	\$34,423	\$126,153
<b>SUBTOTAL</b>	<b>\$6,377,911</b>	<b>\$3,511,771</b>	<b>\$1,815,422</b>	<b>\$5,253,800</b>	<b>\$16,958,900</b>

Table 4  
 1990 ACTUAL REVENUES AND EXPENDITURES  
 (December Estimated)

REVENUES:

FEDERAL REVENUES:

UMTA	234,400
FAA	386,000
FHWA	404,300
Housing Assist. Fees	1,754,000
Area Agency on Aging	447,900
Sub-Total	\$3,226,600

STATE REVENUES:

Landfill Consultant	29,800
Landfill Education	448,000
Landfill Abatement	203,400
LCMR	37,400
MPCA	35,000
DOT - TBI	1,286,000
Hsg. Finance Agency	13,800
DD Newsletter	8,200
Regional Arts Plng.	30,100
GIS	25,000
Sub-Total	2,116,700

REGIONAL AGENCY REIMBURSEMENTS:

Waste Control Commission	249,000
Regional Transit Board	213,000
Airports Commission	246,000
Sports Facilities Commission	25,000
Regional Transit Board-Transportation Behavior Inventory	40,000
Waste Control and Transit Board-Office Services	49,500
Subtotal	\$822,500

MISCELLANEOUS REVENUES

EAW/EIS	79,600
Brooklyn Ctr. Hsg.	4,000
Teenage Pregnancy	22,700
Living-At-Home	14,500
McKnight Arts	17,000
Highway ROW	32,000
Park Audit Fees	46,800
State of Region	19,900
Publication Sales	29,000
Cash Mgmt. Fees	
Other Miscellaneous	\$44,800
Sub-Total Misc.	310,300

OTHER REVENUES

Proceeds Computer Lease	357,500
Arts Interest Income	58,300
Sub-Total	415,800

PROPERTY TAX LEVY

\$7,812,700

INTEREST INCOME

348,400

Sub-Total Local Rev.

\$9,709,700

Revenue Subtotal

15,053,000

Other Sources and Uses of Funds:

Internal User Charges	\$528,500
Use of Unreserved Fund Balance	\$235,200
Addition to HRA Fund Balance	(102,800)

Total Revenue and Other Sources/Uses of Funds

\$15,713,900

EXPENDITURES:	
RESEARCH AND COMPREHENSIVE PLANNING	
RESEARCH	1,011,100
COMPREHENSIVE PLANNING	551,300
DEPARTMENT MANAGEMENT	274,100
METRO SYSTEMS	
METRO GOVERNANCE	307,600
PARKS	152,500
NATURAL RESOURCES MANAGEMENT	791,100
SOLID WASTE MANAGEMENT	1,250,800
SOLID WASTE EDUCATION	410,500
TRANSPORTATION PLANNING	3,534,700
DEPARTMENT MANAGEMENT	166,200
HUMAN SERVICES	
HHS	1,300,100
AGING	535,800
METRO HRA	1,532,400
DEPARTMENT MANAGEMENT	299,100
COMMUNITY SERVICES	
REGIONAL DATA CENTER	627,800
PUBLICATIONS	89,800
COMMUNITY OUTREACH	393,600
ADMINISTRATION	
GENERAL ADMINISTRATION	1,244,300
CHAIR'S OFFICE	
CHAIR AND COUNCIL	495,900
LEGAL COUNSEL	531,900
TRANSPORTATION COORDINATOR	96,300
PARKS COORDINATOR	117,000
 SUBTOTAL	 \$15,713,900
 TOTAL EXPENDITURES	 <u>\$15,713,900</u>

Table 5  
1991 REVENUE:

FEDERAL REVENUE	
HHS	\$ 500,000
HUD	1,741,244
DOT	<u>600,000</u>
TOTAL FEDERAL	\$ 2,841,244
STATE REVENUE	
MNDOT	\$ 0
Housing Finance Agency	10,500
Landfill Abatement	875,000
Legislative Commission	35,000
Miscellaneous	<u>25,110</u>
TOTAL STATE	\$ 945,610
LOCAL REVENUE	
Property Taxes	\$ 8,289,314
EIS/EAW	190,000
MWCC/RTB Office Services	54,553
MAC	258,000
MSFC	34,500
MWCC	283,000
RTB	244,000
Arts	9,000
Interest	361,000
Miscellaneous	<u>234,804</u>
TOTAL LOCAL	\$ 9,958,171
Proceeds-Computer Lease	227,100
TOTAL AGENCY REVENUES	<u>\$13,972,125</u>



Table 6  
1991 BUDGETED EXPENDITURES BY DIVISION

	DIRECT SALARIES, BENEFITS	DIRECT CONSULTANT	OTHER DIRECT COSTS	INDIRECT COSTS	TOTAL EXPENDITURES
<b>RESEARCH AND COMPREHENSIVE PLANNING</b>					
RESEARCH	561,600	22,500	23,470	415,860	1,023,430
COMPREHENSIVE PLANNING	364,400	0	31,760	245,235	641,395
DEPARTMENT MANAGEMENT	176,100	0	8,990	108,987	294,077
<b>METRO SYSTEMS</b>					
METRO GOVERNANCE	261,200	0	8,470	163,935	433,605
PARKS	161,700	0	61,685	115,675	339,060
NATURAL RESOURCES MANAGEMENT	493,500	22,575	33,720	326,649	876,444
SOLID WASTE MANAGEMENT	445,000	480,000	49,675	318,920	1,293,595
SOLID WASTE EDUCATION	45,000	187,833	11,355	25,403	269,591
TRANSPORTATION PLANNING	641,000	95,000	89,830	458,578	1,284,408
DEPARTMENT MANAGEMENT	103,400	0	4,635	77,040	185,075
<b>HUMAN SERVICES</b>					
HHS	635,800	0	107,344	442,983	1,186,127
AGING	344,600	15,000	53,186	225,570	638,356
METRO HRA	926,900	0	108,954	696,201	1,732,055
DEPARTMENT MANAGEMENT	144,700	0	70,625	98,415	313,740
<b>COMMUNITY SERVICES</b>					
REGIONAL DATA CENTER	313,500	23,000	125,695	233,015	695,210
PUBLICATIONS	103,900	0	0	59,032	162,932
COMMUNITY OUTREACH	119,704	0	55,260	99,631	274,595
<b>ADMINISTRATION</b>					
GENERAL ADMINISTRATION	195,600	15,000	173,532	635,481	1,019,613
<b>CHAIR'S OFFICE</b>					
CHAIR AND COUNCIL	211,200	2,000	183,630	\$181,678	578,508
LEGAL COUNSEL	249,500	0	76,223	\$174,119	499,842
TRANSPORTATION COORDINATOR	63,000	0	2,825	\$39,539	105,364
PARKS COORDINATOR	54,900	0	39,060	\$31,143	125,104
<b>SUBTOTAL</b>	<b>\$6,616,204</b>	<b>\$862,908</b>	<b>\$1,319,924</b>	<b>\$5,173,088</b>	<b>\$13,972,125</b>